

SOL PLAATJE MUNICIPALITY

FINAL ADOPTED BUDGET

2019/20 – 2021/22



City of Kimberley

intranet: <http://solplaatje>

**THE SPEECH OF THE EXECUTIVE MAYOR, SP MABILO ON THE
OCASSION OF THE APPROVAL OF IDP REVIEW FOR 2018/2019, THE
ANNUAL BUDGET FOR 2019/2020 MEDIUM TERM REVENUE AND
EXPENDITURE FRAMEWORK, BUDGET POLICIES AND PROPOSED TARIFF
INCREASES FOR 2019/2020**

29 May 2019

Madam Speaker

Esteemed Members of the Mayoral Committee

Honourable Councillors

Acting Municipal Manager

Executive Directors

Officials

Members of the Media

Community members

Warm greetings to each and every one of you.

Madam Speaker, in celebrating 25 years of a free and democratic nation, I have intentionally chosen to present this budget speech for 2019/2020 Medium Term Revenue and Expenditure Budget Policy (MTREF) within the context of the liberation and attainment of human rights as we enter the sixth new democratic dispensation.

Since our democratic dispensation, Madam Speaker, we have changed the lives of many through the access of basic services, namely, water, housing, electricity and have experienced major milestones and evident progress in the livelihood of our people. As we enter into a new dawn, let us honour and pay homage to liberation stalwarts for their contribution to the freedom and constitutional democracy we enjoy today.

Madam Speaker, this year we celebrate 25 years of a free and just nation where all who live in it can enjoy the hard earned liberation that our struggle stalwarts fought for. This year we once again democratically participated and engaged in an important process when we made we had the opportunity to make our voices heard and usher in a new era of renewal and hope.

Once again our governing party has been mandated by the people of our country to build a better life and grow South Africa.

Madam Speaker, as we open doors to the new administration, it demonstrates the confidence of the people in the ruling party and our governments' commitment to fighting corruption, to create jobs and to grow the economy.

Madam Speaker, we have to remain sensitive to the cries of our people, in particular those who are previously disadvantaged, the elderly and child headed households. Therefore with this budget, we have maintained a pro-poor position that aims to include basic service delivery designed to assist indigents.

After the tabling of the 2019/2020-2020-21 draft budget and Integrated Development Plan, a thorough and lengthy public participation was held by council and the administration of the Sol Plaatje Municipality to solicit the views and inputs from all relevant stakeholders.

The Office of the Executive Mayor, the Office of the Speaker and the entire Council of the Sol Plaatje Municipality would like to express the utmost gratitude to the residents, organised business, NPOs and churches for participating in the draft budget and IDP process.

We acknowledge all inputs and concerns raised during the public participation process. In the words of our Premier, Dr. Zamani Saul, and I quote, "We pledge our commitment to serve our people with humility, to listen to them and work with them to usher in a modern, growing and successful Province," close quote

As the capital city of our beloved province, we have the opportunity to turn the tide, rewrite our past and once again restore hope and confidence in the Sol Plaatje Municipality and continue to improve the quality of life of our people. To this end, we take encouragement from the wise words of the President South Africa, Mr. Cyril Ramaphosa, for us to answer the call to serve and make meaningful and progressive change to the lives of all the people.

Therefore, fellow colleagues and residents, we must consider it an honour and privilege this morning to be part of the new dawn which to me, is a period of renewal and rejuvenation; a period where we change the discourse for the better, to serve with distinction; and a period where residents can tangibly feel improvement in their quality of lives.

Indeed, we dare not fail as we set new service delivery and accountability benchmarks for others to follow

Madam Speaker, the budget for 2019/2020 follows a very challenging 2018 and an equally demanding one is forecast for 2019/2020 MTREF. Collectively we have emerged from many trials and tribulations in the recent past and this has indeed made us wiser.

While upholding the rights of residents to engage in peaceful protest we are simultaneously resolute that we must work together to resolve problems amicably. We have learnt from our mistakes and we are moving forward to maintain stability at the municipality. Ladies and gentlemen we need to hold hands and work together.

Madam Speaker, in order for us to remain a viable and vibrant city, we need to work as a collective to turn the fortunes of the city around. Municipalities across the country are feeling the brunt of the economic meltdown and as a result National Treasury issued a statement whereby 70% of municipalities were classified as being in financial distress. Luckily we are not as we have sound fundamentals in place.

We however cannot rest on our laurels but need to address the pressing issues which beset our city. Madam Speaker, we have to be frank and admit that service delivery such as water and sanitation challenges remains our main priority as a municipality.

We will reclaim our public spaces, namely; parks, walkways, stadia and cemeteries as we embark on a rigorous cleaning and greening project. We will in turn our communities into green, dynamic and vibrant settlements

In order for us to grow we need to repair and maintain our infrastructure. A city with miniscule infrastructure problems, is normally a city that flourishes. We want to create this modern vibrant city with job opportunities for the youth and at the same time create amenities for both young and old to enjoy. This is the ideal we envisage for our beloved city of Kimberley.

Honourable Speaker, the issue of non- payment of municipal accounts has assumed drastic proportions. We are by law compelled to pay our creditors within 30 days but we in turn do not receive revenue for services rendered.

I am happy to announce that we have received commitments from sector departments to pay outstanding municipal debts. Government must come to the party and be exemplary in the payment for services rendered by the municipality. We call on all businesses, government departments, residents and all other stakeholders to continue paying in order that quality services are delivered.

Our ability to provide services to the people of Kimberley is severely hampered by those not willing to pay. We sincerely thank those who do honour their commitments towards the municipality and I once again make a plea to those not paying to do so. Together we can bring the shine back to the city.

Madam Speaker,

In an effort to reduce our exorbitant water losses, and also increase our debt recovery, we looking at installing pre-paid water meters as a pilot program. We are also looking at broadening the criteria for people applying for indigent status. This option will be discussed when all the relevant information becomes available. Currently indigents are identified based on household income only.

The tariffs as announced during the draft program remains the same for all services and property rates apart from the electricity tariffs which reflect in the tariff structure of the Budget Book.

The **Total Revenue** budget for **2019/2020** and ensuing years **2020/2021** and **2021/2022** remains at **R 2 203 612(two billion 203million and 612 thousand)** whilst the **expenditure budget** is **R2 194 210(two billion 194million and 210thousand)**.

Total budget over the MTREF is R7 000 420(Seven billion four hundred and twenty thousand Rand) for revenue and R6 970 753(six billion nine hundred and seventy million and seven hundred and fifty three thousand Rand) for expenditure.

I therefore present the IDP Review 2018/19, the Annual Budget for 2019/2020 MTREF, the proposed tariffs increase and the Budget Policies as per item two and three of the agenda.

The capital budget over the same period is:

R184 285 for 2019/2020(one hundred and eighty four million two hundred and eighty five thousand rand)

R180 497 for 2020/2021(one hundred and eighty million four hundred and ninety seven thousand rand)

R209 266 for 2021/2022(two hundred and nine million two hundred and sixty six thousand rand)

Total over the MTREF is R574 048(Five hundred and Seventy million and forty eight thousand rand).

In conclusion, Madam Speaker, I would like to take this opportunity to thank the staff in my office, the office of the Acting Municipal Manager, Executive Directors, the Mayoral Committee and councillors and all Sol Plaatje employees who worked diligently in order to make this occasion a success especially those in the Budget and Treasury office who prepared this budget.

I thank you

Presented by:

S P Mabilo

Executive Mayor

Sol Plaatje Local Municipality

Table of contents

| | |
|---|----|
| 1. Mayor's Budget Speech | 2 |
| 2. Council Resolutions | 2 |
| 3. Executive Summary | 8 |
| 4. Operating Expenditure Framework..... | 12 |
| 5. Operating Revenue Framework | 13 |
| 6. Capital Expenditure Framework | 15 |
| 7. Operating Revenue | 15 |
| 8. Operating Revenue Budget..... | 25 |
| 9. Operating Expenditure Budget | 34 |
| 10. Capital Plan and Budgeting..... | 52 |
| 11. Long-term borrowing | 59 |
| 12. Performance Management..... | 59 |
| 13. Overview of IDP and Annual Budget Process | 61 |
| 14. Overview of the alignment of the annual budget with IDP | 66 |
| 15. IDP Review and Key Amendments | 69 |
| 16. Overview of budget related policies..... | 84 |
| 17. Overview of budget assumptions | 85 |
| 18. Overview of budget funding | 87 |
| 19. Contracts having future budgetary implications | 97 |
| 20. Legislation and compliance status | 98 |
| 21. Service Delivery Agreements | 99 |
| 22. Certification..... | 99 |

1. Mayor's Budget Speech

To be distributed at Council meeting

2. Council Resolutions

ITEM NUMBER

Tabling of the Annual Budget for 2019/20 MTREF

Executive Mayor Cllr P.S. Mabilo

29 May 2019

Purpose

The purpose of this item is to submit the Annual Budget of the Sol Plaatje Local Municipality for the financial year 2019/20 and indicative allocations for the two projected outer years 2020/21 and 2021/22, including policies and tariffs for approval by Council.

For noting / for decision by

The following options exist in terms of noting / for decision by:

- Council

The item/report has NOT been considered by a portfolio committee.

This item is for recommendation by the Executive Mayor to Council.

Background

In terms of the Section 16 (1) of Municipal Finance Management Act (MFMA) a Council of a Municipality must approve an annual budget before the start of the financial year. Section 16 (2) further requires that the Mayor must table the annual budget at least 90 days before the start of the financial year. It is in compliance to Section 16 of MFMA that an annual budget is being tabled before this Council today.

The annexures in respect of the budget as per the Table of Contents in the budget documentation are hereby attached.

It should be noted also, that an application for tariff increases for electricity will have to be submitted to NERSA.

In terms of the Section 24 (2) of Municipal Finance Management Act (MFMA) a Council of a Municipality must approve an annual budget before the start of the financial year. Section 24 (1) further requires that the Mayor must approve the annual budget at least 30 days before the start of the financial year. It is in compliance with Section 24 of the MFMA that an annual budget is being tabled before this Council today.

Whereas the MFMA Section 17, prescribes the format in which the municipal budget must be presented, National Treasury had published Schedule A tables for the capturing and presentation of the budget which covers a 7 year period, whereby the first three years are the actual outcomes of the previous years audited, the current year budget, and year to date actuals as well as the next three (3) years.

In terms of the Municipal Budget Reporting Regulations as per Government Gazette 32141 (hereinafter referred to as the MBBRR), the table of contents of the annual budget is prescribed, and as such, the format complies as prescribed in the regulations.

The MBRR Sections 15 and 18 prescribes the manner in which the tabled budget must be publicised, whilst the MFMA Section 23 makes reference to consultation processes on tabled budgets. Various meetings were scheduled and conducted. All areas were visited according to the schedule. Public inputs received supported the budget, the policies, and the proposed tariff increases.

National Treasury also, through the budget benchmark exercise which is the process of reviewing the tabled budgets, analysed the assumptions and the detailed budget and compared the budget with other secondary cities, reported that in their draft report, National Treasury concluded that the municipality's tabled budget is:

- 100% compliant with all the format requirements
- That the assumptions made were sound and supported by valid social and economic conditions that prevails not only in the region, but also in the country
- Credible, relevant and funded, which are the critical criteria in which the budget was assessed.

The MBRR further suggests that the budget must be tabled together with the reviewed budget related policies, the proposed tariffs, the service delivery and budget implementation plan as well as the Annual IDP Review. All these documents are part of the budget statement as presented in the annexures.

It is against this background that the Annual Budget for the 2019/20 MTREF is submitted for approval.

Annexures

Budget Part 1 and 2

Budget Annexures

- Section 1: Budget Schedules and supporting tables
- Section 2: Tariffs
- Section 3: History of Tariffs
- Section 4: IDP Overview
- Section 5: Service Delivery and Budget Implementation Plan
- Section 6: Budget Policies – as per March budget book
- Section 7: By-Laws – as per March budget book
- Section 8: MFMA Circulars– as per March budget book

Motivation

The MFMA places an obligation on Council to ensure that the budget is approved within the legislated timeframes. Non-compliance with the MFMA Section 24 will result in the application of the MFMA Section 26 – Consequences of failure to approve budget before start of the budget year.

The budget has been presented to Council and was discussed and debated in detail. Public consultation processes as well as the National Treasury's Budget Benchmark are an indication that the budget has been well thought through, and is totally linked to the priorities of the municipality as per the IDP of the municipality.

Personnel Implications

Personnel implications shall be in accordance with the tabled budget, the current organisational structure as well as the implementation strategy as will be agreed upon by the Municipal Manager, and within the budget constraints.

The municipality is in the process of adopting an ideal organisational structure. It is confirmed that none of the new positions as per the provisionally adopted organisational structure have been funded in the budget and also, no provision has been made for any position that may be deemed as critical. A consultative process with Human Resources shall ensue with regards to filling any position.

Financial Implications

There are no financial implications other than as per the tabled budget. The tariff increases and impact of policy reviews are anticipated as a result of adopting this budget.

Legal Authority and Implications

MFMA Section 16 and 24

Municipal Budget and Reporting Regulations

MFMA Circulars

The Annual Budget was discussed with the Executive Mayor, the IDP, Budget and Performance Committee (extended), the Municipal Manager, the Chief Financial Officer Executive Directors, as well as the discussions of the Budget Steering Committee Meetings.

The budget was also assessed by National Treasury through the budget benchmark exercise, a report of which is attached.

Consultation

Executive Mayor – Cllr PS Mabilo

Acting Municipal Manager – Mr. B Dhlwayo

Acting Chief Financial Officer – Mr. E Baise

Contact Person

Mr. E Baise

Acting Chief Financial Officer

Contact number: 053-830-6500

The Annual Budget will be tabled by the Executive Mayor PS Mabilo

RECOMMENDATION:

1. That Council **approves** the Annual Budget for the 2019/20 MTREF as presented in terms of the following annexures highlighted herein.
2. That in terms of section 16 of the Municipal Finance Management Act, 56 of 2003, Council **approves** the Annual Budget of the municipality for the financial year 2019/20; and indicative allocations for the two projected outer years 2020/21 and 2021/22, and the multi-year single year capital appropriations as set out in the Annual Budget in the following tables:
 - 2.1 Budgeted financial performance by revenue source and expenditure by type as presented in Table A1 – Summary and Table A4 - Detailed
 - 2.2 Budgeted Financial Performance (revenue and expenditure by Standard classification) Annexure/Section 1 – Table A2;
 - 2.3 Budgeted Financial Performance (revenue and expenditure by municipal vote) Annexure/Section 1 - Table A3;
 - 2.4 Multi-year and single year capital appropriations by municipal vote and Standard classification and associated funding by source. Annexure/Section 1 - Table A5.
3. That Council **approves** the financial position, cash flow, cash-backed reserve/accumulated surplus, asset management and basic service delivery targets as set out in the following tables:
 - 3.1 Budgeted Financial Position: Annexure/Section 1 – Table A6;
 - 3.2 Budgeted Cash Flow: Annexure/Section 1 – Table A7;
 - 3.3 Cash backed reserves and accumulated surplus reconciliation: Annexure/Section 1 – Table A8;
 - 3.4 Asset Management: Annexure/Section 1 – Table A9; and
 - 3.5 Basic service delivery measurement: Annexure/Section 1 –Table A10.
4. That Council **approves** the Budget Supporting tables as presented in Section 1 of the book from table SA1 to Table SA38.
5. That in terms of sections 74 and 75A of the Local Government: Municipal Systems Act, Act 32 of 2000 as amended, the tariffs for the supply of water, electricity, waste removal services, sanitation services, property rates and all other tariffs as set out in Annexure 2, are **approved** by Council.
6. That Council **approves** the final Service Delivery and Budget Implementation Plan for 2019/20 as per Annexure/Section 5 of the Annual Budget
7. That in terms of section 24(2)(c)(v) of the Municipal Finance Management Act, 56 of 2003, the budget-related policies, including proposed amendments as set out in the Budget Annexure/Section 6 as per the tabled Budget Statement of March 2019 are **approved** for the budget year 2019/20, the effective date of these policies is 1 July 2019, and may be amended during the year.

8. That the Basic Services Indigent Packages as set out in Annexure/Section 1 and the Executive summary, is **approved**.
9. That Council takes notes that compliance with m-SCOA regulations is effective from 1 July 2017, currently version 6.2 was adopted and is fully operational and that as m-SCOA version 6.3 has been adopted and is fully operational from 1 July 2019.
10. That Council **approves** the Procurement plans for the 2019/20 financial year.
11. That Council resolves to authorise the Chief Financial Officer to make corrections to errors on the actuals identified in the Final Annual Budget.

PART 1

ANNUAL BUDGET

3. Executive Summary

3.1.1 Introduction

The year in focus will be indeed by the most challenging in the history of the city. Whilst the next cycle of the IDP will continue, we need to take an in depth look at the resources at our disposal to try and improve on a very troubled year which was 2018/2019. Priorities should be looked at critically and those linked to income generating be placed on top of the pile.

The economic outlook is bleak with a hint of recession but we need to press ahead and not renege on our mandate of providing affordable, quality services to our people. A lot of capital work will be done during this year. The commissioning of the Riverton High lift pumps, the upgrading of the Gogga Pumpstation, the Galeshewe Stormwater projects as well as the Lerato Park water and sewer linking projects is but a few of the projects where huge sums of money has been invested.

The Thlageng Dam will be strengthened as a direct result of funding through the Neighbourhood Development Partnership Grant. This exercise will bring welcome relief to those staying close to the attenuation pond who experienced a lot of hardships in years gone by. The new construction of sink toilets in the Galeshewe area will also alleviate the need for sanitation facilities in the area.

The need to create jobs is pressing and government and business need to take hands and try to find common ground to create jobs in an unfavourable environment. The state of the economy is in such a state that as a result of a low growth rate forecast of less than 2%), it will be nigh impossible to create employment.

The climate of economic uncertainty has led to non-payment of essential services which placed a huge burden on the municipality to deliver on its mandate. It further negatively impacts on council's cash flow and the ability to remain a going concern. Innovative ideas to improve our revenue streams is of utmost importance to keep us afloat. Grant funding to the municipality has decreased placing further strain on the municipality's resources.

Tariff increases in 2018/19 was kept to minimum but is unlikely to be maintained as electricity tariffs will increase more depending on the outcome of Nersa decision on Eskom's application for a higher tariff. The tariff increases for 2019/20 will be more then 2018/19 based on preliminary assumptions. Everything will be done to keep it affordable as possible. The tariffs will be inflation aligned where possible.

Our road network (800km plus) is pivotal in attracting investors and we have in the last few years injected almost R100million in the network and hope to spent an additional R20 million on the upgrade of roads for 2019/20. However due to absence of preventative maintenance over a period of time, the road surfaces has disintegrated and much more needs to be done in order to improve our road surfaces.

Tariff increases for 2018/19 was in the main kept very low but the same scenario will not repeat itself in 2019/20 as a result of the scrapping of the basic charge which needs to be recovered. An increase is inevitable but we hope to keep it as low as possible. Electricity tariffs will obviously be determined on what the Nersa outcome is. It is assumed that the tariff increases will be above the prevailing inflation rate.

3.1.2 Political overview

With the change of guard and more political stability on the horizon, the state of the nation address was delivered in an environment of hope and expectations and was received in that spirit. Change brought about some divisions and discord but evidently these will lead to a more stringent and cohesive leadership and build confidence within the nation. A spirit of a new enlightened South Africa could be felt in the air, a sort of a new renaissance.

The volatility of the rand is still a concern, coupled with the unpredictability of the oil prices as well as the commodity prices could however place a damper on business confidence. The promise that corruption will be dealt with and rooted out, will instil hope and confidence in our nation. We are eagerly awaiting the new dawn to come to the fore.

The people want to see visible leaders who are always available with a caring heart and a listening ear. They do not want to only see them electioneering and then to be discarded or forgot about until the next elections. Government is under extreme pressure to provide the impetus for the economy to grow and create jobs. The job market looked bleak for those entering it although on a slightly positive note unemployment decreased marginally from 27.5% to 27.1% for the period ending 31 December 2018.

The constant bailing out of ailing parastatals like ESKOM, South African Airways and the ongoing saga at South African Broadcasting Services does not instil much confidence and alternative means have to be looked at turn around the fortunes of those mentioned. It is a great strain on the fiscus. By the same token the ongoing investigation in the Gupta saga and other relevant institutions once again demonstrate government's commitment in stamping out corruption at its roots.

Year on year the economy advanced 1.1 percent in the fourth quarter of 2018, after an upwardly revised 1.3 percent growth in the prior period and compared with market consensus of a 0,6 percent advance. Considering the full 2018, GDP advanced with 0.8%, well below revised projections of 1.4 percent in 2017.

The annual inflation rate in South Africa declined to 4.0 percent in January 2019 from a 4.5 percent in December 2018 and below market expectations of 4.3 percent. It is the lowest inflation rate since March 2018 and can be attributed to the falling fuel prices. Inflation rate in

South Africa averaged 9.03 percent from 1968 until 2019, reaching an all-time high of 20.70 percent in January of 1986 and a record low of 0.20 percent in January 2004.

Herewith some key announcements from the 2019 budget speech by Minister Mboweni.

- A new Illicit Economy Unit to be launched in April 2019, will fight the trade in illicit cigarettes and tobacco;
- SARS is strengthening its IT team and its IT systems and this is crucial for our tax collection efforts; and
- information sharing agreements with allies will help fight cross-border tax evasion schemes.

3.1.3 m-SCOA Implementation

The municipal standard chart of accounts or mSCOA was developed by National Treasury to standardise financial reporting and related information across all municipalities in the country. It was evident that municipalities find it difficult to align mSCOA original budget data string to the original budget adopted by municipal council. The root was identified as being a result of municipalities not planning properly, test and generate the Schedules A1 directly from the financial systems but prepare the schedules A1 manually on excel spreadsheets and then captured the table and original budgets on the system (or worse, the core system vendor does it for them) after these were tabled and adopted by council.

Furthermore, some municipalities prepared their tabled budgets in the financial system but made changes to it during community consultation and council meetings. These changes were effected to the schedule A that served before council but never made on the Financial system. Hence, the municipality started transacting against the tabled budget on the system instead of the adopted budget. In terms of the mSCOA Regulations, the budget must be approved and locked on the financial system prior to the municipality transacting against it on the financial system.

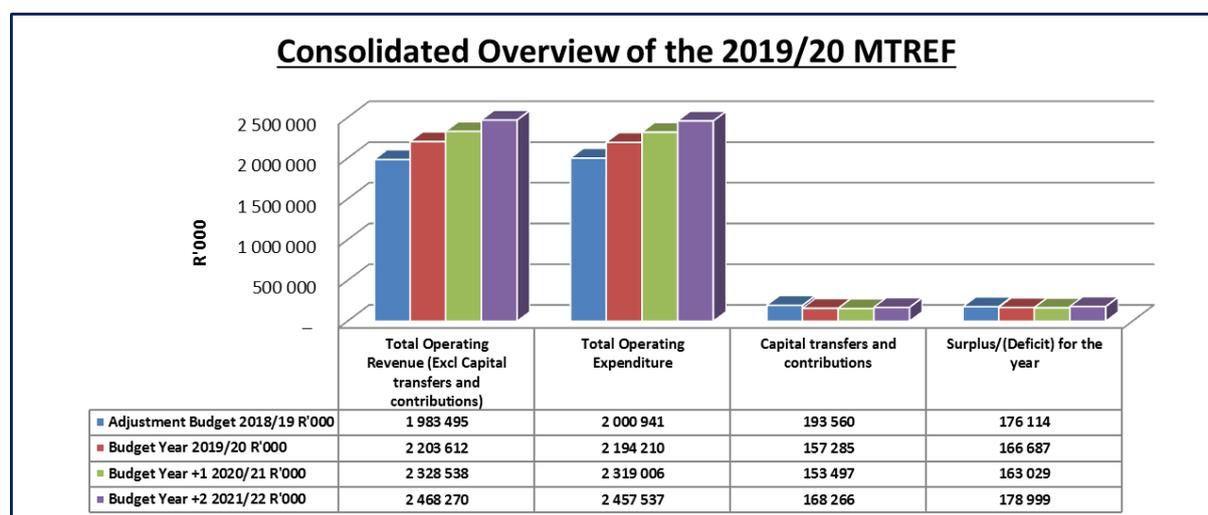
In terms of the MFMA and Municipal Budget and Reporting Regulations, errors in the Budget can only be corrected during the adjustments budget process. Municipalities should therefore ensure that their adjusted budget strings align to Schedule B adopted by the municipal council. National and provincial treasuries have undertaken a verification process on the adjusted budgets in relation to the data strings and Schedule B in advance for verification purposes to ensure that aligned documents are adopted by municipal council. The 2019/2020 MTREF was drafted with version 6.3 of mSCOA. NT MFMA Circular No 93, dated 07 December 2018, announce the implementation of mSCOA version 6.3.

3.1.4 Budget Overview

There are three budgets tabled for approval by council, the operating expenditure budget, the operating revenue budget and the capital budget.

| Consolidated Overview of the 2019/20 MTREF | Adjustment Budget 2018/19 | 2019/20 Medium Term Revenue & Expenditure Framework | | | |
|--|------------------------------|---|---------------------------|---------------------------|-------------------------|
| | | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 | Total over the MTREF |
| | R'000 | R'000 | R'000 | R'000 | R'000 |
| Total Operating Revenue (Excl Capital transfers and contributions) | 1 983 495 | 2 203 612 | 2 328 538 | 2 468 270 | 7 000 420 |
| Total Operating Expenditure | 2 000 941 | 2 194 210 | 2 319 006 | 2 457 537 | 6 970 753 |
| Operating Surplus | (17 447) | 9 402 | 9 532 | 10 733 | 29 667 |
| Capital transfers and contributions | 193 560 | 157 285 | 153 497 | 168 266 | 479 048 |
| Surplus/(Deficit) for the year | 176 114 | 166 687 | 163 029 | 178 999 | 508 715 |
| Total Capital expenditure | 231 113 | 184 285 | 180 497 | 209 266 | 574 048 |

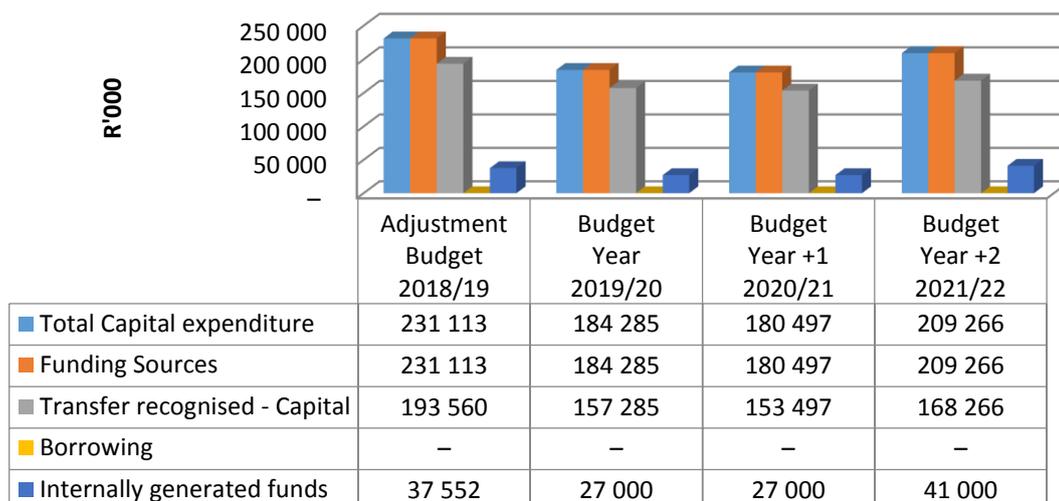
The revenue strings of the municipality remain which is customary like levying of rates and taxes, services provided like electricity, water, sanitation and cleansing as well as other services which includes renting out of facilities and other revenue sources.



Costs of bulk are borne by the municipality and the suppliers as such are the municipality prioritised creditors.

Budget Schedule A1 of the Budget indicates the total budget of the municipality. The focus at this point shall be operating revenue and expenditure as follows. The table below presents the budget overview summary:

Capex Funding: MTREF 2019/20 - 2021/22



There is no significant increase in overall revenue as the totals are increasing from R1, 983 495 billion (adjusted budget 2018/19) to R2, 203 612 billion (2019/2020), thus a 11.10% year on year increase.

The expenditure is estimated at R2, 194 210 billion in 2019/2020. After having considered all the factors, the budget for 2019/2020 MTREF shall generate surpluses, though very limited in amounts. However, the budget remains funded for the duration of the MTREF.

Capital grants and subsidies recognised are all conditional grants gazetted as per the Division of Revenue Act 2019.

4. Operating Expenditure Framework

The total operating expenditure budget amounts to R2 194 210 000.00 for 2019/2020 financial year. The operating expenditure budget is presented by type, by vote and by GFS classification as per Schedule A, attached as an annexure to this report, See Table A1, A2, A3 and A4. The major operational expenditure budget allocations include:

Employee related costs equates to 35.13% of the total operating budget. This amounts to R770 966 000.00. The 2019/2020 cost of living increase as per SALGBC wage agreement of 7% was used when calculating the total employee costs. This provision includes additional allowances and benefits as per council procedures in this regard. These include the upper limit gazette for remuneration of councillors, municipal managers and managers reporting directly to the Municipal Manager.

Bulk purchases of water and electricity with the total budget of R808 725 000.00. The estimates were based on the current demand and the projected growth in demand, and have taken into account the guidelines for price increases as informed by NERSA and Department of Water and Sanitation. Costs of bulk are 36.86% of operating expenditure budget.

Finance charges consist of repayment of interest on long term borrowing (cost of capital). The amount budgeted for 2019/2020 is R24 661 000, equivalent to 1,21% of the total operating expenditure budget.

Contracted services allocation is R51 605 000.00 which includes repairs and maintenance provisions and budgetary alignments as per mSCOA classification. This budget includes additional enhancements which were allocated to various directorates during the budget interactions internally.

5. Operating Revenue Framework

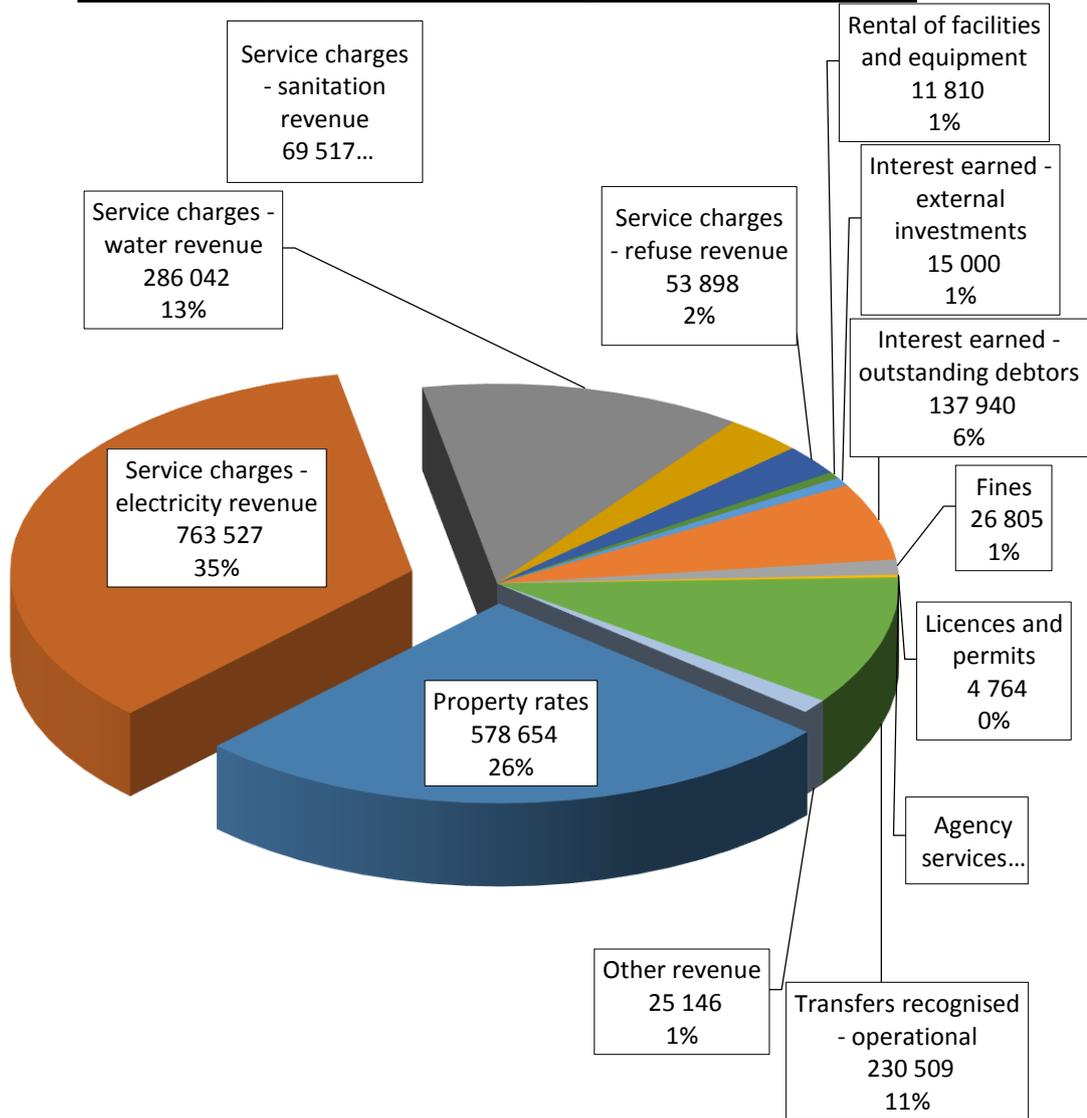
The municipality generates revenue from exchange and non-exchange transactions. Exchange transactions are instances where there is a transaction concluded at arms-length based on measured consumption as well as a result of existing service agreements. Revenue from non-exchange transactions is revenue derived from taxes as well as grants and subsidies received. Revenue from exchange and non-exchange transactions are an indicator of the source of that revenue.

Revenue generated from operations is utilised to effectively run the institution, cover the costs of operation and maintenance of infrastructure, servicing of municipal debt acquired as long term borrowings and the costs of bulk water and electricity.

During this budget process, all tariffs had been revised to ensure that they are relevant and easy to implement. The municipality had a tariff for dog-licensing which was recovered through the normal billing and settling of accounts. This revenue was used to make a grant to the SPCA who is running a domestic animal pound. Due to complexities in implementing the tariff, this section has now been deleted.

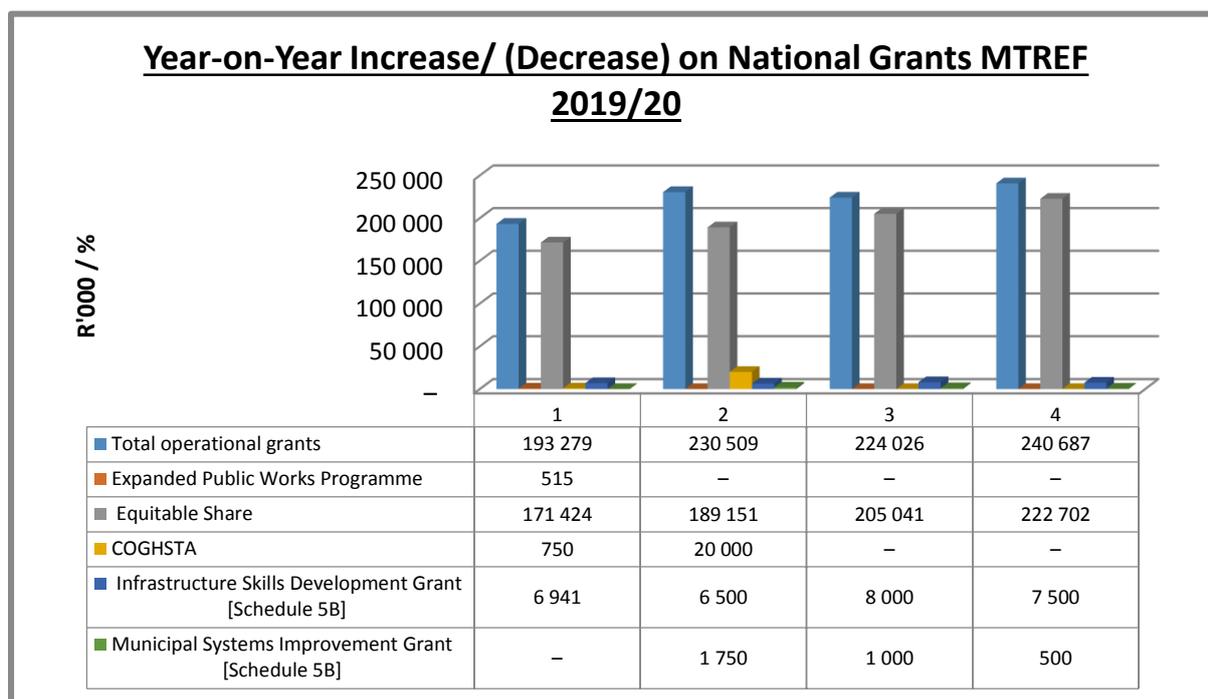
The pie-chart below represent the percentage weighting of each revenue source against the total revenue estimated for the financial years 2019/2020, 2020/2021 and 2021/2022.

Revenue per Source: Budget Year 2019/20



It should be noted that the municipality has maintained a consistent contribution ratio for each source, thus a reflection of a very structured process of tariff determination and price increases.

Grants and subsidies made comprises of equitable share in the amount of R189, 151 million for 2019/2020, R205, 041 million for 2020/2021 and R222, 702 million for 2021/2022. Other minor grants and subsidies received are as follows:



6. Capital Expenditure Framework

The capital budget for 2019/2020 is R184 285 000 funded as per the table below. Capital grants and donations make up 85% of the total funding sources, and own funds contribute 15%.

| NC091 Sol Plaatje - Table A1 Budget Summary | | | | | | | |
|--|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| Description | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
| | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Capital expenditure & funds sources | | | | | | | |
| Capital expenditure | 333 241 | 231 113 | 231 113 | 98 225 | 184 285 | 180 497 | 209 266 |
| Transfers recognised - capital | 296 795 | 193 560 | 193 560 | 83 849 | 157 285 | 153 497 | 168 266 |
| Borrowing | – | – | – | – | – | – | – |
| Internally generated funds | 36 446 | 37 552 | 37 552 | 14 375 | 27 000 | 27 000 | 41 000 |
| Total sources of capital funds | 333 241 | 231 113 | 231 113 | 98 225 | 184 285 | 180 497 | 209 266 |

The MIG will be replaced by the IUDG for the 2019/2020 MTREF in pilot municipalities identified by National Treasury. Sol Plaatje Municipality has been identified as a recipient of this grant. It is foreseen that in future all grants will all be incorporated in the IUDG.

7. Operating Revenue

The municipality generates income from various sources such as exchange and non-exchange transactions. Revenue from exchange transactions is generated mainly from trading services. The municipality has adopted a consolidated billing system for both exchange and

non-exchange transactions for municipal services. Billing therefore is done systematically based on fixed monthly tariffs for services as well as consumption based billing for metered services.

7.1 Revenue by Source

Table A4 of the Budget Schedules indicates revenue by source. The table has been extended below to indicate year on year growth of revenue by source as well as % contribution to the total revenue of the municipality.

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)

| Description | Ref | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|------|----------------------|------------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | 1 | | | | | | | |
| Revenue By Source | | | | | | | | |
| Property rates | 2 | 541 312 | 541 312 | 541 312 | 415 258 | 578 654 | 625 994 | 674 739 |
| Service charges - electricity revenue | 2 | 727 992 | 617 992 | 617 992 | 403 999 | 763 527 | 820 800 | 863 653 |
| Service charges - water revenue | 2 | 268 108 | 268 108 | 268 108 | 184 670 | 286 042 | 302 997 | 324 944 |
| Service charges - sanitation revenue | 2 | 63 813 | 68 813 | 68 813 | 46 921 | 69 517 | 73 766 | 78 731 |
| Service charges - refuse revenue | 2 | 47 595 | 60 395 | 60 395 | 43 147 | 53 898 | 57 317 | 60 690 |
| Rental of facilities and equipment | | 11 257 | 11 257 | 11 257 | 7 494 | 11 810 | 12 307 | 12 983 |
| Interest earned - external investments | | 20 000 | 15 000 | 15 000 | 2 769 | 15 000 | 21 000 | 22 000 |
| Interest earned - outstanding debtors | | 130 490 | 141 490 | 141 490 | 93 391 | 137 940 | 130 262 | 126 478 |
| Dividends received | | - | - | - | - | - | - | - |
| Fines, penalties and forfeits | | 25 735 | 25 735 | 25 735 | 3 243 | 26 805 | 28 413 | 29 976 |
| Licences and permits | | 3 450 | 3 450 | 3 450 | 8 571 | 4 764 | 5 002 | 5 277 |
| Agency services | | - | - | - | - | - | - | - |
| Transfers and subsidies | | 188 874 | 194 729 | 194 729 | 174 080 | 230 509 | 224 026 | 240 687 |
| Other revenue | 2 | 25 213 | 25 213 | 25 213 | 18 430 | 25 146 | 26 654 | 28 110 |
| Gains on disposal of PPE | | - | 10 000 | 10 000 | 579 | - | - | - |
| Total Revenue (excluding capital transfers and contributions) | | 2 053 839 | 1 983 495 | 1 983 495 | 1 402 554 | 2 203 612 | 2 328 538 | 2 468 270 |
| Expenditure By Type | | | | | | | | |
| Employee related costs | 2 | 716 652 | 698 652 | 698 652 | 435 142 | 770 966 | 818 205 | 864 258 |
| Remuneration of councillors | | 29 335 | 29 685 | 29 685 | 17 901 | 31 753 | 33 817 | 35 846 |
| Debt impairment | 3 | 227 000 | 207 000 | 207 000 | 207 000 | 226 000 | 240 800 | 259 984 |
| Depreciation & asset impairment | 2 | 69 250 | 69 250 | 69 250 | - | 71 600 | 76 724 | 81 747 |
| Finance charges | | 25 799 | 26 299 | 26 299 | 13 138 | 24 661 | 23 543 | 22 343 |
| Bulk purchases | 2 | 552 500 | 566 500 | 566 500 | 362 071 | 617 500 | 669 370 | 709 325 |
| Other materials | 8 | 170 612 | 172 946 | 172 946 | 104 520 | 191 225 | 178 868 | 195 314 |
| Contracted services | | 50 901 | 43 711 | 43 711 | 27 465 | 51 605 | 54 694 | 57 697 |
| Transfers and subsidies | | 9 670 | 6 970 | 6 970 | 3 342 | 7 670 | 7 710 | 7 749 |
| Other expenditure | 4, 5 | 195 138 | 179 929 | 179 929 | 119 587 | 201 231 | 215 276 | 223 274 |
| Loss on disposal of PPE | | - | - | - | - | - | - | - |
| Total Expenditure | | 2 046 856 | 2 000 941 | 2 000 941 | 1 290 166 | 2 194 210 | 2 319 006 | 2 457 537 |
| Surplus/(Deficit) | | 6 983 | (17 447) | (17 447) | 112 388 | 9 402 | 9 532 | 10 733 |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial and District) | | 285 063 | 193 560 | 193 560 | 3 900 | 157 285 | 153 497 | 168 266 |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) | 6 | - | - | - | - | - | - | - |
| Transfers and subsidies - capital (in-kind - all) | | - | - | - | - | - | - | - |
| Surplus/(Deficit) after capital transfers & contributions | | 292 046 | 176 114 | 176 114 | 116 288 | 166 687 | 163 029 | 178 999 |
| Taxation | | | | | | | | |
| Surplus/(Deficit) after taxation | | 292 046 | 176 114 | 176 114 | 116 288 | 166 687 | 163 029 | 178 999 |
| Attributable to minorities | | | | | | | | |
| Surplus/(Deficit) attributable to municipality | | 292 046 | 176 114 | 176 114 | 116 288 | 166 687 | 163 029 | 178 999 |
| Share of surplus/ (deficit) of associate | 7 | | | | | | | |
| Surplus/(Deficit) for the year | | 292 046 | 176 114 | 176 114 | 116 288 | 166 687 | 163 029 | 178 999 |

7.1.1 Property Rates Revenue

The Municipal Property Rates Act 6 of 2004 as amended gives guidance on the categorisation of various properties. Residential properties serve as a baseline for the determination of tariff for other property categories.

The total estimated revenue from property rates is as per the table below:

| Description | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|------------------------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousands | | | | | | | |
| Financial Performance | | | | | | | |
| Property rates | 541 312 | 541 312 | 541 312 | 415 258 | 578 654 | 625 994 | 674 739 |

The above stated revenue shall be generated from property categories as indicated in the table above.

7.1.2 Service Charges Revenue

Revenue from service charges includes revenue generated from sale of water and electricity as well as monthly charges for refuse collection fees and sanitation. Revenue from sale of electricity includes prepaid sales as well as sale of electricity in the form of subsidised FBE.

The municipality has implemented Time of Use electricity tariff for large power users and has fully adopted the demand periods as determined by Eskom, as per the figure below, whilst for residential customers, Inclined Block Tariff has been adopted. In this case, two block structured tariff is implemented as follows:

| Electricity Tariffs | 2018/19 | 2019/20 | | 2020/21 | | 2021/22 | | Increase over MTREF (c/kwh) |
|--|-----------------|------------|--------------------------|------------|--------------------------|------------|--------------------------|-----------------------------|
| | R-Value (c/Kwh) | % Increase | R-Value Increase (c/Kwh) | % Increase | R-Value Increase (c/Kwh) | % Increase | R-Value Increase (c/Kwh) | |
| Block 1 (0-50 Kwh) (Conventional & prepaid; 2019/20, Summer: 0-350 Kwh) | 1.0500 | 58.72% | 0.6166 | 7.28% | 0.1213 | 7.08% | 0.1266 | 0.8645 |
| Block 2 (51-350Kwh) (Conventional & prepaid; 2019/20, Summer: > 350 Kwh) | 1.3500 | 72.27% | 0.9756 | 7.28% | 0.1693 | 7.08% | 0.1766 | 1.3215 |
| Block 3 (351-600Kwh) (Block 1: Conventional & prepaid; 2019/20, Winter: 0-350 Kwh) | 1.9000 | -100.00% | -1.9000 | 0.00% | - | 0.00% | - | -1.9000 |
| Block 4 (> 600 Kwh) (Block 2: Conventional & prepaid; 2019/20, Winter: > 350 Kwh) | 2.2400 | -100.00% | -2.2400 | 0.00% | - | 0.00% | - | -2.2400 |

- Demand and network charges
- Access charges
- Energy costs

The municipality estimates that small household monthly consumption of electricity is 300 kWh or units, medium households are 600 kWh and for large households is +600 kWh.

| | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|--|----------|----------|----------|----------|
| INDUSTRIAL AND BUSINESSES | | | | |
| Basic charge per month | | | | |
| <75 KVA | 1 150.00 | 1 840.00 | 1 978.00 | 2 080.86 |
| >75<100 KVA | 2 300.00 | 3 047.50 | 3 276.06 | 3 446.42 |
| >100 | 3 910.00 | 4 232.00 | 4 549.40 | 4 785.97 |
| Network Demand Charge R/kVA | 153.31 | 170.79 | 183.60 | 193.14 |
| Network Access Charge R/kVA | 51.97 | 57.89 | 62.24 | 65.47 |
| Energy Charges R/Kwh | | | | |
| Low Demand Season: (September - May) Summer | | | | |
| <u>Peak</u> | | | | |
| <75 KVA | 1.7457 | 1.9375 | 2.0828 | 2.1911 |
| >75<100 KVA | 1.7457 | 1.9549 | 2.1015 | 2.2108 |
| >100 | 1.7457 | 1.9811 | 2.1297 | 2.2404 |
| <u>Standard</u> | | | | |
| <75 KVA | 1.2632 | 1.3642 | 1.4665 | 1.5428 |
| >75<100 KVA | 1.2632 | 1.3705 | 1.4733 | 1.5499 |
| >100 | 1.2632 | 1.4147 | 1.5208 | 1.5999 |
| <u>Off-peak</u> | | | | |
| <75 KVA | 1.0463 | 1.2880 | 1.3846 | 1.4566 |
| >75<100 KVA | 1.0463 | 1.4375 | 1.5453 | 1.6257 |
| >100 | 1.0463 | 1.5525 | 1.6689 | 1.7557 |
| High Demand Season: (June - August) Winter | | | | |
| <u>Peak</u> | | | | |
| <75 KVA | 4.6308 | 4.8624 | 5.2270 | 5.4988 |
| >75<100 KVA | 4.6308 | 4.9087 | 5.2768 | 5.5512 |
| >100 | 4.6308 | 5.0476 | 5.4262 | 5.7083 |
| <u>Standard</u> | | | | |
| <75 KVA | 1.5847 | 1.7115 | 1.8398 | 1.9355 |
| >75<100 KVA | 1.5847 | 1.7210 | 1.8501 | 1.9463 |
| >100 | 1.5847 | 1.7749 | 1.9080 | 2.0072 |
| <u>Off-peak</u> | | | | |
| <75 KVA | 1.0860 | 1.4168 | 1.5231 | 1.6023 |
| >75<100 KVA | 1.0860 | 1.6100 | 1.7308 | 1.8207 |
| >100 | 1.0860 | 1.7388 | 1.8692 | 1.9664 |

7.1.3 Income from Agency Services

The municipality used to act as an agent for the Provincial Transport department with regard to the collecting of licence fees and whereby a predetermined commission fee is paid over to the municipality. However, as from the third quarter of April 2019, this function has been taken over by the South African Post Office.

7.1.4 Income from rental of property

The municipal rents properties such as municipal halls, sports grounds and resorts for various groups of people and for various purposes such as meetings, workshops, church services, funerals, sporting events, festivals and family gatherings. The charges as per the tariff book

include costs of hiring, water and electricity usage, as well as the usage fee. As part of the agreement, a deposit fee is required and is only released after inspection once it has been determined that no breakages, damages or losses had been suffered by the municipality.

The municipality also rents out property held as municipal rental stock. The National Human Settlements Department issued an Enhanced Extended Discount Benefit Scheme (EEDBS) which was formulated to support decisions regarding the transfer of pre-1994 housing stock. However, the implementation of the EEDBS was held in abeyance, and these discussions will have to be resumed and pave way forward.

The Provincial Department of COGHSTA, as part of the Lerato Park Integrated Human Settlements Project is constructing Community Residential Units with the intent to enter into lease agreements with the tenants. There is also a clear intent from the Department to transfer these assets to the municipality for management and rental, operations and maintenance. Discussions are still in progress in this regard. The transfer of these assets will add to the rental stock held by the municipality. The municipality invited interested bidders for the management of the CRU's which was withdrawn due to changes in the National Housing Code on Social and Rental Intervention. This requires the review of the specification and the alignment of such with the new framework.

The tariff book includes monthly rentals per flat for all municipal block of flats. It should be noted that collection rate at most of the flats is extremely low as a result of tenants being indigent and depending on state grants for survival. As part of the tariff review during the 2019 Budget Process, this matter will be looked at seriously and the discussions will revive the debate around the implementation of EEDBS.

7.1.5 Bulk Infrastructure Contribution Policy Implementation

Recent developments in the city had unveiled a vacuum created by the absence of a clear cut Bulk Infrastructure Contributions Policy. This results in uncertainty experienced by investors when considering the costs of putting down the required infrastructure to support the development.

The municipality plans its bulk infrastructure upgrade as per the development agenda expressed in the Integrated Development Plan. As such, any development outside this plan would require cooperation between the municipality and the developer through a negotiation process. The Bulk Infrastructure Contribution Policy shall serve as a guideline for such negotiations. This will create consistency in determining the required contribution as per the planned development.

The municipal programme in terms of the IDP is to develop and install infrastructure for basic human needs and not necessarily for private development. The constitutional obligation refers to ensuring access to basic services. As such, the BIC pays towards the increase impact on municipal services such as roads, water, storm water and sewerage which have already been

provided or must be provided for by the municipality. It is allowed that a developer connects to the external bulk services provided that there is sufficient capacity as will be advised during the approval of the intended development plan procedures.

The following instances shall trigger the contributions tariffs:

- i) Any rezoning that will have an impact on bulk services such as rezoning's from residential to business/industrial, from agriculture to commercial and from commercial to residential
- ii) Increase in land use which requires additional bulk
- iii) Subsidised housing which receives 100% discount on BIC
- iv) Social Housing (Gap Market) which is aimed at ensuring access to housing for low income (between R3 500 to R15 000) earning group, which is cost based

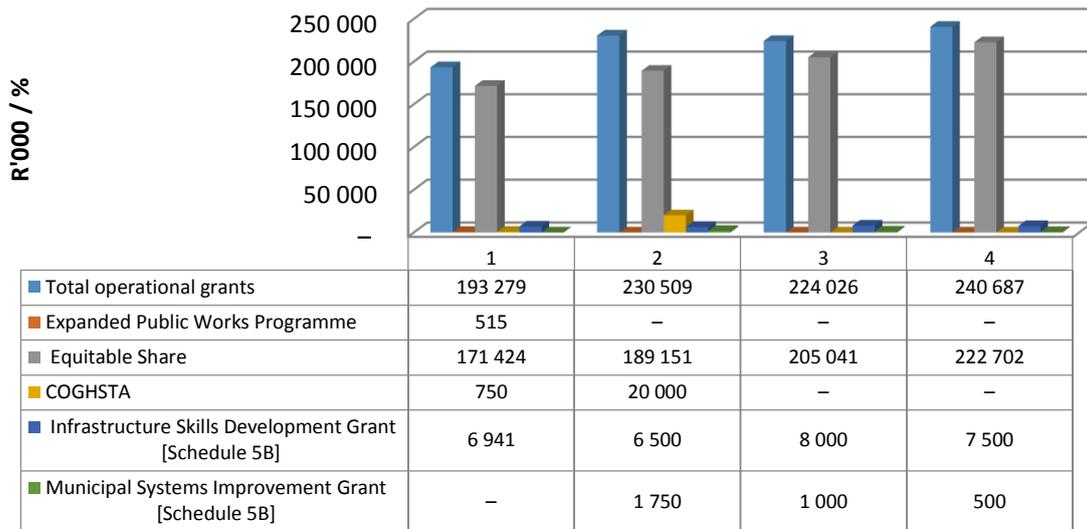
7.1.6 Grants and Subsidies – Unconditional

The municipality receives Equitable Share (EQS) from National Fiscus gazetted in the DoRA. The EQS is utilised to recover the cost of Free Basic Services (FBS) as well as provision of funding for roads upgrade in informal settlements. On an adhoc basis, EQS also funds the costs of clearing sites for low cost housing development projects as well as relocation costs of informal settlements to formalised areas.

The municipality is also participating in skills development programmes of National Treasury in the Finance, Audit and Engineering fields. The Finance Management Grant is utilised to fund the costs to company of all interns including costs of training and tools of trade. The Infrastructure Skills Development Grant is used for the stipend and associated training costs for interns in Town Planning and Engineering Services.

The two programmes had been vital for the organisation as they created a pool of capable young professionals who had gained experience and knowledge of business and policies during the training. This reduces costs associated with employing a new person in some of these positions. The table below represents the unconditional grants gazetted to the municipality for the 2019/2020 MTREF.

Year-on-Year Increase/ (Decrease) on National Grants MTREF
2019/20



7.1.7 Cost of Free Basic Services and the Social Package

The principle of free basic service for indigent households has since been reviewed and now includes informal settlement areas where communal services are provided rather than standpipes for water as an example. The expansion of the principle has been necessitated by various circumstances including court judgements on invaded land parcels where such dwellers are allowed to occupy until land earmarked for housing development is made available. The situation was exacerbated by the Human Rights Commission which requires that people must be provided with water and sanitation notwithstanding the circumstances that led to the occupation of land. Service provided in these areas are regarded as part of FBS and the cost of providing is included in the budget and is funded from equitable share.

As per the Indigent Households Policy, the municipality provides free basic services (FBS) to the qualifying households. The cost of FBS is regarded as income forgone and is deducted from the income of the relevant service.

Various grants and rebates are allocated to service customers based on their socio-economic circumstances and these are conditional. The total cost of FBS budgeted for 2019/2020, 2020/2021 and 2021/2022 is indicated in the table below. The funding is provided from the EQS allocation per annum. Though not regarded as grant to indigent households, due to the reducing allocation of EPWP Incentive Grant, the municipality contributes R6 million per annum from EQS for Job Creation Project. 10 Persons per ward in all 33 wards are hired annually and provided with tools and equipment for projects as will be identified with the collaboration of Environmental Health Services and Political Offices Heads.

The municipality is further considering introducing special concessions to indigents in respect of cemetery fees. However, this matter has not been finalised as yet. On special merits, a free

grave is provided as will be recommended by the Ward Councillor and approved by the office of the Executive Mayor for budgetary control purposes.

Further detail relating to FBS are contained in Table A10 of the Budget Statement.

Operating revenue budget amounts to R2 203 107 612.00 for 2019/2020 financial year. Major revenue sources include the following:

Property rates amounts to R578 654 000.00 and is mainly influenced by the General Valuation (GV) 2019 outcome. The focus was to drive the completion of all objections and appeals in an effort to stabilise the property rates income stream. In addition, the implementation of the real time/expediting rates billing in terms of the amendment MPRA improved the Rates Revenue considerably. The Rates growth parameter is attributed to a revenue quantum increase of 6% and a growth of 0.5% for 2019/2020.

Service charges – electricity revenue of R763 527 000 is projected and is based on the assumptions related to inflation as projected for 2019/2020 being 11.40% whilst water revenue is R286 042 000.00 (increase of 6.00%) and Sanitation Revenue in the amount of R69 517 000.00 (an increase of 6.50%), whilst refuse removal revenue of R53 898 000.00 has been projected. Refuse tariff increase amount to 7.50%. Transfers recognised amounts to R230 509 000.

7.1.7 Service tariffs and rates

The proposed tariff increases in the table below are averages for services. Indigent households receive the first 6kl of water for free, which is sold at a tariff applicable to the block for water sales of 1-6kl per month, whilst they also receive 50 units of electricity per month. Service charges for refuse removal and sanitation are fully subsidised for all indigent households.

The municipality provides various services and at different levels mostly influenced by existing infrastructure and availability, customer affordability as well as if the service is provided as free, basic or as permanent level of service.

Property rates revenue is determined after the calculation of price for all other services, to ensure that all activities and functions of the municipality are fully funded, and avoid excessive income generated or billed.

The municipality shall be introducing Bulk Infrastructure Contribution Policy, the Water Restriction Policy as well as the acceptable tariff structure for excess energy generated by Small Scale Embedded Generation (SSEG) and Photo Voltaic Installations. The Department of CoGTA issued guidelines for the rates ratio of various property categories and this is adhering to.

Whereas tariffs for trading services must be all inclusive of direct and indirect cost, and as such must be cost reflective, the municipality follows the guidelines for tariff increases as

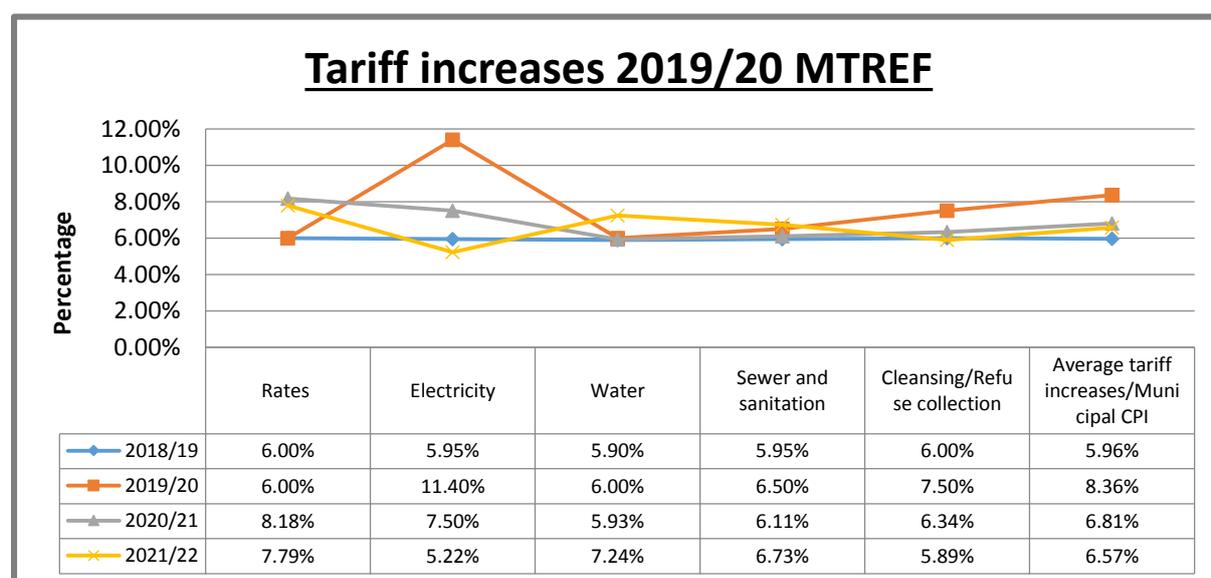
issued by the Energy Regulator. A consultation paper has been issued in this regard and inputs shall be made. In as far as bulk water, an increase within the inflation range is considered to make sure than the increase does not negatively impact on the affordability levels of the citizenry.

| Tariffs | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|---|----------------|----------------|----------------|----------------|
| Rates | 6.00% | 6.00% | 8.18% | 7.79% |
| Electricity | 5.95% | 11.40% | 7.50% | 5.22% |
| Water | 5.90% | 6.00% | 5.93% | 7.24% |
| Sewer and sanitation | 5.95% | 6.50% | 6.11% | 6.73% |
| Cleansing/Refuse collection | 6.00% | 7.50% | 6.34% | 5.89% |
| Average tariff increases/Municipal CPI | 5.96% | 8.36% | 6.81% | 6.57% |

The approved GV 2015 is valid for a four-year period, and the next date of a new GV is 1 July 2019. The GV includes all property situated within the geographical boundaries of the municipality in terms of the Municipal Property Rates Act as amended. Accordingly, rates levied per individual property will depend on that property value compared with the valuation of all other rateable properties in the municipal area.

| Revenue By Source | 2019/20 Tariff Increase | % Growth Original 2019/20 | % Growth Adjusted 2018/19 | 2020/21 Tariff Increase | % Growth | 2021/22 Tariff Increase | % Growth |
|---------------------------------------|--|--|--|--|-----------------|--|-----------------|
| Property rates | 6.00% | 6.90% | 6.90% | 8.18% | 15.64% | 7.79% | 7.79% |
| Service charges - electricity revenue | 11.40% | 4.88% | 23.55% | 7.50% | 32.82% | 5.22% | 5.22% |
| Service charges - water revenue | 6.00% | 6.69% | 6.69% | 5.93% | 13.01% | 7.24% | 7.24% |
| Service charges - sanitation revenue | 6.50% | 8.94% | 1.02% | 6.11% | 7.20% | 6.73% | 6.73% |
| Service charges - refuse revenue | 7.50% | 13.24% | -10.76% | 6.34% | -5.10% | 5.89% | 5.89% |

Rebates and concessions are granted to certain categories of property usage and or property owner profile. The definitions of listing categories are reflected in the Rates Policy and are attached as Annexure 6 of the Executive Summary.



All other service charges increases are informed by the operational costs of providing the service and the projected demand for services. It is safe to say that for electricity, the NERSA guidelines issued on the 9th of May 2018 informed the tariff increases for 2019/2020 and the two outer years. The municipality has noted the minimum percentage increase of 6,84% increase on average for local authorities. CPI for 2019/2020 is projected at 5,3% as per Circular 91 issued by National Treasury.

8. Operating Revenue Budget

The municipality's revenue is determined by tariff packages which are not only considered affordable to the ratepayers and users, but are deemed to be fair, equitable and realistic, and this is assessed in the context of having acknowledged those who cannot afford or have means to pay, the indigent households.

The operating revenue framework is informed by the following:

- National Treasury guidelines on macro-economic policy
- Projected growth and growth in demand for services
- Realistic projections of revenue and collection thereof, as well as strategies for debtor's management
- Electricity tariff increases as informed by NERSA guidelines
- Determination of tariffs for trading services in a cost reflective and a cost recovery manner
- The municipality's property rates policy as approved by Council

The following table is a summary of 2019/2020 MTREF classified by revenue source.

| Description | Ref | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|-----|----------------------|------------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | 1 | | | | | | | |
| Revenue By Source | | | | | | | | |
| Property rates | 2 | 541 312 | 541 312 | 541 312 | 415 258 | 578 654 | 625 994 | 674 739 |
| Service charges - electricity revenue | 2 | 727 992 | 617 992 | 617 992 | 403 999 | 763 527 | 820 800 | 863 653 |
| Service charges - water revenue | 2 | 268 108 | 268 108 | 268 108 | 184 670 | 286 042 | 302 997 | 324 944 |
| Service charges - sanitation revenue | 2 | 63 813 | 68 813 | 68 813 | 46 921 | 69 517 | 73 766 | 78 731 |
| Service charges - refuse revenue | 2 | 47 595 | 60 395 | 60 395 | 43 147 | 53 898 | 57 317 | 60 690 |
| Rental of facilities and equipment | | 11 257 | 11 257 | 11 257 | 7 494 | 11 810 | 12 307 | 12 983 |
| Interest earned - external investments | | 20 000 | 15 000 | 15 000 | 2 769 | 15 000 | 21 000 | 22 000 |
| Interest earned - outstanding debtors | | 130 490 | 141 490 | 141 490 | 93 391 | 137 940 | 130 262 | 126 478 |
| Dividends received | | - | - | - | - | - | - | - |
| Fines, penalties and forfeits | | 25 735 | 25 735 | 25 735 | 3 243 | 26 805 | 28 413 | 29 976 |
| Licences and permits | | 3 450 | 3 450 | 3 450 | 8 571 | 4 764 | 5 002 | 5 277 |
| Agency services | | - | - | - | - | - | - | - |
| Transfers and subsidies | | 188 874 | 194 729 | 194 729 | 174 080 | 230 509 | 224 026 | 240 687 |
| Other revenue | 2 | 25 213 | 25 213 | 25 213 | 18 430 | 25 146 | 26 654 | 28 110 |
| Gains on disposal of PPE | | - | 10 000 | 10 000 | 579 | - | - | - |
| Total Revenue (excluding capital transfers and contributions) | | 2 053 839 | 1 983 495 | 1 983 495 | 1 402 554 | 2 203 612 | 2 328 538 | 2 468 270 |

The following table indicates revenue as a percentage of total revenue budget for the MTREF.

In line with the formats as prescribed in terms of the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from operating statement, as inclusion of these revenues will distort the calculation of operating surplus or deficit.

Rates and service charges make up almost 80% of the municipality's total revenue. Property rates is the second largest revenue source after electricity totalling 26% of the total revenue or R578 654 000.00 for 2019/2020.

| Description (R thousand) | Current Year 2018/19 | | 2019/20 Medium Term Revenue & Expenditure Framework | | | | | |
|--|----------------------|-------------|---|-------------|------------------------|-------------|------------------------|-------------|
| | Adjusted Budget | Weighting % | Budget Year 2019/20 | Weighting % | Budget Year +1 2020/21 | Weighting % | Budget Year +2 2021/22 | Weighting % |
| Revenue By Source | | | | | | | | |
| Property rates | 511 595 | 27% | 578 654 | 26% | 625 994 | 27% | 674 739 | 27% |
| Service charges - electricity revenue | 671 106 | 36% | 763 527 | 35% | 820 800 | 35% | 863 653 | 35% |
| Service charges - water revenue | 254 046 | 13% | 286 042 | 13% | 302 997 | 13% | 324 944 | 13% |
| Service charges - sanitation revenue | 60 582 | 3% | 69 517 | 3% | 73 766 | 3% | 78 731 | 3% |
| Service charges - refuse revenue | 44 309 | 2% | 53 898 | 2% | 57 317 | 2% | 60 690 | 2% |
| Rental of facilities and equipment | 11 115 | 1% | 11 810 | 1% | 12 307 | 1% | 12 983 | 1% |
| Interest earned - external investments | 20 000 | 1% | 15 000 | 1% | 21 000 | 1% | 22 000 | 1% |
| Interest earned - outstanding debtors | 97 629 | 5% | 137 940 | 6% | 130 262 | 6% | 126 478 | 5% |
| Fines | 15 430 | 1% | 26 805 | 1% | 28 413 | 1% | 29 976 | 1% |
| Licences and permits | 2 905 | 0% | 4 764 | 0% | 5 002 | 0% | 5 277 | 0% |
| Agency services | 4 000 | 0% | - | 0% | - | 0% | - | 0% |
| Transfers recognised - operational | 175 342 | 9% | 230 509 | 10% | 224 026 | 10% | 240 687 | 10% |
| Other revenue | 22 055 | 1% | 25 146 | 1% | 26 654 | 1% | 28 110 | 1% |
| Gains on disposal of PPE | | | | | | | | |
| Total Revenue (excluding capital transfers and contributions) | 1 890 115 | 100% | 2 203 612 | 100% | 2 328 538 | 100% | 2 468 270 | 100% |

Operating transfers and subsidies amount to R230 509 000.00 and increases to R224 026 000 by 2020/21 financial year. This is a normal increase of equitable share annually.

| NC091 Sol Plaatje - Supporting Table SA18 Transfers and grant receipts | | | | | | | |
|---|------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| Description | Ref | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | | | | | | | |
| RECEIPTS: | 1, 2 | | | | | | |
| Operating Transfers and Grants | | | | | | | |
| National Government: | | 180 061 | 183 202 | 183 202 | 202 709 | 215 741 | 232 402 |
| Local Government Equitable Share | | | | | | | |
| Equitable Share | | 171 424 | 171 424 | 171 424 | 189 151 | 205 041 | 222 702 |
| Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B] | | 3 137 | 3 137 | 3 137 | 3 608 | - | - |
| Infrastructure Skills Development Grant [Schedule 5B] | | 3 800 | 6 941 | 6 941 | 6 500 | 8 000 | 7 500 |
| Local Government Financial Management Grant [Schedule 5B] | | 1 700 | 1 700 | 1 700 | 1 700 | 1 700 | 1 700 |
| Municipal Disaster Grant [Schedule 5B] | | - | - | - | - | - | - |
| Municipal Human Settlement Capacity Grant [Schedule 5B] | | - | - | - | - | - | - |
| Municipal Infrastructure Grant | | - | - | - | - | - | - |
| Municipal Infrastructure Grant [Schedule 5B] | | - | - | - | - | - | - |
| Municipal Systems Improvement Grant [Schedule 5B] | | - | - | - | 1 750 | 1 000 | 500 |
| Neighbourhood Development Partnership Grant | | - | - | - | - | - | - |
| Provincial Disaster Recovery Grant [Schedule 5B] | | - | - | - | - | - | - |
| Water Services Operating Subsidy Grant [Schedule 5B] | | - | - | - | - | - | - |
| Provincial Government: | | 8 813 | 10 078 | 10 078 | 27 800 | 8 285 | 8 285 |
| Capacity Building | | - | - | - | - | - | - |
| Expanded Public Works Programme | | - | 515 | 515 | - | - | - |
| Health | | - | 750 | 750 | - | - | - |
| Libraries, Archives and Museums | | 8 813 | 8 813 | 8 813 | - | - | - |
| Specify (Add grant description) | | - | - | - | 27 800 | 8 285 | 8 285 |
| District Municipality: | | - | 1 450 | 1 450 | - | - | - |
| 14/15: AWARENESS PROGRAMMES | | - | - | - | - | - | - |
| Finance and Admin | | - | 1 450 | 1 450 | - | - | - |
| IT Related Projects | | - | - | - | - | - | - |
| Public Safety | | - | - | - | - | - | - |
| Other grant providers: | | - | - | - | - | - | - |
| MIG ops | | | | | | | |
| Other grant providers: | | | | | | | |
| Total Operating Transfers and Grants | 5 | 188 874 | 194 729 | 194 729 | 230 509 | 224 026 | 240 687 |

8.1.1 Property tax

The property rates are to be levied in accordance with existing Council policies, the Local Government Municipal Property Rates Act 2004 (MPRA), the MPRA Amendment Act 2014 (MPRAA), the MPRA Regulations and the Local Government Municipal Finance Management Act 2003. The Rates Policy was compiled taking into account feedback received from the Finance Portfolio Committee, Councillors, ratepayers and clients since the adoption of the 2016/17 Property Rates Policy in May 2016. In addition, it was informed by the Public Participation Process conducted during April 2017.

The Total Municipal Account (TMA) was modelled to assess the impact of all the billed Council charges on households spread over all valuation brackets to assess the affordability of the package of tariff increases. Property rates are based on values indicated in the General Valuation Roll 2019 (GV) with the date of valuation being 1 July 2019. The Roll is being updated for properties affected by land sub-divisions, alterations to buildings, demolitions and improvements through Supplementary Valuations.

Accordingly, the rates levied per individual property will depend on that property's value compared with the valuation of all the rateable properties in the municipal area. Rebates and concessions are granted to certain categories of property usage and/or property owner. The definitions and listing of categories are reflected in the Rates Policy attached. The proposed cent in the rand tariff for various property categories are as per table SA13a below.

NC091 Sol Plaatje - Supporting Table SA13a Service Tariffs by category

| Description | Ref | Provide description of tariff structure where appropriate | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|-----|---|---------|---------|---------|----------------------|---|------------------------|------------------------|
| | | | | | | | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Property rates (rate in the Rand) | | | | | | | | | |
| Residential properties | 1 | Residential | 0.0093 | 0.0097 | 0.0102 | 0.0108 | 0.0098 | 0.0107 | 0.0110 |
| Farm properties - used | | Agricultural farms | 0.0019 | 0.0024 | 0.0026 | 0.0027 | 0.0024 | 0.0027 | 0.0028 |
| Farm properties - not used | | Agricultural business | 0.0023 | 0.0024 | 0.0026 | 0.0027 | 0.0024 | 0.0027 | 0.0028 |
| Industrial properties | | Industrial | 0.0326 | 0.0310 | 0.0327 | 0.0347 | 0.0312 | 0.0343 | 0.0353 |
| Business and commercial properties | | Business/Residential | 0.0275 | 0.0286 | 0.0303 | 0.0321 | 0.0293 | 0.0333 | 0.0342 |
| State-owned properties | | State/Public schools | 0.0689 | 0.0678 | 0.0715 | 0.0758 | 0.0585 | 0.0537 | 0.0497 |
| Exemptions, reductions and rebates (Rands) | | | | | | | | | |
| Residential properties | | | | | | | | | |
| R15 000 threshold rebate | | | 15 000 | 15 000 | 15 000 | 15 000 | 15 000 | 15 000 | 15 000 |
| General residential rebate | | | 15 000 | 15 000 | 15 000 | 15 000 | 15 000 | 15 000 | 15 000 |
| Water tariffs | | | | | | | | | |
| Domestic | | | | | | | | | |
| Water usage - life line tariff | | Residential (0-6kl) | 5.07 | 5.00 | 5.56 | 5.94 | 6.30 | 6.67 | 7.15 |
| Water usage - Block 1 (c/kl) | | Residential (7-20kl) | 21.55 | 22.00 | 23.65 | 25.25 | 26.77 | 28.36 | 30.41 |
| Water usage - Block 2 (c/kl) | | Residential (21-40kl) | 24.26 | 25.00 | 26.61 | 28.43 | 30.13 | 31.92 | 34.23 |
| Water usage - Block 3 (c/kl) | | Residential (41-60kl) | 25.65 | 27.00 | 28.14 | 30.06 | 31.87 | 33.75 | 36.20 |
| Water usage - Block 4 (c/kl) | | Residential (more than 60kl) | 27.41 | 29.00 | 30.07 | 32.12 | 34.05 | 36.07 | 38.68 |
| Waste water tariffs | | | | | | | | | |
| Domestic | | | | | | | | | |
| Basic charge/ fixed fee (Rands/month) | | Basic charge | 132.31 | 138.00 | 145.17 | 155.15 | 165.24 | 175.34 | 187.14 |
| Electricity tariffs | | | | | | | | | |
| Domestic | | | | | | | | | |
| Basic charge/ fixed fee (Rands/month) | | | - | - | - | 260.00 | - | - | - |
| Meter - IBT Block 1 (c/kwh) | | Block 1 (0-50Kwh) | 1.34 | 1.00 | 1.45 | 1.05 | 1.67 | 1.79 | 1.91 |
| Meter - IBT Block 2 (c/kwh) | | Block 2 (51-350Kwh) | 1.83 | 2.00 | 1.99 | 1.35 | 2.33 | 2.49 | 2.67 |
| Meter - IBT Block 3 (c/kwh) | | Block 3 (351-600Kwh) | 1.98 | 2.00 | 2.16 | 1.90 | - | - | - |
| Meter - IBT Block 4 (c/kwh) | | Block 4 (> 600Kwh) | 2.10 | 2.00 | 2.29 | 2.24 | - | - | - |
| Meter - IBT Block 5 (c/kwh) | | (fill in thresholds) | | | | | | | |
| Prepaid - IBT Block 1 (c/kwh) | | Block 1 (0-50Kwh) | 1.34 | 1.00 | 1.45 | 1.05 | 1.67 | 1.79 | 1.91 |
| Prepaid - IBT Block 2 (c/kwh) | | Block 2 (51-350Kwh) | 1.83 | 2.00 | 1.99 | 1.35 | 2.33 | 2.49 | 2.67 |
| Prepaid - IBT Block 3 (c/kwh) | | Block 3 (351-600Kwh) | 1.98 | 2.00 | 2.16 | 1.90 | - | - | - |
| Prepaid - IBT Block 4 (c/kwh) | | Block 4 (>600Kwh) | 2.10 | 2.00 | 2.29 | 2.24 | - | - | - |
| Waste management tariffs | | | | | | | | | |
| Domestic | | | | | | | | | |
| Basic charge/ fixed fee | | Basic charge | 94.40 | 98.00 | 103.58 | 110.76 | 117.96 | 125.16 | 133.59 |

8.1.2 Sale of water and sanitation

Water is metered and read monthly to determine the consumer bill. A stepped tariff has been in place and it encourages conservation of water. The municipality has further approved a policy dealing with water restrictions in times of droughts and as pronouncements will be made by the Minister in this regard.

Sanitation is charged on a fixed monthly tariff based on the user categorisation.

8.1.3 Free Basic Services

The municipality has adopted an Indigent Household Policy and maintenance a register as such. There is a fully fledged section as per the staff establishment, whose core function is to approve indigent applications, maintain the indigent households register and monitors consumption as such, and request inspections where consumption is excessive.

Indigent Households are on prepaid electricity metering once approved. Free basic services are issued per month to those who qualified by crediting their accounts with the recovered costs from equitable share grant. For electricity, each beneficiary bears the responsibility to claim free basic electricity (FBE) at the nearest service point. FBE for each month are valid until the 15th of the next month and cannot be accumulated beyond this date.

The municipality is targeting 16 000 in 2019/20 and 17 000 in 2020/21 and 18 000 for 2021/2022. This is based on the estimated number of applicants as a result of low cost housing development as per the IDP.

8.1.4 Tariff Raising Strategies – Unmetered Services

Property rates revenue is derived from non-exchange transactions. It is a form of tax obligation on each property holder excluding the municipality. Property rates are based on a cent in the Rand (tariff) against the value of the said property. Rates are payable by no later than 30 September each year. The municipality also allows for monthly billing (prorate billing of annual rates) without charging interest as such.

The municipality has its own Property Taxation Unit responsible for Valuations as well as Rates Section. The Valuations of property section uses a mass valuation approach taking into account factors that influences the property values. Reliance is also placed on recent sales of property in that specific area. The municipality make use of technology to assist with the valuations being the GIS and Pictometry.

Revenue generated from rates is equitable amongst all categories of properties. The following are the ratios of revenue contribution per category:

Refuse removal tariff as well as sanitation are cost reflective and tariff increases are basically incremental, based on the required revenue to cover the costs and contribute towards the rates revenue.

8.1.5 Tariff Raising Strategies – Metered Services

With the exception of prepaid metered services, electricity and water must be read on a monthly basis as per the by-laws. Seeing that most residential customers are at work during office hours when reading is done, the customer services policy allows for owner reading, but this does not take away the reading rights and obligations of the municipality.

The municipality has conducted door to door audit and had found that there are properties who have straight connections especially at old projects of low cost housing development, where no stand meter was installed. However, these customers are billed on flat rate of 9kl per month.

The meter remains the property of the municipality, as such tempering with the meter may lead to theft and the customer may face jail term with regards to this crime. Water meters are usually on the pavement, whilst electricity meter may be inside dwelling, at close proximity to the distribution board. Customers are required to report leaks through their councillor and the call centre of the municipality.

Interim readings determine the obligation of the customer based on the invoice, after taking of actual reading, and adjustment is made between what has been billed and what should have been billed, and the variance becomes the new obligation with due date in the future.

8.1.6 Analysis of Revenue Budget – year on year

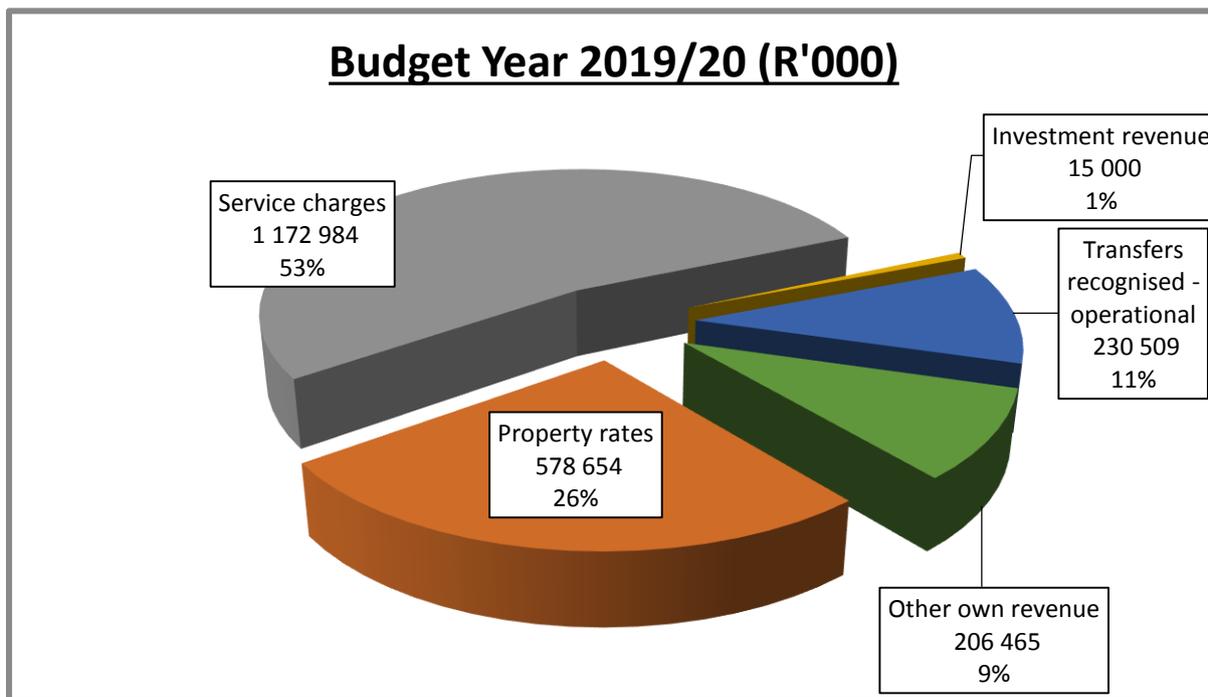
Revenue is generated in a more equitable manner and price hikes that are significant are avoided. The income ratio for different sources is also kept at the same averages year on year.

| Description (R thousand) | Current Year 2018/19 | | 2019/20 Medium Term Revenue & Expenditure Framework | | | | | |
|--|----------------------|-------------|---|-------------|------------------------|-------------|------------------------|-------------|
| | Adjusted Budget | Weighting % | Budget Year 2019/20 | Weighting % | Budget Year +1 2020/21 | Weighting % | Budget Year +2 2021/22 | Weighting % |
| Revenue By Source | | | | | | | | |
| Property rates | 511 595 | 27% | 578 654 | 26% | 625 994 | 27% | 674 739 | 27% |
| Service charges - electricity revenue | 671 106 | 36% | 763 527 | 35% | 820 800 | 35% | 863 653 | 35% |
| Service charges - water revenue | 254 046 | 13% | 286 042 | 13% | 302 997 | 13% | 324 944 | 13% |
| Service charges - sanitation revenue | 60 582 | 3% | 69 517 | 3% | 73 766 | 3% | 78 731 | 3% |
| Service charges - refuse revenue | 44 309 | 2% | 53 898 | 2% | 57 317 | 2% | 60 690 | 2% |
| Rental of facilities and equipment | 11 115 | 1% | 11 810 | 1% | 12 307 | 1% | 12 983 | 1% |
| Interest earned - external investments | 20 000 | 1% | 15 000 | 1% | 21 000 | 1% | 22 000 | 1% |
| Interest earned - outstanding debtors | 97 629 | 5% | 137 940 | 6% | 130 262 | 6% | 126 478 | 5% |
| Fines | 15 430 | 1% | 26 805 | 1% | 28 413 | 1% | 29 976 | 1% |
| Licences and permits | 2 905 | 0% | 4 764 | 0% | 5 002 | 0% | 5 277 | 0% |
| Agency services | 4 000 | 0% | - | 0% | - | 0% | - | 0% |
| Transfers recognised - operational | 175 342 | 9% | 230 509 | 10% | 224 026 | 10% | 240 687 | 10% |
| Other revenue | 22 055 | 1% | 25 146 | 1% | 26 654 | 1% | 28 110 | 1% |
| Gains on disposal of PPE | | | | | | | | |
| Total Revenue (excluding capital transfers and contributions) | 1 890 115 | 100% | 2 203 612 | 100% | 2 328 538 | 100% | 2 468 270 | 100% |

There are no significant revenue base increases as a result of new developments or investments for 2019/2020. The revenue projections are based on proposed tariff increases solely. However, in the case of new properties becoming ready for rating purposes, a supplementary valuation will be processed and these will be taken on, immediately after the approval of such a roll.

The municipality has adopted the Small Scale Embedded Energy Generation and Photo Voltaic Installations, a register has been developed in this regard and the prerogative to approve any installation vests with the municipality.

Total revenue from own sources comprises 91% of all income, and only 9% alludes to the operational grants gazetted such as equitable share and other allocations from the province.

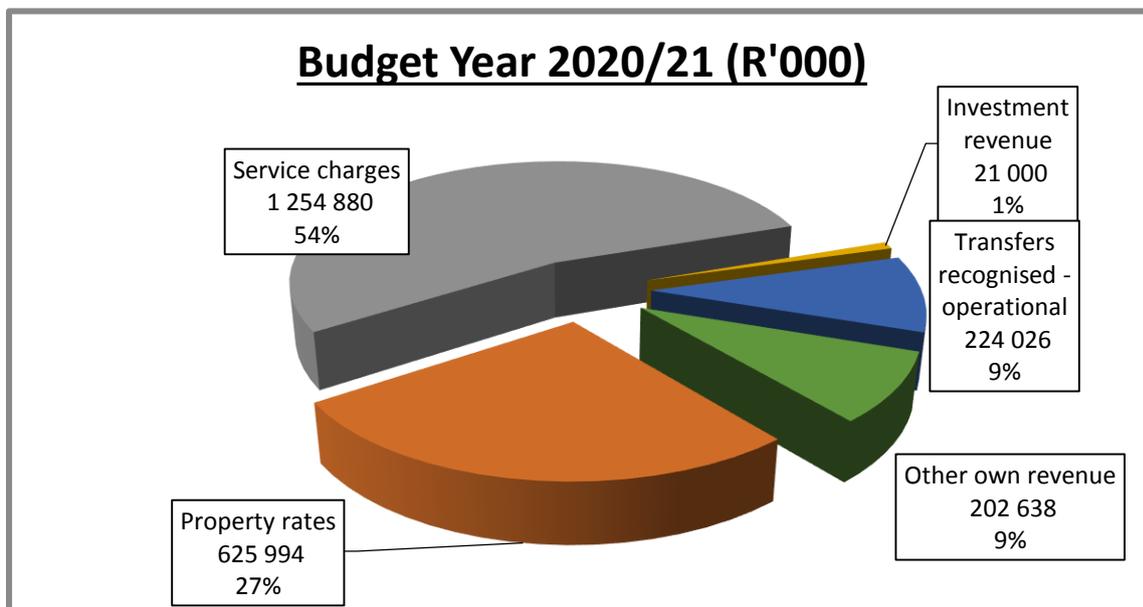


A total of R1 172 984 000.00, thus 53% of total revenue will be generated from service charges of water, electricity, sanitation and refuse collection. This clearly indicates the extent the credit control policy and debt collection efforts should be effective.

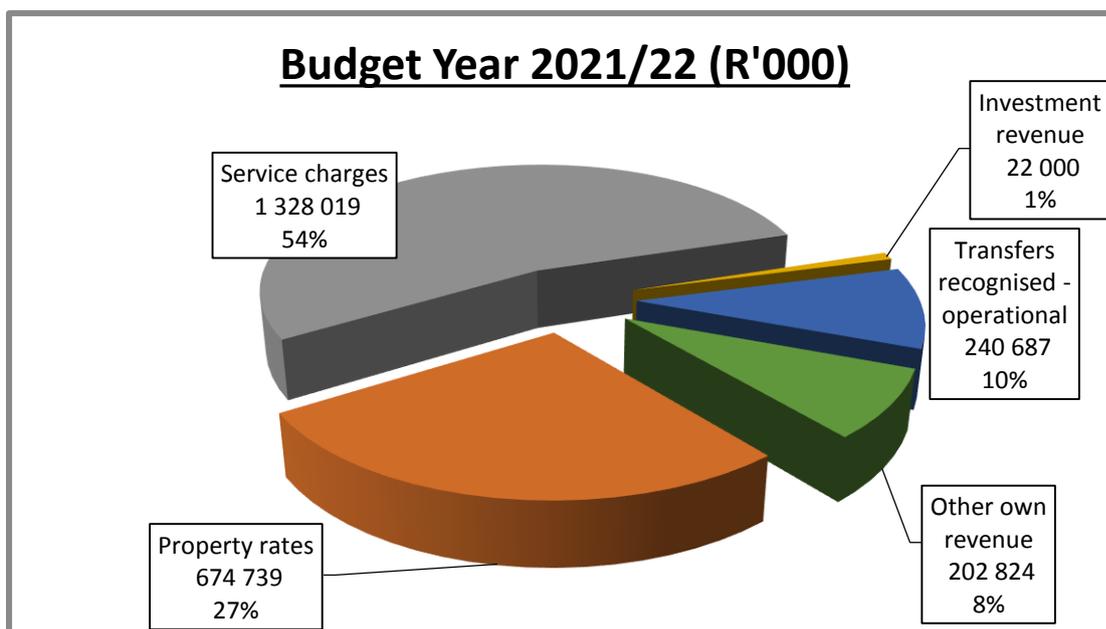
An action plan which basically reiterates what is in the policy has been presented to the Finance committee and consent was obtained. Additional to other efforts, the municipality will be introducing a step of credit profiling of all applicants for municipal services and consider the risk profile as such. A higher deposit for consumers who are high risk will be requested as a form of security. These customers will further have a prepaid electricity meter installed before signing off the contract for revenue protection and enhancement purposes.

Further to the above, the municipality further considers to hold a certain percentage of prepaid purchase value, at the point of sale, for all customers who have accounts in arrears for more than 90 days, and customers who default three or more times on arrangements shall be blacklisted with the Credit Bureau.

Property rates are 26% of total revenue. This income stream is as critical in as far as collectability. All other services other than trading services are funded from rates income. This puts at risk cash flow projections if they do not materialise. Other income makes up 21% of total revenue.



For 2019/20, the percentage weighting of revenue sources is maintained. This indicates a thorough budget process and tariff determination. The revenues for rates, take into account the new GV to become effective on 1 July of 2019. The percentage contribution of rates to total income will remain at between 24% to 27%, as it has been previously. For 2020/21, being the 4th year of the current IDP Cycle, again, the percentages are kept at same levels for the MTREF.



8.1.7 Sale of electricity and impact of tariff increases

The proposed revisions to the tariffs have been formulated in accordance with the municipality's Tariff and Rates Policy and complies with Section 74 of the Municipal Systems Act as well as the recommendations of the National Energy Regulator of South Africa (NERSA). In terms of section 75A of the Local Government Municipal Systems Act, any fees, charges or tariffs which a municipality may wish to levy and recover in respect of any function

or service of the municipality, must be approved by a resolution passed by the municipal council with a supporting vote of a majority of its members.

In terms of the municipal budget for 2019/2020 and in accordance with the Electricity Regulation Act requires that proposed revisions to the electricity consumption based tariffs be submitted to the Regulator for approval prior to implementation. Provisional approval will therefore be requested with the express proviso that any alterations required by Council will be submitted to the Regulator as soon as possible.

The Consumptive Tariff Schedule includes a note indicating that the tariffs are applied in accordance with the terms and conditions as contained in the Municipal By-Laws on Electricity. On 28 February 2018, NERSA Benchmark guidelines for tariff increases for 2019/2020. Consultations are ongoing and an official statement will be made on the average increases for Local Authorities for consultation. This however, does not take into account any impact for system growth (either positive or negative). However, it is noted that the projected CPI is 5.7%.

The above items result in the Electricity Generation and Distribution Department requiring a revenue increase from Sale of Electricity of 5,95%. Present electricity tariffs were approved by Council on 31 May 2018 and by NERSA on 30 June 2018, and were implemented with effect from 1 July 2019.

For the 2019/2020 financial year, the following is proposed for the Residential tariffs. From 1 July 2019, the Inclined Block Tariff which includes fixed costs of access, supply and metering will apply. Indigent customers will receive free 50 units per month subsidised.

8.1.8 Overall impact of tariff increases on households

NC091 Sol Plaatje - Supporting Table SA14 Household bills

| Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | | |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|---------------------|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 % incr. | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Rand/cent | | | | | | | | | | | |
| Monthly Account for Household - 'Middle Income Range' | 1 | | | | | | | | | | |
| Rates and services charges: | | | | | | | | | | | |
| Property rates | | 478.56 | 497.72 | 525.10 | 556.60 | 556.60 | 556.60 | (10.0%) | 501.01 | 541.99 | 584.21 |
| Electricity: Basic levy | | - | - | - | 226.09 | 226.09 | 226.09 | (100.0%) | - | - | - |
| Electricity: Consumption | | 1 715.09 | 1 843.70 | 1 862.57 | 1 591.45 | 1 591.45 | 1 591.45 | 23.6% | 2 094.95 | 2 247.45 | 2 406.55 |
| Water: Basic levy | | | | | | | | | | | |
| Water: Consumption | | 453.73 | 471.84 | 497.81 | 527.04 | 527.04 | 527.04 | 6.0% | 558.69 | 591.82 | 634.67 |
| Sanitation | | 104.46 | 108.63 | 114.61 | 121.42 | 121.42 | 121.42 | 65 060.0% | 129.32 | 137.22 | 146.45 |
| Refuse removal | | 74.53 | 77.51 | 81.77 | 86.68 | 86.68 | 86.68 | 6.5% | 92.32 | 98.17 | 103.95 |
| Other | | | | | | | | | | | |
| sub-total | | 2 826.37 | 2 999.40 | 3 081.86 | 3 109.28 | 3 109.28 | 3 109.28 | 8.6% | 3 376.29 | 3 616.65 | 3 875.83 |
| VAT on Services | | 328.69 | 350.23 | 360.16 | 382.90 | 348.99 | 348.99 | 119 140.0% | 428.52 | 458.92 | 485.07 |
| Total large household bill: | | 3 155.06 | 3 349.63 | 3 442.02 | 3 492.18 | 3 458.27 | 3 458.27 | 9.0% | 3 804.81 | 4 075.57 | 4 360.90 |
| % increase/-decrease | | | 6.2% | 2.8% | 1.5% | (1.0%) | - | 10.0% | 7.1% | 7.0% | |
| Monthly Account for Household - 'Affordable Range' | 2 | | | | | | | | | | |
| Rates and services charges: | | | | | | | | | | | |
| Property rates | | 338.83 | 352.40 | 371.79 | 394.09 | 394.09 | 394.09 | (10.0%) | 354.73 | 383.75 | 413.64 |
| Electricity: Basic levy | | - | - | - | 226.09 | 226.09 | 226.09 | (100.0%) | - | - | - |
| Electricity: Consumption | | 802.48 | 862.67 | 878.89 | 646.58 | 646.58 | 646.58 | 41.0% | 932.15 | 1 000.00 | 1 070.80 |
| Water: Basic levy | | | | | | | | | | | |
| Water: Consumption | | 357.96 | 372.24 | 392.77 | 415.79 | 415.79 | 415.79 | 6.0% | 440.79 | 473.41 | 507.26 |
| Sanitation | | 104.46 | 108.63 | 114.61 | 121.42 | 121.42 | 121.42 | 6.5% | 129.32 | 137.22 | 146.45 |
| Refuse removal | | 74.53 | 77.51 | 81.77 | 86.68 | 86.68 | 86.68 | 6.5% | 92.32 | 98.17 | 103.95 |
| Other | | | | | | | | | | | |
| sub-total | | 1 678.26 | 1 773.45 | 1 839.83 | 1 890.65 | 1 890.65 | 1 890.65 | 3.1% | 1 949.31 | 2 092.55 | 2 242.10 |
| VAT on Services | | 187.52 | 198.95 | 205.53 | 224.48 | 190.57 | 190.57 | | 236.09 | 253.30 | 268.30 |
| Total small household bill: | | 1 865.78 | 1 972.40 | 2 045.36 | 2 115.13 | 2 081.22 | 2 081.22 | 3.3% | 2 185.40 | 2 345.85 | 2 510.40 |
| % increase/-decrease | | | 5.7% | 3.7% | 3.4% | (1.6%) | - | 5.0% | 7.3% | 7.0% | |
| Monthly Account for Household - 'Indigent' | 3 | | | | | | | | | | |
| Household receiving free basic services | | | | | | | | | | | |
| Rates and services charges: | | | | | | | | | | | |
| Property rates | | 199.11 | 207.08 | 218.47 | 231.58 | 231.58 | 231.58 | (10.0%) | 208.45 | 225.50 | 243.70 |
| Electricity: Basic levy | | | | | | | | | | | |
| Electricity: Consumption | | 402.24 | 432.41 | 440.54 | 293.89 | 293.89 | 293.89 | 31.9% | 499.98 | 537.48 | 565.44 |
| Water: Basic levy | | | | | | | | | | | |
| Water: Consumption | | 238.18 | 247.69 | 261.39 | 276.65 | 276.65 | 276.65 | 6.0% | 293.31 | 315.01 | 337.53 |
| Sanitation | | | | | | | | | | | |
| Refuse removal | | | | | | | | | | | |
| Other | | | | | | | | | | | |
| sub-total | | 839.53 | 887.18 | 920.40 | 802.12 | 802.12 | 802.12 | 24.9% | 1 001.74 | 1 077.99 | 1 146.67 |
| VAT on Services | | 89.66 | 95.22 | 98.27 | 85.58 | 85.58 | 85.58 | | 102.12 | 109.74 | 116.38 |
| Total small household bill: | | 929.19 | 982.40 | 1 018.67 | 887.70 | 887.70 | 887.70 | 24.4% | 1 103.86 | 1 187.73 | 1 263.05 |
| % increase/-decrease | | | 5.7% | 3.7% | (12.9%) | - | - | 24.4% | 7.6% | 6.3% | |

The table above shows the overall expected impact of tariff increases on households with a 'middle income range', an 'affordable range' and an 'indigent household receiving free basic services':

9. Operating Expenditure Budget

The municipality has a staff establishment with 2 701 positions established, of which 1 785 are filled as at 28 February 2019, thus a vacancy rate of 40%. There are 65 councillors, which includes 33 ward councillors as per the latest demarcations for 2016 Local Government Elections.

The municipality has an Executive Mayor with a Mayoral Committee System. Members of the Mayoral Committee are also Chairperson of Municipal Systems Act Section 80, as well as Chairperson of Committees established in terms of Section 79 of the same act. The Executive

Mayor, Speaker and Members of Mayoral Committee are full-time and are fully provided with tools of trade and fully furnished offices. All other Councillors are part time.

The municipality purchases its bulk water and electricity from the Department of Water and Sanitation and from ESKOM respectively. The Budget and Treasury Office is responsible for the processing of payments accordingly.

The municipality manages more than 580km of tarred and paved roads and about 250km of dirt roads. The management of roads includes storm water drainage system, kerbings, pavements and sub-ways. There is no rail network under the management of the municipality. However, there is an agreement in place for the maintenance of railway lines where the municipality has servitudes.

The municipality has an exclusive license for the distribution of electricity, as such it manages bulk electricity infrastructure and network reticulation. The municipality also implements integrated electrification projects within its jurisdiction.

The municipality has a 35 Mega Litres a day Sewerage Treatment Plant and other small sewerage treatment plants across the city including Ritchie. There is an intent to build a new 2-5 Mega Litres a day plant in Riverton in support of the Tourism and Leisure Precinct as well as low cost housing development intended in that area. As such boiler making, fitters and turners as well as mechanic workshops are part of resources of the municipality.

The municipality extracts water from Riverton, South of the City, located at about 35km. There is a purification plant as well as pump station in Riverton. The bulk water distribution line stretches over 45 km from Riverton to Kimberley Water Works where major reservoirs are located. This forms part of critical infrastructure of the municipality.

The municipality provides refuse collection function and owns a fleet of refuse compactors in this regard. The mechanical workshop also maintains municipal fleet. Only in specific circumstances that the manufacturer or dealer maintains fleet.

These are some of major cost drivers than informs the expenditure framework for 2017/18 MTREF.

National Treasury Circular 72 is used as a benchmark for sustainability, liquidity, and grant dependency. The following diagrams reflect the weighting of each expenditure by type against the total operational expenditure for the next 3 years.

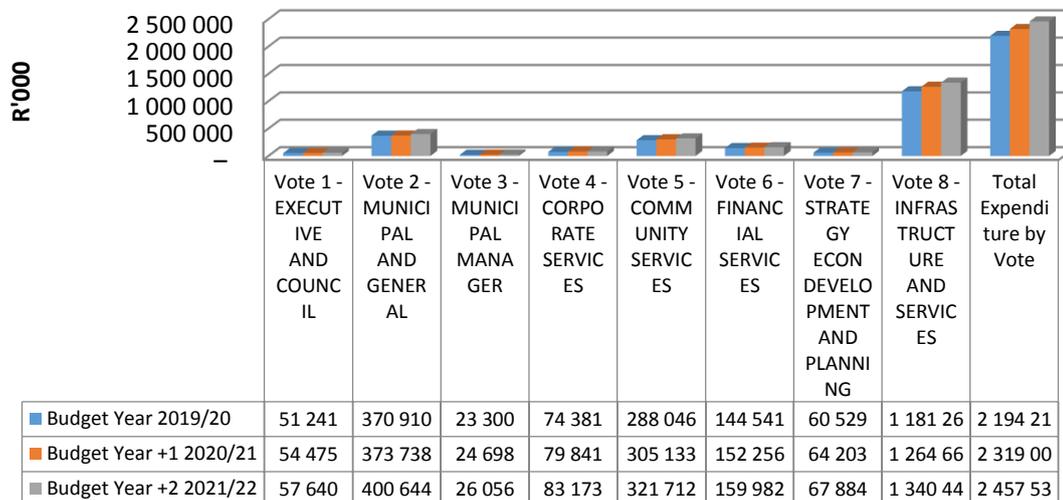
NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)

| Description | Current Year 2018/19 | | 2019/20 Medium Term Revenue & Expenditure Framework | | | | | |
|---------------------------------|----------------------|-------------|---|-------------|------------------------|-------------|------------------------|-------------|
| | Adjusted Budget | Weighting % | Budget Year 2019/20 | Weighting % | Budget Year +1 2020/21 | Weighting % | Budget Year +2 2021/22 | Weighting % |
| R thousand | | | | | | | | |
| Expenditure By Type | | | | | | | | |
| Employee related costs | 698 652 | 35% | 770 966 | 35% | 818 205 | 35% | 864 258 | 35% |
| Remuneration of councillors | 29 685 | 1% | 31 753 | 1% | 33 817 | 1% | 35 846 | 1% |
| Debt impairment | 207 000 | 10% | 226 000 | 10% | 240 800 | 10% | 259 984 | 11% |
| Depreciation & asset impairment | 69 250 | 3% | 71 600 | 3% | 76 724 | 3% | 81 747 | 3% |
| Finance charges | 26 299 | 1% | 24 661 | 1% | 23 543 | 1% | 22 343 | 1% |
| Bulk purchases | 566 500 | 28% | 617 500 | 28% | 669 370 | 29% | 709 325 | 29% |
| Other materials | 172 946 | 9% | 191 225 | 9% | 178 868 | 8% | 195 314 | 8% |
| Contracted services | 43 711 | 2% | 51 605 | 2% | 54 694 | 2% | 57 697 | 2% |
| Transfers and grants | 6 970 | 0% | 7 670 | 0% | 7 710 | 0% | 7 749 | 0% |
| Other expenditure | 179 929 | 9% | 201 231 | 9% | 215 276 | 9% | 223 274 | 9% |
| Loss on disposal of PPE | - | 0% | - | 0% | - | 0% | - | 0% |
| Total Expenditure | 2 000 941 | 100% | 2 194 210 | 100% | 2 319 006 | 100% | 2 457 537 | 100% |

Expenditure per vote

| | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
|---|---------------------|------------------------|------------------------|
| Expenditure by Vote | | | |
| Vote 1 - EXECUTIVE AND COUNCIL | 51 241 | 54 475 | 57 640 |
| Vote 2 - MUNICIPAL AND GENERAL | 370 910 | 373 738 | 400 644 |
| Vote 3 - MUNICIPAL MANAGER | 23 300 | 24 698 | 26 056 |
| Vote 4 - CORPORATE SERVICES | 74 381 | 79 841 | 83 173 |
| Vote 5 - COMMUNITY SERVICES | 288 046 | 305 133 | 321 712 |
| Vote 6 - FINANCIAL SERVICES | 144 541 | 152 256 | 159 982 |
| Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING | 60 529 | 64 203 | 67 884 |
| Vote 8 - INFRASTRUCTURE AND SERVICES | 1 181 262 | 1 264 663 | 1 340 447 |
| Total Expenditure by Vote | 2 194 210 | 2 319 006 | 2 457 537 |
| Surplus/(Deficit) for the year | 166 687 | 163 029 | 178 999 |

Operational Expenditure per Municipal Vote



9.1.1 Remuneration of Employees

The municipality approved the new organisational structure which became effective from 1 July 2016. The budget assumptions for employee costs assumed that the old organogram was replaced by the new organogram and that posts in the old organogram migrated over to the new organogram. A position occupied and has since become redundant in the new organogram will be carried as well and efforts will be made to convert the old post into the new organogram provided that the incumbent has relevant skills and knowledge and meets the job specification of the new position.

It was further assumed that vacant positions were only vacant in the old organogram and these were not carried over as budget assumptions were made. Only vacant and funded positions were carried over only in cases where such positions existed in the new organogram. In line with council resolution, new positions are not funded and as such cannot be filled. As funds become available from redundant but funded positions, freezing of posts to avail funds for new and critical positions, management must have consensus on this and make submissions to council in terms of Regulation 4 of Government Gazette xxxx.

It is further agreed that despite the new organogram and the positions created, total employee costs shall remain between 31% to 33% over the MTREF and management must work hard to reduce these costs from 35,01% to 33% by 2020/21 and from 2021/22, employee costs should be between the 31% and 33%.

Accordingly, the municipality remunerates the Municipal Manager and Senior Manager reporting directly to the Municipal Manager using the Upper Limits Gazette for the remuneration of such staff of the municipality. The Upper Limits Gazette distinguishes between managers appointed before 1 July 2014 and those appointed after this date. Senior Managers appointed before 1 July 2014 shall be remunerated on the remuneration system applied by the municipality prior to the promulgation of these upper limits.

Other staff members are remunerated using a Tuned Assessment of Skills and Knowledge (TASK), with entry level of T3. The highest TASK level for staff excluding Senior Managers reporting to the Municipal Manager is T17, and these are mainly for position providing tactical support to the Senior Managers, and are all professionals with a minimum of NQF Level 7, have professional registration with a Body to ensure quality and professional ethics.

Employee benefits include employer contributions to medical aid, group life and pension fund as well as statutory contributions to UIF, SDF Levies. For certain positions, the municipality provides travelling allowance which shall be fixed for the duration of employment, unless otherwise recommended by the Executive Director for Corporate Services to Senior Management and supported by the Chief Financial Officer, and endorsed by the Budget Steering Committee, during the Budget Process.

To ensure timely attendance of staff, the municipality secures a contract for transport services. Staff who are on T3 to T4 levels receive have an option to take this benefit. If not, staff may elect to be provided with a bicycle every two years, or receive a monthly allowance for travelling, which is taxable. Line Managers in conjunction with Human Resources manages the exercise of options and Financial Services implements through the payroll system and issue tickets or process an allowance as such.

The municipality also provides ex-gratia benefits for staff who worked on contract for more than 10 years consecutively. Ex-gratia is determined per case based on employee records available.

Post-employment benefits are provided for in terms of the applicable GRAP Standards, the liability or asset is determined at year end.

When preparing the employee costs budget, the following was assumed:

- That only vacant and funded positions shall continue into 2016/17 to 2019/2020
- That as these positions become vacant, they shall be filled during the MTREF
- Any new position funded shall be disclosed as such, and funding shall become part of Budget Resolutions
- Established and non-funded positions are not budgeted for in the 2019/2020 financial year, except for newly created positions that will be funded to the amount of R6,8 million available. Consensus is yet to be reached at Executive Management Level on the list of critical and urgent positions to be filled.
- That staff move notches at the date of anniversary, and a 1% of total employee budget provides for this
- That there is no promotion policy. Staff is promoted during the normal course of filling funded vacancies
- The recruitment policy allows for lateral transfer of staff under prescribed conditions, without unduly benefitting such an employee over the others
- The municipality subscribes to the principles of skills development and affirmative action, and as such affirmative action budget may be used to compensate identified personnel or cover training costs as may apply.

In terms of the statement issued by the South African Local Government Bargaining Council, an agreement has been signed with regard to annual staff increases.

The Municipal Manager and Senior Manager's remuneration are estimated to increase by the 7% as well and the final increase shall be as per the gazette that will be issued by the Minister.

The table below presents the budgeted employee costs for the financial year 2019/2020.

| NC091 Sol Plaatje - Supporting Table SA22 Summary councillor and staff benefits | | | | | | | |
|---|-----|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| Summary of Employee and Councillor remuneration | Ref | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | | D | E | F | G | H | I |
| Councillors (Political Office Bearers plus Other) | 1 | | | | | | |
| Basic Salaries and Wages | | - | - | - | - | - | - |
| Pension and UIF Contributions | | - | - | - | - | - | - |
| Medical Aid Contributions | | - | 100 | 100 | - | - | - |
| Motor Vehicle Allowance | | - | - | - | - | - | - |
| Cellphone Allowance | | 1 960 | 1 960 | 1 960 | 3 088 | 3 289 | 3 486 |
| Housing Allowances | | - | - | - | - | - | - |
| Other benefits and allowances | | 27 375 | 27 625 | 27 625 | 28 665 | 30 528 | 32 360 |
| Sub Total - Councillors | | 29 335 | 29 685 | 29 685 | 31 753 | 33 817 | 35 846 |
| % increase | 4 | 3.3% | 1.2% | - | 7.0% | 6.5% | 6.0% |
| Senior Managers of the Municipality | 2 | | | | | | |
| Basic Salaries and Wages | | 7 469 | 7 469 | 7 469 | 8 307 | 8 800 | 9 278 |
| Pension and UIF Contributions | | 1 206 | 1 206 | 1 206 | 932 | 987 | 1 040 |
| Medical Aid Contributions | | 152 | 152 | 152 | 203 | 215 | 227 |
| Overtime | | - | - | - | - | - | - |
| Performance Bonus | | - | - | - | - | - | - |
| Motor Vehicle Allowance | 3 | 1 720 | 1 720 | 1 720 | 1 876 | 1 987 | 2 094 |
| Cellphone Allowance | 3 | 202 | 202 | 202 | 202 | 214 | 225 |
| Housing Allowances | 3 | 36 | 36 | 36 | 49 | 52 | 55 |
| Other benefits and allowances | 3 | 67 | 67 | 67 | 105 | 112 | 117 |
| Payments in lieu of leave | | - | - | - | - | - | - |
| Long service awards | | 43 | 43 | 43 | 40 | 42 | 45 |
| Post-retirement benefit obligations | 6 | - | - | - | - | - | - |
| Sub Total - Senior Managers of Municipality | | 10 897 | 10 897 | 10 897 | 11 714 | 12 407 | 13 080 |
| % increase | 4 | 7.9% | - | - | 7.5% | 5.9% | 5.4% |
| Other Municipal Staff | | | | | | | |
| Basic Salaries and Wages | | 380 416 | 371 930 | 371 930 | 413 084 | 438 010 | 462 246 |
| Pension and UIF Contributions | | 65 353 | 65 353 | 65 353 | 71 691 | 76 008 | 80 292 |
| Medical Aid Contributions | | 49 847 | 49 847 | 49 847 | 53 378 | 56 728 | 60 015 |
| Overtime | | 28 630 | 28 730 | 28 730 | 31 567 | 33 468 | 35 343 |
| Performance Bonus | | 29 437 | 29 437 | 29 437 | 32 316 | 34 263 | 36 194 |
| Motor Vehicle Allowance | 3 | 46 042 | 46 037 | 46 037 | 48 333 | 51 148 | 53 922 |
| Cellphone Allowance | 3 | 1 394 | 1 394 | 1 394 | 1 494 | 1 584 | 1 673 |
| Housing Allowances | 3 | 2 822 | 2 822 | 2 822 | 2 971 | 3 146 | 3 320 |
| Other benefits and allowances | 3 | 32 802 | 33 196 | 33 196 | 34 740 | 36 799 | 38 838 |
| Payments in lieu of leave | | 14 000 | 7 000 | 7 000 | 15 000 | 16 125 | 17 173 |
| Long service awards | | 15 904 | 15 901 | 15 901 | 17 317 | 18 358 | 19 391 |
| Post-retirement benefit obligations | 6 | 39 109 | 36 109 | 36 109 | 37 359 | 40 161 | 42 772 |
| Sub Total - Other Municipal Staff | | 705 755 | 687 755 | 687 755 | 759 252 | 805 798 | 851 178 |
| % increase | 4 | 10.8% | (2.6%) | - | 10.4% | 6.1% | 5.6% |
| Total Parent Municipality | | 745 987 | 728 337 | 728 337 | 802 718 | 852 022 | 900 104 |
| % increase | | 10.4% | (2.4%) | - | 10.2% | 6.1% | 5.6% |
| TOTAL SALARY, ALLOWANCES & BENEFITS | | 745 987 | 728 337 | 728 337 | 802 718 | 852 022 | 900 104 |
| % increase | 4 | 10.4% | (2.4%) | - | 10.2% | 6.1% | 5.6% |
| TOTAL MANAGERS AND STAFF | 5,7 | 716 652 | 698 652 | 698 652 | 770 966 | 818 205 | 864 258 |

9.1.2 Remuneration of Councillors

Councillors are remunerated as per the Upper Limits Gazette. The gazette is published annually with effective date of 1 July each year. The table below indicates the projected costs of councillors in respected of their allowances for 2019/2020 financial year.

| NC091 Sol Plaatje - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers) | | | | | | | | | |
|--|-----------|-------------------|---------------|------------|---------------------|------------------|----------------------|----------------------|---------------|
| Disclosure of Salaries, Allowances & Benefits 1. | No. | Salary | Contributions | Allowances | Performance Bonuses | In-kind benefits | Total Package | Total Package | % Increase |
| Rand per annum | | | | | | | 2019/20 | 2018/19 | |
| Councillors | | | | | | | | | |
| Speaker | 1 | 909 267 | | | | | 909 267 | 873 253 | 4.12% |
| Chief Whip | | - | | | | | - | | |
| Executive Mayor | 1 | 1 124 707 | | | | | 1 124 707 | 1 082 381 | 3.91% |
| Deputy Executive Mayor | | - | | | | | - | | |
| Executive Committee | 10 | 8 554 062 | | | | | 85 540 620 | 78 721 760 | 8.66% |
| Total for all other councillors | 54 | 21 164 747 | | | | | 1 142 896 338 | 937 172 321 | 21.95% |
| Allowances | | | | | | | | 350 000 | |
| Total Councillors | 66 | 31 752 783 | - | - | | | 1 230 470 932 | 1 018 199 715 | 20.85% |

The above packages are for budget purposes and are not intended to raise any expectations.

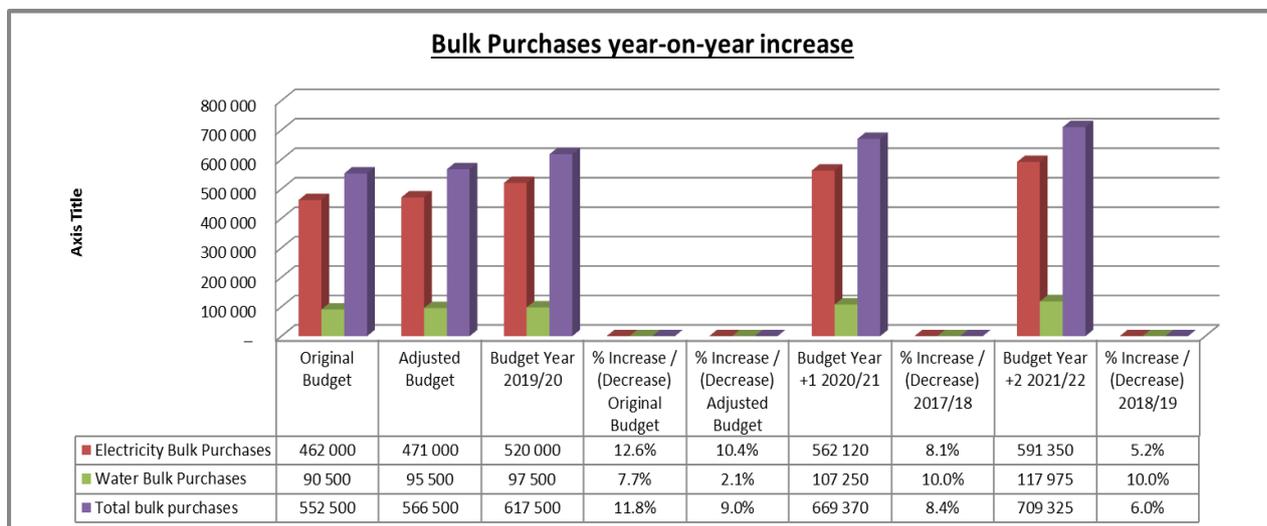
9.1.3 Costs of Bulk Purchases

The municipality purchases bulk electricity from Eskom. The National Energy Regulator as well as National Treasury gave consultation paper as well as guidelines for expected increases on bulk supply of electricity. It is envisaged that bulk electricity shall increase by 6% in 2019/2020 whilst the minimum allowed percentage increase on municipal tariffs is 8.36%. The process to finalise tariffs is still in progress.

Increases in the costs of bulk water are normally inflation linked, as such it is expected that bulk water costs shall increase by 9.00% for 2019/2020.

The total budget for bulk water is indicated in the table below

| Description | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|-----------------------------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | | | | | | | | | |
| Bulk purchases | | | | | | | | | |
| Electricity Bulk Purchases | 387 544 | 422 426 | 420 968 | 462 000 | 471 000 | 471 000 | 520 000 | 562 120 | 591 350 |
| Water Bulk Purchases | 66 466 | 69 541 | 80 366 | 90 500 | 95 500 | 95 500 | 97 500 | 107 250 | 117 975 |
| Total bulk purchases | 454 010 | 491 966 | 501 334 | 552 500 | 566 500 | 566 500 | 617 500 | 669 370 | 709 325 |



9.1.4 Small Scale Embedded Generation (SSEG) and PV Installations Policy

The municipality is proposing a SSEG and PV Installations Policy for implementation with immediate effect. The policy seeks to regulate the installations as well as connections to the municipal grid.

The implementation has not resumed as yet but the following is anticipated:

- Most of all private installations are for own consumptions
- That SSEG and PV Installations still requires connections to the grid to ensure consistency of supply of power
- That the infrastructure may not be compatible to the requirement of a bi-directional metering for flow into and flow out of during low demand periods at the site where SSEG or PV Installation has been made. This may lead to revenue loss to the municipality
- The municipality will have to monitor the installation and may have to certify the installation for safety and security reasons
- If connections are not regulated, this may expose the municipal employees to danger during times of maintenance of infrastructure

Where excess energy is generated from SSEG or PV, the municipality may negotiate for buy-back of such energy which may impact on cost of bulk electricity purchases, and if significant enough, may impact on tariffs in the long run.

9.1.5 Maintenance Budget

Though the mSCOA has dealt away with the classification of expenditure as maintenance. In as far as management reporting is concerned, the municipality has created reporting mechanisms to ensure that adequate budgeting is allocated for the maintenance of infrastructure. Service delivery and revenue generation are dependent on how well and efficient the infrastructure is operated and maintained.

The table below indicates appropriation of budget for maintenance purposes.

NC091 Sol Plaatje - Supporting Table SA34c Repairs and maintenance expenditure by asset class

| Description | Ref | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|----------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | 1 | | | | | | |
| Repairs and maintenance expenditure by Asset Class/Sub-class | | | | | | | |
| Infrastructure | | 192 329 | 190 806 | 190 806 | 201 884 | 217 511 | 232 942 |
| Roads Infrastructure | | 40 528 | 40 936 | 40 936 | 42 380 | 47 896 | 53 392 |
| <i>Roads</i> | | 33 968 | 34 376 | 34 376 | 35 820 | 38 302 | 40 765 |
| <i>Road Furniture</i> | | 6 560 | 6 560 | 6 560 | 6 560 | 9 594 | 12 626 |
| Storm water Infrastructure | | 600 | 600 | 600 | 600 | 642 | 684 |
| <i>Drainage Collection</i> | | 600 | 600 | 600 | 600 | 642 | 684 |
| Electrical Infrastructure | | 59 739 | 56 062 | 56 062 | 61 400 | 65 426 | 69 417 |
| <i>HV Substations</i> | | 1 020 | 1 020 | 1 020 | 1 320 | 1 399 | 1 476 |
| <i>HV Switching Station</i> | | 3 873 | 5 081 | 5 081 | 4 070 | 4 315 | 4 556 |
| <i>MV Substations</i> | | 1 460 | 1 371 | 1 371 | 1 600 | 1 696 | 1 789 |
| <i>MV Switching Stations</i> | | 5 735 | 4 750 | 4 750 | 5 590 | 5 925 | 6 251 |
| <i>MV Networks</i> | | 2 180 | 2 180 | 2 180 | 1 300 | 1 378 | 1 454 |
| <i>LV Networks</i> | | 15 100 | 13 000 | 13 000 | 15 040 | 16 102 | 17 204 |
| <i>Capital Spares</i> | | 30 371 | 28 660 | 28 660 | 32 480 | 34 609 | 36 686 |
| Water Supply Infrastructure | | 42 438 | 36 711 | 36 711 | 44 662 | 47 342 | 49 946 |
| <i>Reservoirs</i> | | 5 250 | 2 500 | 2 500 | 5 250 | 5 565 | 5 871 |
| <i>Pump Stations</i> | | 1 500 | 1 240 | 1 240 | 1 500 | 1 590 | 1 677 |
| <i>Water Treatment Works</i> | | 2 250 | 2 811 | 2 811 | 2 250 | 2 385 | 2 516 |
| <i>Bulk Mains</i> | | 3 750 | 750 | 750 | 3 750 | 3 975 | 4 194 |
| <i>Distribution</i> | | 27 938 | 27 660 | 27 660 | 30 162 | 31 972 | 33 731 |
| <i>Capital Spares</i> | | 1 750 | 1 750 | 1 750 | 1 750 | 1 855 | 1 957 |
| Sanitation Infrastructure | | 25 426 | 32 823 | 32 823 | 28 074 | 29 759 | 31 395 |
| <i>Pump Station</i> | | 5 750 | 11 727 | 11 727 | 7 150 | 7 579 | 7 996 |
| <i>Reticulation</i> | | 17 976 | 18 941 | 18 941 | 19 224 | 20 378 | 21 498 |
| <i>Waste Water Treatment Works</i> | | 700 | 600 | 600 | 700 | 742 | 783 |
| <i>Toilet Facilities</i> | | 1 000 | 1 555 | 1 555 | 1 000 | 1 060 | 1 118 |
| Solid Waste Infrastructure | | 22 237 | 22 106 | 22 106 | 23 196 | 24 778 | 26 345 |
| <i>Landfill Sites</i> | | 21 987 | 20 356 | 20 356 | 22 946 | 24 512 | 26 062 |
| <i>Waste Processing Facilities</i> | | 250 | 1 750 | 1 750 | 250 | 266 | 282 |
| Coastal Infrastructure | | 1 361 | 1 568 | 1 568 | 1 571 | 1 669 | 1 765 |
| <i>Capital Spares</i> | | 1 361 | 1 568 | 1 568 | 1 571 | 1 669 | 1 765 |
| Community Assets | | 3 541 | 3 539 | 3 539 | 4 250 | 4 470 | 4 719 |
| Community Facilities | | 3 150 | 3 140 | 3 140 | 3 810 | 4 018 | 4 240 |

| | | | | | | | |
|--|----------|----------------|----------------|----------------|----------------|----------------|----------------|
| Halls | | 100 | 100 | 100 | 850 | 901 | 951 |
| Fire/Ambulance Stations | | 200 | 200 | 200 | 200 | 212 | 224 |
| Libraries | | 75 | 75 | 75 | 75 | 80 | 84 |
| Cemeteries/Crematoria | | 635 | 641 | 641 | 640 | 676 | 713 |
| Parks | | 1 945 | 1 929 | 1 929 | 1 850 | 1 943 | 2 049 |
| Public Open Space | | 195 | 195 | 195 | 195 | 207 | 219 |
| Sport and Recreation Facilities | | 391 | 399 | 399 | 440 | 452 | 479 |
| Indoor Facilities | | 330 | 330 | 330 | 370 | 396 | 420 |
| Outdoor Facilities | | 61 | 69 | 69 | 70 | 56 | 59 |
| | | 1 | 1 | 1 | 1 | 1 | 1 |
| Investment properties | | 6 681 | 6 681 | 6 681 | 6 880 | 7 293 | 7 725 |
| Revenue Generating | | 6 681 | 6 681 | 6 681 | 6 880 | 7 293 | 7 725 |
| Improved Property | | 6 181 | 6 181 | 6 181 | 6 380 | 6 763 | 7 164 |
| Unimproved Property | | 500 | 500 | 500 | 500 | 530 | 562 |
| Other assets | | 8 964 | 13 075 | 13 075 | 10 953 | 11 616 | 12 270 |
| Operational Buildings | | 8 964 | 13 075 | 13 075 | 10 953 | 11 616 | 12 270 |
| Municipal Offices | | 7 964 | 11 765 | 11 765 | 9 953 | 10 551 | 11 131 |
| Workshops | | 1 000 | 1 310 | 1 310 | 1 000 | 1 065 | 1 140 |
| Furniture and Office Equipment | | 1 849 | 3 595 | 3 595 | 1 758 | 1 865 | 1 969 |
| Furniture and Office Equipment | | 1 849 | 3 595 | 3 595 | 1 758 | 1 865 | 1 969 |
| Machinery and Equipment | | 21 860 | 20 721 | 20 721 | 23 378 | 24 878 | 26 564 |
| Machinery and Equipment | | 21 860 | 20 721 | 20 721 | 23 378 | 24 878 | 26 564 |
| Transport Assets | | 11 588 | 7 287 | 7 287 | 10 947 | 11 604 | 12 250 |
| Transport Assets | | 11 588 | 7 287 | 7 287 | 10 947 | 11 604 | 12 250 |
| Total Repairs and Maintenance Expenditure | 1 | 246 813 | 245 704 | 245 704 | 260 050 | 279 235 | 298 440 |

9.1.6 Municipal Running Costs

Municipal running costs comprises of costs of administration and other costs. These are budgeted for per line item as per the mSCOA Expenditure Segment

9.1.7 Inventory

Inventory excludes bulk purchases as these are classified separately. As such inventory includes all stores materials necessary for service provision and delivery and utilised for capital and operational projects.

9.1.8 Grants and Subsidies Made

The municipality make grants and subsidies for worthy causes that supports the vision of the municipality of being the entertainment destination, as embraced in the Tourism Strategy of the Municipality. Destination tourism with events as attraction has shown a great potential in marketing the city.

The municipality has supported 3 major events and various other minor events over the past three years. At the same time, the municipality has its own event known as the Diamond and Dorings, which had been running for almost 20 years in succession. Table SA21 provides a

detail of some events sponsored by the municipality as well as other sporting and cultural activities preferred for sponsoring in the 2019/2020 MTREF.

| NC091 Sol Plaatje - Supporting Table SA21 Transfers and grants made by the municipality | | | | | | | | | | | |
|---|----------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| Description | Ref | 2015/16 | | | Current Year 2018/19 | | | | 2019/20 medium term Revenue & Expenditure Framework | | |
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Cash Transfers to Organisations | | | | | | | | | | | |
| <i>Non-Prof:Oth Inst/Grants&Don Diam & Dor</i> | | 2 124 | 2 500 | 2 730 | 3 000 | 2 000 | 2 000 | - | 2 500 | 2 500 | 2 500 |
| <i>Non-Prof:Oth Inst/Grants&Don Oth Pub Gra</i> | | 1 381 | 2 484 | 2 720 | 2 500 | 2 500 | 2 500 | 1 498 | 2 500 | 2 500 | 2 500 |
| <i>Non-Prof:Oth Institut/Gariep</i> | | 1 300 | 1 500 | 1 600 | 1 700 | - | - | - | - | - | - |
| <i>Non-Prof:Oth Institut/Sport Council</i> | | 120 | - | - | - | - | - | - | - | - | - |
| <i>Non-Prof:Other Institutions/Spca</i> | | 1 700 | 1 500 | 1 600 | 1 700 | 1 700 | 1 700 | 1 700 | 2 000 | 2 000 | 2 000 |
| Total Cash Transfers To Organisations | | 6 625 | 7 984 | 8 650 | 8 900 | 6 200 | 6 200 | 3 198 | 7 000 | 7 000 | 7 000 |
| Cash Transfers to Groups of Individuals | | | | | | | | | | | |
| <i>Hh Oth Trans: Housing - Individual Supp</i> | | - | - | 539 | 600 | 600 | 600 | 100 | 500 | 530 | 559 |
| <i>Hh Ssp Soc Ass: Grant In Aid</i> | | - | - | 136 | 170 | 170 | 170 | 45 | 170 | 180 | 190 |
| Total Cash Transfers To Groups Of Individuals: | | - | - | 675 | 770 | 770 | 770 | 145 | 670 | 710 | 749 |
| TOTAL CASH TRANSFERS AND GRANTS | 6 | 6 625 | 7 984 | 9 325 | 9 670 | 6 970 | 6 970 | 3 342 | 7 670 | 7 710 | 7 749 |

The municipality's expenditure for the 2019/2020 budget and MTREF is informed by the following:

- Modelling of feasible and sustainable budgets over the medium term,
- Cognisance of international, national and local economic- and fiscal conditions,
- Expenditure limits set by realistic and realisable revenue levels
- The municipality's asset renewal strategy and its medium to long term asset repairs and maintenance goals,
- Relevant (budget and other) legislative imperatives,
- and Operational gains and efficiencies directed to fund areas of strategic priority and known commitments.

In addition, a differentiated budgeting approach for the 2018/19 MTREF was adopted. The principles of cost containment and elimination of wasteful expenditure, reprioritisation of spending and attainment of savings, i.e. effectively a zero-based budgeting approach, were the technical themes of the budget.

The following table presents the operational expenditure by type for 2019/20 to 2021/22.

| NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure) | | | | | | | | |
|---|------|----------------------|------------------|--------------------|-------------------|---|------------------------|------------------------|
| Description | Ref | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
| | | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | 1 | | | | | | | |
| Expenditure By Type | | | | | | | | |
| Employee related costs | 2 | 716 652 | 698 652 | 698 652 | 435 142 | 770 966 | 818 205 | 864 258 |
| Remuneration of councillors | | 29 335 | 29 685 | 29 685 | 17 901 | 31 753 | 33 817 | 35 846 |
| Debt impairment | 3 | 227 000 | 207 000 | 207 000 | 207 000 | 226 000 | 240 800 | 259 984 |
| Depreciation & asset impairment | 2 | 69 250 | 69 250 | 69 250 | - | 71 600 | 76 724 | 81 747 |
| Finance charges | | 25 799 | 26 299 | 26 299 | 13 138 | 24 661 | 23 543 | 22 343 |
| Bulk purchases | 2 | 552 500 | 566 500 | 566 500 | 362 071 | 617 500 | 669 370 | 709 325 |
| Other materials | 8 | 170 612 | 172 946 | 172 946 | 104 520 | 191 225 | 178 868 | 195 314 |
| Contracted services | | 50 901 | 43 711 | 43 711 | 27 465 | 51 605 | 54 694 | 57 697 |
| Transfers and subsidies | | 9 670 | 6 970 | 6 970 | 3 342 | 7 670 | 7 710 | 7 749 |
| Other expenditure | 4, 5 | 195 138 | 179 929 | 179 929 | 119 587 | 201 231 | 215 276 | 223 274 |
| Loss on disposal of PPE | | - | - | - | - | - | - | - |
| Total Expenditure | | 2 046 856 | 2 000 941 | 2 000 941 | 1 290 166 | 2 194 210 | 2 319 006 | 2 457 537 |

9.1.9 Analysis of Expenditure Budget – year on year

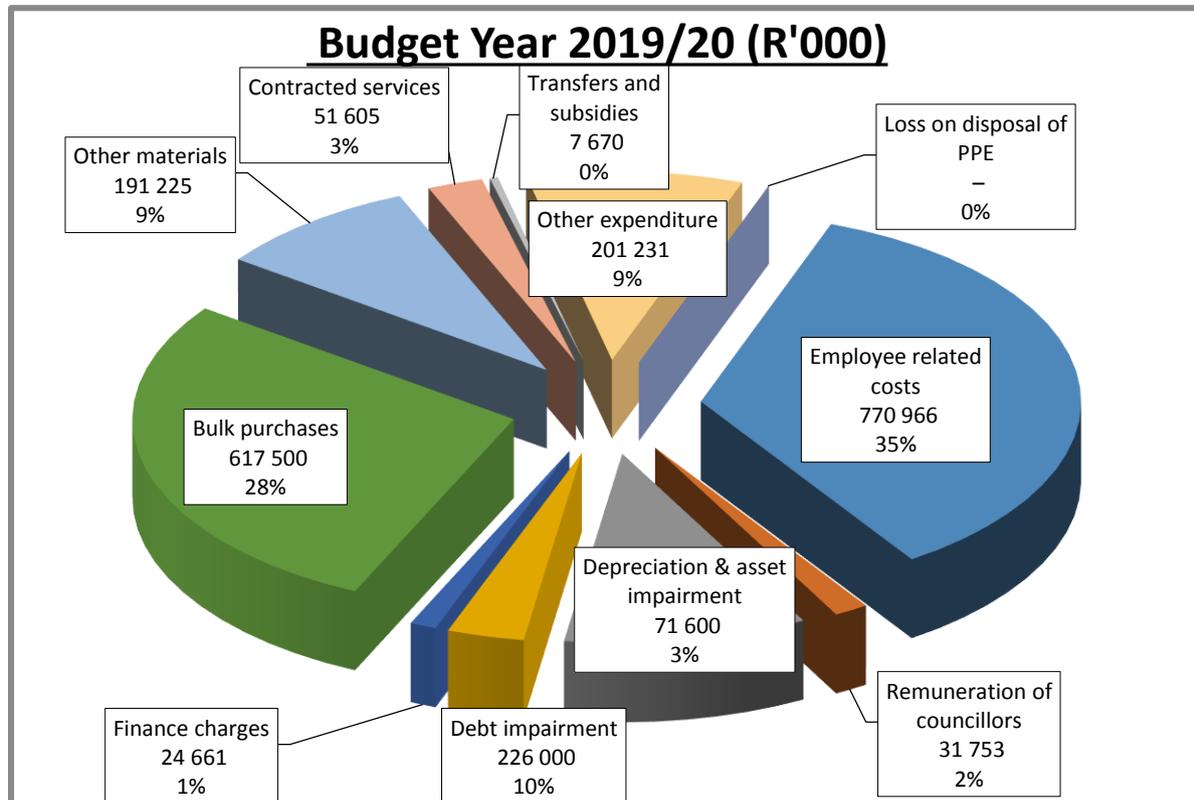
| NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure) | | | | | | | | |
|---|----------------------|-------------|---|-------------|------------------------|-------------|------------------------|-------------|
| Description | Current Year 2018/19 | | 2019/20 Medium Term Revenue & Expenditure Framework | | | | | |
| | Adjusted Budget | Weighting % | Budget Year 2019/20 | Weighting % | Budget Year +1 2020/21 | Weighting % | Budget Year +2 2021/22 | Weighting % |
| R thousand | | | | | | | | |
| Expenditure By Type | | | | | | | | |
| Employee related costs | 698 652 | 35% | 770 966 | 35% | 818 205 | 35% | 864 258 | 35% |
| Remuneration of councillors | 29 685 | 1% | 31 753 | 1% | 33 817 | 1% | 35 846 | 1% |
| Debt impairment | 207 000 | 10% | 226 000 | 10% | 240 800 | 10% | 259 984 | 11% |
| Depreciation & asset impairment | 69 250 | 3% | 71 600 | 3% | 76 724 | 3% | 81 747 | 3% |
| Finance charges | 26 299 | 1% | 24 661 | 1% | 23 543 | 1% | 22 343 | 1% |
| Bulk purchases | 566 500 | 28% | 617 500 | 28% | 669 370 | 29% | 709 325 | 29% |
| Other materials | 172 946 | 9% | 191 225 | 9% | 178 868 | 8% | 195 314 | 8% |
| Contracted services | 43 711 | 2% | 51 605 | 2% | 54 694 | 2% | 57 697 | 2% |
| Transfers and grants | 6 970 | 0% | 7 670 | 0% | 7 710 | 0% | 7 749 | 0% |
| Other expenditure | 179 929 | 9% | 201 231 | 9% | 215 276 | 9% | 223 274 | 9% |
| Loss on disposal of PPE | - | 0% | - | 0% | - | 0% | - | 0% |
| Total Expenditure | 2 000 941 | 100% | 2 194 210 | 100% | 2 319 006 | 100% | 2 457 537 | 100% |

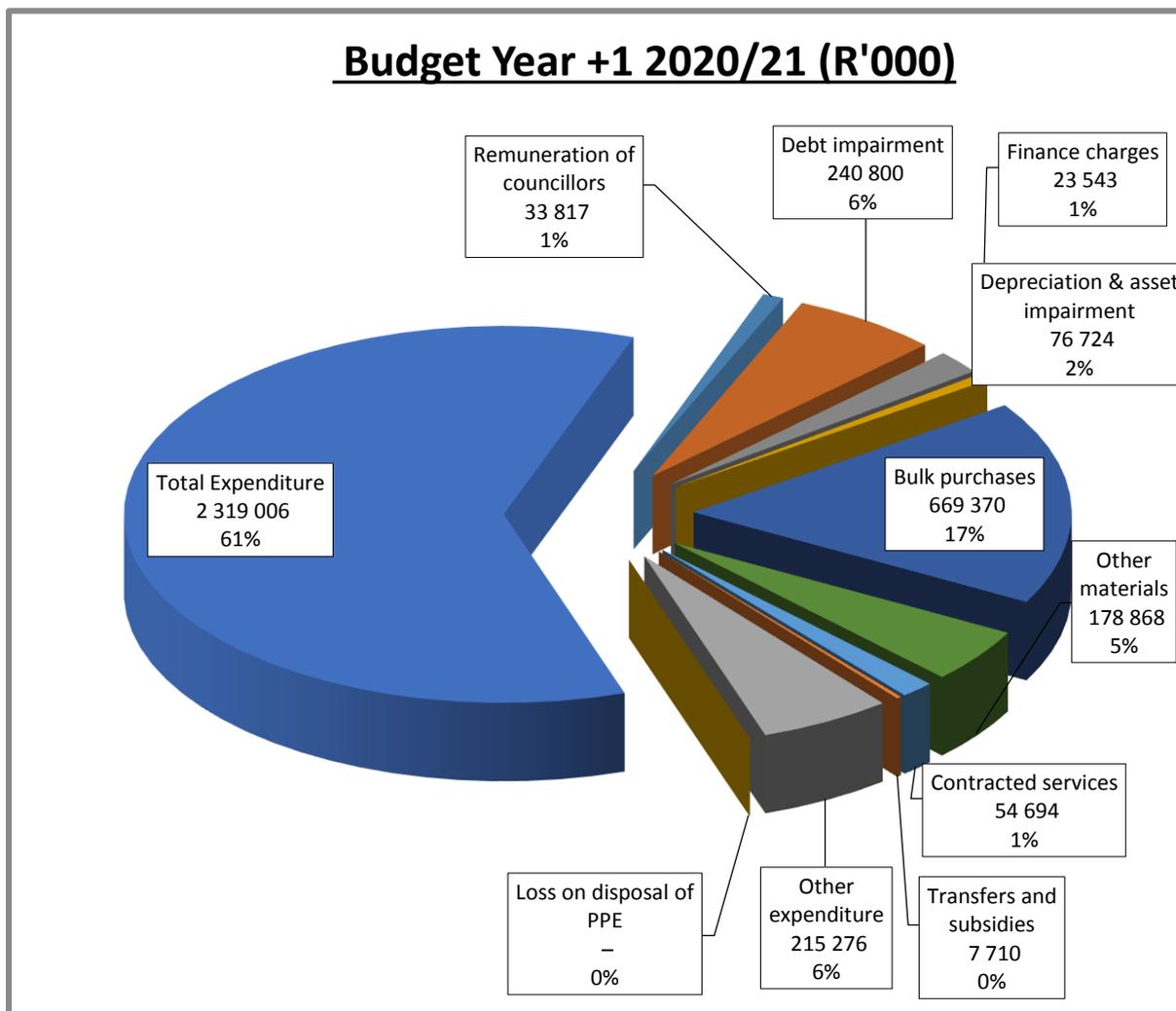
The above table further indicates the ratio of each expenditure by type against overall expenditure budget. The employee costs remain 35% of the total operational budget, whilst materials and contracted services amounts to 9%, and bulk purchases at 28%. Municipal running costs as indicated by other expenditure comprises 11% of the budget. Municipal running costs are critical for service delivery.

The municipality has adopted a new organogram with 2 701 positions established. Only 1785 of these positions were filled as at 28 February 2018. During October 2017, input was received from the Executive recommending organisational renewal with emphasis on service delivery, efficiencies, and compliance, as we move towards a clean audit.

Management is still considering these inputs and will of course influence the budget process of the next MTREF being 2019/20 to 2020/21.

Maintenance of existing infrastructure is critical. Though there are no maintenance plans in place, the development of sector plans will now enable the engineers to plan thoroughly the asset replacement, maintenance and new installations. The municipality has been increasing the maintenance budget over the years, and the target of 8% which is also in line with norms and standards circular of ratios, has been achieved. Put differently, the maintenance expenditure per annum must be 10% of the total asset value of the previous audited financial statements.





9.1.10 Cost containment strategies

The municipality has taken note of cost containment draft regulations as well as MFMA Circular 82, on cost containment. The following are incorporated in the budget assumptions:

Travel and accommodation: that travelling must be absolutely necessary. Attendance of conferences and seminars that are paid for will be approved by the relevant Executive Director or Municipal Manager, and this must be linked to skills development and capacitation of the individual. All seminars or conferences must earn the attendee a minimum of 2 CPD points. A year plan will be instituted whereby the movement of staff will be monitored and controlled.

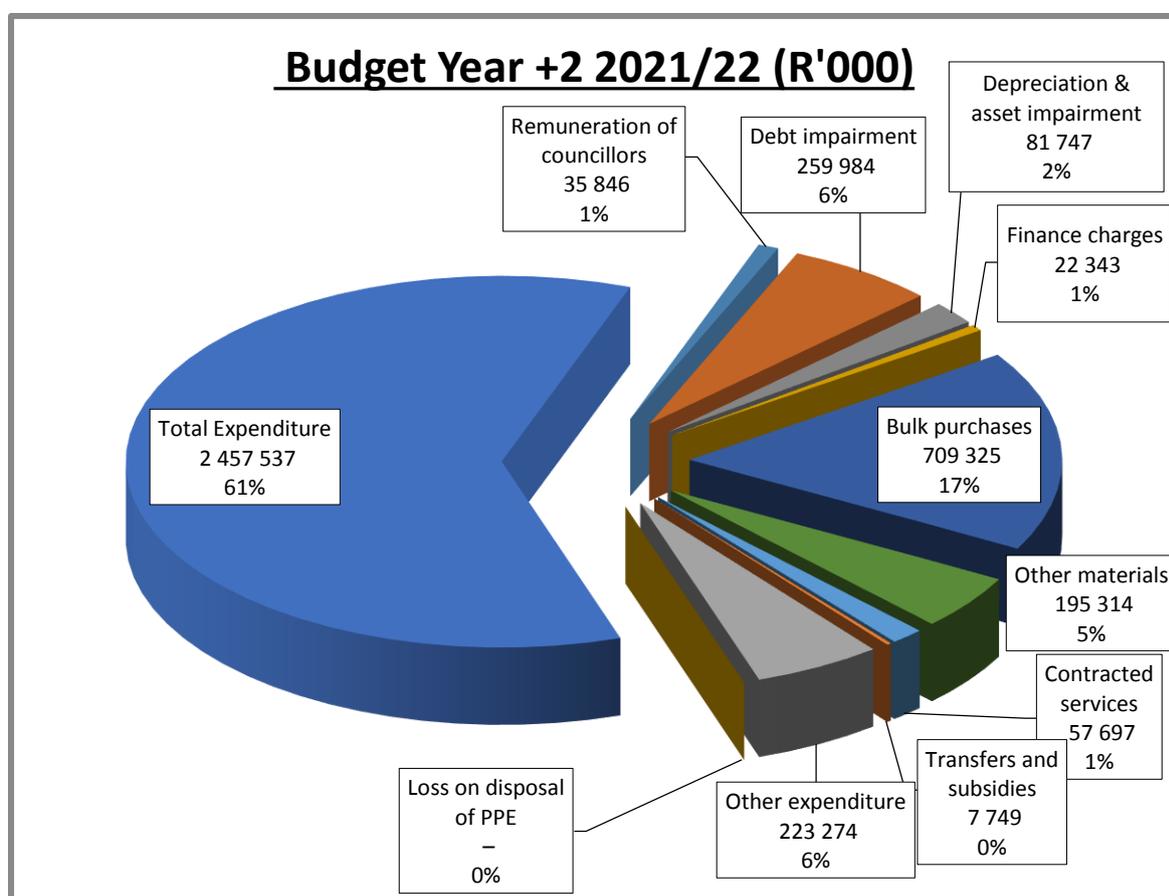
Newspapers: it will be encouraged that politicians and senior management rather subscribe for access to daily and weekend newspaper. Each person will choose between a local daily newspaper and national newspaper, and one weekend newspaper. This will save costs of overtime for those whose papers are delivered by the messengers as well as the costs of subscription are far less than the costs of newspaper delivered.

All office telephones will come pre-loaded with the budget and differentiation will be made between officials whose work entail inbound and outbound, internal only, cellphone etc. employees who exceed their budget allocations will have their statements scrutinised and

identify private calls from the detailed call list. Should the private calls be more than the official calls, no adjustment will be made and the employee may be called in for disciplinary proceedings for abuse of privileges.

The municipality has installed vehicle tracking devices to monitor use and abuse of municipal vehicle. It was further alleged that employees have tendencies of syphoning fuel out of vehicles and sell it. There have been improvements on reports about municipal vehicles that are driving all over the city. Constant monitoring on the condition and maintenance of the fleet is exercised.

Purchase of furniture and the replacement of tools of trade such as computers, printers and switching between laptops and desktops are now under scrutiny. The asset condition must be analysed first, and efforts must be made to identify another user within the organisation prior to replacing and disposing off the asset.



9.1.11 Debt Recovery Project

With increasing financial pressures on household's income, the non-payment of municipal debt is becoming a threat to the going concern ability, as well as sustainability of service provision. Municipalities are already faced with the situation of eroding gross profit margins as a result of increasing cost of sales, being costs of bulk for trading services. The growth in demand for

services leaves no choice to municipalities but to increase its capacity to deal with the demand, both in terms of infrastructure and human resources.

The efforts of prevention of debt accumulation through implementation of credit control actions seem inadequate as people fall into arrears and default regularly on their own arrangements. It is for this reason that the municipality resolved to co-source the services of debt collecting agent.

The debt collecting agents are experts and specialise in this function. They had already invested on technology and systems and the economies of scale reduce the costs per debtor. The advantage of co-sourcing debt collection agent are as follows;

- Use of in-house resources in the process of debt collection, thus reducing other costs associated with setting up call centres
- Skills transfer becomes implementable as after the contract expires, the agents who served under the supervision of the debt collection company can continue with the task, thus ensuring continuity beyond the contract period
- The municipality avoids the costs of systems and may enter into a new Service Level Agreement for License-Ware, thus ensuring sustainability of the project and collection ratio
- Saving costs of debt collection as the faster the debt is paid, the lower the collection costs to be borne by the municipality
- Reduction of arrears is the ultimate benefit as debtors convert into cash. This enables the municipality to be stronger in terms of solvency and there will be an increased capacity to contribute to Municipal Infrastructure Investment Framework and to the Spatial Development Framework of the municipality

The municipality had appointed NICS for this purpose and the project had resumed. Detailed progress report shall be provided as we finalise the budget. No revenue has been budgeted from overdue accounts and the assumptions for debt collection are excluding the impact of this project as such.

9.1.12 Municipal Functional Classification (MFMA Vote)

The municipality generates revenue from various sources managed within votes, as represented by directorates. In its vote structure, the municipality has the following directorates, which are also a presentation of revenue by municipal functional classification.

NC091 Sol Plaatje - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

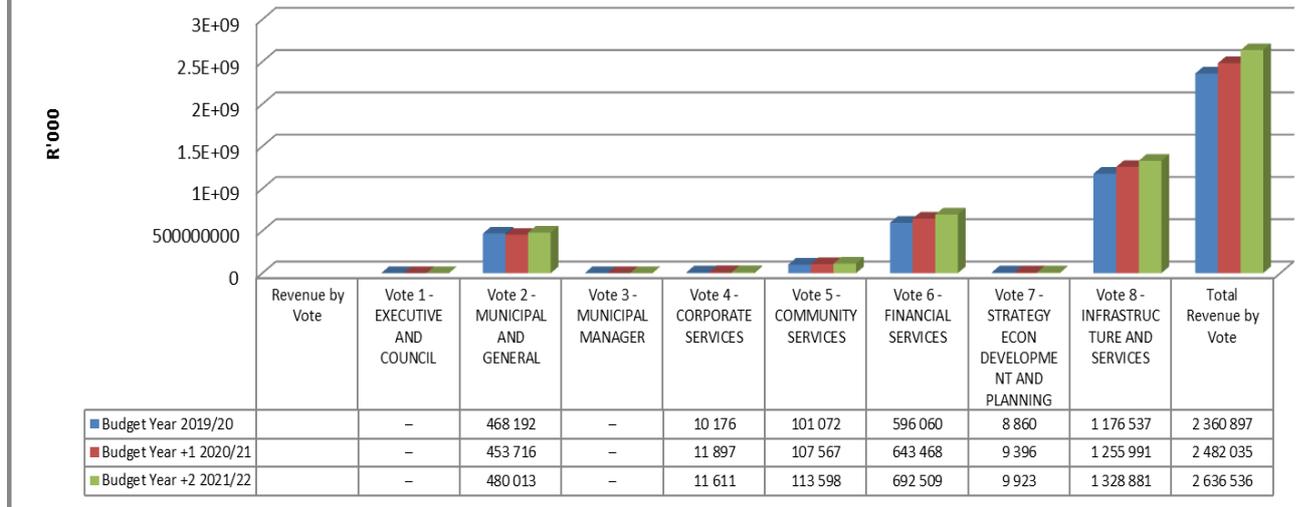
| Functional Classification Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|-----|------------------|------------------|------------------|----------------------|------------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Revenue - Functional | | | | | | | | | | |
| <i>Governance and administration</i> | | 862 314 | 839 882 | 1 012 732 | 1 119 176 | 1 040 797 | 1 040 797 | 1 074 878 | 1 109 558 | 1 184 636 |
| Executive and council | | 362 563 | 361 481 | 492 849 | 554 304 | 472 784 | 472 784 | 468 192 | 453 716 | 480 013 |
| Finance and administration | | 499 751 | 478 401 | 519 882 | 564 872 | 568 013 | 568 013 | 606 686 | 655 842 | 704 623 |
| Internal audit | | - | - | - | - | - | - | - | - | - |
| <i>Community and public safety</i> | | 23 269 | 24 656 | 23 615 | 26 995 | 26 995 | 26 995 | 25 995 | 27 380 | 28 431 |
| Community and social services | | 9 702 | 11 418 | 9 900 | 12 644 | 12 644 | 12 644 | 11 008 | 11 686 | 11 873 |
| Sport and recreation | | 3 869 | 3 276 | 3 615 | 3 710 | 3 710 | 3 710 | 3 730 | 3 975 | 4 194 |
| Public safety | | 140 | 195 | 253 | 170 | 170 | 170 | 285 | 302 | 319 |
| Housing | | 9 529 | 9 692 | 9 790 | 10 401 | 10 401 | 10 401 | 10 901 | 11 343 | 11 967 |
| Health | | 30 | 75 | 58 | 70 | 70 | 70 | 70 | 74 | 78 |
| <i>Economic and environmental services</i> | | 12 721 | 22 381 | 25 773 | 19 426 | 17 158 | 17 158 | 18 223 | 19 323 | 20 398 |
| Planning and development | | 2 722 | 2 575 | 4 627 | 6 511 | 4 243 | 4 243 | 3 923 | 4 163 | 4 402 |
| Road transport | | 9 998 | 19 807 | 21 145 | 12 915 | 12 915 | 12 915 | 14 300 | 15 160 | 15 996 |
| Environmental protection | | - | - | - | - | - | - | - | - | - |
| <i>Trading services</i> | | 943 139 | 1 004 389 | 1 079 647 | 1 165 163 | 1 083 963 | 1 083 963 | 1 232 289 | 1 315 742 | 1 392 487 |
| Energy sources | | 595 477 | 618 301 | 663 235 | 740 342 | 630 342 | 630 342 | 777 527 | 833 520 | 877 073 |
| Water management | | 223 498 | 255 594 | 283 299 | 288 458 | 299 458 | 299 458 | 306 392 | 324 368 | 347 336 |
| Waste water management | | 70 994 | 74 755 | 75 664 | 75 813 | 80 813 | 80 813 | 81 517 | 86 546 | 92 278 |
| Waste management | | 53 171 | 55 739 | 57 449 | 60 550 | 73 350 | 73 350 | 66 853 | 71 308 | 75 800 |
| <i>Other</i> | 4 | 13 102 | 13 668 | 14 909 | 8 142 | 8 142 | 8 142 | 9 512 | 10 032 | 10 584 |
| Total Revenue - Functional | 2 | 1 854 546 | 1 904 976 | 2 156 676 | 2 338 902 | 2 177 055 | 2 177 055 | 2 360 897 | 2 482 035 | 2 636 536 |

In each vote, there are various cost centres or business units under the purview of a Manager responsible, such as Chief Town Planner, Revenue Management and Billing etc. a cost centre may be further broken down into sections, under the supervision of Sectional Head overseeing a specific function.

The table below represents revenue by vote:

| NC091 Sol Plaatje - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote) | | | | | | | | | | |
|---|-----|------------------|------------------|------------------|----------------------|------------------|--------------------|---|------------------------|------------------------|
| Vote Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Revenue by Vote | 1 | | | | | | | | | |
| Vote 01 - Executive & Council | | - | - | - | - | - | - | - | - | - |
| Vote 02 - Municipal And General | | 395 258 | 400 430 | 492 849 | 554 304 | 472 784 | 472 784 | 468 192 | 453 716 | 480 013 |
| Vote 03 - Municipal Manager | | - | - | 2 037 | 2 268 | - | - | - | - | - |
| Vote 04 - Corporate Services | | 2 706 | 5 358 | 4 553 | 7 564 | 10 705 | 10 705 | 10 176 | 11 897 | 11 611 |
| Vote 05 - Community Services | | 75 499 | 89 884 | 103 311 | 93 894 | 106 694 | 106 694 | 101 072 | 107 567 | 113 598 |
| Vote 06 - Financial Services | | 496 684 | 472 723 | 514 881 | 556 928 | 556 928 | 556 928 | 596 060 | 643 468 | 692 509 |
| Vote 07 - Strategy Econ Development And Planning | | 7 185 | 6 640 | 6 861 | 8 895 | 8 895 | 8 895 | 8 860 | 9 396 | 9 923 |
| Vote 08 - Infrastructure And Services | | 877 213 | 929 941 | 1 032 183 | 1 115 049 | 1 021 049 | 1 021 049 | 1 176 537 | 1 255 991 | 1 328 881 |
| Total Revenue by Vote | 2 | 1 854 546 | 1 904 976 | 2 156 676 | 2 338 902 | 2 177 055 | 2 177 055 | 2 360 897 | 2 482 035 | 2 636 536 |

Operational Revenue per Municipal Vote



9.1.13 Revenue by GFS

The municipality performs core and non-core functions which both have a potential of revenue generation, directly or indirectly. The Government Financial Statistics classifies functions into core and non-core. Core functions are defined as those municipal functions that are critical and closely related to the mandate of local government as contained in the constitution of the Republic of South Africa. The non-core functions are those that are considered outside the normal activities and are incidental by nature. For the purpose of this report, there is no distinction between core and non-core functions. Revenue is reported by GFS as per table A3 of the Budget Statement.

NC091 Sol Plaatje - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

| Functional Classification Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Revenue - Functional | 1 | | | | | | | | | |
| Governance and administration | | 862 314 | 839 882 | 1 012 732 | 1 119 176 | 1 040 797 | 1 040 797 | 1 074 878 | 1 109 558 | 1 184 636 |
| Executive and council | | 362 563 | 361 481 | 492 849 | 554 304 | 472 784 | 472 784 | 468 192 | 453 716 | 480 013 |
| Finance and administration | | 499 751 | 478 401 | 519 882 | 564 872 | 568 013 | 568 013 | 606 686 | 655 842 | 704 623 |
| Internal audit | | - | - | - | - | - | - | - | - | - |
| Community and public safety | | 23 269 | 24 656 | 23 615 | 26 995 | 26 995 | 26 995 | 25 995 | 27 380 | 28 431 |
| Community and social services | | 9 702 | 11 418 | 9 900 | 12 644 | 12 644 | 12 644 | 11 008 | 11 686 | 11 873 |
| Sport and recreation | | 3 869 | 3 276 | 3 615 | 3 710 | 3 710 | 3 710 | 3 730 | 3 975 | 4 194 |
| Public safety | | 140 | 195 | 253 | 170 | 170 | 170 | 285 | 302 | 319 |
| Housing | | 9 529 | 9 692 | 9 790 | 10 401 | 10 401 | 10 401 | 10 901 | 11 343 | 11 967 |
| Health | | 30 | 75 | 58 | 70 | 70 | 70 | 70 | 74 | 78 |
| Economic and environmental services | | 12 721 | 22 381 | 25 773 | 19 426 | 17 158 | 17 158 | 18 223 | 19 323 | 20 398 |
| Planning and development | | 2 722 | 2 575 | 4 627 | 6 511 | 4 243 | 4 243 | 3 923 | 4 163 | 4 402 |
| Road transport | | 9 998 | 19 807 | 21 145 | 12 915 | 12 915 | 12 915 | 14 300 | 15 160 | 15 996 |
| Environmental protection | | - | - | - | - | - | - | - | - | - |
| Trading services | | 943 139 | 1 004 389 | 1 079 647 | 1 165 163 | 1 083 963 | 1 083 963 | 1 232 289 | 1 315 742 | 1 392 487 |
| Energy sources | | 595 477 | 618 301 | 663 235 | 740 342 | 630 342 | 630 342 | 777 527 | 833 520 | 877 073 |
| Water management | | 223 498 | 255 594 | 283 299 | 288 458 | 299 458 | 299 458 | 306 392 | 324 368 | 347 336 |
| Waste water management | | 70 994 | 74 755 | 75 664 | 75 813 | 80 813 | 80 813 | 81 517 | 86 546 | 92 278 |
| Waste management | | 53 171 | 55 739 | 57 449 | 60 550 | 73 350 | 73 350 | 66 853 | 71 308 | 75 800 |
| Other | 4 | 13 102 | 13 668 | 14 909 | 8 142 | 8 142 | 8 142 | 9 512 | 10 032 | 10 584 |
| Total Revenue - Functional | 2 | 1 854 546 | 1 904 976 | 2 156 676 | 2 338 902 | 2 177 055 | 2 177 055 | 2 360 897 | 2 482 035 | 2 636 536 |

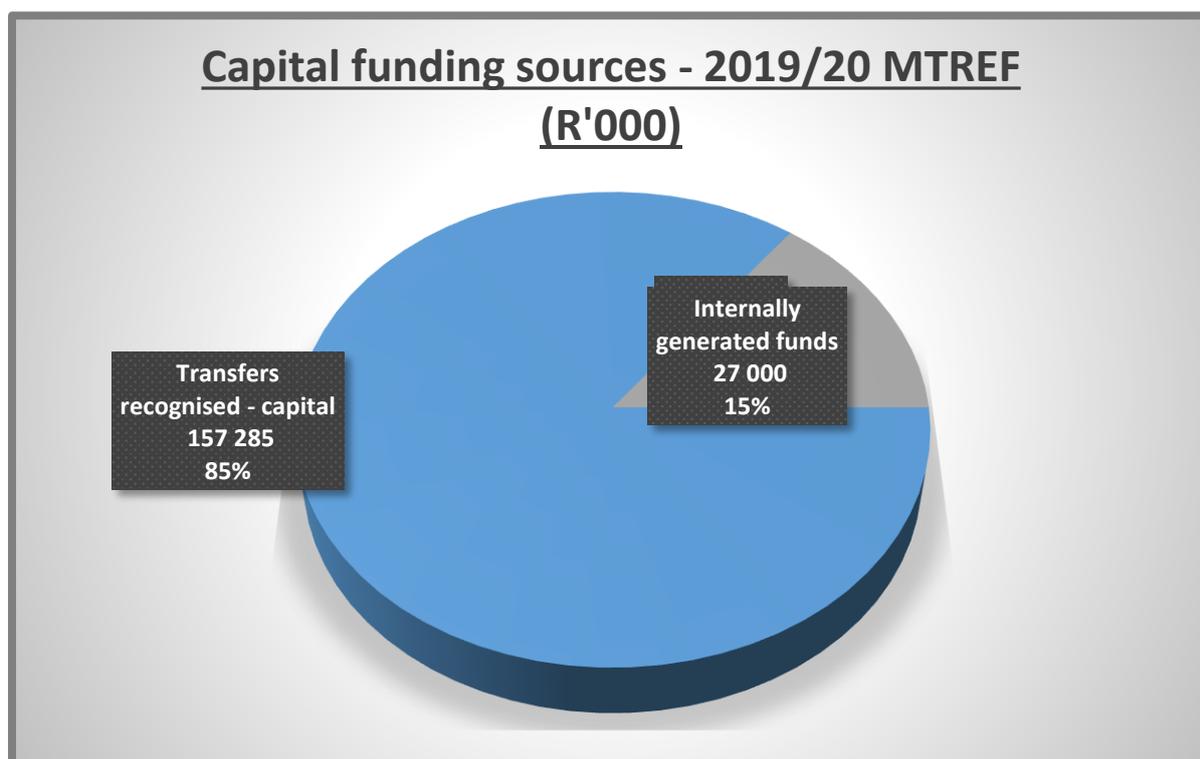
10. Capital Plan and Budgeting

The Municipal Capital Plan comprises planned projects ranging from upgrade of existing infrastructure, refurbishment and new assets. A detailed project list is set out in Supporting Table SA36.

10.1 Funding the capital plan

The table below presents the funding available for the capital plan 2019/2020.

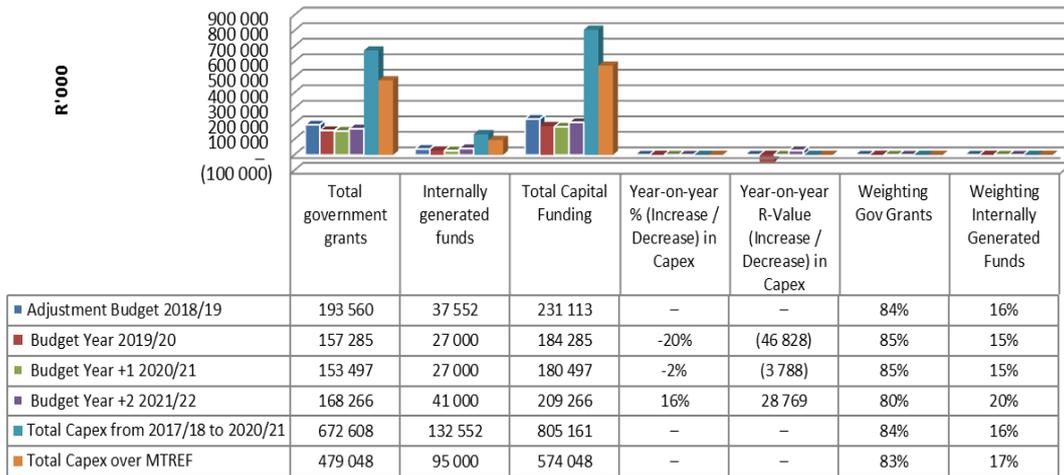
| Funding sources of capex | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---------------------------------------|---|---------------------------|---------------------------|
| | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| | R'000 | R'000 | R'000 |
| Funded by: | | | |
| National Government | 157 285 | 153 497 | 168 266 |
| Provincial Government | - | | |
| Transfers recognised - capital | 157 285 | 153 497 | 168 266 |
| Borrowing | - | | |
| Internally generated funds | 27 000 | 27 000 | 41 000 |
| Total Capital Funding | 184 285 | 180 497 | 209 266 |



10.2 Capital plan by funding source

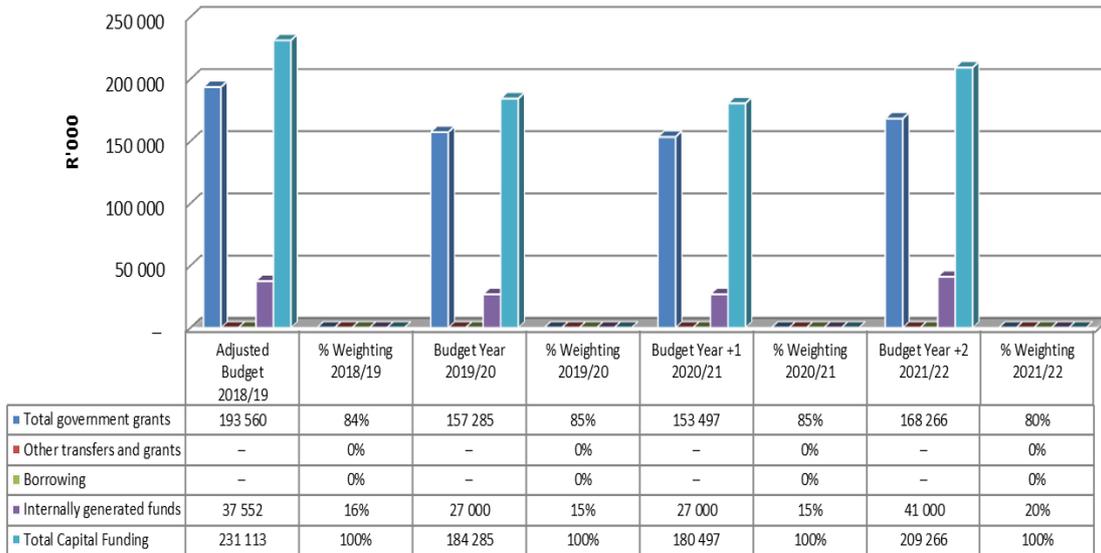
| Funding sources of capex | 2019/20 Medium Term Revenue & Expenditure Framework | | | | Total Capex from 2017/18 to 2020/21 | Total Capex over MTREF |
|---|---|---------------------|------------------------|------------------------|-------------------------------------|------------------------|
| | Adjustment Budget 2018/19 | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 | | |
| | R'000 | R'000 | R'000 | R'000 | | |
| Total Capital Budget | 231 113 | 184 285 | 180 497 | 209 266 | 805 161 | 574 048 |
| Total government grants | 193 560 | 157 285 | 153 497 | 168 266 | 672 608 | 479 048 |
| Internally generated funds | 37 552 | 27 000 | 27 000 | 41 000 | 132 552 | 95 000 |
| Total Capital Funding | 231 113 | 184 285 | 180 497 | 209 266 | 805 161 | 574 048 |
| Year-on-year % (Increase / Decrease) in Capex | - | -20% | -2% | 16% | - | - |
| Year-on-year R-Value (Increase / Decrease) in Capex | - | (46 828) | (3 788) | 28 769 | - | - |
| Weighting Gov. Grants | 84% | 85% | 85% | 80% | 84% | 83% |
| Weighting Internally Generated Funds | 16% | 15% | 15% | 20% | 16% | 17% |
| Total | 100% | 100% | 100% | 100% | 100% | 100% |

Funding sources Capital Expenditure 2019/20 MTREF



| Capex MTREF 2018/19 | Adjusted Budget 2018/19 | % Weighting 2018/19 | Budget Year 2019/20 | % Weighting 2019/20 | Budget Year +1 2020/21 | % Weighting 2020/21 | Budget Year +2 2021/22 | % Weighting 2021/22 |
|------------------------------|-------------------------|---------------------|---------------------|---------------------|------------------------|---------------------|------------------------|---------------------|
| Total government grants | 193 560 | 84% | 157 285 | 85% | 153 497 | 85% | 168 266 | 80% |
| Other transfers and grants | - | 0% | - | 0% | - | 0% | - | 0% |
| Borrowing | - | 0% | - | 0% | - | 0% | - | 0% |
| Internally generated funds | 37 552 | 16% | 27 000 | 15% | 27 000 | 15% | 41 000 | 20% |
| Total Capital Funding | 231 113 | 100% | 184 285 | 100% | 180 497 | 100% | 209 266 | 100% |

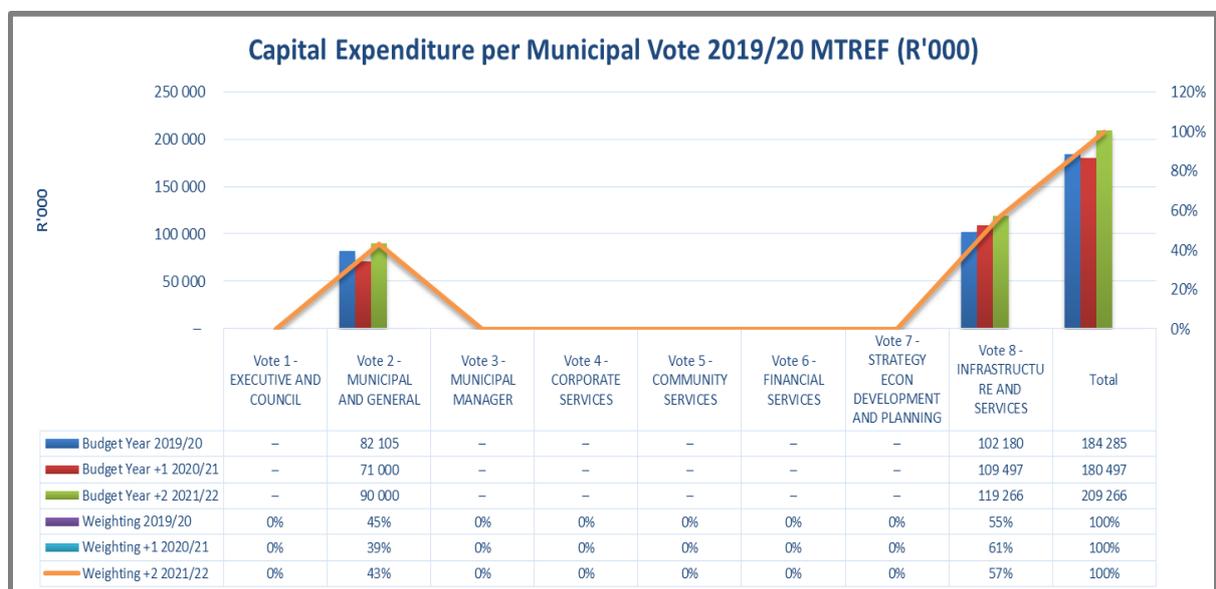
Capex Funding Sources MTREF 2019/20 - 2021/22



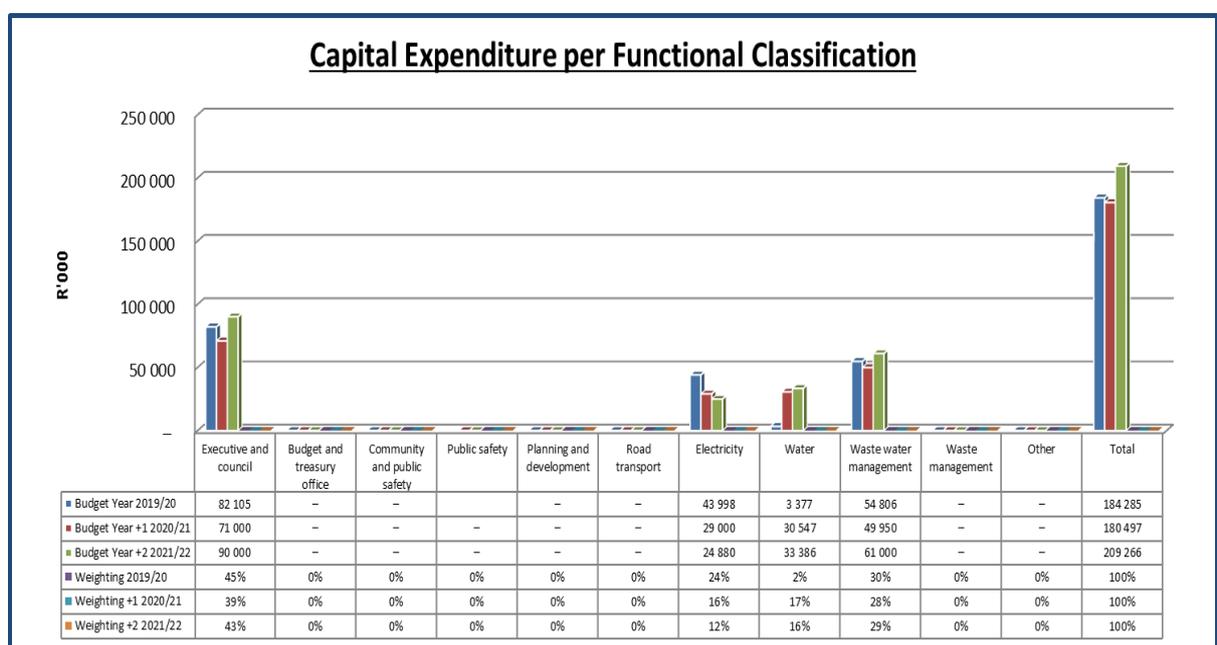
10.3 Capital plan by Municipal Functional Classification (MFMA vote)

| Vote Description | Ref | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|-----|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | 1 | | | | | | | |
| Capital expenditure - Vote | | | | | | | | |
| Multi-year expenditure to be appropriated | 2 | | | | | | | |
| Vote 01 - Executive & Council | | - | - | - | - | - | - | - |
| Vote 02 - Municipal And General | | 177 796 | 81 161 | 81 161 | 36 627 | 68 668 | 71 000 | 90 000 |
| Vote 03 - Municipal Manager | | - | - | - | - | - | - | - |
| Vote 04 - Corporate Services | | - | - | - | - | - | - | - |
| Vote 05 - Community Services | | - | - | - | - | - | - | - |
| Vote 06 - Financial Services | | - | - | - | - | - | - | - |
| Vote 07 - Strategy Econ Development And Planning | | - | - | - | - | - | - | - |
| Vote 08 - Infrastructure And Services | | 81 393 | 101 823 | 101 823 | 51 521 | 16 000 | 34 547 | 41 110 |
| Capital multi-year expenditure sub-total | 7 | 259 189 | 182 984 | 182 984 | 88 147 | 84 668 | 105 547 | 131 110 |
| Single-year expenditure to be appropriated | 2 | | | | | | | |
| Vote 01 - Executive & Council | | - | - | - | - | - | - | - |
| Vote 02 - Municipal And General | | 7 715 | 9 190 | 9 190 | 4 246 | 13 436 | - | - |
| Vote 03 - Municipal Manager | | - | - | - | - | - | - | - |
| Vote 04 - Corporate Services | | - | - | - | - | - | - | - |
| Vote 05 - Community Services | | - | - | - | - | - | - | - |
| Vote 06 - Financial Services | | - | - | - | - | - | - | - |
| Vote 07 - Strategy Econ Development And Planning | | - | - | - | - | - | - | - |
| Vote 08 - Infrastructure And Services | | 66 337 | 38 939 | 38 939 | 5 832 | 86 180 | 74 950 | 78 156 |
| Capital single-year expenditure sub-total | | 74 052 | 48 129 | 48 129 | 10 078 | 99 617 | 74 950 | 78 156 |
| Total Capital Expenditure - Vote | | 333 241 | 231 113 | 231 113 | 98 225 | 184 285 | 180 497 | 209 266 |
| Capital Expenditure - Functional | | | | | | | | |
| Governance and administration | | 185 511 | 90 351 | 90 351 | 40 872 | 82 105 | 71 000 | 90 000 |
| Executive and council | | 185 511 | 90 351 | 90 351 | 40 872 | 82 105 | 71 000 | 90 000 |
| Finance and administration | | | | | | | | |
| Internal audit | | | | | | | | |
| Community and public safety | | - | - | - | - | - | - | - |
| Community and social services | | | | | | | | |
| Sport and recreation | | | | | | | | |
| Public safety | | | | | | | | |
| Housing | | | | | | | | |
| Health | | | | | | | | |
| Economic and environmental services | | - | - | - | - | - | - | - |
| Planning and development | | | | | | | | |
| Road transport | | | | | | | | |
| Environmental protection | | | | | | | | |
| Trading services | | 147 730 | 140 762 | 140 762 | 57 353 | 102 180 | 109 497 | 119 266 |
| Energy sources | | 53 997 | 47 997 | 47 997 | 17 003 | 43 998 | 29 000 | 24 880 |
| Water management | | 55 932 | 41 450 | 41 450 | 20 416 | 3 377 | 30 547 | 33 386 |
| Waste water management | | 37 801 | 51 315 | 51 315 | 19 934 | 54 806 | 49 950 | 61 000 |
| Waste management | | - | - | - | - | - | - | - |
| Other | | | | | | | | |
| Total Capital Expenditure - Functional | 3 | 333 241 | 231 113 | 231 113 | 98 225 | 184 285 | 180 497 | 209 266 |
| Funded by: | | | | | | | | |
| National Government | | 296 795 | 193 560 | 193 560 | 83 849 | 157 285 | 153 497 | 168 266 |
| Provincial Government | | - | - | - | - | - | - | - |
| District Municipality | | | | | | | | |
| Other transfers and grants | | | | | | | | |
| Transfers recognised - capital | 4 | 296 795 | 193 560 | 193 560 | 83 849 | 157 285 | 153 497 | 168 266 |
| Borrowing | 6 | | | | | | | |
| Internally generated funds | | 36 446 | 37 552 | 37 552 | 14 375 | 27 000 | 27 000 | 41 000 |
| Total Capital Funding | 7 | 333 241 | 231 113 | 231 113 | 98 225 | 184 285 | 180 497 | 209 266 |

| Vote Description | Ref | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|-----|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | 1 | | | | | | | |
| Capital expenditure - Vote | | | | | | | | |
| Multi-year expenditure to be appropriated | 2 | | | | | | | |
| Vote 01 - Executive & Council | | - | - | - | - | - | - | - |
| Vote 02 - Municipal And General | | 177 796 | 81 161 | 81 161 | 36 627 | 68 668 | 71 000 | 90 000 |
| Vote 03 - Municipal Manager | | - | - | - | - | - | - | - |
| Vote 04 - Corporate Services | | - | - | - | - | - | - | - |
| Vote 05 - Community Services | | - | - | - | - | - | - | - |
| Vote 06 - Financial Services | | - | - | - | - | - | - | - |
| Vote 07 - Strategy Econ Development And Planning | | - | - | - | - | - | - | - |
| Vote 08 - Infrastructure And Services | | 81 393 | 101 823 | 101 823 | 51 521 | 16 000 | 34 547 | 41 110 |
| Capital multi-year expenditure sub-total | 7 | 259 189 | 182 984 | 182 984 | 88 147 | 84 668 | 105 547 | 131 110 |
| Single-year expenditure to be appropriated | 2 | | | | | | | |
| Vote 01 - Executive & Council | | - | - | - | - | - | - | - |
| Vote 02 - Municipal And General | | 7 715 | 9 190 | 9 190 | 4 246 | 13 436 | - | - |
| Vote 03 - Municipal Manager | | - | - | - | - | - | - | - |
| Vote 04 - Corporate Services | | - | - | - | - | - | - | - |
| Vote 05 - Community Services | | - | - | - | - | - | - | - |
| Vote 06 - Financial Services | | - | - | - | - | - | - | - |
| Vote 07 - Strategy Econ Development And Planning | | - | - | - | - | - | - | - |
| Vote 08 - Infrastructure And Services | | 66 337 | 38 939 | 38 939 | 5 832 | 86 180 | 74 950 | 78 156 |
| Capital single-year expenditure sub-total | | 74 052 | 48 129 | 48 129 | 10 078 | 99 617 | 74 950 | 78 156 |
| Total Capital Expenditure - Vote | | 333 241 | 231 113 | 231 113 | 98 225 | 184 285 | 180 497 | 209 266 |



| Capital Expenditure - Standard | 2019/20 Medium Term Revenue & Expenditure Framework | | | Weighting 2019/20 | Weighting +1 2020/21 | Weighting +2 2021/22 |
|--------------------------------|---|---------------------------|---------------------------|----------------------|-------------------------|-------------------------|
| | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 | | | |
| | Executive and council | 82 105 | 71 000 | | | |
| Budget and treasury office | - | - | - | 0% | 0% | 0% |
| Community and public safety | - | - | - | 0% | 0% | 0% |
| Planning and development | - | - | - | 0% | 0% | 0% |
| Road transport | - | - | - | 0% | 0% | 0% |
| Electricity | 43 998 | 29 000 | 24 880 | 24% | 16% | 12% |
| Water | 3 377 | 30 547 | 33 386 | 2% | 17% | 16% |
| Waste water management | 54 806 | 49 950 | 61 000 | 30% | 28% | 29% |
| Waste management | - | - | - | 0% | 0% | 0% |
| Other | - | - | - | 0% | 0% | 0% |
| Total | 184 285 | 180 497 | 209 266 | 100% | 100% | 100% |



10.4 Capital plan by project

| NC091 Sol Plaatje - Supporting Table SA36 Detailed capital budget | | | | |
|---|---|---|------------------------|------------------------|
| Municipal Vote/Capital project | Program/Project description | 2019/20 Medium Term Revenue & Expenditure Framework | | |
| | | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | | | | |
| Parent municipality: | | | | |
| <i>List all capital projects grouped by Municipal Vote</i> | | | | |
| Finance And Administration | Capital:Infrastructure:Existing:Renewal:Roads Infrastructure:Roads | - | - | - |
| Finance And Administration | Capital:Infrastructure:Existing:Renewal:Storm Water Infrastructure:Storm W | - | - | - |
| Finance And Administration | Capital:Infrastructure:Existing:Upgrading:Roads Infrastructure:Roads | 53 436 | 55 000 | 55 000 |
| Finance And Administration | Capital:Infrastructure:New:Storm Water Infrastructure:Storm Water Conve | - | - | - |
| Finance And Administration | Capital:Non-Infrastructure:Existing:Renewal:Community Assets:Commun | - | - | - |
| Finance And Administration | -Infrastructure:Existing:Renewal:Community Assets:Sport And Recreation | - | - | - |
| Finance And Administration | Capital:Non-Infrastructure:Existing:Upgrading:Community Assets:Comm | - | - | - |
| Finance And Administration | Capital:Non-Infrastructure:Existing:Upgrading:Community Assets:Comm | - | - | - |
| Finance And Administration | Capital:Non-Infrastructure:New:Computer Equipment | 5 000 | 5 000 | 20 000 |
| Finance And Administration | Capital:Non-Infrastructure:New:Furniture And Office Equipment | 3 000 | 3 000 | 3 000 |
| Finance And Administration | Capital:Non-Infrastructure:New:Heritage Assets:Monuments | - | - | - |
| Finance And Administration | Capital:Non-Infrastructure:New:Intangible Assets:Computer Software And | - | - | - |
| Finance And Administration | Capital:Non-Infrastructure:New:Intangible Assets:Unspecified | - | - | - |
| Finance And Administration | Capital:Non-Infrastructure:New:Investment Properties:Revenue Generat | 2 000 | 2 000 | 2 000 |
| Finance And Administration | Capital:Non-Infrastructure:New:Machinery And Equipment | - | - | - |
| Finance And Administration | Capital:Non-Infrastructure:New:Transport Assets | 6 000 | 6 000 | 10 000 |
| Finance And Administration | Capital:Non-Infrastructure:Existing:Upgrading:Other Assets:Operational B | - | - | - |
| Finance And Administration | Capital:Non-Infrastructure:New:Community Assets:Community Facilities | 12 668 | - | - |
| Environmental Protection | Capital:Infrastructure:Existing:Renewal:Solid Waste Infrastructure:Landfill | - | - | - |
| Energy Sources | Capital:Infrastructure:Existing:Upgrading:Electrical Infrastructure:Hv Subs | - | - | - |
| Energy Sources | Capital:Infrastructure:Existing:Upgrading:Electrical Infrastructure:Hv Subs | 5 000 | 5 000 | - |
| Energy Sources | Capital:Infrastructure:Existing:Upgrading:Electrical Infrastructure:Mv Swit | - | - | - |
| Energy Sources | Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks | - | - | - |
| Energy Sources | Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks | 18 920 | - | - |
| Energy Sources | Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks | 1 823 | - | - |
| Energy Sources | Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks | 3 753 | - | - |
| Energy Sources | Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks | 2 374 | - | - |
| Energy Sources | Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks | 4 128 | - | - |
| Energy Sources | Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks | - | 16 000 | 15 880 |
| Energy Sources | Capital:Infrastructure:Existing:Renewal:Electrical Infrastructure:Lv Netwo | 5 000 | 5 000 | 6 000 |
| Energy Sources | Capital:Infrastructure:Existing:Renewal:Electrical Infrastructure:Capital Sp | 3 000 | 3 000 | 3 000 |
| Water Management | Capital:Infrastructure:Existing:Renewal:Water Supply Infrastructure:Reser | - | - | - |
| Water Management | Capital:Infrastructure:Existing:Renewal:Water Supply Infrastructure:Water | - | - | - |
| Water Management | Capital:Infrastructure:Existing:Renewal:Water Supply Infrastructure:Distrib | - | - | - |
| Water Management | Capital:Infrastructure:Existing:Renewal:Water Supply Infrastructure:Distrib | - | - | - |
| Water Management | Capital:Infrastructure:Existing:Upgrading:Water Supply Infrastructure:Dam | - | - | - |
| Water Management | Capital:Infrastructure:Existing:Upgrading:Water Supply Infrastructure:Water | - | 10 000 | 10 000 |
| Water Management | Capital:Infrastructure:Existing:Upgrading:Water Supply Infrastructure:Bulk | - | - | - |
| Water Management | Capital:Infrastructure:Existing:Upgrading:Water Supply Infrastructure:Bulk | - | - | - |
| Water Management | Capital:Infrastructure:Existing:Upgrading:Water Supply Infrastructure:Distr | 3 000 | 3 000 | 3 000 |
| Water Management | Capital:Infrastructure:New:Water Supply Infrastructure:Reservoirs | - | 10 000 | 4 750 |
| Water Management | Capital:Infrastructure:New:Water Supply Infrastructure:Reservoirs | - | - | 1 406 |
| Water Management | Capital:Infrastructure:New:Water Supply Infrastructure:Pump Station | - | - | - |
| Water Management | Capital:Infrastructure:New:Water Supply Infrastructure:Bulk Mains | 377 | - | - |
| Water Management | Capital:Infrastructure:New:Water Supply Infrastructure:Bulk Mains | - | 1 547 | 11 200 |
| Water Management | Capital:Infrastructure:New:Water Supply Infrastructure:Distribution | - | - | - |
| Water Management | Capital:Infrastructure:New:Water Supply Infrastructure:Distribution Points | - | 6 000 | 3 030 |
| Waste Water Management | Capital:Infrastructure:Existing:Renewal:Water Supply Infrastructure:Pump | - | - | - |
| Waste Water Management | Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Pump Sta | - | 3 000 | 3 000 |
| Waste Water Management | Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Pump Sta | 5 000 | 20 000 | 20 000 |
| Waste Water Management | Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Reticulat | - | - | 5 000 |
| Waste Water Management | Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Reticulat | - | 15 000 | 25 000 |
| Waste Water Management | Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Waste Wa | - | - | - |
| Waste Water Management | Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Toilet Fac | 10 000 | 5 000 | 5 000 |
| Waste Water Management | Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Toilet Fac | - | - | - |
| Waste Water Management | Capital:Infrastructure:Existing:Upgrading:Sanitation Infrastructure:Reticul | - | 6 950 | 3 000 |
| Waste Water Management | Capital:Infrastructure:Existing:Upgrading:Sanitation Infrastructure:Outfall S | - | - | - |
| Waste Water Management | Capital:Infrastructure:Existing:Upgrading:Sanitation Infrastructure:Outfall S | 15 000 | - | - |
| Waste Water Management | Capital:Infrastructure:New:Sanitation Infrastructure:Reticulation | 24 806 | - | - |
| Parent Capital expenditure | | 184 285 | 180 497 | 209 266 |

11. Long-term borrowing

The municipality has not taken any new long term borrowings in the current financial year. The table below indicates the balances as at 30 June 2018 and the projections for the current and the next MTREF.

NC091 Sol Plaatje - Supporting Table SA17 Borrowing

| Borrowing - Categorised by type | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Parent municipality | | | | | | | | | | |
| Annuity and Bullet Loans | | 218 675 | 210 435 | 204 226 | 191 934 | 191 934 | 191 934 | 172 417 | 144 219 | 115 626 |
| Long-Term Loans (non-annuity) | | | | | | | | | | |
| Local registered stock | | | | | | | | | | |
| Instalment Credit | | | | | | | | | | |
| Financial Leases | | | | | | | | | | |
| PPP liabilities | | | | | | | | | | |
| Finance Granted By Cap Equipment Supplier | | | | | | | | | | |
| Marketable Bonds | | | | | | | | | | |
| Non-Marketable Bonds | | | | | | | | | | |
| Bankers Acceptances | | | | | | | | | | |
| Financial derivatives | | | | | | | | | | |
| Other Securities | | | | | | | | | | |
| Municipality sub-total | 1 | 218 675 | 210 435 | 204 226 | 191 934 | 191 934 | 191 934 | 172 417 | 144 219 | 115 626 |
| Entities | | | | | | | | | | |
| Annuity and Bullet Loans | | | | | | | | | | |
| Long-Term Loans (non-annuity) | | | | | | | | | | |
| Local registered stock | | | | | | | | | | |
| Instalment Credit | | | | | | | | | | |
| Financial Leases | | | | | | | | | | |
| PPP liabilities | | | | | | | | | | |
| Finance Granted By Cap Equipment Supplier | | | | | | | | | | |
| Marketable Bonds | | | | | | | | | | |
| Non-Marketable Bonds | | | | | | | | | | |
| Bankers Acceptances | | | | | | | | | | |
| Financial derivatives | | | | | | | | | | |
| Other Securities | | | | | | | | | | |
| Entities sub-total | 1 | - | - | - | - | - | - | - | - | - |
| Total Borrowing | 1 | 218 675 | 210 435 | 204 226 | 191 934 | 191 934 | 191 934 | 172 417 | 144 219 | 115 626 |

12. Performance Management

The municipality has adopted a performance management system (PMS). The PMS requires that the Municipal Manager and all Senior Managers accountable to the Municipal Manager sign performance agreements annually in line with the IDP Review, the Budget and the SDBIP.

It is further expected that Senior Managers enter into performance contracts with the Divisional Managers (Managers reporting to Senior managers). The performance system is cascaded down to the entry level in the organisation.

The Municipal Manager, Senior Manager's and divisional heads are evaluated against the Key Performance Indicators and the job description for each incumbent.

Though the performance contracts of MM and Senior Managers include performance bonus, this is not budgeted for and has never been paid before.

PART 2

BUDGET SUPPORTING DOCUMENTATION

13. Overview of IDP and Annual Budget Process

The IDP 2017 to 2022 has been inspired by the declaration of the voices of the people of Africa and it is quoted as “We, the people of Africa and her Diaspora, united in diversity, young and old, men and women, girls and boys from all walks of life, deeply conscious of history, express our deep appreciation to all generations of Pan-Africanists.

In particular, to the founders of the Organisation of African Unity for having bequeathed us an Africa with exemplary successes in the fight against slavery, colonialism and apartheid. Agenda 2063, rooted in Pan Africanism and African Renaissance, provides a robust framework for addressing past injustices and the realisation of the 21st Century as the African Century.

This declaration led to the commitment of Africa to a new and noble initiative, with reviewed past plans and commitments and pledges to take into account lessons from the past as we implement Agenda 2063. The plans include: mobilization of the people and their ownership of continental programmes at the core; the principle of self-reliance and Africa financing its own development; the importance of capable, inclusive and accountable states and institutions at all levels and in all spheres; the critical role of Regional Economic Communities as building blocks for continental unity; taking into account of the special challenges faced by both island and land-locked states; and holding ourselves and our governments and institutions accountable for results. Agenda 2063 will not happen spontaneously, it will require conscious and deliberate efforts to nurture a transformative leadership that will drive the agenda and defend Africa’s interests.

We rededicate ourselves to the enduring Pan African vision of *“an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena.*

The office of the Presidency, Ministry of Planning, Monitoring and Evaluation developed a National Development Plan Vision 2030

The new vision of the municipality aligns very well with this commitment: Moving towards a leading and a modern city.

13.1 The Overview of the process and project prioritisation principle

The 2019/2020 Financial Year is the third year of the IDP Cycle 2017 to 2022. As such, the IDP Review Process focused mainly on mid-term performance of the IDP targets set for 2018/19, and the key priorities as set out for 2019/2020 and ensure that there is consensus in this regard and that the plan is funded accordingly.

The IDP Review and Budget Process is quite critical for transparency, inclusivity and participation of both internal and external stakeholders. The process outlines the current and future direction of the municipality and how this will be achieved in order to meet the constitutional obligations. IDP and Budgeting is about the choices that must be made between competing priorities under the prevailing fiscal realities.

The following is the legislative framework that informed the IDP Review and the Budget process:

- The Municipal Systems Act
- The Municipal Finance Management Act
- Municipal Budget and Reporting Regulations
- The Municipal Structures Act

Section 21 of the MFMA requires that a time schedule setting out the process to draft the IDP and prepare the budget be tabled ten months before the start of the next financial year. The main aim of the timetable is to ensure integration between the Integrated Development Plan, the budget and allied process towards tabling a balanced and funded budget. The adoption of the 2018/2019 Medium Term Budget for the municipality took place on 31st of May 2017 and laid the foundation by which strategic functions within the municipality could apply sound financial planning and management over the medium to long term. It also facilitated the critical alignment of planning, budgeting and sustainable service delivery in line with the municipality's vision of becoming a leading and a modern city.

The purpose of the 2019/2020 Medium Term Budget is to comply with the Municipal Finance Management Act (No. 56 of 2003) and is a financial plan to enable the municipality to achieve its vision and mission through the IDP which is informed by the five year programme and community/stakeholder inputs. The tabled budget is the start of a journey towards the final budget for approval. It will include many processes both politically and administratively, amongst others, consultations with communities in the municipal area.

The IDP's strategic focus areas informed the development of the budget, in addition to assessing the relative capacity to implement the budget, taking affordability considerations into account. Further deliberations were held on the budget with a view to assessing the budget and reducing the deficit in order to ensure that the increases in rates and tariffs to balance the budget were restricted to an acceptable level. In order to address the concept of a credible and funded budget, an inflation related increase in service charges was agreed upon, as these

will ensure reasonable levels of tariffs and also to conform to National Treasury cost containment guidelines.

The only mechanism through which the needs of the municipality are identified and priorities set, is the Integrated Development Plan (IDP). The capital budget is then accordingly allocated to cover the higher priority projects in the IDP, taking into account funding availability and in cases where projects are grant funded, the conditions of the grant must be noted as per the applicable Division of Revenue Bill. A series of meetings were held to ensure that the budget is prioritized, balanced and aligned to Councils IDP. A review of the capital borrowings and capital spending took place, however, no decision has been made as yet on projects to be funded through approved long-term borrowing.

Capital budget allocations are often made at a project level through a prioritization process. In dealing with capital finance allocations, the municipality aimed to maintain a strategic balance between

- the social objective of eradicating service backlogs and providing infrastructure to the poor,
- the economic growth objective of providing infrastructure to support economic growth and increased municipal revenue, and
- the objective of providing for rehabilitation and/or replacement of existing assets that had reached the end of their useful lives.

The 2019/2020 and 2020/2021 Capital budgets as approved per the 2018/2019 MTREF was used as a base for prioritization. Projects with contractual commitments were given priority with funding being allocated to committed projects in the first instance. The impacts of projects expected to be rolled over from the 2018/2019 year was also considered. The line departments had to specify how the capital projects in their individual budgets were split among the five key focus areas i.e. social, economic, rehabilitation, environmental and administration. While the overall capital required was significantly more than the capital funding available, it was useful to analyse the difference in allocation between these categories.

During the prioritization process of the capital budget, the impact of capital projects on future operating budgets was assessed and considered prior to these projects being approved. Both the operating and capital budgets have been evaluated through a prioritisation mechanism that ensures alignment to the development strategy of the municipality.

13.2 The Political oversight

Section 53(1) (a) of the MFMA, states that, the Mayor of a municipality must provide political guidance over the budget process and the priorities that must guide the preparation of the budget. The Executive Management Team and the Mayoral Committee advise Council accordingly. Political oversight of the budget process allows Government, and in particular,

the municipality to manage the tension between competing policy priorities and fiscal realities. The key to strengthening the link between priorities and spending plans lies in enhancing political oversight of the budget process. Strengthening the link between Government's priorities and spending plans is not an end in itself, but the goal should be enhanced service delivery aimed at improving the quality of life for all people within the municipality. The Executive Management Team has a significant role to play in the financial planning process.

13.3 Public participation and consultations with stakeholders

Local government policy and legislation put great emphasis on municipalities developing a culture of community participation and the creation of appropriate and relevant community participation mechanisms, processes and procedures. The municipality prides itself of enjoying the reputation of actively engaging as many of its citizens as possible in its planning, budgeting, implementation and monitoring processes.

In order to strengthen public participation, the municipality has been rolling out its outreach programme to all wards led by the office of the Executive Mayor, during the year. Accordingly, the tabling of the draft Budget in council on the 28 March 2019 will be followed by extensive publication of the budget documentation in the council's newspaper, local and community radio stations and ward based participation process. Copies of the tabled budget in both electronic and printed formats will be submitted to National Treasury as well as the Northern Cape Provincial Treasury.

| Date | Area | Venue | Date |
|-------------------|---|--|--------------|
| 04.04.2019 | Business Forum | Council Chambers | 10h00 |
| | Community Leaders | Council Chambers | 14H00 |
| 06.04.2019 | Greater Galeshewe Area | Galeshewe Recreational Hall | 17H00 |
| 09.04.2019 | Roodepan, Homelite, Homevale, Homestead, Floors, Colville, Lerato Park | Marius Bessemans Hall | 17H00 |
| 09.04.2019 | Platfontein | Platfontein Combine School | 17H00 |
| 09.04.2019 | Ritchie | Motswedimosa Hall | 17H00 |
| 10.04.2019 | Galeshewe | R C Elliot Hall | 17H00 |
| 10.04.2019 | Galeshewe | Bantu Hall | 17H00 |

The tabled budget will also be published on the council's website. In terms of the Municipal Systems Act and in conjunction with the Municipal Finance Management Act, hearings on the budgets are to be held during April & May 2019 in various wards in the municipal area, and with the IDP Representative Forum as established.

13.5 Schedule of key deadlines

The IDP Review and the Budget time schedule for the compilation of the 2019/2020 budget cycle was approved in 28 November 2018, this however is not in compliance with the MFMA. The table below provides an extract of the key deadlines relating to the budget process.

| Activity | Actual Date | Responsible person |
|---|------------------------------------|---|
| Approval of IDP Review and Budget for 2019/2020 MTREF | 31 May 2019 | Executive Mayor |
| In-year reporting | 15 th of each month | Chief Financial Officer |
| Submission of Annual Financial Statements 2018/2019 | 31 August 2019 | Municipal Manager/Chief Financial Officer |
| Quarterly Reports (MFMA Section 52 (d)) | 30 days after the end each quarter | Executive Mayor/ Chief Financial Officer |
| Quarterly Performance Reports | 30 days after the end each quarter | IDP Manager/ Chief Financial Officer/ Executive Mayor |
| MFMA Sec 72 | 24 January 2019 Mid Term Report | Municipal Manager |
| MFMA Section 121 | 24 January 2019 Annual Report | Executive Mayor/CFO |
| Approval of the adjustment budget | 28 February 2020 | Executive Mayor/CFO |
| Tabling of the IDP Review, the Annual Budget, Budget related policies and proposed tariff increases | 27 March 2020 | Executive Mayor/MM/ CFO |
| Approval of Annual Report 2018/2019, and the MPAC Oversight Report | 27 March 2020 | Chairperson MPAC/ CFO |
| Public participation | April and May 2019 | Executive Mayor/ MM/ CFO |
| Budget Benchmark Exercise | March 2019 | MM/CFO and other Senior Managers |
| Approval of IDP Review, Annual Budget, Policies and Tariffs | 30 May 2019 | Executive Mayor, MM and CFO |

14. Overview of the alignment of the annual budget with IDP

The municipality's Integrated Development Plan (IDP) is its principal strategic planning instrument, which guides and informs its on-going planning, management and development actions. The IDP represents the city administration's commitment to exercise its executive

authority (except in cases where it is in conflict with national or provincial legislation, in which case such legislation prevails), and is effectively the local government's blueprint by which it strives to realise its vision for Sol Plaatje Municipality over the short, medium and long term.

However, while the IDP represents the strategic intent of the municipality, it is also compiled with the understanding that a number of challenges will need to be overcome in order to achieve the strategic objectives it sets out. Some of these challenges are known, while others are as yet unknown and may arise at any time due to any number of national and international economic, political or social events.

14.1 Key national and provincial guiding documents

To ensure that the municipality is a more responsive, efficient, effective and accountable local government, we will outline, precisely how we intend to translate the IDP Vision 2017 to 2022 into an effective plan that aligns the municipal budgets, monitoring and evaluating mechanisms as well as timeframes for delivery. The municipality has taken the strategic direction to achieve closer alignment between the Long Term Development objectives and the IDP (in context of International, National, Provincial and Local development policies).

The development of the strategic approach for the municipality is guided by – but not limited to – the following;

Sustainable Development Goals: The intention of the SDG's is to be a universally shared common, globally accepted vision to progress to a just, safe and sustainable space for all inhabitants. It is based on the moral principle of the Millennium Development Goals that no one or one country should be left behind and that each country has a common responsibility in delivering on the global vision.

In the development of the SDG's each of the goals are conceived as both ambitions and challenges to countries and more so to the cities. It is further noted that each of the SDG targets and goals are applicable to both developed and developing countries alike. The universality of the targets and goals represent differing degrees of challenges and ambitions for different countries depending on their current developmental trajectory and circumstances. The goals are also flexible enough to allow for differentiated approach through all levels of government. One of the departure points in developing the SDG's was that countries would need to ensure that there is a balance between the economic, political, social and environmental effort required to ensure that these goals are achieved.

14.2 Development Plan (Vision 2030)

The intention of this plan is to improve service delivery for citizens of South Africa, whilst integrating national, provincial and local policies and programmes into a single, target orientated and long term based plan. In this plan a collective approach of improving the lives of the citizens is applied, and communities themselves have a role to play in this regard. The

Spatial component of the NDP which is the Integrated Urban Development Framework provides a macro spatial context for urban development at a national level. These will also include the UNSP projects. Projects identified as catalytic restructuring projects that would change spatial form of the cities are being considered especially in the areas such as human settlements, light industries, tourism and heritage, and economic infrastructure supporting future growth and development.

14.3 Agreement Outcome 9

The aim of Delivery Agreement: Outcome 9 is to ensure a responsive, accountable, effective and efficient local government system so as to restore the confidence of citizens in the local government sphere. As such municipalities need to ensure that the basic needs of communities are met; build clean, effective, efficient, responsive and accountable local government; improve performance and professionalism and strengthen partnerships between local government, communities and civil society. Whilst primarily there is a reporting line to Outcome 9, the municipality also reports on Outcome 8 which concentrates on human settlements.

14.4 Development challenges

The municipality is making significant strides in addressing the key development challenges. While significant progress has been made in all areas, there is still some distance to go towards addressing the following challenges:

- High rates of unemployment and low economic growth;
- High levels of poverty;
- Low levels of skills development and literacy;
- Limited access to basic household and community services for informal (unplanned and illegal) settlements;
- Increased incidents of HIV/AIDS and communicable diseases;
- Unsustainable developmental practices;
- High levels of crime and risk;
- Ensuring adequate clean and safe water and energy supply;
- Infrastructure degradation especially water distribution pipeline, sewer collector network and backlog on roads;
- Climate change;
- Ensuring financial sustainability under the prevailing economic conditions;
- Ineffectiveness and inefficiency of inward-looking local government still prevalent in the municipality, and silo- approach in development and service delivery space

The essence of our IDP is to achieve a balance between meeting basic needs, strengthening the economy and developing people skills and a technology base for the future. In an effort to

achieve the NDP 2030 vision, the municipality has identified four priority areas of intervention for the next five years which need to be balanced and integrated, and these are:

- Inclusive growth
- Spatial transformation
- Governance
- Service provision

Given the strategic framework that has been outlined it is clear that the municipal budget must be a pro-growth budget that meets basic needs and builds on existing skills and technology, as we strive to lead and become modern.

15. IDP Review and Key Amendments

The Municipal Systems Act requires that each municipality prepare an Integrated Development Plan to serve as a tool for transforming local governments towards facilitation and management of development within their areas of jurisdiction. The IDP is a five year plan whose principal purpose is to ensure the development of the local community in an integrated manner which involves all directorates of the municipality, relevant strategic stakeholders and the community. In the five-year review, the key strategic objectives will continue to guide the municipality, but has once again been refined and refocused to our strategic programmes, so as to respond more effectively to the key challenges.

15.1 IDP Review process and stakeholder participation

The IDP is reviewed yearly to inculcate a democratic approach to local governance by ensuring all stakeholders get an opportunity to voice their opinions in influencing the shape, form, direction and pace of development in their localities. The municipality is committed to addressing the needs of the people and values the inputs from communities and stakeholders. The process plan specified timeframes, actions and procedures and appropriate mechanisms for public participation and alignment. This fifth generation of Sol Plaatje's Integrated Development Plan (IDP) focuses on translating our Municipal Vision into action. As set out in the Municipal Systems Act (2000), in the review of the five year IDP, a stakeholder consultation process is necessary. Of critical importance is for the municipality to ensure that there is thorough consultation with the community and strategic stakeholders.

15.2 Link between IDP and Budget

In compliance with the Municipal Structures Act (1998) and Municipal Financial Management Act (2003), our municipal budget is informed and aligned to the IDP objectives. The IDP determines and prioritises the needs of the community. The budgetary allocations for both the capital and operating expenditure are undertaken in a manner that will not only ensure that our IDP outcomes are achieved but also to ensure that our municipality's vision is realised.

The 2019/2020 MTREF has therefore, been directly informed by the IDP revision process and Table SA4, SA5 and SA6 provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

In as far as the operating budget is concerned, the municipality has made excellent progress but are now more committed than ever to ensure that critical operating budget resources are prioritised in terms of stated IDP outcomes. More importantly, the Performance Management System (PMS) allows the municipality an opportunity to monitor and evaluate individual and organisational performance in meeting our IDP outcomes and vision. As with previous year's, our IDP remains the strategic driver of both our budget and performance management system.

| Strategic Objective R thousand | Revenue | | | Expenditure | | | Capital Expenditure | | |
|--|------------------------|---------------------------|---------------------------|------------------------|---------------------------|---------------------------|------------------------|---------------------------|---------------------------|
| | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| KPA 1: Local Economic Development | 8 860 | 9 396 | 9 923 | 60 529 | 64 203 | 67 884 | | | |
| KPA2: Basic and Sustainable Service Delivery and Infrastructure Development | 1 277 609 | 1 363 558 | 1 442 480 | 1 469 308 | 1 569 797 | 1 662 159 | 102 180 | 109 497 | 119 266 |
| KPA 3: Municipal Financial Viability and Management | 596 060 | 643 468 | 692 509 | 144 541 | 152 256 | 159 982 | | | |
| KPA 4: Municipal Institutional Development and Transformation | 10 176 | 11 897 | 11 611 | 97 681 | 104 538 | 109 229 | | | |
| KPA 5: Good Governance and Public Participation | 310 907 | 300 219 | 311 747 | 422 152 | 428 212 | 458 284 | 82 105 | 71 000 | 90 000 |
| Total | 2 203 612 | 2 328 538 | 2 468 270 | 2 194 210 | 2 319 006 | 2 457 537 | 184 285 | 180 497 | 209 266 |

15.3 Measurable Performance Objectives and Indicators

Table SA7 provides for the main measurable performance objectives the municipality plans to carry out and achieve in the 2019/2020 financial year.

| Description | Unit of measurement | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|--|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| 1. Local Economic Development | | | | | | | |
| 1.1 To ensure effective spatial planning and development in order to establish a competitive economic position | | | | | | | |
| <i>To improve the SCM turnaround time to 12 weeks for annual contracts from closing date to date of award</i> | Average time in weeks to award tenders | 12 | 12 | 12 | 12 | 12 | 12 |
| <i>To improve the SCM turnaround time to 6 weeks for once off contracts from closing date to date of award</i> | Average time in weeks to award tenders | 6 | 6 | 6 | 6 | 6 | 6 |
| <i>Ensuring a response time of 10 weeks for building plan submissions received in the current financial year for buildings or architectural buildings greater than 500m² annually</i> | Average response time in weeks to approve building plans | 10 | 10 | 10 | 10 | 10 | 10 |
| <i>Ensuring a response time of 6 weeks for building plan submissions received in the current financial year for buildings or architectural buildings less than 500m² annually.</i> | Average response time in weeks to approve building plans | 6 | 6 | 6 | 6 | 6 | 6 |
| <i>To process all category 1 land use applications received until 30 April of the current financial year through MPT (Municipal Planning Tribunal) by 30 June 2018 in terms of the SPLUM by-law (2015)</i> | Percentage of land use applications approved | 100% | 100% | 100% | 100% | 100% | 100% |
| <i>To process at least 100 buildings plans that were received before 1 July 2019 by the end of the current financial year (30 June 2020)</i> | Percentage of building plans approved | 100 | 100 | 100 | 100 | 100 | 100 |

| Description | Unit of measurement | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|---|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| 1.2 Marketing the municipality as premier destination for tourism and investment | | | | | | | |
| <i>Promote tourism into the city using arts, culture and heritage as a strategy by creating a marketing platform for SMME's through at least 4 events partnered by Sol Plaatje on an annual basis</i> | Number of marketing platforms created (events) | 4 | 4 | 4 | 4 | 4 | 4 |
| 1.4 To capacitate SMME's and local entrepreneurs | | | | | | | |
| <i>To successfully implement the PPPFA Regulations to achieve BBBEE and radical economic transformation through local procurement by ensuring at least 60% of the municipality's tenders are awarded to EME's, OSE's and from the businesses in the rural areas within the municipal jurisdiction by 30 June 2020</i> | Percentage of tenders and value thereof awarded to EME, OSE, local and from business in the rural areas within the municipal jurisdiction | 60% | 60% | 60% | 60% | 60% | 60% |
| <i>To implement Standards for Infrastructure Procurement and Demand Management by ensuring compliance with predetermined timeframes by 30 June 2020</i> | Compliance with the predetermined time frames | 100% | 100% | 100% | 100% | 100% | 100% |
| <i>Support SMME's through business incubation by setting up developmental programmes for at least 10 businesses annually</i> | Number of business provided with a developmental programme | 10 | 10 | 10 | 10 | 10 | 10 |
| 1.5 To develop sustainable living through job creation (EPWP and other initiatives) | | | | | | | |
| <i>Create 300 FTE jobs through EPWP initiatives of the SPM by 30 June 2020</i> | Number of jobs created | 300 | 300 | 300 | 300 | 320 | 330 |

| Description | Unit of measurement | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|---|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| 1.7 To position the market as a productive and profitable section of the municipality | | | | | | | |
| <i>To perform an assessment of the completed business plan in relation to the profitability potential of the fresh produce market of the municipality and implement a decision by 30 June 2020</i> | Assessment of Business Plan | 1 | 1 | 1 | 1 | 1 | 1 |
| 2. Basic service delivery and Infrastructure development | | | | | | | |
| 2.1 To ensure sustainable delivery of community services (personal including environmental health, library, emergency and traffic services) to all residents of SPM. | | | | | | | |
| <i>To complete the construction of the Homevale Fire Station by 30 June 2020</i> | Percentage completion as per project progress reports | 100% | 100% | 100% | 100% | 100% | 0 |
| <i>Respond to 85% of emergency call-outs within time limits as prescribed in table 1 and table 2 of SANS 10090 by 30 June 2020</i> | % call-outs that were responded to within the time limits | 85% | 85% | 85% | 85% | 85% | 85% |
| <i>To achieve at least 70% compliance with the National Disaster Management Tool by 30 June 2020</i> | % compliance with the National Disaster management Tool | 70% | 70% | 70% | 70% | 70% | 70% |
| 2.2 To address the poor condition of the roads in the Sol Plaatje area through maintenance and upgrading projects | | | | | | | |
| <i>To upgrade at least 4.5 km of Galeshewe access roads to a paved surface by 30 June 2020 (Wards 6,7,9,10 and 15)</i> | Distance of km paved | 12km | 7 km | 7 km | 4.5 km | 10 km | 5 km |
| <i>To complete the implementation of the construction projects in terms of Priority 1 for the upgrading of storm water channels in Galeshewe by 30 June 2020</i> | Percentage completion as per project progress reports | 80% | 80% | 80% | 100% | 100% | |

| Description | Unit of measurement | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|--|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| 2.3 To ensure the availability of critical service delivery tools at all times (fleet management) | | | | | | | |
| <i>Ensure that all identified fleet items to be procured for the year, are delivered by 30 June 2020</i> | Percentage of identified fleet items delivered at year end | 100% | 0 | 0 | 100% | 100% | 100% |
| 2.4 To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure | | | | | | | |
| <i>To complete 100% of the project to replace the 66KV oil circuit breakers at the the Herlear Substation with SF6 by 30 June 2020</i> | Percentage completion as per project progress reports | 50% | 50% | 50% | 100% | 0 | 0 |
| <i>To complete 100% replace the 11KV Circuit breakers at Herlear Substation by 30 June 2020</i> | Percentage completion as per project progress reports | 50% | 50% | 50% | 100% | 0 | 0 |
| 2.5 To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure | | | | | | | |
| <i>To complete the bulk water connections for the Lerato park development by 30 June 2020</i> | Percentage completion as per project progress reports | 100% | 100% | 100% | 100% | 0 | 0 |
| <i>To complete the bulk sewer connections for the Lerato park development by 30 June 2020</i> | Percentage completion as per project progress reports | 100% | 100% | 100% | 100% | 0 | 0 |
| <i>To complete the water pipe replacement project at the following area: New by 30 June 2020</i> | Percentage completion as per project progress reports | 100% | 100% | 100% | 100% | 0 | 0 |

| Description | Unit of measurement | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|---|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| <i>To spend at least 8% of the operational budget to repairs and maintenance annually</i> | Percentage of operating budget spend on R&M | 8% | 8% | 8% | 8% | 8% | 8% |
| <i>To complete 10% of the upgrading of the Carters Glen Sewer pump station by 30 June 2020</i> | Percentage completion as per project progress reports | 30% | 30% | 30% | 10% | 50% | 100% |
| <i>To complete 100% of the repair/refurbishment of the Homevale/Seleke outfall sewer line to Homevale WWTW by 30 June 2020</i> | Percentage completion as per project progress reports | New | New | New | 100% | 0 | 0 |
| 2.6 To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services | | | | | | | |
| <i>To replace 2500 water meters by 30 June 2019.</i> | Number of water meters replaced | 2500 | 3000 | 3000 | | | |
| <i>To complete the electrification of 1691 houses Golf course, Donkerhoek, Waterloo and Lerato Park by 30 June 2020</i> | Number of houses connected to electricity network | New | New | New | 1 691 | 1 791 | 1 891 |
| <i>To replace at least 2500 prepaid electricity meters by 30 June 2020</i> | Number of electricity meters replaced | 2500 | 2500 | 2500 | 2500 | 3000 | 3000 |
| <i>Decrease electricity losses to 18% by 30 June 2020</i> | Percentage electricity loss | 18% | 18% | 18% | 18% | 17% | 16% |
| <i>Decrease water losses to 45% by 30 June 2020</i> | Percentage water loss | 45% | 45% | 45% | 45% | 40% | 35% |
| <i>16 000 Indigent households to receive free basic services (water, electricity, sanitation and waste removal according to national guidelines) by 30 June 2020</i> | Number of indigents per the indigent register | 15 500 | 15 500 | 15 500 | 16 000 | 17 500 | 18 500 |

| Description | Unit of measurement | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|---|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| <i>To complete phase 1 of the reconstruction of aged sink toilets in Kutlwanong by 13 December 2019</i> | Percentage completion as per project progress reports | 100% | 100% | 100% | 100% | 0 | 0 |
| <i>To complete phase 2 of the reconstruction of aged sink toilets in Kutlwanong by 30 June 2020</i> | Percentage completion as per project progress reports | New | New | New | 100% | 0 | 0 |
| 2.7 To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation | | | | | | | |
| <i>To ensure through effective monitoring that a 97% Blue Drop Status is achieved by 30 June 2020</i> | Percentage Blue Drop Status achieved | 97% | 97% | 97% | 97% | 97% | 97% |
| <i>To ensure through effective monitoring that a 90% Green Drop Status is achieved by 30 June 2020</i> | Percentage Green Drop Status achieved | 90% | 90% | 90% | 90% | 90% | 90% |
| 2.11 To improve the public transport system and services | | | | | | | |
| <i>To complete 60% of the taxi lay-by project in Galeshewe by 30 June 2020</i> | Percentage completion as per project progress reports | 100% | 100% | 100% | 60% | 100% | |
| 3. Municipal Institutional Development and Transformation | | | | | | | |
| 3.1 To enable effective training and skills development through various initiatives and partnering with the private sector | | | | | | | |
| <i>Equip staff to Implement efficiency, monitoring and productivity through the following improvement interventions by 30 June 2020 : Leadership and management development training, Learning/competency and development programme</i> | Number of interventions performed | 2 | 2 | 2 | 2 | 2 | 2 |

| Description | Unit of measurement | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|---|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| 3.2 To improve effective human resource development to staff and Councillors | | | | | | | |
| <i>Review the organisational structure of the municipality on an annual basis, with the aim of optimising efficiency, and make recommendations by 30 June 2020</i> | Record of review and recommendations made and review performed | 100% | 100% | 100% | 100% | 100% | 100% |
| <i>Monitor the implementation of the Human Resource Management Plan through conducting at least one review meeting annually</i> | Number of review meetings held | 1 | 1 | 1 | 1 | 1 | 1 |
| <i>Achieve 72% compliance with the EAP plan of the municipality by ensuring representation of the racial profile of the local authority on municipal level by 30 June 2020</i> | % compliance to the EAP | 72% | 72% | 72% | 72% | 72% | 72% |
| 3.3 To ensure continuous maintenance and replacement of furniture, office and computer equipment and create a secure environment within the municipality | | | | | | | |
| <i>Ensure that all identified Information Technology related needs as per the procurement plan have been addressed by 30 June 2020</i> | Percentage of items per the procurement plan delivered | 100% | 100% | 100% | 100% | 100% | 100% |
| <i>To conduct at least 4 IT Steering Committee meetings by 30 June 2020</i> | Number of meetings held and attendance registers | 4 | 4 | 4 | 4 | 4 | 4 |
| 3.4 To provide a basis for sustainable municipal performance improvement | | | | | | | |
| <i>Monitor the implementation of the Integrated Performance Management Policy by conducting at least one review meeting annually</i> | Minutes of meeting conducted. Item on policy review tabled to Council | 1 | 1 | 1 | 1 | 1 | 1 |

| Description | Unit of measurement | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|-----------------------------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| <i>Submit quarterly organisational performance reports to the Executive Mayor by the 20th of the month following the end of each Quarter for 2019/20</i> | No of Reports submitted | 4 | 4 | 4 | 4 | 4 | 4 |
| <i>On a quarterly basis communicate the funded vacant positions in each directorate to the relevant Executive Director.</i> | Number of communications provided | 4 | 4 | 4 | 4 | 4 | 4 |
| <i>Co-ordinate bi-annual performance assessments of the municipal manager and managers reporting directly to the municipal manager by 30 June 2020</i> | Number of assessments conducted | 2 | 2 | 2 | 2 | 2 | 2 |
| <i>Submit the final IDP document for adoption to Council by 31 May annually</i> | Tabled IDP for Council adoption | 1 | 1 | 1 | 1 | 1 | 1 |
| <i>Submit the final SDBIP to the Executive Mayor by 30 June annually</i> | SDBIP approved by Executive Mayor | 1 | 1 | 1 | 1 | 1 | 1 |
| 4. Municipal financial viability and management | | | | | | | |
| 4.1 Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams | | | | | | | |
| <i>Improve revenue enhancement by ensuring a collection rate of 89,4% after debt write off by 30 June 2020</i> | Collection rate | 89.4% | 89.4% | 89.4% | 89.4% | 89.4% | 89.4% |
| 4.2 Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management | | | | | | | |
| <i>To spend at least 95% of the Capital Budget (including VAT) on capital projects identified in the IDP by 30 June 2020</i> | Percentage capital spending | 95% | 95% | 95% | 95% | 95% | 95% |
| <i>To spend at least 95% of the Operational Budget annually (30 June)</i> | Percentage operational spending | 95% | 95% | 95% | 95% | 95% | 95% |

| Description | Unit of measurement | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|---|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| <i>Maintain the debt coverage ratio of at least 2:1 against net assets of the municipality by 30 June 2020</i> | Debt coverage ratio | 2.1 | 2.1 | 2.1 | 2.1 | 2.1 | 2.1 |
| <i>Reduce net debtor days to 200 days by 30 June 2020</i> | Net debtor days | 200 | 200 | 200 | 200 | 200 | 200 |
| <i>Maintain the cost coverage ratio of at least 3 months (annually)</i> | Cost coverage ratio | 3 | 3 | 3 | 3 | 3 | 3 |
| <i>Ensure that the actual spending on employee related costs does not exceed 32% of the total expenditure, by 30 June 2020</i> | Employee cost as a percentage of total operating cost | 32% | 32% | 32% | 32% | 32% | 32% |
| <i>Ensure through regular communication and submission data streams monthly, that mSCOA compliance is maintained throughout the financial year</i> | Monthly submission of data streams to National Treasury | 12 | 12 | 12 | 12 | 12 | 12 |
| 5. Good Governance and Public Participation | | | | | | | |
| 5.1 To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls | | | | | | | |
| <i>Internal audit to perform an assessment of the internal control environment and other risk areas within the municipality and issue at least 10 internal audit reports to the audit committee during the financial year</i> | Number of internal audit reports completed | 10 | 10 | 10 | 10 | 10 | 10 |
| <i>To implement an effective and efficient Supply Chain Management System by ensuring that successful appeals is not more than 5% of tenders awarded by 30 June 2020</i> | Percentage successful appeals | 5% | 5% | 5% | 5% | 5% | 5% |
| <i>Submit an Audit Action Plan to the Municipal Manager to address issues raised by the Auditor General by 31 January annually</i> | Audit action plan submitted | 1 | 1 | 1 | 1 | 1 | 1 |

| Description | Unit of measurement | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|--|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| <i>To report quarterly on the progress of risk mitigation to the Accounting officer and Executive Management Team (EMT)</i> | Quarterly reports on strategic risk register | 4 | 4 | 4 | 4 | 4 | 4 |
| <i>Submit an Annual Report on risk management maturity level of SPM to NT by 30 June each year.</i> | Maturity Report submitted | 1 | 1 | 1 | 1 | 1 | 1 |
| 5.3 To promote community participation and communication | | | | | | | |
| <i>To communicate to the public (established residential areas) by issuing monthly newsletters</i> | Number of newsletters issued. | 12 | 12 | 12 | 12 | 12 | 12 |
| <i>To respond to all media enquiries and issue media statements within 24 hours after an occurrence</i> | Response times after and event has occurred | 24h | 24h | 24h | 24h | 24h | 24h |

15.4 Key financial ratios

The benchmarks reflected in the table below are based on 2019/20 budget forecast:

| Financial Benchmark | Basis of Calculation | 2019/2020 Outcomes |
|---------------------------------------|---|--------------------|
| Debt to asset ratio | Total debt/total asset | 1: 3.1 |
| Average interest paid on debt | Interest paid/operating expenditure | 1.5% |
| Interest as a % operating expenditure | Interest paid/operating expenditure | 1.5% |
| Credit rating | Calculated by a recognised agency | |
| Current ratio | Current assets/current liabilities | 1: 3.1 |
| Creditors system efficiency | % of creditors paid within the terms | 100% |
| Electricity distribution losses | Total units purchased less total units sold/total units purchased | 16% |
| Water distribution losses | Total units purchased less total units sold/total units purchased | 45% |

The financial benchmarks reflected in the table above indicate that the municipality continues to maintain its financially healthy status.

Debt to Asset Ratio: Total debt to total assets is a leverage ratio that defines the total amount of debt relative to assets.

Debt to Revenue: The ratio indicates the extent of total borrowings in relation to total operating revenue. The purpose of the ratio is to provide assurance that sufficient revenue will be generated to repay liabilities.

Capital Charges to Operating Expenditure: Capital charges to operating expenditure (the measure of the cost of borrowing in relation to the operating expenditure) compares favourably to the acceptable norm of around 10%.

Current Ratio: The ratio measures the short term liquidity, that is, the extent to which the current liabilities can be paid from current assets. The higher the ratio, the healthier is the situation.

TABLE SA8 sets out the municipalities main performance objectives and benchmarks for the 2019/2020 MTREF.

15.5 FREE AND SUBSIDISED BASIC SERVICES

One of the objectives of a local authority is to ensure the provision of services to communities in a sustainable manner. The constitution stipulates that a municipality must structure and manage its administration, budgeting and planning to give priority to the basic needs of the community and to promote their social and economic development. To cater for the indigent, the municipality as part of its welfare package provides a basket of free basic services in accordance with a defined level of service.

The basic social package is an affirmation of the municipality's commitment to push back the frontiers of poverty by providing a social welfare to those residents who cannot afford to pay, because of adverse social and economic realities. Details relating to free basic services are contained in Table A10.

In reviewing the levels of free basic services for the 2019/2020 year, the following factors were taken into consideration: -

- Sustainability - Impact of new housing –
- Impact on non-indigent ratepayers/consumers

The estimated cost of the social package (i.e. income foregone) amounts to approximately R 64 252 million for the 2019/2020 budget year due to an increase in indigent verification. Details of the initiatives proposed to be carried out by the council in this regard are detailed below. The assistance to the qualifying households are regulated by council's budget related policies which are reviewed annually based on modelling the impacts of the tariffs on all residential properties. The cost of this social package is funded from the equitable share of R189 151 million provided by National Government.

| Service | Social Package | Costs | No. of households |
|----------------|--|--|-------------------|
| Property rates | There is no relief on rates and taxes. On a merit basis, child headed households, disabilities grantees and medically boarded shall be exempted from paying rates notwithstanding the value of the property child-headed households, disability grantees and the medically boarded are exempt from paying rates. | No costs are estimated at this point, this is a new provision and revenue forgone will be accounted for as it becomes evident. | None estimated |
| Water | The first 6kl of water is free to all registered and approved indigent households | R6.30 x 6 x 15 000 x 12 months | R6 804 000.00 |

| Service | Social Package | Costs | No. of households |
|----------------------|--|---------------------------------|-----------------------|
| Electricity | 50 units of electricity is free to all registered and approved indigent households | R1.96 x 50 x 15 000 x 12 months | R17 640 000.00 |
| Refuse Removal | The service shall be fully subsidised | R117.96 x 15 000 x 12 months | R21 232 800.00 |
| Sewerage/ Sanitation | The service shall be fully subsidised | R165.24 x 15 000 x 12 months | R29 743 200.00 |
| TOTAL | | 15 000 | R75 420 000.00 |

16. Overview of budget related policies

The MFMA and the Municipal Budget and Reporting Regulations require budget related policies to be reviewed, and where applicable, to be updated on an annual basis. The main purpose of budget related policies is to govern and guide the budget process and inform the projections of the medium term. The following are budget related policies which have been approved by Council, or have been reviewed /amended and / or are currently being reviewed amended in line with National Guidelines and other legislation.

16.1 Municipal Property Rates Policy

As required in terms of section 5 of the MPRA, the Rates Policy has been reviewed for the 2019/20 financial year. The most recent policy was tabled in Council together with the budget in March 2019.

The revised policy will be adopted with the 2019/20 budget. The applicable assessment rate cent and rands are reflected in the Resolutions to Council on the budget.

16.2 Debt Write Off Policy

The purpose of this policy is to provide a framework for regulating the writing-off of irrecoverable debts and the consequent further enhancement of the municipality's debt management strategy.

16.3 Contracts Policy

The policy applies to all transactions undertaken by the Sol Plaatje Local Municipality which involves a contract whether explicitly agreed in writing, or implicitly implied through actions.

Properly managed contracts by all stakeholders involved, can ensure that services are delivered within specifications as set and agreed by all, during the specifications phase and at the agreed cost , (inclusive of VAT and escalation clauses in contracts) time period and qualities of the goods and services procured.

16.4 Supply Chain Management Policies

The policy reflects and represents the context of a specific government policy that finds expressions within the provisions of the Municipal Finance Management Act 56 of 2003. The principal objectives of the policy are to provide, promote, and implement theoretical guidelines, governing processes and procedures within the supply chain management. The initial SCM Policy was adopted by council in 2005 for implementation.

In alignment with regulations and National Treasury Circulars, the policy has been revised and was adopted by council in May 2017. This revised policy includes stringent monitoring measures. A separate contracts management was also approved and this was done to ensure that management and review of contracts register is undertaken in a more professional and consistent manner throughout the organisation.

The municipality adopted the principle of compiling procurement plans are in place before any work is given out. In addition, service providers will be monitored and contract managers will have to produce close out reports after each contract has been undertaken. The review further includes the requirement for the prospective suppliers to register on the National Treasury Central Supplier Data Base (CSD) in order to be able to trade with all spheres of government and public entities.

17. Overview of budget assumptions

The budget assumptions are made taking into account the historical trends, current economic indicators, the political directions, developmental and service delivery needs of the municipality, including those of the community.

Interest rates, information, grants gazetted and the collection rate form the basis of the budget assumptions.

17.1 Key financial assumptions

Budget assumptions and parameters are determined in advance of the budget process to allow budgets to be constructed to support the achievement of the longer-term financial and strategic targets. The assumptions and principles applied in the development of this budget are mainly based upon guidelines from National Treasury (expenditure growth) and other external bodies such as the National Electricity Regulator of South Africa (NERSA), Department of Water and Sanitation and other major service providers.

The municipal fiscal environment is influenced by a variety of macroeconomic control measures. National Treasury determines the ceiling of year-on-year increases in the total operating budget, whilst the National Electricity Regulator (NER) regulates electricity tariff

increases. Various government departments also affect municipal service delivery through the level of grants and subsidies.

The following key assumptions underpinned the preparation of the medium-term budget:

Macro-economic performance and projections 2019 to 2020:

| Fiscal year | Estimate for 2019/2020 | Forecast 2020/2021 |
|--------------------|-------------------------------|---------------------------|
| Consumer CPI | 5.27% | 5.38% |
| Real GDP growth | 1.8% | 2.1% |

17.2 Borrowing and investment of funds borrowings

The Municipal Finance Management Act No. 56 of 2003 permits long term borrowing by municipalities only to finance capital expenditure, property, plant and equipment. Though the municipality does not have an Infrastructure Investing and Financing Strategy, the objective for borrowing remains

- Maximise internally generated funds and national transfers from other spheres of government.
- Minimize borrowings.
- Pursue alternate funding sources e.g. bulk infrastructure contributions policy, development charges, and public private partnerships.

17.3 Capital expenditure

The capital expenditure of the parent municipality has been funded from a mix of government transfers, internally generated funds and external loans. The 2019/2020 Capital Budget of approximately R184 285 million is being financed by R R157 285 million from government grants, and R27 000 000 of internally generated funds.

17.4 Investments

Investments made with the various financial institutions are strictly in compliance with Municipal Finance Management Act and the Investment Regulations. The investment returns achieved and projections are as follows: that for 2018/19 financial year, the average interest rate for all investments was 6, 2% and the projected interest rate for 2019/2020 is 7%

Investments are made from cash which is surplus to immediate requirements and is invested in short term money market instruments in terms of a stringent investment policy. Cash and

investments are expected to be around R210million at the end of the current financial year. Tables SA15 and SA16 provide details of investments and investments particular by maturity.

17.5 Timing of revenue collection

Consumers are billed monthly in respect of services in the form of a consolidated bill. All annual residential and commercial ratepayers have been converted to monthly ratepayers. However, government departments and companies with multiple accounts are allowed to pay annually September each year.

17.6 Average salary increases

The budgeted salary increase is 7% for the fiscal year. This takes into account the multi-year Salary and Wage collective agreement for the period 1 July 2017 to 30 June 2020. Provision has been made for actual positions and vacancies together with notch increases

18. Overview of budget funding

The Municipality continues to display a sound financial profile and high liquidity levels, which is mainly attributable to:

- Credible and funded budgets funded from current financial year's revenue. Prior year's surpluses have not been used to support the operating budget.
- The municipality operates within its annual budget, as approved by council.
- The municipality maintains a positive cash and investments position.

In compliance with relevant statutory requirements, the Financial Plan (Medium Term Revenue and Expenditure Framework-MTREF) is reviewed and updated annually.

On the other hand, the Capital budget is funded by the allocations made to the municipality by National and Provincial Government in the form of grants, as well as public contributions and donations, borrowings and internally generated funds.

The municipality raises revenue from a basket of differential tariff increases determined in the most acceptable and equitable funding regime taking into consideration the actual cost of delivering services, budget priorities and national legislation, regulations and policy guidelines. The municipal revenue comprises of operating revenue which includes property taxes, services charges and operating grants- and capital revenue which consists of capital grants, borrowings, cash reserves and operating surplus.

This high level of independent and relative stable income sources of revenue is one of the key factors that support the sound financial position of the municipality. In addition to the obvious need to grow the city's revenue by increasing its tax base, other means for securing funding

for council projects must be explored in a variety of ways. The municipality faces unpleasant choices in attempting to finance the projected levels of investment in infrastructure. Sources of capital finance are already stretched with limited scope for further borrowing, consumer pressure to restrict tariff and tax increases, and little likelihood of a structural upward adjustment in grant allocations. Further, efficiencies in the borrowing programme will continue to be sought to lock in lower cost and longer term borrowing, plus the introduction of new revenue sources such as infrastructure contribution and charges.

| Description | Adjustment Budget 2018/19 | | 2019/20 | | 2020/21 | | 2021/22 | |
|-------------------------------------|------------------------------|----------------|------------------|----------------|------------------|----------------|------------------|----------------|
| | R'000 | % Weighting | R'000 | % Weighting | R'000 | % Weighting | R'000 | % Weighting |
| Own Generated Funds | 1 788 765 | 80.77% | 1 973 103 | 82.63% | 2 104 512 | 83.88% | 2 227 583 | 83.20% |
| Transfer recognised - Operational | 194 729 | 8.79% | 230 509 | 9.65% | 224 026 | 8.93% | 240 687 | 8.99% |
| Total Operational Revenue | 1 983 495 | 89.56% | 2 203 612 | 92.28% | 2 328 538 | 92.81% | 2 468 270 | 92.18% |
| Transfer recognised - Capital | 193 560 | 8.74% | 157 285 | 6.59% | 153 497 | 6.12% | 168 266 | 6.28% |
| Borrowing | – | 0.00% | – | 0.00% | – | 0.00% | – | 0.00% |
| Internally generated funds | 37 552 | 1.70% | 27 000 | 1.13% | 27 000 | 1.08% | 41 000 | 1.53% |
| Total Capital Budget | 231 113 | 10.44% | 184 285 | 7.72% | 180 497 | 7.19% | 209 266 | 7.82% |
| Total Revenue and Financing | 2 214 608 | 100.00% | 2 387 897 | 100.00% | 2 509 035 | 100.00% | 2 677 536 | 100.00% |
| Total Grants & Subsidies | 388 290 | 17.53% | 387 794 | 16.24% | 377 523 | 15.05% | 408 953 | 15.27% |

18.1 Collection rate for each revenue source

| Description | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
|--|---------------------------|---------------------------|---------------------------|
| CPI | 5.3% | 5.5% | 5.5% |
| COLLECTION RATES (Average) | | | |
| Property rates | 90.0% | 90.0% | 90.0% |
| Electricity | 90.0% | 90.0% | 90.0% |
| Water | 90.0% | 90.0% | 90.0% |
| Sanitation | 90.0% | 90.0% | 90.0% |
| Refuse removal | 90.0% | 90.0% | 90.0% |
| REVENUE GROWTH | | | |
| Property rates | 6.9% | 8.2% | 7.8% |
| Electricity | 4.9% | 7.5% | 5.2% |
| Water | 6.7% | 5.9% | 7.2% |
| Sanitation | 8.9% | 6.1% | 6.7% |
| Refuse removal | 13.2% | 6.3% | 5.9% |
| EXPENDITURE PARAMETERS | | | |
| Salary increases (Collective agreement) | 7.0% | 5.9% | 5.4% |
| Notch increases provision | 1.0% | 1.0% | 1.0% |
| Task implementation | 2.0% | 2.0% | 2.0% |
| Bulk purchases | 11.8% | 8.4% | 6.0% |
| General expenses | 3.1% | 7.0% | 3.7% |
| Repairs and maintenance | 12.1% | -6.5% | 9.2% |
| Interest paid | -4.4% | -4.5% | -5.1% |
| Interest on investments | -25.0% | 40.0% | 4.8% |

18.2 Expenditure on allocations and grant programmes

| Capital Expenditure on allocations and Grant Programmes 2019/20 | | |
|--|------------------------|--|
| Name of Grant | Amount Gazetted | Project/s Funded by Grant |
| IUDG | 12 668 255 | Homevale Fire Station |
| IUDG | 376 860 | Lerato park construction of bulk water mains |
| IUDG | 24 805 514 | Lerato Park Sewer upgrading of downstream infrastructure |
| IUDG | 13 436 371 | Upgrade gravel roads wards 6,7,9,10,15 |
| Sub Total | 51 287 000 | |
| Name of Grant Amount Gazetted Project/s Funded by Grant | | |
| NDPG | 40 000 000 | Upgrade of Storm water channels in Galeshewe |
| Sub Total | 40 000 000 | |
| Name of Grant Amount Gazetted Project/s Funded by Grant | | |
| WSIG | 15 000 000 | Sewer line Seleke / Homevale sewer line |
| WSIG | 10 000 000 | Reconstruction old sink toilets Kutlwanong |
| WSIG | 5 000 000 | Carter glen pump station sewer |
| Sub Total | 30 000 000 | |
| Name of Grant Amount Gazetted Project/s Funded by Grant | | |
| INEP | 2 373 600 | Electrification of Witdam -138 houses |
| INEP | 18 920 000 | Electrification of Golf course |
| INEP | 1 909 200 | Electrification of Donkerhoek |
| INEP | 4 128 000 | Electrification of Waterloo |
| INEP | 1 823 200 | Electrification of Ramorwa -106 houses |
| INEP | 1 844 000 | Lerato Park link services Network strengthening |
| INEP | 5 000 000 | Herlear 11kV Switchgear |
| Sub Total | 35 998 000 | |
| Total | 157 285 000 | |

18.3 Allocations and grants made by the municipality

The municipality has adopted a Grant in Aid Policy which is appropriated and paid in terms of MFMA Section 67, funds transferred to organisations and bodies outside government. As such, the allocation of grant cannot be to an individual, but rather to an organisation or body.

As per the Tourism Strategy, events are part of destination marketing and these bring peoples in masses to attend the events/music festivals and concert. Evets include cultural activities that are aimed at social cohesions, bring different people together.

The municipality has an agreement in place with the Society for the Prevention of Cruelty to Animals with regards to pounding of stray domestic animals. Though the contract was signed in the 1970's, the terms and conditions apply in this regard.

NC091 Sol Plaatje - Supporting Table SA21 Transfers and grants made by the municipality

| Description | 2018/19 Medium Term Revenue & Expenditure Framework | | |
|---|---|---------------------------|---------------------------|
| | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | | | |
| <u>Cash Transfers to Organisations</u> | | | |
| Non-Prof.Oth Inst/Grants&Don Diam & Dor | 2 500 | 2 500 | 2 500 |
| Non-Prof.Oth Inst/Grants&Don Oth Pub Gra | 2 500 | 2 500 | 2 500 |
| Non-Prof.Oth Institut/Gariep | - | - | - |
| Non-Prof.Oth Institut/Sport Council | - | - | - |
| Non-Prof.Other Institutions/Spca | 2 000 | 2 000 | 2 000 |
| | | | |
| <u>Cash Transfers to Groups of Individuals</u> | | | |
| Hh Oth Trans: Housing - Individual Supp | 500 | 530 | 559 |
| Hh Ssp Soc Ass: Grant In Aid | 170 | 180 | 190 |
| Total Cash Transfers To Organisations | 7 670 | 7 710 | 7 749 |
| TOTAL CASH TRANSFERS AND GRANTS | 7 670 | 7 710 | 7 749 |

The Kimberley Diamond and Dorings is an annual jazz festival which takes place over the Easter Weekend with the main event being on Easter Sunday. The Municipality is the title owner and appoints an Event Management Company for the purposes of developing a concept, artist line up, all logistics, fundraising and hosting of the event. The event is growing. A three year contract is awarded every time to a service provider. The R2.5 million is basically seed funding to the organising company and is meant to cover the artists budget and cost of the stage. The Gariep Festival closed in 2018 and hopefully will be replaced by a similar festival in the near future.

Applications for grant funding takes place annually with the submission of proposal to LED and ED SEDP, who will then assess the concept and prepare a memorandum for the Municipal Manager and submit and item about the concept to the LED Committee which will then concur with the recommendation made in as far as the financial support or even the reasons for the decline or reject of the application.

The municipality also annually financially assist the NC Meals on Wheels Community Services in achieving their mandate in providing meals to the poorest of the poor.

18.4 Councillor and Staff Benefits and Allowances

The general staff is remunerated in terms of the Tuned Assessment of Skills and Knowledge (TASK) with entry level being T3 and the highest level being T17, being middle management of the organisation.

The Executive Directors and the Municipal Manager, being the Senior Management of the organisation, are remunerated in terms of the Upper Limits Gazette as adopted by Council with the concurrence of the MEC of COGHSTA in the province. The Senior Management structure aligns very well with Section 4 of the Gazette which makes reference to the following directorates or departments:

- Corporate Services Directorate with core functions being Human Resources Management, Training and Development, Labour Relations, Security and Communications
- Strategy, Economic Development and Planning with core function being Town Planning, Building Control, LED and Tourism, Urban Renewal and Market Management
- Financial Services with core functions such as budget and treasury, supply chain management, expenditure management, assets management, revenue management and ICT.
- Community Services and Social Development which includes Traffic Law enforcement, emergency services, municipal health services, parks and red recreation facilities management
- Infrastructure and Services which includes roads and storm water, water and sanitation, electricity, mechanical engineering and housing development.

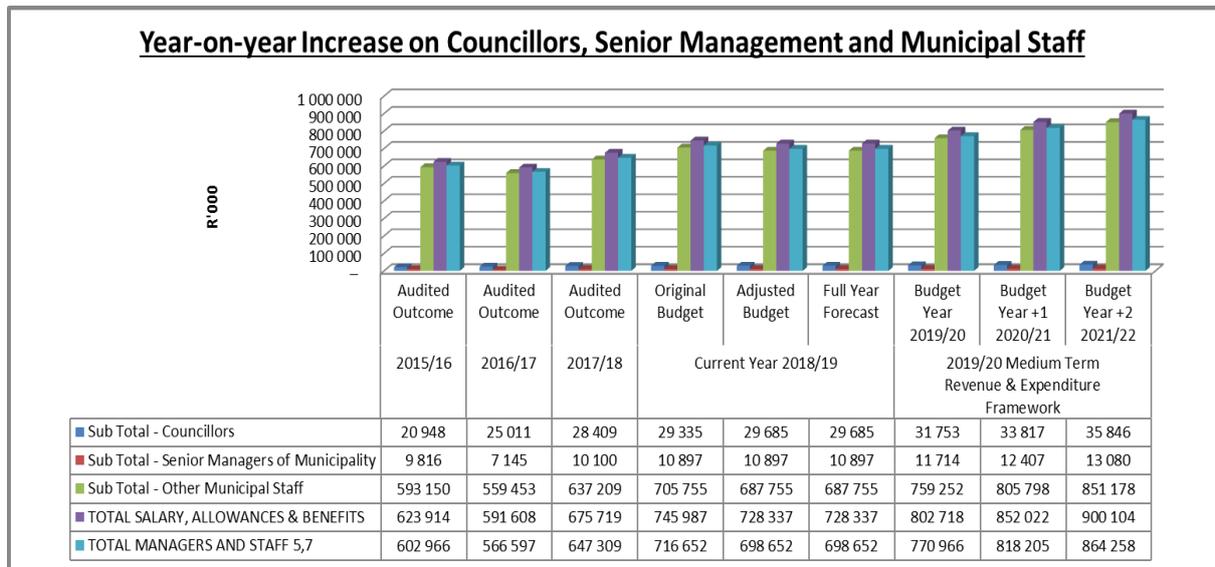
On the other hand, councillors are remunerated based on the upper limits gazette for the remuneration of public office bearers. The municipality operates with an Executive Mayor system, with Mayoral Committee advising the Executive Mayor on specific issues as per the terms of references of committees established for this purpose.

There are section 79 committees which report directly to council such as Ward Participatory Committee, the SPELUM Committee, Councillor Disciplinary Committee and Municipal Public Accounts Committees. The chairpersons of these committees do not serve in any other committee for independence purposes. All these chairpersons are part time, other than the Speaker who is full time.

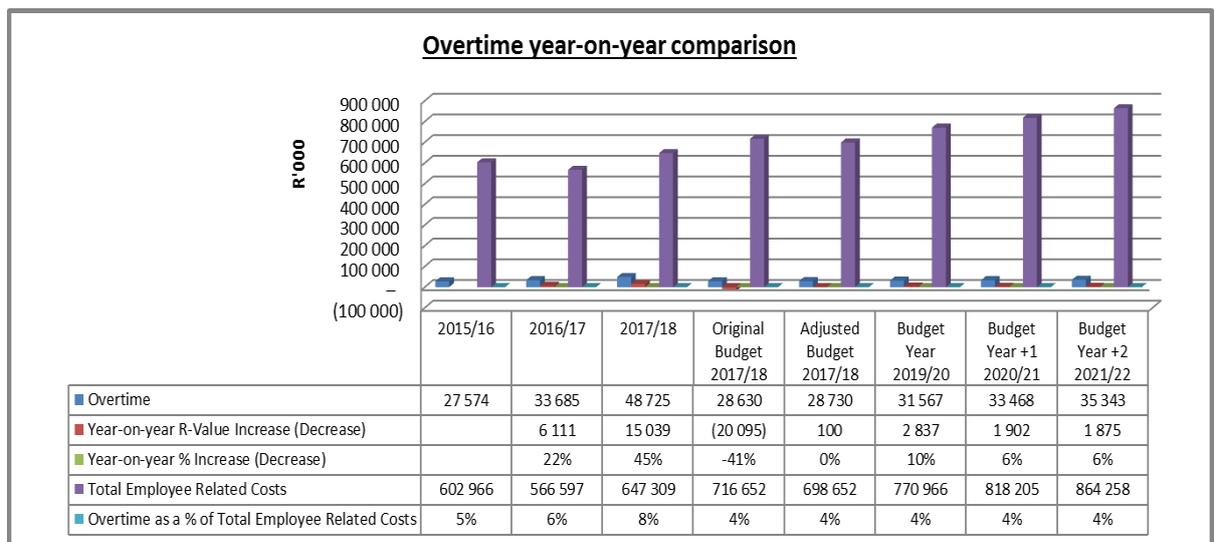
The table below gives an account of employee costs for the MTREF including councillor remuneration.

| NC091 Sol Plaatje - Supporting Table SA22 Summary councillor and staff benefits | | | | | | | |
|---|-----|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| Summary of Employee and Councillor remuneration | Ref | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | | D | E | F | G | H | I |
| Councillors (Political Office Bearers plus Other) | | | | | | | |
| Basic Salaries and Wages | | – | – | – | – | – | – |
| Pension and UIF Contributions | | – | – | – | – | – | – |
| Medical Aid Contributions | | – | 100 | 100 | – | – | – |
| Motor Vehicle Allowance | | – | – | – | – | – | – |
| Cellphone Allowance | | 1 960 | 1 960 | 1 960 | 3 088 | 3 289 | 3 486 |
| Housing Allowances | | – | – | – | – | – | – |
| Other benefits and allowances | | 27 375 | 27 625 | 27 625 | 28 665 | 30 528 | 32 360 |
| Sub Total - Councillors | | 29 335 | 29 685 | 29 685 | 31 753 | 33 817 | 35 846 |
| % increase | 4 | 3.3% | 1.2% | – | 7.0% | 6.5% | 6.0% |
| Senior Managers of the Municipality | | | | | | | |
| Basic Salaries and Wages | | 7 469 | 7 469 | 7 469 | 8 307 | 8 800 | 9 278 |
| Pension and UIF Contributions | | 1 206 | 1 206 | 1 206 | 932 | 987 | 1 040 |
| Medical Aid Contributions | | 152 | 152 | 152 | 203 | 215 | 227 |
| Overtime | | – | – | – | – | – | – |
| Performance Bonus | | – | – | – | – | – | – |
| Motor Vehicle Allowance | 3 | 1 720 | 1 720 | 1 720 | 1 876 | 1 987 | 2 094 |
| Cellphone Allowance | 3 | 202 | 202 | 202 | 202 | 214 | 225 |
| Housing Allowances | 3 | 36 | 36 | 36 | 49 | 52 | 55 |
| Other benefits and allowances | 3 | 67 | 67 | 67 | 105 | 112 | 117 |
| Payments in lieu of leave | | – | – | – | – | – | – |
| Long service awards | | 43 | 43 | 43 | 40 | 42 | 45 |
| Post-retirement benefit obligations | 6 | – | – | – | – | – | – |
| Sub Total - Senior Managers of Municipality | | 10 897 | 10 897 | 10 897 | 11 714 | 12 407 | 13 080 |
| % increase | 4 | 7.9% | – | – | 7.5% | 5.9% | 5.4% |
| Other Municipal Staff | | | | | | | |
| Basic Salaries and Wages | | 380 416 | 371 930 | 371 930 | 413 084 | 438 010 | 462 246 |
| Pension and UIF Contributions | | 65 353 | 65 353 | 65 353 | 71 691 | 76 008 | 80 292 |
| Medical Aid Contributions | | 49 847 | 49 847 | 49 847 | 53 378 | 56 728 | 60 015 |
| Overtime | | 28 630 | 28 730 | 28 730 | 31 567 | 33 468 | 35 343 |
| Performance Bonus | | 29 437 | 29 437 | 29 437 | 32 316 | 34 263 | 36 194 |
| Motor Vehicle Allowance | 3 | 46 042 | 46 037 | 46 037 | 48 333 | 51 148 | 53 922 |
| Cellphone Allowance | 3 | 1 394 | 1 394 | 1 394 | 1 494 | 1 584 | 1 673 |
| Housing Allowances | 3 | 2 822 | 2 822 | 2 822 | 2 971 | 3 146 | 3 320 |
| Other benefits and allowances | 3 | 32 802 | 33 196 | 33 196 | 34 740 | 36 799 | 38 838 |
| Payments in lieu of leave | | 14 000 | 7 000 | 7 000 | 15 000 | 16 125 | 17 173 |
| Long service awards | | 15 904 | 15 901 | 15 901 | 17 317 | 18 358 | 19 391 |
| Post-retirement benefit obligations | 6 | 39 109 | 36 109 | 36 109 | 37 359 | 40 161 | 42 772 |
| Sub Total - Other Municipal Staff | | 705 755 | 687 755 | 687 755 | 759 252 | 805 798 | 851 178 |
| % increase | 4 | 10.8% | (2.6%) | – | 10.4% | 6.1% | 5.6% |
| Total Parent Municipality | | 745 987 | 728 337 | 728 337 | 802 718 | 852 022 | 900 104 |
| | | 10.4% | (2.4%) | – | 10.2% | 6.1% | 5.6% |
| TOTAL SALARY, ALLOWANCES & BENEFITS | | 745 987 | 728 337 | 728 337 | 802 718 | 852 022 | 900 104 |
| % increase | 4 | 10.4% | (2.4%) | – | 10.2% | 6.1% | 5.6% |
| TOTAL MANAGERS AND STAFF | 5,7 | 716 652 | 698 652 | 698 652 | 770 966 | 818 205 | 864 258 |

| Description | Current Year 2018/19 | | 2019/20 Medium Term Revenue & Expenditure Framework | | | | | | |
|--|----------------------|-----------------|---|----------------------------|----------------------------|------------------------|--------------------|------------------------|--------------------|
| | Original Budget | Adjusted Budget | Budget Year 2019/20 | % Increase Original Budget | % Increase Adjusted Budget | Budget Year +1 2020/21 | % Increase 2017/18 | Budget Year +2 2021/22 | % Increase 2018/19 |
| R thousand | | | | | | | | | |
| Sub Total - Councillors | 29 335 | 29 685 | 31 753 | 8.2% | 7.0% | 33 817 | 6.5% | 35 846 | 6.0% |
| Sub Total - Senior Managers of Municipality | 10 897 | 10 897 | 11 714 | 7.5% | 7.5% | 12 407 | 5.9% | 13 080 | 5.4% |
| Sub Total - Other Municipal Staff | 705 755 | 687 755 | 759 252 | 7.6% | 10.4% | 805 798 | 6.1% | 851 178 | 5.6% |
| TOTAL SALARY, ALLOWANCES & BENEFITS | 745 987 | 728 337 | 802 718 | 7.6% | 10.2% | 852 022 | 6.1% | 900 104 | 5.6% |
| TOTAL MANAGERS AND STAFF | 716 652 | 698 652 | 770 966 | 7.6% | 10.4% | 818 205 | 6.1% | 864 258 | 5.6% |



| Description | 2015/16 | 2016/17 | 2017/18 | Original Budget 2017/18 | Adjusted Budget 2017/18 | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
|---|---------|---------|---------|-------------------------|-------------------------|---------------------|------------------------|------------------------|
| Overtime | 27 574 | 33 685 | 48 725 | 28 630 | 28 730 | 31 567 | 33 468 | 35 343 |
| Year-on-year R-Value Increase (Decrease) | | 6 111 | 15 039 | (20 095) | 100 | 2 837 | 1 902 | 1 875 |
| Year-on-year % Increase (Decrease) | | 22% | 45% | -41% | 0% | 10% | 6% | 6% |
| Total Employee Related Costs | 602 966 | 566 597 | 647 309 | 716 652 | 698 652 | 770 966 | 818 205 | 864 258 |
| Overtime as a % of Total Employee Related Costs | 5% | 6% | 8% | 4% | 4% | 4% | 4% | 4% |



Annual Budgets by Municipal Functional Classification

NC091 Sol Plaatje - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

| Functional Classification Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Revenue - Functional | | | | | | | | | | |
| Governance and administration | | 895 009 | 869 454 | 1 012 732 | 1 119 176 | 1 040 797 | 1 040 797 | 1 074 878 | 1 109 558 | 1 184 636 |
| Executive and council | | 362 563 | 361 481 | 492 849 | 554 304 | 472 784 | 472 784 | 468 192 | 453 716 | 480 013 |
| Finance and administration | | 532 447 | 507 973 | 519 882 | 564 872 | 568 013 | 568 013 | 606 686 | 655 842 | 704 623 |
| Internal audit | | - | - | - | - | - | - | - | - | - |
| Community and public safety | | 23 269 | 24 656 | 23 615 | 26 995 | 26 995 | 26 995 | 25 995 | 27 380 | 28 431 |
| Community and social services | | 9 702 | 11 418 | 9 900 | 12 644 | 12 644 | 12 644 | 11 008 | 11 686 | 11 873 |
| Sport and recreation | | 3 869 | 3 276 | 3 615 | 3 710 | 3 710 | 3 710 | 3 730 | 3 975 | 4 194 |
| Public safety | | 140 | 195 | 253 | 170 | 170 | 170 | 285 | 302 | 319 |
| Housing | | 9 529 | 9 692 | 9 790 | 10 401 | 10 401 | 10 401 | 10 901 | 11 343 | 11 967 |
| Health | | 30 | 75 | 58 | 70 | 70 | 70 | 70 | 74 | 78 |
| Economic and environmental services | | 12 721 | 22 381 | 25 773 | 19 426 | 17 158 | 17 158 | 18 223 | 19 323 | 20 398 |
| Planning and development | | 2 722 | 2 575 | 4 627 | 6 511 | 4 243 | 4 243 | 3 923 | 4 163 | 4 402 |
| Road transport | | 9 998 | 19 807 | 21 145 | 12 915 | 12 915 | 12 915 | 14 300 | 15 160 | 15 996 |
| Environmental protection | | - | - | - | - | - | - | - | - | - |
| Trading services | | 943 139 | 951 040 | 1 079 647 | 1 165 163 | 1 083 963 | 1 083 963 | 1 232 289 | 1 315 742 | 1 392 487 |
| Energy sources | | 595 477 | 594 267 | 663 235 | 740 342 | 630 342 | 630 342 | 777 527 | 833 520 | 877 073 |
| Water management | | 223 498 | 236 344 | 283 299 | 288 458 | 299 458 | 299 458 | 306 392 | 324 368 | 347 336 |
| Waste water management | | 70 994 | 68 610 | 75 664 | 75 813 | 80 813 | 80 813 | 81 517 | 86 546 | 92 278 |
| Waste management | | 53 171 | 51 820 | 57 449 | 60 550 | 73 350 | 73 350 | 66 853 | 71 308 | 75 800 |
| Other | 4 | 13 102 | 13 668 | 14 909 | 8 142 | 8 142 | 8 142 | 9 512 | 10 032 | 10 584 |
| Total Revenue - Functional | 2 | 1 887 242 | 1 881 199 | 2 156 676 | 2 338 902 | 2 177 055 | 2 177 055 | 2 360 897 | 2 482 035 | 2 636 536 |
| Expenditure - Functional | | | | | | | | | | |
| Governance and administration | | 527 321 | 451 302 | 584 756 | 640 707 | 622 887 | 622 887 | 702 387 | 725 406 | 770 459 |
| Executive and council | | 349 125 | 267 503 | 376 815 | 392 368 | 376 349 | 376 349 | 433 631 | 440 381 | 471 121 |
| Finance and administration | | 173 922 | 179 541 | 202 747 | 242 523 | 240 751 | 240 751 | 262 274 | 278 154 | 292 089 |
| Internal audit | | 4 273 | 4 258 | 5 194 | 5 816 | 5 787 | 5 787 | 6 482 | 6 871 | 7 249 |
| Community and public safety | | 142 711 | 137 831 | 162 975 | 176 670 | 174 905 | 174 905 | 186 430 | 197 153 | 207 397 |
| Community and social services | | 32 641 | 32 804 | 35 277 | 39 035 | 38 368 | 38 368 | 41 179 | 43 667 | 45 613 |
| Sport and recreation | | 45 856 | 41 639 | 50 286 | 56 474 | 55 496 | 55 496 | 59 874 | 63 251 | 66 775 |
| Public safety | | 28 838 | 31 476 | 34 149 | 37 331 | 36 788 | 36 788 | 39 698 | 41 869 | 43 987 |
| Housing | | 18 725 | 17 672 | 25 826 | 26 073 | 25 905 | 25 905 | 27 082 | 28 705 | 30 315 |
| Health | | 16 651 | 14 240 | 17 437 | 17 756 | 18 348 | 18 348 | 18 596 | 19 661 | 20 706 |
| Economic and environmental services | | 100 787 | 108 615 | 114 123 | 125 210 | 123 736 | 123 736 | 132 039 | 140 366 | 148 603 |
| Planning and development | | 40 983 | 39 912 | 41 528 | 45 616 | 45 144 | 45 144 | 47 161 | 50 053 | 52 956 |
| Road transport | | 58 522 | 67 373 | 72 020 | 78 965 | 77 974 | 77 974 | 84 208 | 89 603 | 94 898 |
| Environmental protection | | 1 282 | 1 329 | 576 | 629 | 618 | 618 | 670 | 710 | 749 |
| Trading services | | 831 363 | 907 337 | 1 052 168 | 1 080 462 | 1 056 405 | 1 056 405 | 1 147 658 | 1 228 995 | 1 302 503 |
| Energy sources | | 558 088 | 616 512 | 687 986 | 691 756 | 670 631 | 670 631 | 731 755 | 786 587 | 828 805 |
| Water management | | 172 431 | 176 301 | 233 103 | 250 303 | 247 649 | 247 649 | 266 483 | 283 640 | 305 586 |
| Waste water management | | 53 770 | 60 888 | 76 973 | 77 953 | 77 848 | 77 848 | 82 667 | 87 611 | 92 612 |
| Waste management | | 47 075 | 53 636 | 54 105 | 60 450 | 60 277 | 60 277 | 66 753 | 71 158 | 75 500 |
| Other | 4 | 16 490 | 17 248 | 22 295 | 23 807 | 23 008 | 23 008 | 25 697 | 27 085 | 28 575 |
| Total Expenditure - Functional | 3 | 1 618 672 | 1 622 333 | 1 936 318 | 2 046 856 | 2 000 941 | 2 000 941 | 2 194 210 | 2 319 006 | 2 457 537 |
| Surplus/(Deficit) for the year | | 268 569 | 258 866 | 220 357 | 292 046 | 176 114 | 176 114 | 166 687 | 163 029 | 178 999 |

18.5 Monthly revenue, expenditure and cash flows projections 2019/20

NC091 Sol Plaatje - Supporting Table SA30 Budgeted monthly cash flow

| MONTHLY CASH FLOWS | Budget Year 2019/20 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | | |
|--|---------------------|----------------|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|----------------|-----------------|------------------|---|---------------------|------------------------|------------------------|
| | R thousand | July | August | Sept. | October | November | December | January | February | March | April | May | June | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Cash Receipts By Source | | | | | | | | | | | | | | 1 | | |
| Property rates | 120 000 | 38 458 | 38 458 | 38 458 | 38 458 | 38 458 | 38 458 | 38 458 | 38 458 | 38 458 | 38 458 | 38 457 | 38 457 | 543 035 | 588 434 | 602 265 |
| Service charges - electricity revenue | 60 446 | 60 446 | 60 446 | 60 446 | 60 446 | 60 446 | 60 446 | 60 446 | 60 446 | 60 446 | 60 446 | 60 446 | 60 446 | 725 351 | 779 760 | 794 561 |
| Service charges - water revenue | 21 930 | 21 930 | 21 930 | 21 930 | 21 930 | 21 930 | 21 930 | 21 930 | 21 930 | 21 930 | 21 930 | 21 930 | 21 930 | 263 159 | 272 697 | 276 203 |
| Service charges - sanitation revenue | 5 330 | 5 330 | 5 330 | 5 330 | 5 330 | 5 330 | 5 330 | 5 330 | 5 330 | 5 330 | 5 330 | 5 330 | 5 330 | 63 956 | 66 390 | 68 496 |
| Service charges - refuse revenue | 4 132 | 4 132 | 4 132 | 4 132 | 4 132 | 4 132 | 4 132 | 4 132 | 4 132 | 4 132 | 4 132 | 4 132 | 4 132 | 49 586 | 51 585 | 54 621 |
| Rental of facilities and equipment | 984 | 984 | 984 | 984 | 984 | 984 | 984 | 984 | 984 | 984 | 984 | 984 | 984 | 11 810 | 12 307 | 12 983 |
| Interest earned - external investments | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 15 000 | 21 000 | 22 000 |
| Interest earned - outstanding debtors | 3 104 | 3 104 | 3 104 | 3 104 | 3 104 | 3 104 | 3 104 | 3 104 | 3 104 | 3 104 | 3 104 | 3 104 | 3 104 | 37 244 | 65 131 | 25 296 |
| Dividends received | | | | | | | | | | | | | | - | - | - |
| Fines, penalties and forfeits | 2 234 | 2 234 | 2 234 | 2 234 | 2 234 | 2 234 | 2 234 | 2 234 | 2 234 | 2 234 | 2 234 | 2 234 | 2 234 | 26 805 | 28 413 | 29 976 |
| Licences and permits | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 4 764 | 5 002 | 5 277 |
| Agency services | | | | | | | | | | | | | | - | - | - |
| Transfer receipts - operational | 76 836 | | | | 76 836 | | | | 76 836 | | | | | 230 509 | 224 026 | 240 687 |
| Other revenue | 2 095 | 2 095 | 2 095 | 2 095 | 2 095 | 2 095 | 2 095 | 2 095 | 2 095 | 2 095 | 2 095 | 2 095 | 2 095 | 25 146 | 26 654 | 28 110 |
| Cash Receipts by Source | 298 738 | 140 359 | 140 359 | 140 359 | 217 196 | 140 359 | 140 359 | 140 359 | 217 196 | 140 359 | 140 359 | 140 359 | 140 359 | 1 996 363 | 2 141 400 | 2 160 476 |
| Other Cash Flows by Source | | | | | | | | | | | | | | | | |
| Transfer receipts - capital | 52 428 | | | | 52 428 | | | | 52 428 | | | | | 157 285 | 153 497 | 168 266 |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all) | | | | | | | | | | | | | | - | - | - |
| Proceeds on disposal of PPE | | | | | | | | | | | | | | - | - | - |
| Short term loans | | | | | | | | | | | | | | - | - | - |
| Borrowing long term/refinancing | | | | | | | | | | | | | | - | - | - |
| Increase (decrease) in consumer deposits | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 3 202 | 3 490 | 3 381 |
| Decrease (increase) in non-current debtors | | | | | | | | | | | | | | - | - | - |
| Decrease (increase) other non-current receivable | | | | | | | | | | | | | | - | - | - |
| Decrease (increase) in non-current investments | | | | | | | | | | | | | | - | - | - |
| Total Cash Receipts by Source | 351 433 | 140 626 | 140 626 | 140 626 | 269 891 | 140 626 | 140 626 | 140 626 | 269 891 | 140 626 | 140 626 | 140 626 | 140 626 | 2 156 850 | 2 298 387 | 2 332 123 |
| Cash Payments by Type | | | | | | | | | | | | | | | | |
| Employee related costs | 55 833 | 55 833 | 55 833 | 55 833 | 55 833 | 85 833 | 55 833 | 55 833 | 55 833 | 55 833 | 55 833 | 126 799 | 126 799 | 770 966 | 818 205 | 864 258 |
| Remuneration of councillors | 2 646 | 2 646 | 2 646 | 2 646 | 2 646 | 2 646 | 2 646 | 2 646 | 2 646 | 2 646 | 2 646 | 2 646 | 2 646 | 31 753 | 33 817 | 35 846 |
| Finance charges | | | | | | 12 330 | | | | | | | | 24 661 | 23 543 | 22 343 |
| Bulk purchases - Electricity | 69 333 | 34 667 | 34 667 | 34 667 | 34 667 | 34 667 | 34 667 | 34 667 | 34 667 | 34 667 | 69 333 | 69 333 | 69 333 | 520 000 | 538 537 | 591 350 |
| Bulk purchases - Water & Sewer | 10 833 | 10 833 | 10 833 | 10 833 | 10 833 | 10 833 | 10 833 | 10 833 | 10 833 | 10 833 | | | | 97 500 | 96 525 | 117 975 |
| Other materials | 15 935 | 15 935 | 15 935 | 15 935 | 15 935 | 15 935 | 15 935 | 15 935 | 15 935 | 15 935 | 15 935 | 15 935 | 15 935 | 191 225 | 160 981 | 195 314 |
| Contracted services | 4 300 | 4 300 | 4 300 | 4 300 | 4 300 | 4 300 | 4 300 | 4 300 | 4 300 | 4 300 | 4 300 | 4 300 | 4 300 | 51 605 | 54 694 | 57 697 |
| Transfers and grants - other municipalities | | | | | | | | | | | | | | - | - | - |
| Transfers and grants - other | 3 000 | | | | | | | 2 000 | | | | | | 7 670 | 7 710 | 7 749 |
| Other expenditure | 16 769 | 15 092 | 15 092 | 15 092 | 15 092 | 15 092 | 15 092 | 15 092 | 15 092 | 15 092 | 15 092 | 13 416 | 13 416 | 181 108 | 193 748 | 223 274 |
| Cash Payments by Type | 178 651 | 139 308 | 139 308 | 139 308 | 139 308 | 181 638 | 139 308 | 141 308 | 139 308 | 128 474 | 163 141 | 247 430 | 247 430 | 1 876 487 | 1 927 760 | 2 115 806 |
| Other Cash Flows/Payments by Type | | | | | | | | | | | | | | | | |
| Capital assets | 6 417 | 6 417 | 6 417 | 6 417 | 6 417 | 6 417 | 6 417 | 6 417 | 6 417 | 6 417 | 6 417 | 113 702 | 113 702 | 184 285 | 180 497 | 209 266 |
| Repayment of borrowing | | | | | | 4 626 | | | | | | 4 626 | 4 626 | 9 251 | 9 402 | 9 532 |
| Other Cash Flows/Payments | | | | | | | | | | | | | | - | - | - |
| Total Cash Payments by Type | 185 068 | 145 724 | 145 724 | 145 724 | 145 724 | 192 680 | 145 724 | 147 724 | 145 724 | 134 891 | 169 558 | 365 757 | 365 757 | 2 070 023 | 2 117 659 | 2 334 604 |
| NET INCREASE/(DECREASE) IN CASH HELD | 166 366 | (5 098) | (5 098) | (5 098) | 124 167 | (52 054) | (5 098) | (7 098) | 124 167 | 5 735 | (28 931) | (225 131) | (225 131) | 86 827 | 180 727 | (2 481) |
| Cash/cash equivalents at the month/year begin: | 115 263 | 281 629 | 276 531 | 271 433 | 266 335 | 390 501 | 338 447 | 333 349 | 326 251 | 450 418 | 456 153 | 427 222 | 427 222 | 115 263 | 202 090 | 382 818 |
| Cash/cash equivalents at the month/year end: | 281 629 | 276 531 | 271 433 | 266 335 | 390 501 | 338 447 | 333 349 | 326 251 | 450 418 | 456 153 | 427 222 | 202 090 | 202 090 | 202 090 | 382 818 | 380 337 |

18.6 Capital expenditure by project

Below is a list of capital expenditure by project for 2019/2020 to 2021/2022. The total capital plan for the MTREF is R734 395 000.00, including the R184 285 000.00 of the current year, the four year capital plan is in excess of R1 billion.

| NC091 Sol Plaatje - Supporting Table SA36 Detailed capital budget | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|--|---|------------------------|------------------------|
| Municipal Vote/Capital project | Program/Project description | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | | | | |
| Parent municipality: | | | | |
| <i>List all capital projects grouped by Municipal Vote</i> | | | | |
| Finance And Administration | Capital:Infrastructure:Ex isting:Renew al:Roads Infrastructure:Roads | - | - | - |
| Finance And Administration | Capital:Infrastructure:Ex isting:Renew al:Storm Water Infrastructure:Storm | - | - | - |
| Finance And Administration | Capital:Infrastructure:Ex isting:Upgrading:Roads Infrastructure:Roads | 53 436 | 55 000 | 55 000 |
| Finance And Administration | Capital:Infrastructure:New :Storm Water Infrastructure:Storm Water Conve | - | - | - |
| Finance And Administration | Capital:Non-Infrastructure:Ex isting:Renew al:Community Assets:Commun | - | - | - |
| Finance And Administration | -Infrastructure:Ex isting:Renew al:Community Assets:Sport And Recreation | - | - | - |
| Finance And Administration | Capital:Non-Infrastructure:Ex isting:Upgrading:Community Assets:Comm | - | - | - |
| Finance And Administration | Capital:Non-Infrastructure:Ex isting:Upgrading:Community Assets:Comm | - | - | - |
| Finance And Administration | Capital:Non-Infrastructure:New :Computer Equipment | 5 000 | 5 000 | 20 000 |
| Finance And Administration | Capital:Non-Infrastructure:New :Furniture And Office Equipment | 3 000 | 3 000 | 3 000 |
| Finance And Administration | Capital:Non-Infrastructure:New :Heritage Assets:Monuments | - | - | - |
| Finance And Administration | Capital:Non-Infrastructure:New :Intangible Assets:Computer Software And | - | - | - |
| Finance And Administration | Capital:Non-Infrastructure:New :Intangible Assets:Unspecified | - | - | - |
| Finance And Administration | Capital:Non-Infrastructure:New :Investment Properties:Revenue Generatir | 2 000 | 2 000 | 2 000 |
| Finance And Administration | Capital:Non-Infrastructure:New :Machinery And Equipment | - | - | - |
| Finance And Administration | Capital:Non-Infrastructure:New :Transport Assets | 6 000 | 6 000 | 10 000 |
| Finance And Administration | Capital:Non-Infrastructure:Ex isting:Upgrading:Other Assets:Operational B | - | - | - |
| Finance And Administration | Capital:Non-Infrastructure:New :Community Assets:Community Facilities | 12 668 | - | - |
| Environmental Protection | Capital:Infrastructure:Ex isting:Renew al:Solid Waste Infrastructure:Landfill | - | - | - |
| Energy Sources | Capital:Infrastructure:Ex isting:Upgrading:Electrical Infrastructure:Hv Subs | - | - | - |
| Energy Sources | Capital:Infrastructure:Ex isting:Upgrading:Electrical Infrastructure:Hv Subs | 5 000 | 5 000 | - |
| Energy Sources | Capital:Infrastructure:Ex isting:Upgrading:Electrical Infrastructure:Mv Swit | - | - | - |
| Energy Sources | Capital:Infrastructure:New :Electrical Infrastructure:Lv Networks | - | - | - |
| Energy Sources | Capital:Infrastructure:New :Electrical Infrastructure:Lv Networks | 18 920 | - | - |
| Energy Sources | Capital:Infrastructure:New :Electrical Infrastructure:Lv Networks | 1 823 | - | - |
| Energy Sources | Capital:Infrastructure:New :Electrical Infrastructure:Lv Networks | 3 753 | - | - |
| Energy Sources | Capital:Infrastructure:New :Electrical Infrastructure:Lv Networks | 2 374 | - | - |
| Energy Sources | Capital:Infrastructure:New :Electrical Infrastructure:Lv Networks | 4 128 | - | - |
| Energy Sources | Capital:Infrastructure:New :Electrical Infrastructure:Lv Networks | - | 16 000 | 15 880 |
| Energy Sources | Capital:Infrastructure:Ex isting:Renew al:Electrical Infrastructure:Lv Netwo | 5 000 | 5 000 | 6 000 |
| Energy Sources | Capital:Infrastructure:Ex isting:Renew al:Electrical Infrastructure:Capital Sp | 3 000 | 3 000 | 3 000 |
| Water Management | Capital:Infrastructure:Ex isting:Renew al:Water Supply Infrastructure:Reser | - | - | - |
| Water Management | Capital:Infrastructure:Ex isting:Renew al:Water Supply Infrastructure:Water | - | - | - |
| Water Management | Capital:Infrastructure:Ex isting:Renew al:Water Supply Infrastructure:Distri | - | - | - |
| Water Management | Capital:Infrastructure:Ex isting:Renew al:Water Supply Infrastructure:Distri | - | - | - |
| Water Management | Capital:Infrastructure:Ex isting:Upgrading:Water Supply Infrastructure:Dam | - | - | - |
| Water Management | Capital:Infrastructure:Ex isting:Upgrading:Water Supply Infrastructure:Wate | - | 10 000 | 10 000 |
| Water Management | Capital:Infrastructure:Ex isting:Upgrading:Water Supply Infrastructure:Bulk | - | - | - |
| Water Management | Capital:Infrastructure:Ex isting:Upgrading:Water Supply Infrastructure:Bulk | - | - | - |
| Water Management | Capital:Infrastructure:Ex isting:Upgrading:Water Supply Infrastructure:Distri | 3 000 | 3 000 | 3 000 |
| Water Management | Capital:Infrastructure:New :Water Supply Infrastructure:Reserv oirs | - | 10 000 | 4 750 |
| Water Management | Capital:Infrastructure:New :Water Supply Infrastructure:Reserv oirs | - | - | 1 406 |
| Water Management | Capital:Infrastructure:New :Water Supply Infrastructure:Pump Station | - | - | - |
| Water Management | Capital:Infrastructure:New :Water Supply Infrastructure:Bulk Mains | 377 | - | - |
| Water Management | Capital:Infrastructure:New :Water Supply Infrastructure:Bulk Mains | - | 1 547 | 11 200 |
| Water Management | Capital:Infrastructure:New :Water Supply Infrastructure:Distribution | - | - | - |
| Water Management | Capital:Infrastructure:New :Water Supply Infrastructure:Distribution Points | - | 6 000 | 3 030 |
| Waste Water Management | Capital:Infrastructure:Ex isting:Renew al:Water Supply Infrastructure:Pump | - | - | - |
| Waste Water Management | Capital:Infrastructure:Ex isting:Renew al:Sanitation Infrastructure:Pump Sta | - | 3 000 | 3 000 |
| Waste Water Management | Capital:Infrastructure:Ex isting:Renew al:Sanitation Infrastructure:Pump Sta | 5 000 | 20 000 | 20 000 |
| Waste Water Management | Capital:Infrastructure:Ex isting:Renew al:Sanitation Infrastructure:Reticulat | - | - | 5 000 |
| Waste Water Management | Capital:Infrastructure:Ex isting:Renew al:Sanitation Infrastructure:Reticulat | - | 15 000 | 25 000 |
| Waste Water Management | Capital:Infrastructure:Ex isting:Renew al:Sanitation Infrastructure:Waste Wa | - | - | - |
| Waste Water Management | Capital:Infrastructure:Ex isting:Renew al:Sanitation Infrastructure:Toilet Fac | 10 000 | 5 000 | 5 000 |
| Waste Water Management | Capital:Infrastructure:Ex isting:Renew al:Sanitation Infrastructure:Toilet Fac | - | - | - |
| Waste Water Management | Capital:Infrastructure:Ex isting:Upgrading:Sanitation Infrastructure:Reticulat | - | 6 950 | 3 000 |
| Waste Water Management | Capital:Infrastructure:Ex isting:Upgrading:Sanitation Infrastructure:Outfall S | - | - | - |
| Waste Water Management | Capital:Infrastructure:Ex isting:Upgrading:Sanitation Infrastructure:Outfall S | 15 000 | - | - |
| Waste Water Management | Capital:Infrastructure:New :Sanitation Infrastructure:Reticulation | 24 806 | - | - |
| Parent Capital expenditure | | 184 285 | 180 497 | 209 266 |

An amount of R311 842 000 is allocated towards the storm water system upgrade in Galeshewe which has created havoc over the years in the lives of the people.

Water and sanitation is another high priority area. With the WSIG, the dilapidated bulk infrastructure for sewer is targeted for renewal and upgrade. Water provision in Ritchie has been as critical and the project of the installation of above ground water reservoirs is well underway.

It is also envisaged that the Riverton New Plant will be commissioned within the 2019/2020 MTREF, a major milestone indeed.

Electrification of formalised areas is another commitment that this budget is making. Areas that had been formalised, and sites allocated to beneficiaries with the intent to transfer these sites are prioritised. About 1 742 houses will be electrified during 2019/2020 financial year. The principle here is older areas must receive services first on condition that the business plan is approved by Department of Energy.

19. Contracts having future budgetary implications

The municipality has no contracts that extend beyond the MTREF at any given point in time except for long term borrowings which are reported separately. However, there are contracts that have been running beyond the 3 year period such as banking contract, the financial system contracts. These contracts are renewable annually.

The financial system contract have two components or flows into two categories, the implementation contract (2 years) and the support and licensing contract which is payable annually. The support contracts alludes to the requisitioning of support in the administration, management and running of the system, whilst the licensing agreement alludes to user license fees.

The Banking Services Contract must be procured in due course. However, these contracts do not qualify under the definition of long term contracts.

The table below indicates contracts with future budgetary implications:

NC091 Sol Plaatje - Supporting Table SA33 Contracts having future budgetary implications

| Description | Ref | Preceding Years | Current Year 2018/19 | 2019/20 Medium Term Revenue & Expenditure Framework | | | Total Contract Value |
|---|-----|-----------------|----------------------|---|------------------------|------------------------|----------------------|
| | | Total | Original Budget | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 | Estimate |
| R thousand | 1,3 | | | | | | |
| Parent Municipality: | | | | | | | |
| Revenue Obligation By Contract | 2 | | | | | | |
| <i>No Future Contracts Greater Than 5m</i> | | - | - | - | - | - | - |
| Total Operating Revenue Implication | | - | - | - | - | - | - |
| Expenditure Obligation By Contract | 2 | | | | | | |
| <i>No Future Contracts Greater Than 5m</i> | | - | - | - | - | - | - |
| Total Operating Expenditure Implication | | - | - | - | - | - | - |
| Capital Expenditure Obligation By Contract | 2 | | | | | | |
| <i>Upgrade Stormwater Galeshewe</i> | | - | - | 40 000 | 40 000 | 40 000 | 120 000 |
| <i>Lerato Park Link Water And Sewer</i> | | - | - | 24 806 | - | - | 24 806 |
| <i>Homevale Fire Station</i> | | - | - | 12 668 | - | - | 12 668 |
| Total Capital Expenditure Implication | | - | - | 77 474 | 40 000 | 40 000 | 157 474 |
| Total Parent Expenditure Implication | | - | - | 77 474 | 40 000 | 40 000 | 157 474 |

20. Legislation and compliance status

The IDP Review Process and the content of the IDP Review Document is prescribed in terms of Municipal Systems Act, whilst the process for the compilation and tabling of the Annual Budget is outlined in Chapter 4 of the Municipal Finance Management Act as well as the Municipal Budget and Reporting Regulations.

One of the most critical strategy documents necessary for the IDP and IDP Review is the Spatial Development Framework, Disaster Management Plan, the Municipal Infrastructure Investment Plan and the Long Term Financial Plan. The SDF is in draft format currently and it will be taken through public participation. According to the plan, the SDF will be tabled to Council by no later than 30 June 2019. However, the recommendation had been taken into account in as far as planning and land use management is concerned.

As part of ensuring better and informed infrastructure planning, the municipality prioritised the development of various sector plans. These are well in progress and some may be adopted by Council as part of the approval of the IDP Review and Budget. Once all sector plans are completed, these will be consolidated into MIIP as required in terms of Municipal Systems Act Section 26, referring to core components of the Integrated Development Plans.

A draft Long Term Financial Plan is in place. The completion of this plan is dependent on the availability of the MIIP. The Financial Services Directorate and the IDP office are assisting the Municipal Manager in driving this process. Once all the basic documents are in place, a Growth and Development Strategy will be prioritised with a 100 year horizon.

The IDP Review is subject to scrutiny by the Department of COGHSTA, whilst the budget is assessed and benchmarked by National Treasury. The compliance testing must indicate that the budget is relevant, credible and funded, which we have been consistent in achieving.

There were issues raised on IDP Compliance testing by COGHSTA, these will be addressed in the Review Document and we hope to achieve the highest accolade in this regard that the IDP is aligned with the National, Provincial and District's Development plans as well as the growth strategies.

21. Service Delivery Agreements

The Municipal Structures Act, Section 78 allows for two mechanisms for service delivery purposes, the internal mechanisms and the external mechanisms. Where an external mechanism has been chosen for a specific function or responsibility, a section 80 service delivery agreement must be entered into. At this stage no new Service delivery agreements is envisaged to be entered into.

22. Certification

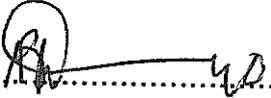
2.13 Municipal manager's quality certification

Quality Certificate

I, B Dhlwayo, Acting Municipal Manager of Sol Plaatje Local Municipality, hereby certify that the annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the Annual Budget and supporting documents are consistent with the Integrated Development Plan of the municipality.

Print Name: B Dhlwayo

Acting Municipal Manager of Sol Plaatje Local Municipality (NC091)

Signature: :

Date: 24/05/2019

List of acronyms

| | |
|--------------------|--|
| ACIP | Accelerated Community Infrastructure Programme |
| BEE | Black Economic Empowerment |
| CAPEX | Capital Expenditure |
| CBD | Central Business District |
| CDW | Community Development Worker |
| COGHSTA | Co-operative Governance Human Settlement and Traditional Affairs |
| CPIX | Consumer Price Index |
| CRR | Capital Replacement Reserve |
| DBSA | Development Bank of South Africa |
| DEAT | Department of Education and Training |
| DoRA | Division of Revenue Act |
| DoRB | Division of Revenue Bill |
| DWA | Department of Water Affairs |
| EEDG | Energy Efficiency Development Grant |
| EEDSM | Energy Efficient Demand Side Management Grant |
| EMT | Executive Management Team |
| EPWP | Extended Public Works Programme |
| ES | Equitable Share |
| FBDM | Frances Baard District Municipality |
| FBS | Free Basic Services |
| FLISP | Finance Linked Individual Subsidy Programme |
| FMG | Financial Management Grant |
| GDP | Gross Domestic Product |
| GRAP | Generally Recognized Accounting Practice |
| GURP | Galeshewe Urban Renewal Programme |
| HDI | Historically Disadvantaged Individuals |
| IDP | Integrated Development Plan |
| INEP | Integrated National Electrification Programme |
| ISDG | Infrastructure Skills Development Grant |
| <u>IUDG</u> | Infrastructure Urban Development Grant |
| KPA | Key Performance Area |
| KPI | Key Performance Indicator |
| LED | Local Economic Development |
| LGSETA | Local Government Sector Education Training Authority |
| LGTAS | Local Government Turnaround Strategy |
| MBRR | Municipal Budget and Reporting Regulations |
| MFMA | Municipal Finance Management Act 56 of 2003 |
| MIG | Municipal Infrastructure Grant |
| MM | Municipal Manager |

| | |
|----------------|---|
| MSA | Municipal Systems Act |
| MSIG | Municipal Systems Improvement Grant |
| MSP | Municipal Support Programme |
| MTREF | Medium Term Revenue and Expenditure Framework |
| NCEDA | Northern Cape Economic and Development Agency |
| NCTA | Northern Cape Tourism Authority |
| NDP | National Development Plan |
| NDPG | Neighbourhood Development Partnership Grant |
| NERSA | National Energy Regulator of South Africa |
| NSDP | National Spatial Development Programme |
| NT | National Treasury |
| O&M | Operations and Maintenance |
| PGDS | Provincial Growth and Development Strategies |
| PMS | Performance Management System |
| PPP | Public Private Partnership |
| R&M | Repairs and Maintenance |
| RBIG | Regional Bulk Infrastructure Grant |
| SALGA | South African Local Government Agency |
| SALGBC | South African Local Government Bargaining Council |
| SARB | South African Reserve Bank |
| SDBIP | Service Delivery and Budget Implementation Plan |
| SETA | Sectoral Education and Training Authority |
| SFA | Strategic Focus Area |
| SLA | Service Level Agreement |
| SMME | Small Medium and Micro Enterprises |
| SPM | Sol Plaatje Municipality |
| StatsSA | Statistics South Africa |
| USDG | Urban Settlement Development Grant |
| WSIG | Water Services Infrastructure Grant |

CIRCULAR 42
Funding of
Budget

SOL PLAATJE MUNICIPALITY (NC091)

| Part 1 - Budgeting for Financial Performance | | | | |
|---|------------|--------------------|-----------------------|-----------------------|
| Description | Ref | Budget Year | Budget Year +1 | Budget Year +2 |
| | | 2019/20 | 2020/21 | 2021/22 |
| | | R'000 | R'000 | R'000 |
| Revenue by Source (Table 1) | | | | |
| Property rates | A | 578,654 | 625,994 | 674,739 |
| Service charges | A | 1,172,984 | 1,254,880 | 1,328,019 |
| Operational Revenue | | 6,396 | 6,755 | 7,105 |
| Rental of facilities and equipment | B | 11,810 | 12,307 | 12,983 |
| Interest earned - external investments | D | 15,000 | 21,000 | 22,000 |
| Interest earned - outstanding debtors | D | 137,940 | 130,262 | 126,478 |
| Fines | B | 26,805 | 28,413 | 29,976 |
| Licenses and permits | B | 4,764 | 5,002 | 5,277 |
| Government grants & subsidies - ops | | 230,509 | 224,026 | 240,687 |
| Government grants & subsidies - capital | E | 157,285 | 153,497 | 168,266 |
| Other income | B | 18,749 | 19,899 | 21,004 |
| Total Revenue By Source | | 2,360,897 | 2,482,035 | 2,636,536 |
| Internal recoveries | | 69,290 | 69,290 | 69,290 |
| Cross Subsidization | | 8,500 | 10,650 | 12,850 |
| Total | | 2,438,686 | 2,561,975 | 2,718,675 |
| Operating Expenditure by Type (Table 6) | | | | |
| Employee related costs | C | 770,966 | 818,205 | 864,258 |
| Remuneration of Councilors | | 31,753 | 33,817 | 35,846 |
| Contracted Services | | 51,605 | 54,694 | 57,697 |
| Operational Cost | | 201,231 | 215,276 | 223,273 |
| Other material and consumables | | 191,225 | 178,868 | 195,314 |
| Bulk purchases - Electricity | | 520,000 | 562,120 | 591,350 |
| Bulk purchases - Water | | 97,500 | 107,250 | 117,975 |
| Interest external | | 24,661 | 23,543 | 22,343 |
| Bad debts | F | 226,000 | 240,800 | 259,984 |
| Grants and subsidies paid | | 7,670 | 7,710 | 7,749 |
| Depreciation | | 71,600 | 76,724 | 81,747 |
| Total Operating Expenditure By Type | | 2,194,210 | 2,319,006 | 2,457,537 |
| Internal Transfer | | 69,290 | 69,290 | 69,290 |
| Cross Subsidization | | 8,500 | 10,650 | 12,850 |
| Total | | 2,271,999 | 2,398,945 | 2,539,677 |
| Operating Surplus/(Deficit) | | 166,687 | 163,029 | 178,999 |

SOL PLAATJE MUNICIPALITY (NC091)

| Part 2 - Budgeting for Cash Flow | | | | |
|---|------------|--------------------|-----------------------|-----------------------|
| Description | Ref | Budget Year | Budget Year +1 | Budget Year +2 |
| | | 2019/20 | 2020/21 | 2021/22 |
| | | R'000 | R'000 | R'000 |
| CASH FLOW FROM OPERATING ACTIVITIES | | | | |
| Receipts | | | | |
| Cash receipts from ratepayers, government and other | A,B | 1,658,266 | 1,796,025 | 1,951,834 |
| Cash receipts from government - operating | | 230,509 | 224,026 | 240,687 |
| Cash receipts from government and other - capital | | 157,285 | 153,497 | 168,266 |
| Interest received | D | 49,485 | 53,566 | 53,619 |
| Payments | | | | |
| Cash paid to suppliers and employees | I | (1,861,949) | (1,932,233) | (2,090,824) |
| Finance charges | | (24,661) | (23,543) | (22,343) |
| NET CASH FROM OPERATING ACTIVITIES | | 208,935 | 271,338 | 301,240 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | |
| Receipts | | | | |
| Proceeds on disposal of property, plant and equipment | | 0 | 0 | 0 |
| Increase in investment properties | | 0 | 0 | 0 |
| (Increase)/decrease in non-current receivables | | 0 | 0 | 0 |
| Payments | | | | |
| Purchase of property, plant and equipment | G | (184,285) | (180,497) | (209,266) |
| (Increase)/decrease in current assets | | 0 | 0 | 0 |
| Increase in non-current investments | | 0 | 0 | 0 |
| NET CASH FROM INVESTING ACTIVITIES | | (184,285) | (180,497) | (209,266) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | | |
| Receipts | | | | |
| New loans raised | G | 0 | 0 | 0 |
| Increase in consumer deposits | | 3,202 | 3,490 | 3,381 |
| Payments | | | | |
| Repayment of borrowing | G | (9,251) | (9,402) | (9,532) |
| NET CASH FROM FINANCING ACTIVITIES | | (6,049) | (5,912) | (6,151) |
| NET INCREASE/(DECREASE) IN CASH | | 18,601 | 84,929 | 85,823 |
| Cash and cash equivalents at the beginning of the year | | 123,879 | 142,480 | 227,409 |
| Cash and cash equivalents at the end of the year | | 142,480 | 227,409 | 313,232 |

SOL PLAATJE MUNICIPALITY (NC091)

| Part 3 - Reconciliation of reserves and commitments backed by cash/investments | | | | |
|--|-----|------------------------|---------------------------|---------------------------|
| Description | Ref | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| | | R'000 | R'000 | R'000 |
| Reserves to be backed by cash | H | 106,990 | 36,480 | 39,861 |
| Creditors unpaid at year end | | 190,608 | 202,045 | 214,167 |
| Total commitments | | 297,598 | 238,524 | 254,028 |
| Cash and cash equivalents at the end of the year | | 142,480 | 227,409 | 313,232 |
| Long term investments | | 0 | 0 | 0 |
| Cash and investments available | | 142,480 | 227,409 | 313,232 |

Explanation notes/references

A It is the billed/accrued amount and it is assumed that 90% will be collected (average at 87% including interest on debtors and billed)

B It is assumed that a 100% is received/collected

C Included is a provision for an average increase of 7%

D Interest received in the cash flow comprises of 25% of interest on debtors and 100% of investment interest

E All grants will be received and spent except for roll over capital projects

F Bad/Doubtful debts have been provided at 12.9% of billable revenue

G Capital budgeted expenditure of R184,285m is funded by R157,285m grants, R0m donation, R0m from a loan and R27m from operating (counter funding/CRR)

H The municipality has these projected reserves in the budgeted financial position that need to be backed by cash

I Counter funding included in capital projects deducted from operating expenditure

Is the municipality's budget appropriately funded - Yes

-cash receipts projections are realistic as the cash flow were reduced in line with expected levels of collection

- bad debts have been provided at approximately 12.9% of billed revenue

SOL PLAATJE MUNICIPALITY (NC091)
BUDGETED STATEMENT OF FINANCIAL POSITION

| | <u>30 June 2018</u> | <u>30 June 2019</u> | <u>30 June 2020</u> | <u>30 June 2021</u> | <u>30 June 2022</u> |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| ASSETS | | | | | |
| CURRENT ASSETS | 1,484,123,970 | 1,555,096,846 | 1,667,757,770 | 1,786,280,073 | 1,899,580,049 |
| Inventory | 36,166,686 | 37,613,354 | 39,494,022 | 41,468,723 | 43,542,159 |
| Non-current Assets Held-for-Sale | | 0 | 0 | 0 | 0 |
| Trade Receivables from Exchange Transactions | 823,389,837 | 889,261,024 | 929,277,770 | 938,570,547 | 929,184,842 |
| Trade Receivables from Non-Exchange Transactions | 456,272,392 | 492,774,183 | 514,949,021 | 520,098,512 | 514,897,527 |
| Cash and Cash Equivalents | 135,240,198 | 123,879,085 | 171,773,605 | 273,388,405 | 399,839,330 |
| Operating Lease Assets | - | 0 | 0 | 0 | 0 |
| Vat Receivable from Exchange Transactions | 33,054,857 | 11,569,200 | 12,263,352 | 12,753,886 | 12,116,192 |
| Current Portion of Long-term Receivables from | | 0 | 0 | 0 | 0 |
| Non-Current Assets | 1,869,966,393 | 1,995,725,497 | 2,080,697,996 | 2,157,310,573 | 2,253,661,894 |
| Property, Plant and Equipment | 1,647,079,959 | 1,774,276,002 | 1,861,161,102 | 1,939,664,922 | 2,037,886,318 |
| Heritage assets | 7,863,705 | 7,863,705 | 7,863,705 | 7,863,705 | 7,863,705 |
| Intangible Assets | 11,052,314 | 11,162,837 | 11,274,465 | 11,387,210 | 11,501,082 |
| Investment Property | 194,125,578 | 192,184,322 | 190,262,479 | 188,359,854 | 186,476,256 |
| Trade Receivables from Exchange Transactions | 8,723,975 | 9,072,934 | 8,982,205 | 8,892,383 | 8,803,459 |
| Trade Receivables from Non-Exchange Transactions | 1,120,862 | 1,165,696 | 1,154,039 | 1,142,499 | 1,131,074 |
| Long-term Receivables | | 0 | 0 | 0 | 0 |
| Total Assets | 3,354,090,363 | 3,550,822,343 | 3,748,455,766 | 3,943,590,646 | 4,153,241,942 |
| LIABILITIES | | | | | |
| CURRENT LIABILITIES | 344,136,378 | 339,346,341 | 362,392,216 | 384,229,499 | 403,018,611 |
| Consumer deposits | 32,340,693 | 35,574,762 | 38,776,490 | 42,266,374 | 45,647,684 |
| Provisions | 59,895,519 | 67,382,459 | 73,446,881 | 78,220,928 | 82,914,184 |
| Creditors | 168,055,164 | 179,819,025 | 190,608,167 | 202,044,657 | 214,167,336 |
| Unspent conditional grants and receipts | 31,731,875 | 0 | 0 | 0 | 0 |
| VAT | 39,432,987 | 47,319,584 | 50,158,759 | 52,165,110 | 49,556,854 |
| Cash book overdraft | - | 0 | 0 | 0 | 0 |
| Current portion of long term liabilities | 12,680,140 | 9,250,510 | 9,401,918 | 9,532,430 | 10,732,552 |
| NON CURRENT LIABILITIES | 441,306,497 | 466,714,695 | 474,615,324 | 484,883,490 | 496,747,122 |
| Long term liabilities | 204,225,630 | 201,184,124 | 182,531,696 | 163,597,348 | 143,332,366 |
| Retirement Benefit Liabilities | 236,606,079 | 264,998,808 | 291,498,689 | 320,648,558 | 352,713,414 |
| Non current provisions | 474,788 | 531,763 | 584,939 | 637,584 | 701,342 |
| Total Liabilities | 785,442,875 | 806,061,036 | 837,007,540 | 869,112,989 | 899,765,733 |
| Total Assets and Liabilities | 2,568,647,488 | 2,744,761,307 | 2,911,448,226 | 3,074,477,657 | 3,253,476,210 |
| NET ASSETS | 2,568,647,488 | 2,744,761,307 | 2,911,448,226 | 3,074,477,657 | 3,253,476,210 |
| Accumulated surplus/deficit | 2,568,647,488 | 2,744,761,307 | 2,911,448,226 | 3,074,477,657 | 3,253,476,210 |
| Total Net Assets | 2,568,647,488 | 2,744,761,307 | 2,911,448,226 | 3,074,477,657 | 3,253,476,210 |
| TOTAL NET ASSETS AND LIABILITIES | 3,354,090,363 | 3,550,822,343 | 3,748,455,766 | 3,943,590,646 | 4,153,241,942 |
| | 0 | 0 | 0 | 0 | 0 |

SOL PLAATJE MUNICIPALITY (NC091)
CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2019

| | 2019 R | 2018 R |
|--|---------------------|---------------------|
| CASH FLOW FROM OPERATING ACTIVITIES | | |
| Grants received | 388,289,910 | 375,513,065 |
| Sale of goods and services | 1,474,279,189 | 1,079,266,745 |
| Employee Costs | -698,651,971 | -647,309,202 |
| Supplier payments | -988,486,962 | -834,380,083 |
| Cash generated from/(utilized in) operations | 175,430,166 | -26,909,475 |
| Interest received | 156,490,000 | 193,494,390 |
| Interest paid | -26,298,836 | -27,213,051 |
| NET CASH FROM OPERATING ACTIVITIES | 305,621,330 | 139,371,865 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | |
| Purchase of Property, Plant and Equipment | -313,940,936 | -238,303,873 |
| Purchase of Intangible Assets | 0 | -11,339,692 |
| Purchase of Investment Property | 0 | -813,064 |
| (Increase) / decrease in Long-term Receivables | 0 | 0 |
| Proceeds on Disposal of Investment Property | 0 | 2,356,666 |
| NET CASH FROM INVESTING ACTIVITIES | -313,940,936 | -248,099,963 |
| CASH FLOWS FROM FINANCING ACTIVITIES | | |
| New Finance leases | 0 | 6,479,548 |
| New loans raised | 0 | 0 |
| (Loans repaid) | -3,041,506 | -8,246,580 |
| NET CASH FROM FINANCING ACTIVITIES | -3,041,506 | -1,767,032 |
| NET DECREASE IN CASH AND CASH EQUIVALENTS | -11,361,112 | -110,495,130 |
| Cash and cash equivalents at the beginning of the year | 135,240,198 | 245,735,328 |
| Cash and cash equivalents at the end of the year | 123,879,085 | 135,240,198 |

SOL PLAATJE MUNICIPALITY (NC091)
STATEMENT OF BUDGETED FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 30 JUNE 2018

| Budget | | Budget | | | Expected | | Actual | |
|---|----------------------|----------------------|------|---|----------|----------------------|----------------------|---|
| 2018 | 2019 | 2018 | 2019 | | 2019 | 2018 | 2018 | |
| R | R | R | R | | R | R | R | |
| REVENUE | | | | | | | | |
| Revenue from Non-exchange Transactions | | | | | | | | |
| 511,595,364 | 541,312,085 | 541,312,085 | | Property rates | 19 | 541,312,085 | 492,400,491 | |
| 15,430,000 | 25,735,000 | 25,735,000 | | Fines | | 25,735,000 | 21,829,794 | |
| 2,905,000 | 3,450,000 | 3,450,000 | | Licenses and permits | | 3,450,000 | 5,312,491 | |
| 398,474,200 | 388,289,910 | 388,289,910 | | Government grants and subsidies | 21 | 388,289,910 | 375,513,065 | |
| - | 0 | 0 | | Public contributions and donations | | 0 | 4,561,345 | |
| Revenue from Exchange Transactions | | | | | | | | |
| 1,030,043,430 | 1,015,308,354 | 1,015,308,354 | | Service charges | 20 | 1,015,308,354 | 919,413,436 | |
| 11,115,000 | 11,257,000 | 11,257,000 | | Rental of facilities and equipment | | 11,257,000 | 10,566,166 | |
| 4,000,000 | 0 | 0 | | Income for agency services | | 0 | 5,538,961 | |
| 20,000,000 | 15,000,000 | 15,000,000 | | Interest earned - external investments | 25 | 15,000,000 | 18,700,351 | |
| 97,629,000 | 141,490,000 | 141,490,000 | | Interest earned - outstanding debtors | 25 | 141,490,000 | 174,794,039 | |
| 22,055,060 | 25,212,900 | 25,212,900 | | Other income | 22 | 25,212,900 | 24,518,060 | |
| 0 | 10,000,000 | 10,000,000 | | Gains on disposal of property, plant and equipment | | 10,000,000 | - | 0 |
| 2,113,247,054 | 2,177,055,249 | 2,177,055,249 | | Total Revenue | | 2,177,055,249 | 2,053,148,197 | |
| EXPENDITURE | | | | | | | | |
| 679,381,122 | 698,651,971 | 698,651,971 | | Employee related costs | 23 | 698,651,971 | 647,309,202 | |
| 27,674,819 | 29,685,309 | 29,685,309 | | Remuneration of Councillors | 24 | 29,685,309 | 28,409,358 | |
| 67,510,000 | 69,250,000 | 69,250,000 | | Depreciation | 50 | 69,250,000 | 64,071,006 | |
| 203,000,000 | 207,000,000 | 207,000,000 | | Bad debts - Provision | 15 | 207,000,000 | 240,466,835 | |
| 26,811,930 | 26,298,836 | 26,298,836 | | Interest paid | 25 | 26,298,836 | 27,213,051 | |
| 524,000,000 | 566,500,000 | 566,500,000 | | Bulk purchases | 26 | 566,500,000 | 501,333,991 | |
| 57,174,085 | 43,710,500 | 43,710,500 | | Contracted services | | 43,710,500 | 53,354,448 | |
| 9,490,000 | 6,970,000 | 6,970,000 | | Grants and subsidies paid | 27 | 6,970,000 | 9,324,953 | |
| 362,770,016 | 352,874,814 | 352,874,814 | | General expenses | 28 | 352,874,814 | 258,299,568 | |
| | | | | Loss on Inventory | | | 129,194 | |
| | | | | Loss on disposal of Property, Plant and Equipment | | | 2,153,967 | |
| | | | | Foreign Exchange Loss | | | 354,136 | |
| | | | | Impairment of Property, Plant and Equipment | | | 371,499 | |
| 1,957,811,972 | 2,000,941,430 | 2,000,941,430 | | Total Expenditure | | 2,000,941,430 | 1,832,791,208 | |
| 155,435,082 | 176,113,819 | 176,113,819 | | SURPLUS/(DEFICIT) | | 176,113,819 | 220,356,989 | |
| 0 | 0 | 0 | | Share of surplus/(deficit) of associate accounted for under the equity method | | 0 | 0 | |
| 155,435,082 | 176,113,819 | 176,113,819 | | SURPLUS/(DEFICIT) FOR THE YEAR | | 176,113,819 | 220,356,989 | |

**SOL PLAATJE MUNICIPALITY (NC091)
BUDGETED STATEMENT OF CHANGES
FOR THE YEAR ENDING 30 JUNE 2019**

| | Capital Replacement Reserve R | Self- Insurance Reserve R | COID Reserve | Accumulated Surplus/ (Deficit) R | Total R |
|---|--|--|-----------------|---|----------------|
| 2017 | | | | | |
| Balance at 1 July 2017 | 92,131,484 | 24,092,886 | 10,720,710 | 2,348,290,499 | 2,348,290,499 |
| Correction of error | | | | 0 | 0 |
| Change in accounting policy | | | | 0 | 0 |
| Restated balance | 92,131,484 | 24,092,886 | 10,720,710 | 2,348,290,499 | 2,348,290,499 |
| Surplus/(deficit) for the year | | | | 220,356,989 | 220,356,989 |
| Transfer to CRR | 30,000,000 | | | -30,000,000 | 0 |
| Property, plant and equipment purchased | (57,014,014) | | | 57,014,014 | 0 |
| Capital grants used to purchase PPE | | | | | 0 |
| Donated/contributed PPE | | | | | 0 |
| Contribution to Insurance Reserve | | 185,232 | 249,479 | -434,711 | 0 |
| Adjustments | | | | | 0 |
| Asset disposals | | | | | 0 |
| Balance at 30 JUNE 2018 | 65,117,470 | 24,278,117 | 10,970,189 | 2,595,226,791 | 2,568,647,488 |
| 2019 | | | | | |
| Correction of error | | | | 0 | 0 |
| Change in accounting policy | | | | 0 | 0 |
| Restated balance | 65,117,470 | 24,278,117 | 10,970,189 | 2,595,226,791 | 2,568,647,488 |
| Surplus/(deficit) for the year | | | | 176,113,819 | 176,113,819 |
| Transfer to CRR | 5,000,000 | | | -5,000,000 | 0 |
| Property, plant and equipment purchased | (37,552,497) | | | 37,552,497 | 0 |
| Contribution to Insurance Reserve | | 200,000 | 200,000 | -400,000 | 0 |
| Asset disposals | | | | 0 | 0 |
| Balance at 30 JUNE 2019 | 32,564,973 | 24,478,117 | 11,170,189 | 2,803,493,107 | 2,744,761,307 |

CIRCULAR 71
Financial Ratios
and Norms



Annexure A Interpretation of results

| |
|---|
| The green colour indicates that the result is within the norm and is acceptable. |
| The red colour indicates that the result is not acceptable and corrective action should be taken to improve the result. |
| Data should be reported in the Blue column to calculate a ratio. |
| In situations where the results are not within the acceptable norm, corrective action should be taken and explained. |

Template for Calculation of Uniform Financial Ratios and Norms

| NO | RATIO | FORMULA | DATA SOURCE | NORM/RANGE | INPUT DESCRIPTION | DATA INPUTS AND RESULTS | | | INTERPRETATION | MUNICIPAL COMMENTS (#) |
|--|--|---|--|--------------|--|-------------------------|------------------|------------------|--|--|
| | | | | | | R'000 2019/20 | R'000 2020/21 | R'000 2021/22 | | |
| 1. FINANCIAL POSITION | | | | | | | | | | |
| A. Asset Management/Utilisation | | | | | | | | | | |
| 1 | Capital Expenditure to Total Expenditure | Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) x 100 | Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year reports, IDP and AR | 10% - 20% | Total Operating Expenditure | 8% | 7% | 8% | Please refer to page 2 of MFMA Circular No. 71 | |
| | | | | | Taxation Expense | - | - | - | | |
| | | | | | Total Capital Expenditure | 184,285 | 180,497 | 209,266 | | |
| 2 | Impairment of Property, Plant and Equipment, Investment Property and Intangible assets (Carrying Value) | Property, Plant and Equipment + Investment Property + Intangible Assets Impairment/(Total Property, Plant and Equipment + Investment Property + Intangible Assets) x 100 | Statement of Financial Position, Notes to the AFS and AR | 0% | PPE, Investment Property and Intangible Impairment | 0% | 0% | 0% | Please refer to page 3 of MFMA Circular No. 71 | |
| | | | | | PPE at carrying value | 1,869,025 | 1,947,529 | 2,045,750 | | |
| | | | | | Investment at carrying value | 190,262 | 188,360 | 186,476 | | |
| | | | | | Intangible Assets at carrying value | 11,274 | 11,387 | 11,501 | | |
| 3 | Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value) | Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100 | Statement of Financial Position, Statement of Financial Performance, IDP, Budgets and In-Year Reports | 8% | Total Repairs and Maintenance Expenditure | 9% | 8% | 9% | Please refer to page 4 of MFMA Circular No. 71 | The total amount used in this calculation is not including labour costs. |
| | | | | | PPE at carrying value | 1,869,025 | 1,947,529 | 2,045,750 | | |
| | | | | | Investment Property at Carrying value | 190,262 | 188,360 | 186,476 | | |
| 3 | Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value) | Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100 | Statement of Financial Position, Statement of Financial Performance, IDP, Budgets and In-Year Reports | 8% | Total Repairs and Maintenance Expenditure including Labour Costs | 19% | 21% | 22% | Please refer to page 4 of MFMA Circular No. 71 | |
| | | | | | PPE at carrying value | 1,869,025 | 1,535,620 | 1,577,221 | | |
| | | | | | Investment Property at Carrying value | 190,262 | 202,754 | 204,782 | | |
| B. Debtors Management | | | | | | | | | | |
| 1 | Collection Rate | (Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100 | Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year Reports, IDP and AR | 95% | Gross Debtors closing balance | 84% | 86% | 88% | Please refer to page 5 of MFMA Circular No. 71 | The provision for doubtful debt amounts to around 13% annually. This is in line with previous estimates. The municipality is implementing a debtor recovery project to improve the collection rate. |
| | | | | | Gross Debtors opening balance | 2,684,651 | 2,939,893 | 3,185,290 | | |
| | | | | | Bad debts written Off | 2,396,459 | 2,684,651 | 2,939,893 | | |
| | | | | | Billed Revenue | - | - | - | | |
| | | | | | Billed Revenue | 1,751,638 | 1,880,874 | 2,002,758 | | |
| 2 | Bad Debts Written-off as % of Provision for Bad Debt | Bad Debts Written-off/Provision for Bad debts x 100 | Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR | 100% | Consumer Debtors Bad debts written off | 0% | 0% | 0% | Please refer to page 5 of MFMA Circular No. 71 | |
| | | | | | Consumer Debtors Current bad debt Provision | 1,240,424 | 1,481,224 | 1,741,208 | | |
| 3 | Net Debtors Days | ((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue) x 365 | Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR | 30 days | Gross debtors | 301 days | 283 days | 263 days | Please refer to page 6 of MFMA Circular No. 71 | The gross debtors balance includes unpaid grants as well as non-billed revenue. A portion of gross debtors also relates to property rates which is recoverable when selling the asset and government debt, which is not impaired. The mentioned factors distorts the net debtor days to an extent. |
| | | | | | Bad debts Provision | 2,684,651 | 2,939,893 | 3,185,290 | | |
| | | | | | Billed Revenue | 1,240,424 | 1,481,224 | 1,741,208 | | |
| | | | | | Billed Revenue | 1,751,638 | 1,880,874 | 2,002,758 | | |
| C. Liquidity Management | | | | | | | | | | |
| 1 | Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants) | ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets) | Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In year Reports and AR | 1 - 3 Months | Cash and cash equivalents | 1 Month | 2 Month | 2 Month | Please refer to page 7 of MFMA Circular No. 71 | |
| | | | | | Unspent Conditional Grants | - | - | - | | |
| | | | | | Overdraft | - | - | - | | |
| | | | | | Short Term Investments | 171,774 | 273,388 | 399,839 | | |
| | | | | | Total Annual Operational Expenditure | 1,886,610 | 1,955,776 | 2,113,167 | | |
| 2 | Current Ratio | Current Assets / Current Liabilities | Statement of Financial Position, Budget, IDP and AR | 1.5 - 2:1 | Current Assets | 4.60 | 4.65 | 4.71 | Please refer to page 7 of MFMA Circular No. 71 | |
| | | | | | Current Liabilities | 1,667,758 | 1,786,280 | 1,899,580 | | |

D. Liability Management

| | | | | | | | | | |
|---|---|---|---|---------|-----------------------------|-----------|-----------|-----------|--|
| 1 | Capital Cost (Interest Paid and Redemption) as a % of Total Operating Expenditure | Capital Cost (Interest Paid and Redemption) / Total Operating Expenditure x 100 | Statement of Financial Position, Statement of Cash Flows, Statement of Financial Performance, Budget, IDP, In-Year Reports and AR | 6% - 8% | Interest Paid | 2% | 1% | 1% | Please refer to page 8 of MFMA Circular No. 71 |
| | | | | | 24,661 | 23,543 | 22,343 | | |
| | | | | | Redemption | 9,402 | 9,532 | 10,733 | |
| | | | | | Total Operating Expenditure | 2,194,210 | 2,319,006 | 2,457,537 | |
| | | | | | Taxation Expense | | | | |

| | | | | | | | | | |
|---|-----------------------------------|--|---|-----|--------------------------------|-----------|-----------|-----------|--|
| 2 | Debt (Total Borrowings) / Revenue | (Overdraft + Current Finance Lease Obligation + Non current Finance Lease Obligation + Short Term Borrowings + Long term borrowing) / (Total Operating Revenue - Operational Conditional | Statement of Financial Position, Statement of Financial Performance, Budget, IDP and AR | 45% | Total Debt | 9% | 8% | 6% | Please refer to page 9 of MFMA Circular No. 71 |
| | | | | | 191,934 | 173,130 | 154,065 | | |
| | | | | | Total Operating Revenue | 2,360,897 | 2,482,035 | 2,636,536 | |
| | | | | | Operational Conditional Grants | 230,509 | 224,026 | 240,687 | |

E. Sustainability

| | | | | | | | | | |
|---|--|--|---|------|---------------------------|-----------|-----------|-----------|--|
| 1 | Level of Cash Backed Reserves (Net Assets - Accumulated Surplus) | (Cash and Cash Equivalents - Bank overdraft + Short Term Investment + Long Term Investment - Unspent grants) / (Net Assets - Accumulated Surplus - Non Controlling Interest Share Premium - Share Capital - Fair Value Adjustment - Revaluation Reserve) x 100 | Statement Financial Position, Budget and AR | 100% | Cash and cash Equivalents | 159% | 234% | 300% | Please refer to page 9 of MFMA Circular No. 71 |
| | | | | | - | - | - | | |
| | | | | | Bank Overdraft | - | - | - | |
| | | | | | Short Term Investment | 171,774 | 273,388 | 399,839 | |
| | | | | | Long Term Investment | | | | |
| | | | | | Unspent Grants | - | - | - | |
| | | | | | Net Assets | 2,911,448 | 3,074,478 | 3,253,476 | |
| | | | | | Accumulated Surplus | 2,803,493 | 2,957,685 | 3,120,358 | |

2. FINANCIAL PERFORMANCE

A. Efficiency

| | | | | | | | | | |
|---|------------------------------|---|---|-----------|--|-----------|-----------|-----------|---|
| 1 | Net Operating Surplus Margin | (Total Operating Revenue - Total Operating Expenditure)/Total Operating Revenue | Statement of Financial Performance, Budget, In-Year reports, AR, Statement of Comparison of Budget and Actual Amounts and Statement of Changes in Net Asset | = or > 0% | Total Operating Revenue | 10% | 10% | 10% | Please refer to page 10 of MFMA Circular No. 71 |
| | | | | | 2,360,897 | 2,482,035 | 2,636,536 | | |
| | | | | | Depreciation - Revalued Portion (Only populate if depreciation line item in the Statement of Financial | 71,600 | 76,724 | 81,747 | |
| | | | | | Total Operating Expenditure | 2,194,210 | 2,319,006 | 2,457,537 | |
| | | | | | Taxation Expense | | | | |

| | | | | | | | | | |
|---|----------------------------------|--|---|----------|-------------------------------|---------|---------|---------|---|
| 2 | Net Surplus /Deficit Electricity | Total Electricity Revenue less Total Electricity Expenditure/Total Electricity Revenue x 100 | Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR | 0% - 15% | Total Electricity Revenue | 7% | 7% | 7% | Please refer to page 10 of MFMA Circular No. 71 |
| | | | | | 700,551 | 752,170 | 806,806 | | |
| | | | | | Total Electricity Expenditure | 649,215 | 698,835 | 751,470 | |

| | | | | | | | | | |
|---|----------------------------|--|---|-----------|-------------------------|---------|---------|---------|---|
| 3 | Net Surplus /Deficit Water | Total Water Revenue less Total Water Expenditure/Total Water Revenue x 100 | Statement of Financial Performance, Budget, IDP, In-Year reports and AR | = or > 0% | Total Water Revenue | 17% | 17% | 16% | Please refer to page 11 of MFMA Circular No. 71 |
| | | | | | 255,384 | 270,553 | 287,767 | | |
| | | | | | Total Water Expenditure | 210,830 | 225,898 | 242,813 | |

| | | | | | | | | | |
|---|-----------------------------|---|---|-----------|--------------------------|--------|--------|--------|---|
| 4 | Net Surplus /Deficit Refuse | Total Refuse Revenue less Total Refuse Expenditure/Total Refuse Revenue x 100 | Statement of Financial Performance, Budget, IDP, In-Year reports and AR | = or > 0% | Total Refuse Revenue | 6% | 6% | 6% | Please refer to page 12 of MFMA Circular No. 71 |
| | | | | | 56,803 | 60,158 | 63,603 | | |
| | | | | | Total Refuse Expenditure | 53,403 | 56,658 | 59,803 | |

| | | | | | | | | | |
|---|---|---|---|-----------|--|--------|--------|--------|---|
| 5 | Net Surplus /Deficit Sanitation and Waste Water | Total Sanitation and Waste Water Revenue less Total Sanitation and Waste Water Expenditure/Total Sanitation and Waste Water | Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR | = or > 0% | Total Sanitation and Water Waste Revenue | 18% | 17% | 16% | Please refer to page 12 of MFMA Circular No. 71 |
| | | | | | 76,450 | 80,972 | 85,622 | | |
| | | | | | Total Sanitation and Water Waste Expenditure | 62,600 | 67,372 | 71,872 | |

B. Distribution Losses

| | | | | | | | | | | |
|---|--|---|--|----------|---|---------|---------|---------|---|--|
| 1 | Electricity Distribution Losses (Percentage) | (Number of Electricity Units Purchased and/or Generated - Number of units sold) / Number of Electricity Units Purchased and/or generated) x 100 | Annual Report, Audit Report and Notes to Annual Financial Statements | 7% - 10% | Number of units purchased and/or generated ('000) | 16% | 14% | 12% | Please refer to page 13 of MFMA Circular No. 71 | Total Electricity Losses includes technical losses. According to NERSA's Municipal Tariff Benchmark for 2014/15, the tolerable range is 5% - 12% |
| | | | | | 533,137 | 533,137 | 533,137 | | | |
| | | | | | Number of units sold ('000) | 447,835 | 458,498 | 469,161 | | |

| | | | | | | | | | | |
|---|--|---|--|-----------|---|--------|--------|--------|---|---|
| 2 | Water Distribution Losses (Percentage) | (Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified x 100 | Annual Report, Audit Report and Notes to Annual Financial Statements | 15% - 30% | Number of kilolitres purchased and/or purified ('000) | 45% | 40% | 35% | Please refer to page 13 of MFMA Circular No. 71 | The Municipality is busy with projects to address the water losses. These include metering the bulk use of stand pipes in areas, the installation of bulk meters per area, smart metering of Municipal own use and savings options at Riverton plant. |
| | | | | | 26,321 | 26,809 | 27,305 | | | |
| | | | | | Number of kilolitres sold ('000) | 14,477 | 16,085 | 17,748 | | |

| C. Revenue Management | | | | | | | | | | |
|-----------------------|---|--|---|-------|--|-----------|-----------|-----------|---|---|
| 1 | Growth in Number of Active Consumer Accounts | (Period under review's number of Active Debtor Accounts - previous period's number of Active Debtor Accounts) / previous number of Active | Debtors System | None | | 2% | 1% | 1% | Please refer to page 14 of MFMA Circular No. 71 | |
| | | | | | Number of Active Debtors Accounts (Previous) | 62 | 63 | 64 | | |
| | | | | | Number of Active Debtors Accounts (Current) | 63 | 64 | 65 | | |
| 2 | Revenue Growth (%) | (Period under review's Total Revenue - previous period's Total Revenue) / previous period's Total Revenue) x 100 | Statement of Financial Performance, Budget, IDP, In-Year reports and AR | = CPI | | 8% | 5% | 6% | Please refer to page 15 of MFMA Circular No. 71 | |
| | | | | | CPI | 5.60% | 5.40% | 5.40% | | |
| | | | | | Total Revenue (Previous) | 2,177,055 | 2,360,897 | 2,482,035 | | |
| | | | | | Total Revenue (Current) | 2,360,897 | 2,482,035 | 2,636,536 | | |
| 3 | Revenue Growth (%) - Excluding capital grants | (Period under review's Total Revenue Excluding capital grants - previous period's Total Revenue excluding capital grants) / previous period's Total Revenue excluding capital grants) x 100 | Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR | = CPI | | 11% | 6% | 6% | Please refer to page 15 of MFMA Circular No. 71 | The revenue figure requires the exclusion of capital grants but still includes operational grants, which is not a true reflection of growth in tariffs and city |
| | | | | | CPI | 5.60% | 5.40% | 5.40% | | |
| | | | | | Total Revenue Excl.Capital (Previous) | 1,983,264 | 2,203,612 | 2,328,538 | | |
| | | | | | Total Revenue Excl.Capital (Current) | 2,203,612 | 2,328,538 | 2,468,270 | | |

D. Expenditure Management

| | | | | | | | | | | |
|---|--|--|--|-----------|--|-----------|-----------|-----------|---|--|
| 1 | Creditors Payment Period (Trade Creditors) | Trade Creditors Outstanding / Credit Purchases (Operating and Capital) x 365 | Statement of Financial Performance, Notes to AFS, Budget, In-Year reports and AR | 30 days | | 79 days | 79 days | 78 days | Please refer to page 16 of MFMA Circular No.71 | This ratio is calculated as at a specific point in time, which results in a distorted representation of the actual payment days. Especially at year-end, the outstanding creditors will be high. This is further supported by the fact that no paragraph for non compliance with this legislation was included in the recent audit report. |
| | | | | | Trade Creditors | 190,608 | 202,045 | 214,167 | | |
| | | | | | Contracted Services | 51,605 | 54,694 | 57,697 | | |
| | | | | | Repairs and Maintenance | - | - | - | | |
| | | | | | General expenses | 32,331 | 31,253 | 30,092 | | |
| | | | | | Bulk Purchases | 617,500 | 669,370 | 709,325 | | |
| | | | | | Capital Credit Purchases (Capital Credit Purchases refers to additions of Investment Property and Property, Plant and Equipment) | 184,285 | 180,497 | 209,266 | | |
| 2 | Irregular, Fruitless and Wasteful and Unauthorised Expenditure / Total Operating Expenditure | (Irregular, Fruitless and Wasteful and Unauthorised Expenditure) / Total Operating Expenditure x100 | Statement Financial Performance, Notes to Annual Financial Statements and AR | 0% | | 0% | 0% | 0% | Please refer to page 16 of MFMA Circular No. 71 | |
| | | | | | Irregular, Fruitless and Wasteful and Unauthorised Expenditure | | | | | |
| | | | | | Total Operating Expenditure | 2,194,210 | 2,319,006 | 2,457,537 | | |
| | | | | | Taxation Expense | | | | | |
| 3 | Remuneration as % of Total Operating Expenditure | Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x100 | Statement of Financial Performance, Budget, IDP, In-Year reports and AR | 25% - 40% | | 37% | 37% | 37% | Please refer to page 17 of MFMA Circular No. 71 | |
| | | | | | Employee/personnel related cost | 770,966 | 818,205 | 864,258 | | |
| | | | | | Councillors Remuneration | 31,753 | 33,817 | 35,846 | | |
| | | | | | Total Operating Expenditure | 2,194,210 | 2,319,006 | 2,457,537 | | |
| | | | | | Taxation Expense | | | | | |
| 4 | Contracted Services % of Total Operating Expenditure | Contracted Services / Total Operating Expenditure x100 | Statement of Financial Performance, Budget, IDP, In-Year reports and AR | 2% - 5% | | 2% | 2% | 2% | Please refer to page 17 of MFMA Circular No. 71 | |
| | | | | | Contracted Services | 51,605 | 54,694 | 57,697 | | |
| | | | | | Total Operating Expenditure | 2,194,210 | 2,319,006 | 2,457,537 | | |
| | | | | | Taxation Expense | | | | | |

E. Grant Dependency

| | | | | | | | | | | |
|---|---|---|---|------|------------------------------------|-----------|-----------|-----------|---|--|
| 1 | Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure | Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100 | Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and | None | | 15% | 15% | 20% | Please refer to page 18 of MFMA Circular No. 71 | |
| | | | | | Internally generated funds | 27,000 | 27,000 | 41,000 | | |
| | | | | | Borrowings | - | - | - | | |
| | | | | | Total Capital Expenditure | 184,285 | 180,497 | 209,266 | | |
| 2 | Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure | Own funded Capital Expenditure (Internally Generated Funds) / Total Capital Expenditure x 100 | Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements | None | | 25% | 18% | 13% | Please refer to page 18 of MFMA Circular No. 71 | |
| | | | | | Internally generated funds | 25,382 | 20,903 | 14,000 | | |
| | | | | | Total Capital Expenditure | 101,114 | 119,066 | 106,226 | | |
| 3 | Own Source Revenue to Total Operating Revenue(Including Agency Revenue) | Own Source Revenue (Total revenue - Government grants and Subsidies - Public Contributions and Donations) / Total Operating Revenue (including agency services) x 100 | Statement Financial Performance, Budget, IDP, In-Year reports and AR | None | | 97% | 97% | 97% | Please refer to page 18 of MFMA Circular No. 71 | |
| | | | | | Total Revenue | 2,360,897 | 2,482,035 | 2,636,536 | | |
| | | | | | Government grant and subsidies | 230,509 | 224,026 | 240,687 | | |
| | | | | | Public contributions and Donations | | | | | |
| | | | | | Capital Grants | 157,285 | 153,497 | 168,266 | | |

3. BUDGET IMPLEMENTATION

| | | | | | | | | | | |
|---|--|---|--|------------|---|-----------|-----------|-----------|---|--|
| 1 | Capital Expenditure Budget Implementation Indicator | Actual capital Expenditure / Budget Capital Expenditure x 100 | Statement of Financial Position, Budget, AFS Appendices, In-Year reports and AR | 95% - 100% | | 100% | 100% | 100% | Please refer to page 19 of MFMA Circular No. 71 | |
| | | | | | Actual Capital Expenditure | 101,114 | 119,066 | 106,226 | | |
| | | | | | Budget Capital Expenditure | 101,114 | 119,066 | 106,226 | | |
| 2 | Operating Expenditure Budget Implementation Indicator | Actual Operating Expenditure / Budgeted Operating Expenditure x 100 | Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR | 95% - 100% | | 100% | 100% | 100% | Please refer to page 20 of MFMA Circular No. 71 | |
| | | | | | Actual Operating Expenditure | 2,194,210 | 2,319,006 | 2,457,537 | | |
| | | | | | Budget Operating Expenditure | 2,194,210 | 2,319,006 | 2,457,537 | | |
| 3 | Operating Revenue Budget Implementation Indicator | Actual Operating Revenue / Budget Operating Revenue x 100 | Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR | 95% - 100% | | 100% | 100% | 100% | Please refer to page 20 of MFMA Circular No. 71 | |
| | | | | | Actual Operating Revenue | 2,360,897 | 2,482,035 | 2,636,536 | | |
| | | | | | Budget Operating Revenue | 2,360,897 | 2,482,035 | 2,636,536 | | |
| 4 | Service Charges and Property Rates Revenue Budget Implementation Indicator | Actual Service Charges and Property Rates Revenue / Budget Service Charges and Property Rates Revenue x 100 | Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR | 95% - 100% | | 100% | 100% | 100% | Please refer to page 21 of MFMA Circular No. 71 | |
| | | | | | Actual Service Charges and Property Rates Revenue | 1,751,638 | 1,880,874 | 2,002,758 | | |
| | | | | | Budget Service Charges and Property Rates Revenue | 1,751,638 | 1,880,874 | 2,002,758 | | |

**MARCH 2019/20
BUDGET
ANNEXURES**

1.Schedules

2.Tariffs

3.History of Tariffs

4.IDP Overview

5.SDBIP

6.Policies

7.By-laws

8.MFMA-Circulars

**BUDGET
SCHEDULES
AND
SUPPORTING
TABLES**

Municipal annual budgets and MTREF & supporting tables

mSCOA Version 6.3

[Click for Instructions!](#)

[Accountability](#)

[Transparency](#)

[Information &
service delivery](#)



national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

Contact details:

Elsabé Rossouw
National Treasury
Tel: (012) 315-5534
Electronic submissions:
LG Upload Portal

Preparation Instructions

Municipality Name:

CFO Name:

Tel:

Fax:

E-Mail:

Budget for MTREF starting:

Budget Year:

Does this municipality have Entities?

If YES: Identify type of report:

LGDB Export

Name Votes & Sub-Votes

Printing Instructions

Showing / Hiding Columns

Showing / Clearing Highlights

Important documents which provide essential assistance

[MFMA Budget Circulars](#) [Click to view](#)

[MBRR Budget Formats Guide](#) [Click to view](#)

[Dummy Budget Guide](#) [Click to view](#)

[Funding Compliance Guide](#) [Click to view](#)

[MFMA Return Forms](#) [Click to view](#)

| Organisational Structure Votes | | Complete Votes & Sub-Votes | Select Org. Structure |
|--|---------|---|--|
| Vote 01 - Executive & Council | Vote 01 | Executive & Council | |
| Vote 02 - Municipal And General | 01.1 | Councillor's Expenses | 01.1 - Councillor's Expenses |
| Vote 03 - Municipal Manager | 01.2 | Executive Mayor Admin | 01.2 - Executive Mayor Admin |
| Vote 04 - Corporate Services | 01.3 | Speakers Office Admin | 01.3 - Speakers Office Admin |
| Vote 05 - Community Services | Vote 02 | Municipal And General | |
| Vote 06 - Financial Services | 02.1 | Municipal And General | 02.1 - Municipal And General |
| Vote 07 - Strategy Econ Development And Planning | 02.2 | Mun : Insurance Fund - Short Term | 02.2 - Mun : Insurance Fund - Short Term |
| Vote 08 - Infrastructure And Services | 02.3 | Mun : Workmen's Compensation Fund | 02.3 - Mun : Workmen's Compensation Fund |
| Vote 09 - | Vote 03 | Municipal Manager | |
| Vote 10 - | 03.1 | Municipal Manager - Admin | 03.1 - Municipal Manager - Admin |
| Vote 11 - | 03.2 | Internal Investigations | 03.2 - Internal Investigations |
| Vote 12 - | 03.3 | Internal Audit | 03.3 - Internal Audit |
| Vote 13 - | 03.4 | Idp Unit | 03.4 - Idp Unit |
| Vote 14 - | 03.5 | Project Management Unit - Pmu | 03.5 - Project Management Unit - Pmu |
| Vote 15 - Other | Vote 04 | Corporate Services | |
| | 04.1 | Corporate Services - Admin | 04.1 - Corporate Services - Admin |
| | 04.2 | Office Services And Archives | 04.2 - Office Services And Archives |
| | 04.3 | H R - Management | 04.3 - H R - Management |
| | 04.4 | H R - Recruitment And Benefits | 04.4 - H R - Recruitment And Benefits |
| | 04.5 | H R - Training And Development | 04.5 - H R - Training And Development |
| | 04.6 | H R - Local Authority Training | 04.6 - H R - Local Authority Training |
| | 04.7 | Publicity And Media Coordination | 04.7 - Publicity And Media Coordination |
| | 04.8 | Risk Management | 04.8 - Risk Management |
| | 04.9 | Security And Protection | 04.9 - Security And Protection |
| | Vote 05 | Community Services | |
| | 05.1 | Community Services - Admin | 05.1 - Community Services - Admin |
| | 05.2 | Emergency Services | 05.2 - Emergency Services |
| | 05.3 | Biodiversity And Landscape | 05.3 - Biodiversity And Landscape |
| | 05.4 | Libraries | 05.4 - Libraries |
| | 05.5 | Road Traffic Regulations | 05.5 - Road Traffic Regulations |
| | 05.6 | Vehicle Licensing And Testing | 05.6 - Vehicle Licensing And Testing |
| | 05.7 | Vehicle Licensing And Testing | 05.7 - Vehicle Licensing And Testing |
| | 05.8 | Community Parks | 05.8 - Community Parks |
| | 05.9 | Sport Grounds And Stadiums | 05.9 - Sport Grounds And Stadiums |
| | 05.10 | Community Halls And Facilities | 05.10 - Community Halls And Facilities |
| | 05.11 | Swimming Pools | 05.11 - Swimming Pools |
| | 05.12 | Cemetries | 05.12 - Cemetries |
| | 05.13 | Resorts And Camping Sites Inside Spm | 05.13 - Resorts And Camping Sites Inside Spm |
| | 05.14 | Resorts And Camping Sites Outside Spm | 05.14 - Resorts And Camping Sites Outside Spm |
| | 05.15 | Resort Transka | 05.15 - Resort Transka |
| | 05.16 | Health - Admin | 05.16 - Health - Admin |
| | 05.17 | Health - Clinics | 05.17 - Health - Clinics |
| | 05.18 | Health - Inspections | 05.18 - Health - Inspections |
| | 05.19 | Health - Commonage And Pound | 05.19 - Health - Commonage And Pound |
| | 05.20 | Refuse - Pollution Control/Collection | 05.20 - Refuse - Pollution Control/Collection |
| | 05.21 | Refuse - Landfill Sites | 05.21 - Refuse - Landfill Sites |
| | 05.22 | Refuse - Maintenance | 05.22 - Refuse - Maintenance |
| | Vote 06 | Financial Services | |
| | 06.1 | Financial Services Admin | 06.1 - Financial Services Admin |
| | 06.2 | Financial Management Grant | 06.2 - Financial Management Grant |
| | 06.3 | Asset And Risk | 06.3 - Asset And Risk |
| | 06.4 | Budget And Financial Reporting | 06.4 - Budget And Financial Reporting |
| | 06.5 | Budget And Financial Reporting | 06.5 - Budget And Financial Reporting |
| | 06.6 | Expenditure Creditors/Payroll | 06.6 - Expenditure Creditors/Payroll |
| | 06.7 | Information Technology | 06.7 - Information Technology |
| | 06.8 | Billing Finance | 06.8 - Billing Finance |
| | 06.9 | Property Rates And Valuations | 06.9 - Property Rates And Valuations |
| | 06.10 | Debt Collection | 06.10 - Debt Collection |
| | 06.11 | Supply Chain Management | 06.11 - Supply Chain Management |
| | Vote 07 | Strategy Econ Development And Planning | |
| | 07.1 | Sedp Admin | 07.1 - Sedp Admin |
| | 07.2 | Tourism | 07.2 - Tourism |
| | 07.3 | Properties Services | 07.3 - Properties Services |
| | 07.4 | Economic Development And Planning | 07.4 - Economic Development And Planning |
| | 07.5 | Town Planning | 07.5 - Town Planning |
| | 07.6 | Building Inspectorate | 07.6 - Building Inspectorate |
| | 07.7 | Properties Maintenance | 07.7 - Properties Maintenance |
| | 07.8 | Markets And Street Trading | 07.8 - Markets And Street Trading |
| | 07.9 | Urban Renewal Program | 07.9 - Urban Renewal Program |
| | Vote 08 | Infrastructure And Services | |
| | 08.1 | Infrastructure Admin | 08.1 - Infrastructure Admin |
| | 08.2 | Ce - Water And Sanitation | 08.2 - Ce - Water And Sanitation |
| | 08.3 | Public Toilets | 08.3 - Public Toilets |
| | 08.4 | Mechanical Workshops | 08.4 - Mechanical Workshops |
| | 08.5 | Fleet | 08.5 - Fleet |
| | 08.6 | Roads Planning And Design | 08.6 - Roads Planning And Design |
| | 08.7 | Road Construction And Maintenance | 08.7 - Road Construction And Maintenance |
| | 08.8 | Housing - Admin | 08.8 - Housing - Admin |
| | 08.9 | Housing - Maintenance | 08.9 - Housing - Maintenance |
| | 08.10 | Sewerage - Reticulation | 08.10 - Sewerage - Reticulation |
| | 08.11 | Sewerage - Treatment | 08.11 - Sewerage - Treatment |
| | 08.12 | Sewerage - Maintenance | 08.12 - Sewerage - Maintenance |
| | 08.13 | Water - Treatment | 08.13 - Water - Treatment |
| | 08.14 | Water - Distribution | 08.14 - Water - Distribution |
| | 08.15 | Water - Maintenance | 08.15 - Water - Maintenance |
| | 08.16 | Electricity - Admin | 08.16 - Electricity - Admin |
| | 08.17 | Electricity - Maintenance | 08.17 - Electricity - Maintenance |
| | 08.18 | Electricity - Streetlights Maintenance | 08.18 - Electricity - Streetlights Maintenance |
| | Vote 09 | | |
| | Vote 10 | | |
| | Vote 11 | | |
| | Vote 12 | | |
| | Vote 13 | | |
| | Vote 14 | | |
| | Vote 15 | Other | |



NC091 Sol Plaatje - Contact Information

A. GENERAL INFORMATION

| | |
|-----------------------|------------------------|
| Municipality | NC091 Sol Plaatje |
| Grade | 5 |
| Province | NC NORTHERN CAPE |
| Web Address | www.solplaatje.org.za |
| e-mail Address | info@solplaatje.org.za |

1 Grade in terms of the Remuneration of Public Office Bearers Act.

B. CONTACT INFORMATION

| | |
|-------------------------|-------------------|
| Postal address: | |
| P.O. Box | x5030 |
| City / Town | Kimberley |
| Postal Code | 8300 |
| Street address | |
| Building | Civic Centre |
| Street No. & Name | Sol Plaatje Drive |
| City / Town | Kimberley |
| Postal Code | 8301 |
| General Contacts | |
| Telephone number | 0538306911 |
| Fax number | 0538331005 |

C. POLITICAL LEADERSHIP

| | | | |
|-------------------------------|----------------------------|---|----------------------------|
| Speaker: | | Secretary/PA to the Speaker: | |
| ID Number | 7908300148084 | ID Number | 7909080455087 |
| Title | Ms | Title | Ms |
| Name | I KOOPMAN | Name | E MDALI |
| Telephone number | 0538306489 | Telephone number | 0538306489 |
| Cell number | 0780689185 | Cell number | 0781906174 |
| Fax number | | Fax number | 0538391431 |
| E-mail address | ikoopman@solplaatje.org.za | E-mail address | emдали@solplaatje.org.za |
| Mayor/Executive Mayor: | | Secretary/PA to the Mayor/Executive Mayor: | |
| ID Number | 6410255786084 | ID Number | 8906140591082 |
| Title | Mr | Title | Ms |
| Name | PS MABILO | Name | T KGANTSI |
| Telephone number | 0538306269 | Telephone number | 0538306269 |
| Cell number | 0817999540 | Cell number | 0762213498 |
| Fax number | | Fax number | |
| E-mail address | pmabilo@solplaatje.org.za | E-mail address | tkgantsi@solplaatje.org.za |

D. MANAGEMENT LEADERSHIP

| | | | |
|--|--------------------------------|--|------------------------------|
| Municipal Manager: | | Secretary/PA to the Municipal Manager: | |
| ID Number | 5607255146083 | ID Number | 7703280509086 |
| Title | Mr. | Title | Ms |
| Name | GH AKHARWARAY | Name | J BONOKWANE |
| Telephone number | 0538306100 | Telephone number | 0538306471 |
| Cell number | 0832558808 | Cell number | 0727213953 |
| Fax number | 0538331005 | Fax number | 0538331005 |
| E-mail address | 0832558808 | E-mail address | jbonokwane@solplaatje.org.za |
| Chief Financial Officer | | Secretary/PA to the Chief Financial Officer | |
| ID Number | 7409010648083 | ID Number | 8404230231082 |
| Title | Ms | Title | Ms |
| Name | ZL MAHLOKO | Name | L BARTLETT |
| Telephone number | 0538306500 | Telephone number | 0538306502 |
| Cell number | 0827565659 | Cell number | 0727213953 |
| Fax number | 0538326571 | Fax number | 0538314658 |
| E-mail address | zmahloko@solplaatje.org.za | E-mail address | lbartlett@solplaatje.org.za |
| Official responsible for submitting financial information | | Official responsible for submitting financial information | |
| ID Number | 7904040134088 | ID Number | 8112110012080 |
| Title | Ms | Title | Ms |
| Name | CELESTE CROUCH | Name | CANDY JENNEKE |
| Telephone number | 0538306533 | Telephone number | 0538306564 |
| Cell number | 0832609374 | Cell number | 0658624272 |
| Fax number | 0866812135 | Fax number | 0538314658 |
| E-mail address | ccrouch@solplaatje.org.za | E-mail address | cjenneke@solplaatje.org.za |
| Official responsible for submitting financial information | | Official responsible for submitting financial information | |
| ID Number | 5409175029089 | ID Number | 6012025021089 |
| Title | Mr | Title | Mr |
| Name | BRIAN ANTHONY | Name | JJ WAGNER |
| Telephone number | 0538306437 | Telephone number | 0538306504 |
| Cell number | 0716736302 | Cell number | 0828346330 |
| Fax number | | Fax number | |
| E-mail address | banthony@solplaatje.org.za | E-mail address | jwagner@solplaatje.org.za |
| Official responsible for submitting financial information | | Official responsible for submitting financial information | |
| ID Number | 5708100073082 | ID Number | 8204210057089 |
| Title | Ms | Title | Ms |
| Name | BERYL ENGELBRECHT | Name | KARIN DE KLERK |
| Telephone number | 0538306532 | Telephone number | 0538306578 |
| Cell number | 0828346330 | Cell number | 0726005904 |
| Fax number | 0865344770 | Fax number | |
| E-mail address | bengelbrecht@solplaatje.org.za | E-mail address | kdklerk@solplaatje.org.za |

NC091 Sol Plaatje - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

| Functional Classification Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|----------|------------------|------------------|------------------|----------------------|------------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | 1 | | | | | | | | | |
| Revenue - Functional | | | | | | | | | | |
| <i>Governance and administration</i> | | 862,314 | 867,059 | 995,678 | 1,119,176 | 1,040,797 | 1,040,797 | 1,074,878 | 1,109,558 | 1,184,636 |
| Executive and council | | 362,563 | 402,153 | 492,849 | 554,304 | 472,784 | 472,784 | 468,192 | 453,716 | 480,013 |
| Finance and administration | | 499,751 | 459,227 | 502,828 | 564,872 | 568,013 | 568,013 | 606,686 | 655,842 | 704,623 |
| Internal audit | | - | 5,679 | - | - | - | - | - | - | - |
| <i>Community and public safety</i> | | 23,269 | 44,026 | 23,615 | 26,995 | 26,995 | 26,995 | 25,995 | 27,380 | 28,431 |
| Community and social services | | 9,702 | 30,855 | 9,900 | 12,644 | 12,644 | 12,644 | 11,008 | 11,686 | 11,873 |
| Sport and recreation | | 3,869 | 3,276 | 3,615 | 3,710 | 3,710 | 3,710 | 3,730 | 3,975 | 4,194 |
| Public safety | | 140 | 128 | 253 | 170 | 170 | 170 | 285 | 302 | 319 |
| Housing | | 9,529 | 9,692 | 9,790 | 10,401 | 10,401 | 10,401 | 10,901 | 11,343 | 11,967 |
| Health | | 30 | 75 | 58 | 70 | 70 | 70 | 70 | 74 | 78 |
| <i>Economic and environmental services</i> | | 12,721 | 12,933 | 25,773 | 19,426 | 17,158 | 17,158 | 18,223 | 19,323 | 20,398 |
| Planning and development | | 2,722 | 2,575 | 4,627 | 6,511 | 4,243 | 4,243 | 3,923 | 4,163 | 4,402 |
| Road transport | | 9,998 | 10,359 | 21,145 | 12,915 | 12,915 | 12,915 | 14,300 | 15,160 | 15,996 |
| Environmental protection | | - | - | - | - | - | - | - | - | - |
| <i>Trading services</i> | | 943,139 | 953,436 | 993,173 | 1,165,163 | 1,083,963 | 1,083,963 | 1,232,289 | 1,315,742 | 1,392,487 |
| Energy sources | | 595,477 | 594,267 | 598,723 | 740,342 | 630,342 | 630,342 | 777,527 | 833,520 | 877,073 |
| Water management | | 223,498 | 237,761 | 267,121 | 288,458 | 299,458 | 299,458 | 306,392 | 324,368 | 347,336 |
| Waste water management | | 70,994 | 69,578 | 73,265 | 75,813 | 80,813 | 80,813 | 81,517 | 86,546 | 92,278 |
| Waste management | | 53,171 | 51,830 | 54,064 | 60,550 | 73,350 | 73,350 | 66,853 | 71,308 | 75,800 |
| <i>Other</i> | 4 | 13,102 | 3,744 | 14,909 | 8,142 | 8,142 | 8,142 | 9,512 | 10,032 | 10,584 |
| Total Revenue - Functional | 2 | 1,854,546 | 1,881,199 | 2,053,148 | 2,338,902 | 2,177,055 | 2,177,055 | 2,360,897 | 2,482,035 | 2,636,536 |
| Expenditure - Functional | | | | | | | | | | |
| <i>Governance and administration</i> | | 527,321 | 427,536 | 606,784 | 640,707 | 622,887 | 622,887 | 702,387 | 725,406 | 770,459 |
| Executive and council | | 353,398 | 267,503 | 401,946 | 392,368 | 376,349 | 376,349 | 433,631 | 440,381 | 471,121 |
| Finance and administration | | 173,922 | 96,601 | 199,643 | 242,523 | 240,751 | 240,751 | 262,274 | 278,154 | 292,089 |
| Internal audit | | - | 63,431 | 5,194 | 5,816 | 5,787 | 5,787 | 6,482 | 6,871 | 7,249 |
| <i>Community and public safety</i> | | 142,711 | 180,983 | 144,360 | 176,670 | 174,905 | 174,905 | 186,430 | 197,153 | 207,397 |
| Community and social services | | 32,641 | 71,698 | 34,210 | 39,035 | 38,368 | 38,368 | 41,179 | 43,667 | 45,613 |
| Sport and recreation | | 45,856 | 41,225 | 43,402 | 56,474 | 55,496 | 55,496 | 59,874 | 63,251 | 66,775 |
| Public safety | | 28,838 | 36,148 | 33,575 | 37,331 | 36,788 | 36,788 | 39,698 | 41,869 | 43,987 |
| Housing | | 18,725 | 17,672 | 19,515 | 26,073 | 25,905 | 25,905 | 27,082 | 28,705 | 30,315 |
| Health | | 16,651 | 14,240 | 13,658 | 17,756 | 18,348 | 18,348 | 18,596 | 19,661 | 20,706 |
| <i>Economic and environmental services</i> | | 100,787 | 98,442 | 114,118 | 125,210 | 123,736 | 123,736 | 132,039 | 140,366 | 148,603 |
| Planning and development | | 40,983 | 39,105 | 41,528 | 45,616 | 45,144 | 45,144 | 47,161 | 50,053 | 52,956 |
| Road transport | | 58,522 | 59,337 | 72,015 | 78,965 | 77,974 | 77,974 | 84,208 | 89,603 | 94,898 |
| Environmental protection | | 1,282 | - | 576 | 629 | 618 | 618 | 670 | 710 | 749 |
| <i>Trading services</i> | | 831,363 | 907,337 | 946,817 | 1,080,462 | 1,056,405 | 1,056,405 | 1,147,658 | 1,228,995 | 1,302,503 |
| Energy sources | | 558,088 | 616,512 | 628,467 | 691,756 | 670,631 | 670,631 | 731,755 | 786,587 | 828,805 |
| Water management | | 172,431 | 176,301 | 205,859 | 250,303 | 247,649 | 247,649 | 266,483 | 283,640 | 305,586 |
| Waste water management | | 53,770 | 60,888 | 58,385 | 77,953 | 77,848 | 77,848 | 82,667 | 87,611 | 92,612 |
| Waste management | | 47,075 | 53,636 | 54,105 | 60,450 | 60,277 | 60,277 | 66,753 | 71,158 | 75,500 |
| <i>Other</i> | 4 | 16,490 | 8,035 | 20,711 | 23,807 | 23,008 | 23,008 | 25,697 | 27,085 | 28,575 |
| Total Expenditure - Functional | 3 | 1,618,672 | 1,622,333 | 1,832,791 | 2,046,856 | 2,000,941 | 2,000,941 | 2,194,210 | 2,319,006 | 2,457,537 |
| Surplus/(Deficit) for the year | | 235,873 | 258,866 | 220,357 | 292,046 | 176,114 | 176,114 | 166,687 | 163,029 | 178,999 |

References

1. Government Finance Statistics Functions and Sub-functions are standardised to assist the compilation of national and international accounts for comparison purposes
2. Total Revenue by functional classification must reconcile to Total Operating Revenue shown in Budgeted Financial Performance (revenue and expenditure)
3. Total Expenditure by Functional Classification must reconcile to Total Operating Expenditure shown in Budgeted Financial Performance (revenue and expenditure)
4. All amounts must be classified under a functional classification. The GFS function 'Other' is only for Abattoirs, Air Transport, Forestry, Licensing and Regulation, Markets and Tourism - and if used must be supported by footnotes. Nothing else may be placed under 'Other'. Assign associate share to relevant classification.

| | | | | | | | | | | |
|---|----------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Corporate Wide Strategic Planning (IDPs, LEDs) | 10,697 | 8,182 | 9,485 | 10,273 | 10,689 | 10,689 | 10,510 | 11,140 | 11,753 | |
| Central City Improvement District | | | | | | | | | | |
| Development Facilitation | | | | | | | | | | |
| Economic Development/Planning | 5,303 | 5,057 | 5,691 | 6,925 | 6,720 | 6,720 | 6,843 | 7,259 | 7,685 | |
| Regional Planning and Development | | | | | | | | | | |
| Town Planning, Building Regulations and Enforcement, and City | 22,895 | 23,936 | 24,314 | 26,150 | 25,509 | 25,509 | 27,524 | 29,232 | 30,963 | |
| Project Management Unit | 2,088 | 1,931 | 2,037 | 2,268 | 2,227 | 2,227 | 2,285 | 2,422 | 2,555 | |
| Provincial Planning | | | | | | | | | | |
| Support to Local Municipalities | | | | | | | | | | |
| Road transport | 58,522 | 59,337 | 72,015 | 78,965 | 77,974 | 77,974 | 84,208 | 89,603 | 94,898 | |
| Public Transport | | | | | | | | | | |
| Road and Traffic Regulation | 21,434 | 24,986 | 32,915 | 40,597 | 39,439 | 39,439 | 43,554 | 46,167 | 48,705 | |
| Roads | 37,088 | 34,351 | 39,100 | 38,368 | 38,535 | 38,535 | 40,654 | 43,436 | 46,193 | |
| Taxi Ranks | | | | | | | | | | |
| Environmental protection | 1,282 | - | 576 | 629 | 618 | 618 | 670 | 710 | 749 | |
| Biodiversity and Landscape | 1,282 | - | 576 | 629 | 618 | 618 | 670 | 710 | 749 | |
| Coastal Protection | | | | | | | | | | |
| Indigenous Forests | | | | | | | | | | |
| Nature Conservation | | | | | | | | | | |
| Pollution Control | | | | | | | | | | |
| Soil Conservation | | | | | | | | | | |
| Trading services | 831,363 | 907,337 | 946,817 | 1,080,462 | 1,056,405 | 1,056,405 | 1,147,658 | 1,228,995 | 1,302,503 | |
| Energy sources | 558,088 | 616,512 | 628,467 | 691,756 | 670,631 | 670,631 | 731,755 | 786,587 | 828,805 | |
| Electricity | 540,530 | 597,629 | 600,228 | 669,756 | 652,631 | 652,631 | 709,755 | 762,827 | 803,144 | |
| Street Lighting and Signal Systems | 17,558 | 18,882 | 28,239 | 22,000 | 18,000 | 18,000 | 22,000 | 23,760 | 25,661 | |
| Nonelectric Energy | | | | | | | | | | |
| Water management | 172,431 | 176,301 | 205,859 | 250,303 | 247,649 | 247,649 | 266,483 | 283,640 | 305,586 | |
| Water Treatment | 36,521 | 37,449 | 42,165 | 45,781 | 46,635 | 46,635 | 47,455 | 49,831 | 52,121 | |
| Water Distribution | 135,909 | 138,852 | 163,694 | 204,522 | 201,013 | 201,013 | 219,028 | 233,809 | 253,465 | |
| Water Storage | | | | | | | | | | |
| Waste water management | 53,770 | 60,868 | 58,385 | 77,953 | 77,848 | 77,848 | 82,667 | 87,611 | 92,612 | |
| Public Toilets | 1,950 | 2,063 | 2,089 | 2,339 | 2,277 | 2,277 | 2,396 | 2,540 | 2,679 | |
| Sewerage | 25,972 | 31,089 | 38,991 | 43,994 | 43,681 | 43,681 | 45,535 | 48,060 | 50,517 | |
| Storm Water Management | | | | | | | | | | |
| Waste Water Treatment | 25,848 | 27,737 | 17,305 | 31,619 | 31,889 | 31,889 | 34,735 | 37,011 | 39,416 | |
| Waste management | 47,075 | 53,636 | 54,105 | 60,450 | 60,277 | 60,277 | 66,753 | 71,158 | 75,500 | |
| Recycling | | | | | | | | | | |
| Solid Waste Disposal (Landfill Sites) | 4,900 | 6,087 | 2,428 | 6,099 | 5,468 | 5,468 | 4,958 | 5,252 | 5,539 | |
| Solid Waste Removal | 42,175 | 47,549 | 51,678 | 54,351 | 54,809 | 54,809 | 61,795 | 65,906 | 69,961 | |
| Street Cleaning | | | | | | | | | | |
| Other | 16,490 | 8,035 | 20,711 | 23,807 | 23,008 | 23,008 | 25,697 | 27,085 | 28,575 | |
| Abattoirs | | | | | | | | | | |
| Air Transport | | | | | | | | | | |
| Forestry | | | | | | | | | | |
| Licensing and Regulation | 9,340 | | 11,395 | 12,457 | 12,159 | 12,159 | 13,508 | 14,185 | 14,965 | |
| Markets | 4,293 | 5,278 | 5,431 | 7,331 | 6,915 | 6,915 | 8,109 | 8,596 | 9,068 | |
| Tourism | 2,856 | 2,757 | 3,886 | 4,019 | 3,934 | 3,934 | 4,080 | 4,305 | 4,542 | |
| Total Expenditure - Functional | 3 | 1,618,672 | 1,622,333 | 1,832,791 | 2,046,856 | 2,000,941 | 2,000,941 | 2,194,210 | 2,319,006 | 2,457,537 |
| Surplus(Deficit) for the year | | 235,873 | 258,866 | 220,357 | 292,046 | 176,114 | 176,114 | 166,687 | 163,029 | 178,999 |

References

- Government Finance Statistics Functions and Sub-functions are standardised to assist national and international accounts and comparison
- Total Revenue by Functional Classification must reconcile to total operating revenue shown in Financial Performance (revenue and expenditure)
- Total Expenditure by Functional Classification must reconcile to total operating expenditure shown in Financial Performance (revenue and expenditure)
- All amounts must be classified under a Functional classification. The GFS function 'Other' is only for Abattoirs, Air Transport, Forestry, Licensing and Regulation, Markets and Tourism - and if used must be supported by footnotes. Nothing else may be placed under 'Other'. Assign associate share to relevant classification

| | | | | | | | | | |
|---------------------|----|----|----|---|---|---|---|---|---|
| check oprev balance | -0 | -0 | -0 | - | - | - | - | - | - |
| check opexp balance | -0 | 0 | 0 | - | - | - | - | - | - |

NC091 Sol Plaatje - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

| Vote Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|-----|------------------|------------------|------------------|----------------------|------------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Revenue by Vote | 1 | | | | | | | | | |
| Vote 01 - Executive & Council | | - | - | - | - | - | - | - | - | - |
| Vote 02 - Municipal And General | | 395,258 | 441,012 | 492,849 | 554,304 | 472,784 | 472,784 | 468,192 | 453,716 | 480,013 |
| Vote 03 - Municipal Manager | | - | - | 2,037 | 2,268 | - | - | - | - | - |
| Vote 04 - Corporate Services | | 2,706 | 5,358 | 4,553 | 7,564 | 10,705 | 10,705 | 10,176 | 11,897 | 11,611 |
| Vote 05 - Community Services | | 75,499 | 89,884 | 101,492 | 93,894 | 106,694 | 106,694 | 101,072 | 107,567 | 113,598 |
| Vote 06 - Financial Services | | 496,684 | 459,318 | 497,827 | 556,928 | 556,928 | 556,928 | 596,060 | 643,468 | 692,509 |
| Vote 07 - Strategy Econ Development And Planning | | 7,185 | 6,640 | 6,861 | 8,895 | 8,895 | 8,895 | 8,860 | 9,396 | 9,923 |
| Vote 08 - Infrastructure And Services | | 877,213 | 878,987 | 947,528 | 1,115,049 | 1,021,049 | 1,021,049 | 1,176,537 | 1,255,991 | 1,328,881 |
| Vote 09 - | | - | - | - | - | - | - | - | - | - |
| Vote 10 - | | - | - | - | - | - | - | - | - | - |
| Vote 11 - | | - | - | - | - | - | - | - | - | - |
| Vote 12 - | | - | - | - | - | - | - | - | - | - |
| Vote 13 - | | - | - | - | - | - | - | - | - | - |
| Vote 14 - | | - | - | - | - | - | - | - | - | - |
| Vote 15 - Other | | - | - | - | - | - | - | - | - | - |
| Total Revenue by Vote | 2 | 1,854,546 | 1,881,199 | 2,053,148 | 2,338,902 | 2,177,055 | 2,177,055 | 2,360,897 | 2,482,035 | 2,636,536 |
| Expenditure by Vote to be appropriated | 1 | | | | | | | | | |
| Vote 01 - Executive & Council | | 40,167 | 43,422 | 43,801 | 46,355 | 46,057 | 46,057 | 51,241 | 54,475 | 57,640 |
| Vote 02 - Municipal And General | | 291,674 | 207,317 | 346,362 | 334,931 | 319,389 | 319,389 | 370,910 | 373,738 | 400,644 |
| Vote 03 - Municipal Manager | | 17,284 | 16,855 | 18,576 | 22,080 | 21,744 | 21,744 | 23,300 | 24,698 | 26,056 |
| Vote 04 - Corporate Services | | 53,802 | 51,493 | 56,567 | 68,256 | 70,581 | 70,581 | 74,381 | 79,841 | 83,173 |
| Vote 05 - Community Services | | 207,991 | 220,257 | 227,420 | 268,699 | 265,369 | 265,369 | 288,046 | 305,133 | 321,712 |
| Vote 06 - Financial Services | | 103,287 | 106,379 | 112,282 | 134,469 | 131,275 | 131,275 | 144,541 | 152,256 | 159,982 |
| Vote 07 - Strategy Econ Development And Planning | | 46,899 | 49,209 | 53,124 | 57,337 | 56,894 | 56,894 | 60,529 | 64,203 | 67,884 |
| Vote 08 - Infrastructure And Services | | 857,567 | 927,400 | 974,659 | 1,114,729 | 1,089,632 | 1,089,632 | 1,181,262 | 1,264,663 | 1,340,447 |
| Vote 09 - | | - | - | - | - | - | - | - | - | - |
| Vote 10 - | | - | - | - | - | - | - | - | - | - |
| Vote 11 - | | - | - | - | - | - | - | - | - | - |
| Vote 12 - | | - | - | - | - | - | - | - | - | - |
| Vote 13 - | | - | - | - | - | - | - | - | - | - |
| Vote 14 - | | - | - | - | - | - | - | - | - | - |
| Vote 15 - Other | | - | - | - | - | - | - | - | - | - |
| Total Expenditure by Vote | 2 | 1,618,672 | 1,622,332 | 1,832,790 | 2,046,856 | 2,000,941 | 2,000,941 | 2,194,210 | 2,319,006 | 2,457,537 |
| Surplus/(Deficit) for the year | 2 | 235,873 | 258,867 | 220,357 | 292,046 | 176,114 | 176,114 | 166,687 | 163,029 | 178,999 |

References

1. Insert 'Vote'; e.g. department, if different to functional classification structure
2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)
3. Assign share in 'associate' to relevant Vote

NC091 Sol Plaatje - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

| Vote Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | | | | | | | | | | |
| Vote 08 - Infrastructure And Services | | 877,213 | 878,987 | 947,528 | 1,115,049 | 1,021,049 | 1,021,049 | 1,176,537 | 1,255,991 | 1,328,881 |
| 08.1 - Infrastructure Admin | | 877,213 | 878,987 | - | - | - | - | - | - | - |
| 08.2 - Ce - Water And Sanitation | | - | - | - | - | - | - | - | - | - |
| 08.3 - Public Toilets | | - | - | - | - | - | - | - | - | - |
| 08.4 - Mechanical Workshops | | - | - | - | - | - | - | - | - | - |
| 08.5 - Fleet | | - | - | - | - | - | - | - | - | - |
| 08.6 - Roads Planning And Design | | - | - | - | - | - | - | - | - | - |
| 08.7 - Road Construction And Maintenance | | - | - | 196 | 35 | 35 | 35 | 200 | 214 | 228 |
| 08.8 - Housing - Admin | | - | - | 9,790 | 10,401 | 10,401 | 10,401 | 10,901 | 11,343 | 11,967 |
| 08.9 - Housing - Maintenance | | - | - | - | - | - | - | - | - | - |
| 08.10 - Sewerage - Reticulation | | - | - | 75,664 | 75,813 | 80,813 | 80,813 | 81,517 | 86,546 | 92,278 |
| 08.11 - Sewerage - Treatment | | - | - | - | - | - | - | - | - | - |
| 08.12 - Sewerage - Maintenance | | - | - | - | - | - | - | - | - | - |
| 08.13 - Water - Treatment | | - | - | - | - | - | - | - | - | - |
| 08.14 - Water - Distribution | | - | - | 283,299 | 288,458 | 299,458 | 299,458 | 306,392 | 324,368 | 347,336 |
| 08.15 - Water - Maintenance | | - | - | - | - | - | - | - | - | - |
| 08.16 - Electricity - Admin | | - | - | 578,580 | 740,342 | 630,342 | 630,342 | 777,527 | 833,520 | 877,073 |
| 08.17 - Electricity - Maintenance | | - | - | - | - | - | - | - | - | - |
| 08.18 - Electricity - Streetlights Maintenance | | - | - | - | - | - | - | - | - | - |
| Vote 09 - | | - | - | - | - | - | - | - | - | - |
| Vote 10 - | | - | - | - | - | - | - | - | - | - |
| Vote 11 - | | - | - | - | - | - | - | - | - | - |
| Vote 12 - | | - | - | - | - | - | - | - | - | - |
| Vote 13 - | | - | - | - | - | - | - | - | - | - |
| Vote 14 - | | - | - | - | - | - | - | - | - | - |
| Vote 15 - Other | | - | - | - | - | - | - | - | - | - |
| Total Revenue by Vote | 2 | 1,854,546 | 1,881,199 | 2,053,148 | 2,338,902 | 2,177,055 | 2,177,055 | 2,360,897 | 2,482,035 | 2,636,536 |
| Expenditure by Vote | 1 | | | | | | | | | |
| Vote 01 - Executive & Council | | 40,167 | 43,422 | 43,801 | 46,355 | 46,057 | 46,057 | 51,241 | 54,475 | 57,640 |
| 01.1 - Councillor's Expenses | | 40,167 | 43,422 | 28,409 | 29,335 | 29,685 | 29,685 | 31,753 | 33,817 | 35,846 |
| 01.2 - Executive Mayor Admin | | - | - | 2,671 | 6,084 | 5,825 | 5,825 | 7,909 | 8,383 | 8,844 |
| 01.3 - Speakers Office Admin | | - | - | 12,720 | 10,935 | 10,546 | 10,546 | 11,580 | 12,275 | 12,950 |
| Vote 02 - Municipal And General | | 291,674 | 207,317 | 346,362 | 334,931 | 319,389 | 319,389 | 370,910 | 373,738 | 400,644 |
| 02.1 - Municipal And General | | 291,674 | 207,317 | 343,033 | 331,186 | 315,194 | 315,194 | 366,765 | 369,350 | 396,020 |
| 02.2 - Mun : Insurance Fund - Short Term | | - | - | 2,396 | 2,425 | 2,425 | 2,425 | 2,675 | 2,834 | 2,988 |
| 02.3 - Mun : Workmen's Compensation Fund | | - | - | 933 | 1,320 | 1,770 | 1,770 | 1,470 | 1,554 | 1,636 |
| Vote 03 - Municipal Manager | | 17,284 | 16,855 | 18,576 | 22,080 | 21,744 | 21,744 | 23,300 | 24,698 | 26,056 |
| 03.1 - Municipal Manager - Admin | | 17,284 | 16,855 | 11,784 | 11,082 | 10,903 | 10,903 | 11,479 | 12,168 | 12,837 |
| 03.2 - Internal Investigations | | - | - | (1,190) | 1,210 | 1,210 | 1,210 | 1,256 | 1,332 | 1,405 |
| 03.3 - Internal Audit | | - | - | 5,194 | 5,816 | 5,787 | 5,787 | 6,482 | 6,871 | 7,249 |
| 03.4 - Idp Unit | | - | - | 750 | 1,705 | 1,618 | 1,618 | 1,797 | 1,905 | 2,010 |
| 03.5 - Project Management Unit - Pmu | | - | - | 2,037 | 2,268 | 2,227 | 2,227 | 2,285 | 2,422 | 2,555 |
| Vote 04 - Corporate Services | | 53,802 | 51,493 | 56,567 | 68,256 | 70,581 | 70,581 | 74,381 | 79,841 | 83,173 |
| 04.1 - Corporate Services - Admin | | 53,802 | 51,493 | 9,138 | 9,396 | 9,336 | 9,336 | 9,894 | 10,486 | 11,063 |
| 04.2 - Office Services And Archives | | - | - | 8,051 | 12,421 | 12,344 | 12,344 | 12,882 | 13,655 | 14,406 |
| 04.3 - H R - Management | | - | - | 8,849 | 12,051 | 11,695 | 11,695 | 12,774 | 13,540 | 14,285 |
| 04.4 - H R - Recruitment And Benefits | | - | - | 1,717 | 2,074 | 2,059 | 2,059 | 2,174 | 2,293 | 2,408 |
| 04.5 - H R - Training And Development | | - | - | 2,580 | 3,571 | 3,551 | 3,551 | 3,570 | 3,784 | 3,993 |
| 04.6 - H R - Local Authority Training | | - | - | 1,404 | 3,800 | 6,941 | 6,941 | 6,500 | 8,000 | 7,500 |
| 04.7 - Publicity And Media Coordination | | - | - | 3,214 | 3,842 | 3,691 | 3,691 | 3,994 | 4,233 | 4,466 |
| 04.8 - Risk Management | | - | - | 2,099 | 2,263 | 2,243 | 2,243 | 2,387 | 2,530 | 2,669 |
| 04.9 - Security And Protection | | - | - | 19,515 | 18,838 | 18,721 | 18,721 | 20,206 | 21,318 | 22,384 |
| Vote 05 - Community Services | | 207,991 | 220,257 | 227,420 | 268,699 | 265,369 | 265,369 | 288,046 | 305,133 | 321,712 |
| 05.1 - Community Services - Admin | | 207,991 | 220,257 | 3,582 | 3,969 | 3,876 | 3,876 | 4,213 | 4,466 | 4,712 |
| 05.2 - Emergency Services | | - | - | 20,583 | 35,961 | 35,436 | 35,436 | 38,256 | 40,341 | 42,367 |
| 05.3 - Biodiversity And Landscape | | - | - | 576 | 629 | 618 | 618 | 670 | 710 | 749 |
| 05.4 - Libraries | | - | - | 14,632 | 16,775 | 16,347 | 16,347 | 17,220 | 18,270 | 18,819 |
| 05.5 - Road Traffic Regulations | | - | - | 32,920 | 40,597 | 39,439 | 39,439 | 43,554 | 46,177 | 48,705 |
| 05.6 - Vehicle Licensing And Testing | | - | - | 11,395 | 12,457 | 12,159 | 12,159 | 13,508 | 14,185 | 14,965 |
| 05.7 - Vehicle Licensing And Testing | | - | - | - | - | - | - | - | - | - |
| 05.8 - Community Parks | | - | - | 25,106 | 26,573 | 26,186 | 26,186 | 28,163 | 29,572 | 31,198 |
| 05.9 - Sport Grounds And Stadiums | | - | - | 6,924 | 8,017 | 7,864 | 7,864 | 8,409 | 8,997 | 9,537 |
| 05.10 - Community Halls And Facilities | | - | - | 3,875 | 4,076 | 3,987 | 3,987 | 4,496 | 4,766 | 5,028 |
| 05.11 - Swimming Pools | | - | - | 5,017 | 5,833 | 5,541 | 5,541 | 6,274 | 6,651 | 7,016 |
| 05.12 - Cemeteries | | - | - | 16,770 | 18,184 | 18,033 | 18,033 | 19,463 | 20,631 | 21,765 |
| 05.13 - Resorts And Camping Sites Inside Spm | | - | - | 7,468 | 8,332 | 8,167 | 8,167 | 8,954 | 9,473 | 9,994 |
| 05.14 - Resorts And Camping Sites Outside Spm | | - | - | 3,741 | 5,096 | 5,113 | 5,113 | 5,345 | 5,666 | 5,978 |
| 05.15 - Resort Transka | | - | - | 2,029 | 2,624 | 2,626 | 2,626 | 2,729 | 2,893 | 3,052 |

NC091 Sol Plaatje - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

| Vote Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|-----|------------------|------------------|------------------|----------------------|------------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| 05.16 - Health - Admin | | - | - | 2,875 | 3,417 | 3,404 | 3,404 | 3,609 | 3,808 | 4,017 |
| 05.17 - Health - Clinics | | - | - | 9,185 | 6,646 | 6,646 | 6,646 | 6,700 | 7,068 | 7,422 |
| 05.18 - Health - Inspections | | - | - | 5,377 | 7,693 | 8,298 | 8,298 | 8,287 | 8,785 | 9,268 |
| 05.19 - Health - Commonage And Pound | | - | - | 1,259 | 1,370 | 1,352 | 1,352 | 1,441 | 1,528 | 1,620 |
| 05.20 - Refuse - Polution Control/Collection | | - | - | 37,135 | 36,513 | 37,971 | 37,971 | 42,907 | 45,696 | 48,438 |
| 05.21 - Refuse - Landfill Sites | | - | - | 2,428 | 6,099 | 5,468 | 5,468 | 4,958 | 5,252 | 5,539 |
| 05.22 - Refuse - Maintenance | | - | - | 14,543 | 17,838 | 16,838 | 16,838 | 18,888 | 20,210 | 21,524 |
| Vote 06 - Financial Services | | 103,287 | 106,379 | 112,282 | 134,469 | 131,275 | 131,275 | 144,541 | 152,256 | 159,982 |
| 06.1 - Financial Services Admin | | 103,287 | 106,379 | 3,810 | 3,507 | 3,349 | 3,349 | 3,449 | 3,656 | 3,857 |
| 06.2 - Financial Management Grant | | - | - | 1,714 | 1,700 | 1,670 | 1,670 | 1,700 | 1,700 | 1,700 |
| 06.3 - Asset And Risk | | - | - | 5,272 | 7,627 | 7,169 | 7,169 | 9,798 | 9,531 | 9,500 |
| 06.4 - Budget And Financial Reporting | | - | - | 11,102 | 17,567 | 16,538 | 16,538 | 18,396 | 19,500 | 20,572 |
| 06.5 - Budget And Financial Reporting | | - | - | - | - | - | - | - | - | - |
| 06.6 - Expenditure Creditors/Payroll | | - | - | 8,404 | 10,232 | 10,066 | 10,066 | 10,778 | 11,425 | 12,053 |
| 06.7 - Information Technology | | - | - | 12,027 | 13,009 | 12,732 | 12,732 | 13,754 | 14,579 | 15,381 |
| 06.8 - Billing Finance | | - | - | 33,805 | 37,101 | 36,880 | 36,880 | 40,446 | 42,872 | 45,230 |
| 06.9 - Property Rates And Valuations | | - | - | 8,883 | 10,090 | 10,054 | 10,054 | 10,205 | 10,817 | 11,412 |
| 06.10 - Debt Collection | | - | - | 13,751 | 17,880 | 17,361 | 17,361 | 19,760 | 20,945 | 22,097 |
| 06.11 - Supply Chain Management | | - | - | 13,514 | 15,756 | 15,457 | 15,457 | 16,256 | 17,231 | 18,179 |
| Vote 07 - Strategy Econ Development And Planning | | 46,899 | 49,209 | 53,124 | 57,337 | 56,894 | 56,894 | 60,529 | 64,203 | 67,884 |
| 07.1 - Sedp Admin | | 46,899 | 49,209 | 2,737 | 2,885 | 2,862 | 2,862 | 2,882 | 3,041 | 3,193 |
| 07.2 - Tourism | | - | - | 3,886 | 4,019 | 3,934 | 3,934 | 4,080 | 4,305 | 4,542 |
| 07.3 - Properties Services | | - | - | 2,249 | 2,392 | 2,379 | 2,379 | 2,540 | 2,692 | 2,840 |
| 07.4 - Economic Development And Planning | | - | - | 8,735 | 8,568 | 9,071 | 9,071 | 8,713 | 9,235 | 9,743 |
| 07.5 - Town Planning | | - | - | 11,149 | 10,782 | 10,776 | 10,776 | 11,659 | 12,416 | 13,221 |
| 07.6 - Building Inspectorate | | - | - | 5,372 | 5,298 | 5,096 | 5,096 | 5,001 | 5,301 | 5,593 |
| 07.7 - Properties Maintenance | | - | - | 9,027 | 12,021 | 12,003 | 12,003 | 13,584 | 14,399 | 15,191 |
| 07.8 - Markets And Street Trading | | - | - | 7,015 | 7,331 | 6,915 | 6,915 | 8,109 | 8,596 | 9,068 |
| 07.9 - Urban Renewal Program | | - | - | 2,954 | 4,040 | 3,858 | 3,858 | 3,961 | 4,218 | 4,492 |
| Vote 08 - Infrastructure And Services | | 857,567 | 927,400 | 974,659 | 1,114,729 | 1,089,632 | 1,089,632 | 1,181,262 | 1,264,663 | 1,340,447 |
| 08.1 - Infrastructure Admin | | 857,567 | 927,400 | 2,074 | 3,584 | 3,381 | 3,381 | 4,035 | 4,277 | 4,512 |
| 08.2 - Ce - Water And Sanitation | | - | - | 5,720 | 6,487 | 6,256 | 6,256 | 6,829 | 7,238 | 7,636 |
| 08.3 - Public Toilets | | - | - | 2,089 | 2,339 | 2,277 | 2,277 | 2,396 | 2,540 | 2,679 |
| 08.4 - Mechanical Workshops | | - | - | 18,838 | 20,207 | 19,972 | 19,972 | 21,758 | 23,169 | 24,786 |
| 08.5 - Fleet | | - | - | (2,638) | 0 | (544) | (544) | - | (0) | 0 |
| 08.6 - Roads Planning And Design | | - | - | 5,126 | 6,009 | 5,768 | 5,768 | 6,294 | 6,672 | 7,038 |
| 08.7 - Road Construction And Maintenance | | - | - | 33,974 | 32,358 | 32,766 | 32,766 | 34,360 | 36,765 | 39,154 |
| 08.8 - Housing - Admin | | - | - | 20,485 | 20,246 | 20,078 | 20,078 | 21,096 | 22,361 | 23,590 |
| 08.9 - Housing - Maintenance | | - | - | 5,341 | 5,827 | 5,827 | 5,827 | 5,986 | 6,345 | 6,726 |
| 08.10 - Sewerage - Reticulation | | - | - | 9,494 | 15,639 | 5,808 | 5,808 | 14,471 | 15,133 | 15,778 |
| 08.11 - Sewerage - Treatment | | - | - | 35,893 | 31,619 | 31,889 | 31,889 | 34,735 | 37,011 | 39,416 |
| 08.12 - Sewerage - Maintenance | | - | - | 29,497 | 28,356 | 37,873 | 37,873 | 31,064 | 32,928 | 34,739 |
| 08.13 - Water - Treatment | | - | - | 42,165 | 45,781 | 46,635 | 46,635 | 47,455 | 49,831 | 52,121 |
| 08.14 - Water - Distribution | | - | - | 133,098 | 155,234 | 158,003 | 158,003 | 167,515 | 179,206 | 195,859 |
| 08.15 - Water - Maintenance | | - | - | 57,840 | 49,288 | 43,010 | 43,010 | 51,512 | 54,603 | 57,606 |
| 08.16 - Electricity - Admin | | - | - | 495,155 | 617,792 | 604,467 | 604,467 | 655,499 | 705,136 | 742,107 |
| 08.17 - Electricity - Maintenance | | - | - | 52,268 | 51,964 | 48,164 | 48,164 | 54,255 | 57,691 | 61,037 |
| 08.18 - Electricity - Streetlights Maintenance | | - | - | 28,239 | 22,000 | 18,000 | 18,000 | 22,000 | 23,760 | 25,661 |
| Vote 09 - | | - | - | - | - | - | - | - | - | - |
| Vote 10 - | | - | - | - | - | - | - | - | - | - |
| Vote 11 - | | - | - | - | - | - | - | - | - | - |
| Vote 12 - | | - | - | - | - | - | - | - | - | - |
| Vote 13 - | | - | - | - | - | - | - | - | - | - |
| Vote 14 - | | - | - | - | - | - | - | - | - | - |
| Vote 15 - Other | | - | - | - | - | - | - | - | - | - |
| Total Expenditure by Vote | 2 | 1,618,672 | 1,622,332 | 1,832,790 | 2,046,856 | 2,000,941 | 2,000,941 | 2,194,210 | 2,319,006 | 2,457,537 |
| Surplus/(Deficit) for the year | 2 | 235,873 | 258,867 | 220,357 | 292,046 | 176,114 | 176,114 | 166,687 | 163,029 | 178,999 |

References

1. Insert 'Vote'; e.g. Department, if different to Functional structure
2. Must reconcile to Financial Performance ('Revenue and Expenditure by Functional Classification' and 'Revenue and Expenditure')
3. Assign share in 'associate' to relevant Vote

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)

| Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|------|------------------|------------------|------------------|----------------------|------------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Revenue By Source | | | | | | | | | | | |
| Property rates | 2 | 484,397 | 455,092 | 492,400 | 541,312 | 541,312 | 541,312 | 541,312 | 578,654 | 625,994 | 674,739 |
| Service charges - electricity revenue | 2 | 595,477 | 594,267 | 584,943 | 727,992 | 617,992 | 617,992 | 617,992 | 763,527 | 820,800 | 863,653 |
| Service charges - water revenue | 2 | 223,280 | 236,344 | 227,138 | 268,108 | 268,108 | 268,108 | 268,108 | 286,042 | 302,997 | 324,944 |
| Service charges - sanitation revenue | 2 | 69,998 | 68,610 | 62,104 | 63,813 | 68,813 | 68,813 | 68,813 | 69,517 | 73,766 | 78,731 |
| Service charges - refuse revenue | 2 | 53,149 | 51,820 | 45,229 | 47,595 | 60,395 | 60,395 | 60,395 | 53,898 | 57,317 | 60,690 |
| Service charges - other | | (32,696) | | | | | | | | | |
| Rental of facilities and equipment | | 9,839 | 10,025 | 10,566 | 11,257 | 11,257 | 11,257 | 11,257 | 11,810 | 12,307 | 12,983 |
| Interest earned - external investments | | 20,996 | 21,576 | 18,700 | 20,000 | 15,000 | 15,000 | 15,000 | 15,000 | 21,000 | 22,000 |
| Interest earned - outstanding debtors | | 101,387 | 130,078 | 174,794 | 130,490 | 141,490 | 141,490 | 141,490 | 137,940 | 130,262 | 126,478 |
| Dividends received | | - | - | - | - | - | - | - | - | - | - |
| Fines, penalties and forfeits | | 17,407 | 19,915 | 21,830 | 25,735 | 25,735 | 25,735 | 25,735 | 26,805 | 28,413 | 29,976 |
| Licences and permits | | 2,851 | 2,801 | 5,312 | 3,450 | 3,450 | 3,450 | 3,450 | 4,764 | 5,002 | 5,277 |
| Agency services | | 6,486 | 6,975 | 5,539 | - | - | - | - | - | - | - |
| Transfers and subsidies | | 164,215 | 165,337 | 172,480 | 188,874 | 194,729 | 194,729 | 194,729 | 230,509 | 224,026 | 240,687 |
| Other revenue | 2 | 23,987 | 26,177 | 24,518 | 25,213 | 25,213 | 25,213 | 25,213 | 25,146 | 26,654 | 28,110 |
| Gains on disposal of PPE | | 1,786 | 2,659 | | - | 10,000 | 10,000 | 10,000 | - | - | - |
| Total Revenue (excluding capital transfers and contributions) | | 1,742,557 | 1,791,676 | 1,845,554 | 2,053,839 | 1,983,495 | 1,983,495 | 1,983,495 | 2,203,612 | 2,328,538 | 2,468,270 |
| Expenditure By Type | | | | | | | | | | | |
| Employee related costs | 2 | 602,966 | 567,317 | 647,309 | 716,652 | 698,652 | 698,652 | 698,652 | 770,966 | 818,205 | 864,258 |
| Remuneration of councillors | | 20,948 | 25,011 | 28,409 | 29,335 | 29,685 | 29,685 | 29,685 | 31,753 | 33,817 | 35,846 |
| Debt impairment | 3 | 159,613 | 190,195 | 240,467 | 227,000 | 207,000 | 207,000 | 207,000 | 226,000 | 240,800 | 259,984 |
| Depreciation & asset impairment | 2 | 57,792 | 60,291 | 64,443 | 69,250 | 69,250 | 69,250 | 69,250 | 71,600 | 76,724 | 81,747 |
| Finance charges | | 29,018 | 27,789 | 27,213 | 25,799 | 26,299 | 26,299 | 26,299 | 24,661 | 23,543 | 22,343 |
| Bulk purchases | 2 | 454,010 | 491,966 | 501,334 | 552,500 | 566,500 | 566,500 | 566,500 | 617,500 | 669,370 | 709,325 |
| Other materials | 8 | 133,684 | 121,748 | 161,263 | 170,612 | 172,946 | 172,946 | 172,946 | 191,225 | 178,868 | 195,314 |
| Contracted services | | 31,332 | 42,170 | 53,354 | 50,901 | 43,711 | 43,711 | 43,711 | 51,605 | 54,694 | 57,697 |
| Transfers and subsidies | | 6,625 | 7,984 | 9,325 | 9,670 | 6,970 | 6,970 | 3,342 | 7,670 | 7,710 | 7,749 |
| Other expenditure | 4, 5 | 122,274 | 87,862 | 97,520 | 195,138 | 179,929 | 179,929 | 179,929 | 201,231 | 215,276 | 223,274 |
| Loss on disposal of PPE | | 409 | - | 2,153 | - | - | - | - | - | - | - |
| Total Expenditure | | 1,618,672 | 1,622,333 | 1,832,791 | 2,046,856 | 2,000,941 | 2,000,941 | 1,997,314 | 2,194,210 | 2,319,006 | 2,457,537 |
| Surplus/(Deficit) | | 123,885 | 169,344 | 12,763 | 6,983 | (17,447) | (17,447) | (13,819) | 9,402 | 9,532 | 10,733 |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial and District transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) | 6 | 111,728 | 89,523 | 203,033 | 285,063 | 193,560 | 193,560 | 193,560 | 157,285 | 153,497 | 168,266 |
| Transfers and subsidies - capital (in-kind - all) | | 261 | - | 4,561 | - | - | - | - | - | - | - |
| Surplus/(Deficit) after capital transfers & contributions | | 235,873 | 258,866 | 220,357 | 292,046 | 176,114 | 176,114 | 179,742 | 166,687 | 163,029 | 178,999 |
| Taxation | | | | | | | | | | | |
| Surplus/(Deficit) after taxation | | 235,873 | 258,866 | 220,357 | 292,046 | 176,114 | 176,114 | 179,742 | 166,687 | 163,029 | 178,999 |
| Attributable to minorities | | | | | | | | | | | |
| Surplus/(Deficit) attributable to municipality | | 235,873 | 258,866 | 220,357 | 292,046 | 176,114 | 176,114 | 179,742 | 166,687 | 163,029 | 178,999 |
| Share of surplus/ (deficit) of associate | 7 | | | | | | | | | | |
| Surplus/(Deficit) for the year | | 235,873 | 258,866 | 220,357 | 292,046 | 176,114 | 176,114 | 179,742 | 166,687 | 163,029 | 178,999 |

References

1. Classifications are revenue sources and expenditure type
2. Detail to be provided in Table SA1
3. Previously described as 'bad or doubtful debts' - amounts shown should reflect the change in the provision for debt impairment
4. Expenditure type components previously shown under repairs and maintenance should be allocated back to the originating expenditure group/item; e.g. employee costs
5. Repairs & maintenance detailed in Table A9 and Table SA34c
6. Contributions are funds provided by external organisations to assist with infrastructure development; e.g. developer contributions (detail to be provided in Table SA1)
7. Equity method (Includes Joint Ventures)

NC091 Sol Plaatje - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

| Vote Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | 1 | | | | | | | | | | |
| Capital expenditure - Vote | | | | | | | | | | | |
| Multi-year expenditure to be appropriated | 2 | | | | | | | | | | |
| Vote 01 - Executive & Council | | - | - | 1,072 | - | - | - | - | - | - | - |
| Vote 02 - Municipal And General | | - | - | - | 177,796 | 81,161 | 81,161 | 81,161 | 68,668 | 71,000 | 90,000 |
| Vote 03 - Municipal Manager | | - | - | - | - | - | - | - | - | - | - |
| Vote 04 - Corporate Services | | - | - | - | - | - | - | - | - | - | - |
| Vote 05 - Community Services | | - | 3,002 | - | - | - | - | - | - | - | - |
| Vote 06 - Financial Services | | - | - | 11,340 | - | - | - | - | - | - | - |
| Vote 07 - Strategy Econ Development And Planning | | - | - | 813 | - | - | - | - | - | - | - |
| Vote 08 - Infrastructure And Services | | 67,571 | 37,767 | 145,907 | 81,393 | 101,823 | 101,823 | 101,823 | 16,000 | 34,547 | 41,110 |
| Vote 09 - | | - | - | - | - | - | - | - | - | - | - |
| Vote 10 - | | - | - | - | - | - | - | - | - | - | - |
| Vote 11 - | | - | - | - | - | - | - | - | - | - | - |
| Vote 12 - | | - | - | - | - | - | - | - | - | - | - |
| Vote 13 - | | - | - | - | - | - | - | - | - | - | - |
| Vote 14 - | | - | - | - | - | - | - | - | - | - | - |
| Vote 15 - Other | | - | - | - | - | - | - | - | - | - | - |
| Capital multi-year expenditure sub-total | 7 | 67,571 | 40,769 | 159,132 | 259,189 | 182,984 | 182,984 | 182,984 | 84,668 | 105,547 | 131,110 |
| Single-year expenditure to be appropriated | 2 | | | | | | | | | | |
| Vote 01 - Executive & Council | | - | 2,036 | - | - | - | - | - | - | - | - |
| Vote 02 - Municipal And General | | - | - | - | 7,715 | 9,190 | 9,190 | 9,190 | 13,436 | - | - |
| Vote 03 - Municipal Manager | | - | - | - | - | - | - | - | - | - | - |
| Vote 04 - Corporate Services | | - | 4,083 | - | - | - | - | - | - | - | - |
| Vote 05 - Community Services | | 6,958 | 24,416 | 8,583 | - | - | - | - | - | - | - |
| Vote 06 - Financial Services | | 3,767 | 2,665 | - | - | - | - | - | - | - | - |
| Vote 07 - Strategy Econ Development And Planning | | 21,307 | 7,120 | - | - | - | - | - | - | - | - |
| Vote 08 - Infrastructure And Services | | 52,048 | 38,602 | 82,742 | 66,337 | 38,939 | 38,939 | 38,939 | 86,180 | 74,950 | 78,156 |
| Vote 09 - | | - | - | - | - | - | - | - | - | - | - |
| Vote 10 - | | - | - | - | - | - | - | - | - | - | - |
| Vote 11 - | | - | - | - | - | - | - | - | - | - | - |
| Vote 12 - | | - | - | - | - | - | - | - | - | - | - |
| Vote 13 - | | - | - | - | - | - | - | - | - | - | - |
| Vote 14 - | | - | - | - | - | - | - | - | - | - | - |
| Vote 15 - Other | | - | - | - | - | - | - | - | - | - | - |
| Capital single-year expenditure sub-total | | 84,080 | 78,922 | 91,325 | 74,052 | 48,129 | 48,129 | 48,129 | 99,617 | 74,950 | 78,156 |
| Total Capital Expenditure - Vote | | 151,651 | 119,691 | 250,457 | 333,241 | 231,113 | 231,113 | 231,113 | 184,285 | 180,497 | 209,266 |
| Capital Expenditure - Functional | | | | | | | | | | | |
| Governance and administration | | 3,767 | 6,418 | 12,412 | 185,511 | 93,688 | 90,351 | 90,351 | 82,105 | 71,000 | 90,000 |
| Executive and council | | - | 2,036 | 1,072 | 185,511 | 93,688 | 90,351 | 90,351 | 82,105 | 71,000 | 90,000 |
| Finance and administration | | 3,767 | 4,382 | 11,340 | - | - | - | - | - | - | - |
| Internal audit | | - | - | - | - | - | - | - | - | - | - |
| Community and public safety | | 6,958 | 24,416 | 8,583 | - | - | - | - | - | - | - |
| Community and social services | | 6,951 | 24,416 | 8,583 | - | - | - | - | - | - | - |
| Sport and recreation | | - | - | - | - | - | - | - | - | - | - |
| Public safety | | 7 | - | - | - | - | - | - | - | - | - |
| Housing | | - | - | - | - | - | - | - | - | - | - |
| Health | | - | - | - | - | - | - | - | - | - | - |
| Economic and environmental services | | 21,266 | 24,980 | 121,137 | - | - | - | - | - | - | - |
| Planning and development | | 4,650 | - | 813 | - | - | - | - | - | - | - |
| Road transport | | 16,616 | 24,980 | 120,324 | - | - | - | - | - | - | - |
| Environmental protection | | - | - | - | - | - | - | - | - | - | - |
| Trading services | | 119,660 | 58,017 | 101,619 | 147,730 | 137,425 | 140,762 | 140,762 | 102,180 | 109,497 | 119,266 |
| Energy sources | | 26,760 | 11,144 | 25,105 | 53,997 | 44,834 | 47,997 | 47,997 | 43,998 | 29,000 | 24,880 |
| Water management | | 42,909 | 18,830 | 65,280 | 55,932 | 44,450 | 41,450 | 41,450 | 3,377 | 30,547 | 33,386 |
| Waste water management | | 49,991 | 16,560 | 11,234 | 37,801 | 48,141 | 51,315 | 51,315 | 54,806 | 49,950 | 61,000 |
| Waste management | | - | 11,483 | - | - | - | - | - | - | - | - |
| Other | | - | 5,860 | 6,706 | - | - | - | - | - | - | - |
| Total Capital Expenditure - Functional | 3 | 151,651 | 119,691 | 250,457 | 333,241 | 231,113 | 231,113 | 231,113 | 184,285 | 180,497 | 209,266 |
| Funded by: | | | | | | | | | | | |
| National Government | | 94,188 | 79,416 | 200,677 | 282,795 | 193,560 | 193,560 | 193,560 | 157,285 | 153,497 | 168,266 |
| Provincial Government | | 12,122 | 5,106 | 2,357 | - | - | - | - | - | - | - |
| District Municipality | | 5,419 | 5,000 | - | - | - | - | - | - | - | - |
| Other transfers and grants | | - | - | - | - | - | - | - | - | - | - |
| Transfers recognised - capital | 4 | 111,728 | 89,523 | 203,033 | 282,795 | 193,560 | 193,560 | 193,560 | 157,285 | 153,497 | 168,266 |
| Borrowing | 6 | | | | | | | | | | |
| Internally generated funds | | 39,922 | 30,168 | 47,423 | 50,446 | 37,552 | 37,552 | 37,552 | 27,000 | 27,000 | 41,000 |
| Total Capital Funding | 7 | 151,651 | 119,691 | 250,457 | 333,241 | 231,113 | 231,113 | 231,113 | 184,285 | 180,497 | 209,266 |

References

- Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).
- Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year
- Capital expenditure by functional classification must reconcile to the appropriations by vote
- Must reconcile to supporting table SA20 and to Budgeted Financial Performance (revenue and expenditure)
- Include finance leases and PPP capital funding component of unitary payment - total borrowing/repayments to reconcile to changes in Table SA17
- Total Capital Funding must balance with Total Capital Expenditure
- Include any capitalised interest (MFMA section 46) as part of relevant capital budget

| | | | | | | | | | | |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 05.8 - Community Parks | - | - | - | - | - | - | - | - | - | - |
| 05.9 - Sport Grounds And Stadiums | - | - | - | - | - | - | - | - | - | - |
| 05.10 - Community Halls And Facilities | - | - | - | - | - | - | - | - | - | - |
| 05.11 - Swimming Pools | - | - | - | - | - | - | - | - | - | - |
| 05.12 - Cemeteries | - | - | - | - | - | - | - | - | - | - |
| 05.13 - Resorts And Camping Sites Inside Spm | - | - | - | - | - | - | - | - | - | - |
| 05.14 - Resorts And Camping Sites Outside Spm | - | - | - | - | - | - | - | - | - | - |
| 05.15 - Resort Transka | - | - | - | - | - | - | - | - | - | - |
| 05.16 - Health - Admin | - | - | - | - | - | - | - | - | - | - |
| 05.17 - Health - Clinics | - | - | - | - | - | - | - | - | - | - |
| 05.18 - Health - Inspections | - | - | - | - | - | - | - | - | - | - |
| 05.19 - Health - Commonage And Pound | - | - | - | - | - | - | - | - | - | - |
| 05.20 - Refuse - Pollution Control/Collection | - | - | - | - | - | - | - | - | - | - |
| 05.21 - Refuse - Landfill Sites | - | - | - | - | - | - | - | - | - | - |
| 05.22 - Refuse - Maintenance | - | - | - | - | - | - | - | - | - | - |
| Vote 06 - Financial Services | 3,767 | 2,665 | - | - | - | - | - | - | - | - |
| 06.1 - Financial Services Admin | 3,767 | 2,665 | - | - | - | - | - | - | - | - |
| 06.2 - Financial Management Grant | - | - | - | - | - | - | - | - | - | - |
| 06.3 - Asset And Risk | - | - | - | - | - | - | - | - | - | - |
| 06.4 - Budget And Financial Reporting | - | - | - | - | - | - | - | - | - | - |
| 06.5 - Budget And Financial Reporting | - | - | - | - | - | - | - | - | - | - |
| 06.6 - Expenditure Creditors/Payroll | - | - | - | - | - | - | - | - | - | - |
| 06.7 - Information Technology | - | - | - | - | - | - | - | - | - | - |
| 06.8 - Billing Finance | - | - | - | - | - | - | - | - | - | - |
| 06.9 - Property Rates And Valuations | - | - | - | - | - | - | - | - | - | - |
| 06.10 - Debt Collection | - | - | - | - | - | - | - | - | - | - |
| 06.11 - Supply Chain Management | - | - | - | - | - | - | - | - | - | - |
| Vote 07 - Strategy Econ Development And Planning | 21,307 | 7,120 | - | - | - | - | - | - | - | - |
| 07.1 - Sedp Admin | 21,307 | 7,120 | - | - | - | - | - | - | - | - |
| 07.2 - Tourism | - | - | - | - | - | - | - | - | - | - |
| 07.3 - Properties Services | - | - | - | - | - | - | - | - | - | - |
| 07.4 - Economic Development And Planning | - | - | - | - | - | - | - | - | - | - |
| 07.5 - Town Planning | - | - | - | - | - | - | - | - | - | - |
| 07.6 - Building Inspectorate | - | - | - | - | - | - | - | - | - | - |
| 07.7 - Properties Maintenance | - | - | - | - | - | - | - | - | - | - |
| 07.8 - Markets And Street Trading | - | - | - | - | - | - | - | - | - | - |
| 07.9 - Urban Renewal Program | - | - | - | - | - | - | - | - | - | - |
| Vote 08 - Infrastructure And Services | 52,048 | 38,602 | 82,742 | 66,337 | 38,939 | 38,939 | 38,939 | 86,180 | 74,950 | 78,156 |
| 08.1 - Infrastructure Admin | 52,048 | 38,602 | - | - | - | - | - | - | - | - |
| 08.2 - Ce - Water And Sanitation | - | - | - | - | - | - | - | - | - | - |
| 08.3 - Public Toilets | - | - | - | - | - | - | - | - | - | - |
| 08.4 - Mechanical Workshops | - | - | - | - | - | - | - | - | - | - |
| 08.5 - Fleet | - | - | - | - | - | - | - | - | - | - |
| 08.6 - Roads Planning And Design | - | - | 12,076 | - | - | - | - | - | - | - |
| 08.7 - Road Construction And Maintenance | - | - | - | - | - | - | - | - | - | - |
| 08.8 - Housing - Admin | - | - | - | - | - | - | - | - | - | - |
| 08.9 - Housing - Maintenance | - | - | - | - | - | - | - | - | - | - |
| 08.10 - Sewerage - Reticulation | - | - | 8,975 | 17,000 | 13,600 | 13,600 | 13,600 | 44,806 | 44,950 | 56,000 |
| 08.11 - Sewerage - Treatment | - | - | - | - | - | - | - | - | - | - |
| 08.12 - Sewerage - Maintenance | - | - | - | - | - | - | - | - | - | - |
| 08.13 - Water - Treatment | - | - | - | - | - | - | - | - | - | - |
| 08.14 - Water - Distribution | - | - | 36,635 | 23,000 | - | - | - | 377 | 20,000 | 16,156 |
| 08.15 - Water - Maintenance | - | - | - | - | - | - | - | - | - | - |
| 08.16 - Electricity - Admin | - | - | 25,056 | 26,337 | 25,339 | 25,339 | 25,339 | 40,998 | 10,000 | 6,000 |
| 08.17 - Electricity - Maintenance | - | - | - | - | - | - | - | - | - | - |
| 08.18 - Electricity - Streetlights Maintenance | - | - | - | - | - | - | - | - | - | - |
| Vote 09 - | - | - | - | - | - | - | - | - | - | - |
| Vote 10 - | - | - | - | - | - | - | - | - | - | - |
| Vote 11 - | - | - | - | - | - | - | - | - | - | - |
| Vote 12 - | - | - | - | - | - | - | - | - | - | - |
| Vote 13 - | - | - | - | - | - | - | - | - | - | - |
| Vote 14 - | - | - | - | - | - | - | - | - | - | - |
| Vote 15 - Other | - | - | - | - | - | - | - | - | - | - |
| Capital single-year expenditure sub-total | 84,080 | 78,922 | 91,325 | 74,052 | 48,129 | 48,129 | 48,129 | 99,617 | 74,950 | 78,156 |
| Total Capital Expenditure | 151,651 | 119,691 | 250,457 | 333,241 | 231,113 | 231,113 | 231,113 | 184,285 | 180,497 | 209,266 |

NC091 Sol Plaatje - Table A6 Budgeted Financial Position

| Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|-----|------------------|------------------|------------------|----------------------|------------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | | | | | | | | | | |
| ASSETS | | | | | | | | | | |
| Current assets | | | | | | | | | | |
| Cash | | 259,276 | 245,735 | 135,240 | 183,584 | 115,264 | 115,264 | 202,093 | 382,843 | 380,736 |
| Call investment deposits | 1 | - | - | - | - | - | - | - | - | - |
| Consumer debtors | 1 | 338,941 | 708,946 | 823,390 | 946,367 | 474,096 | 474,096 | 619,983 | 513,283 | 435,921 |
| Other debtors | | 531,936 | 368,787 | 489,327 | 296,602 | 713,444 | 713,444 | 760,813 | 870,662 | 988,775 |
| Current portion of long-term receivables | | - | - | - | - | - | - | - | - | - |
| Inventory | 2 | 32,656 | 31,936 | 36,167 | 35,209 | 35,209 | 35,209 | 36,347 | 37,558 | 39,025 |
| Total current assets | | 1,162,808 | 1,355,405 | 1,484,124 | 1,461,762 | 1,338,013 | 1,338,013 | 1,619,236 | 1,804,346 | 1,844,457 |
| Non current assets | | | | | | | | | | |
| Long-term receivables | | 1,649 | 7,485 | 9,845 | (31,370) | 7,817 | 7,817 | 7,739 | 7,662 | 7,585 |
| Investments | | | | | | | | | | |
| Investment property | | 196,328 | 195,886 | 194,126 | 191,988 | 192,288 | 192,288 | 193,202 | 194,369 | 195,486 |
| Investment in Associate | | | | | | | | | | |
| Property, plant and equipment | 3 | 1,424,228 | 1,471,109 | 1,647,080 | 1,870,186 | 1,869,886 | 1,869,886 | 1,855,767 | 1,895,987 | 1,955,370 |
| Biological | | | | | | | | | | |
| Intangible | | 6,299 | 3,826 | 11,052 | 3,961 | 3,961 | 3,961 | 11,228 | 11,267 | 11,307 |
| Other non-current assets | | 7,864 | 7,864 | 7,864 | 7,864 | 7,864 | 7,864 | 7,864 | 7,864 | 7,864 |
| Total non current assets | | 1,636,369 | 1,686,169 | 1,869,966 | 2,042,628 | 2,081,815 | 2,081,815 | 2,075,799 | 2,117,149 | 2,177,613 |
| TOTAL ASSETS | | 2,799,177 | 3,041,573 | 3,354,090 | 3,504,390 | 3,419,828 | 3,419,828 | 3,695,035 | 3,921,495 | 4,022,069 |
| LIABILITIES | | | | | | | | | | |
| Current liabilities | | | | | | | | | | |
| Bank overdraft | 1 | - | - | - | - | - | - | - | - | - |
| Borrowing | 4 | 8,201 | 8,238 | 12,680 | - | 9,399 | 9,399 | 9,399 | 9,531 | 10,731 |
| Consumer deposits | | 24,967 | 26,182 | 32,341 | 23 | 31,392 | 31,392 | 33,274 | 35,270 | 37,384 |
| Trade and other payables | 4 | 197,025 | 178,192 | 239,220 | 221,172 | 221,172 | 221,172 | 221,118 | 224,151 | 230,122 |
| Provisions | | 8,696 | 54,092 | 59,896 | 280,696 | 11,658 | 11,658 | 12,416 | 13,161 | 14,016 |
| Total current liabilities | | 238,889 | 266,704 | 344,136 | 501,891 | 273,622 | 273,622 | 276,208 | 282,112 | 292,253 |
| Non current liabilities | | | | | | | | | | |
| Borrowing | | 218,675 | 210,435 | 204,226 | 191,934 | 182,534 | 182,534 | 163,018 | 134,688 | 104,895 |
| Provisions | | 261,856 | 216,144 | 237,081 | 28,353 | 297,390 | 297,390 | 285,122 | 302,229 | 320,297 |
| Total non current liabilities | | 480,531 | 426,578 | 441,306 | 220,286 | 479,925 | 479,925 | 448,139 | 436,917 | 425,192 |
| TOTAL LIABILITIES | | 719,420 | 693,283 | 785,443 | 722,177 | 753,547 | 753,547 | 724,347 | 719,029 | 717,446 |
| NET ASSETS | 5 | 2,079,758 | 2,348,290 | 2,568,647 | 2,782,213 | 2,666,281 | 2,666,281 | 2,970,688 | 3,202,467 | 3,304,624 |
| COMMUNITY WEALTH/EQUITY | | | | | | | | | | |
| Accumulated Surplus/(Deficit) | | 1,975,540 | 2,221,345 | 2,468,281 | 2,686,713 | 2,570,781 | 2,570,781 | 2,884,845 | 3,120,923 | 3,222,331 |
| Reserves | 4 | 104,217 | 126,945 | 100,366 | 95,500 | 95,500 | 95,500 | 85,843 | 81,543 | 82,293 |
| TOTAL COMMUNITY WEALTH/EQUITY | 5 | 2,079,758 | 2,348,290 | 2,568,647 | 2,782,213 | 2,666,281 | 2,666,281 | 2,970,688 | 3,202,467 | 3,304,624 |

References

1. Detail to be provided in Table SA3
2. Include completed low cost housing to be transferred to beneficiaries within 12 months
3. Include 'Construction-work-in-progress' (disclosed separately in annual financial statements)
4. Detail to be provided in Table SA3. Includes reserves to be funded by statute.
5. Net assets must balance with Total Community Wealth/Equity

NC091 Sol Plaatje - Table A8 Cash backed reserves/accumulated surplus reconciliation

| Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|-----|------------------|------------------|------------------|----------------------|------------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Cash and investments available | | | | | | | | | | | |
| Cash/cash equivalents at the year end | 1 | 259,277 | 245,734 | 135,240 | 184,406 | 115,263 | 115,263 | – | 202,090 | 382,818 | 380,337 |
| Other current investments > 90 days | | (1) | 1 | 0 | (823) | 1 | 1 | 115,264 | 2 | 25 | 399 |
| Non current assets - Investments | 1 | – | – | – | – | – | – | – | – | – | – |
| Cash and investments available: | | 259,276 | 245,735 | 135,240 | 183,584 | 115,264 | 115,264 | 115,264 | 202,093 | 382,843 | 380,736 |
| Application of cash and investments | | | | | | | | | | | |
| Unspent conditional transfers | | 11,012 | 12,350 | 31,649 | – | – | – | – | – | – | – |
| Unspent borrowing | | – | – | – | – | – | – | – | – | – | – |
| Statutory requirements | 2 | | | | | | | | | | |
| Other working capital requirements | 3 | (451,524) | (591,657) | (678,767) | (750,925) | (693,832) | (693,832) | 203,382 | (1,011,833) | (1,016,952) | (999,963) |
| Other provisions | | | | | | | | | | | |
| Long term investments committed | 4 | – | – | – | – | – | – | – | – | – | – |
| Reserves to be backed by cash/investments | 5 | 104,215 | 126,945 | 100,365 | 95,500 | 95,500 | 95,500 | – | 68,213 | 70,048 | 86,448 |
| Total Application of cash and investments: | | (336,297) | (452,362) | (546,753) | (655,425) | (598,332) | (598,332) | 203,382 | (943,620) | (946,904) | (913,515) |
| Surplus(shortfall) | | 595,572 | 698,097 | 681,993 | 839,009 | 713,596 | 713,596 | (88,118) | 1,145,712 | 1,329,747 | 1,294,251 |

References

1. Must reconcile with Budgeted Cash Flows
2. For example: VAT, taxation
3. Council approval for policy required - include sufficient working capital (e.g. allowing for a % of current debtors > 90 days as uncollectable)
4. For example: sinking fund requirements for borrowing
5. Council approval required for each reserve created and basis of cash backing of reserves

Other working capital requirements

| | | | | | | | | | | |
|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|------------------|------------------|----------------|
| Debtors | 612,796 | 724,774 | 862,803 | 954,307 | 897,214 | 897,214 | – | 1,215,160 | 1,223,112 | 1,215,976 |
| Creditors due | 161,272 | 133,117 | 184,036 | 203,382 | 203,382 | 203,382 | 203,382 | 203,327 | 206,160 | 216,013 |
| Total | 451,524 | 591,657 | 678,767 | 750,925 | 693,832 | 693,832 | (203,382) | 1,011,833 | 1,016,952 | 999,963 |

Debtors collection assumptions

| | | | | | | | | | | |
|-------------------------------------|---------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Balance outstanding - debtors | 872,526 | 1,085,218 | 1,322,562 | 1,211,600 | 1,195,357 | 1,195,357 | 1,195,357 | 1,388,535 | 1,391,607 | 1,432,281 |
| Estimate of debtors collection rate | 70.2% | 66.8% | 65.2% | 78.8% | 75.1% | 75.1% | 0.0% | 87.5% | 87.9% | 84.9% |

Reserves to be backed by cash/investments

| | | | | | | | | | | |
|---------------------|----------------|----------------|----------------|---------------|---------------|---------------|----------|---------------|---------------|---------------|
| Capital Replacement | 70,057 | 92,131 | 65,117 | 60,000 | 60,000 | 60,000 | – | 32,565 | 34,000 | 50,000 |
| Self-Insurance | 23,548 | 24,093 | 24,278 | 24,500 | 24,500 | 24,500 | – | 24,478 | 24,678 | 24,878 |
| Coid | 10,610 | 10,721 | 10,970 | 11,000 | 11,000 | 11,000 | – | 11,170 | 11,370 | 11,570 |
| Total | 104,215 | 126,945 | 100,365 | 95,500 | 95,500 | 95,500 | – | 68,213 | 70,048 | 86,448 |

| | | | | | | | | | | |
|---|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Total Upgrading of Existing Assets | 6 | - | - | - | 204,587 | 49,919 | 49,919 | 76,436 | 79,950 | 71,000 |
| <i>Roads Infrastructure</i> | | - | - | - | 151,699 | - | - | 53,436 | 55,000 | 55,000 |
| <i>Storm water Infrastructure</i> | | - | - | - | - | - | - | - | - | - |
| <i>Electrical Infrastructure</i> | | - | - | - | 19,337 | 10,000 | 10,000 | 5,000 | 5,000 | - |
| <i>Water Supply Infrastructure</i> | | - | - | - | 33,551 | 18,494 | 18,494 | 3,000 | 13,000 | 13,000 |
| <i>Sanitation Infrastructure</i> | | - | - | - | - | 19,425 | 19,425 | 15,000 | 6,950 | 3,000 |
| <i>Solid Waste Infrastructure</i> | | - | - | - | - | - | - | - | - | - |
| <i>Rail Infrastructure</i> | | - | - | - | - | - | - | - | - | - |
| <i>Coastal Infrastructure</i> | | - | - | - | - | - | - | - | - | - |
| <i>Information and Communication Infrastructure</i> | | - | - | - | - | - | - | - | - | - |
| Infrastructure | | - | - | - | 204,587 | 47,919 | 47,919 | 76,436 | 79,950 | 71,000 |
| Community Facilities | | - | - | - | - | - | - | - | - | - |
| Sport and Recreation Facilities | | - | - | - | - | - | - | - | - | - |
| Community Assets | | - | - | - | - | - | - | - | - | - |
| Heritage Assets | | - | - | - | - | - | - | - | - | - |
| Revenue Generating | | - | - | - | - | - | - | - | - | - |
| Non-revenue Generating | | - | - | - | - | - | - | - | - | - |
| Investment properties | | - | - | - | - | - | - | - | - | - |
| Operational Buildings | | - | - | - | - | 2,000 | 2,000 | - | - | - |
| Housing | | - | - | - | - | - | - | - | - | - |
| Other Assets | | - | - | - | - | 2,000 | 2,000 | - | - | - |
| Biological or Cultivated Assets | | - | - | - | - | - | - | - | - | - |
| Servitudes | | - | - | - | - | - | - | - | - | - |
| Licences and Rights | | - | - | - | - | - | - | - | - | - |
| Intangible Assets | | - | - | - | - | - | - | - | - | - |
| Computer Equipment | | - | - | - | - | - | - | - | - | - |
| Furniture and Office Equipment | | - | - | - | - | - | - | - | - | - |
| Machinery and Equipment | | - | - | - | - | - | - | - | - | - |
| Transport Assets | | - | - | - | - | - | - | - | - | - |
| Land | | - | - | - | - | - | - | - | - | - |
| Zoo's, Marine and Non-biological Animals | | - | - | - | - | - | - | - | - | - |
| Total Capital Expenditure | 4 | 151,651 | 119,691 | 250,457 | 333,241 | 231,113 | 231,113 | 184,285 | 180,497 | 209,266 |
| <i>Roads Infrastructure</i> | | 16,616 | 24,980 | 108,785 | 164,747 | 18,698 | 18,698 | 53,436 | 55,000 | 55,000 |
| <i>Storm water Infrastructure</i> | | - | - | 11,538 | - | 58,000 | 58,000 | - | - | - |
| <i>Electrical Infrastructure</i> | | 26,760 | 11,144 | 25,105 | 53,997 | 44,834 | 44,834 | 43,998 | 29,000 | 24,880 |
| <i>Water Supply Infrastructure</i> | | 42,909 | 18,830 | 65,280 | 55,932 | 44,450 | 44,450 | 3,377 | 30,547 | 33,386 |
| <i>Sanitation Infrastructure</i> | | 49,991 | 16,560 | 11,234 | 37,801 | 48,141 | 48,141 | 54,806 | 49,950 | 61,000 |
| <i>Solid Waste Infrastructure</i> | | - | 11,483 | - | - | - | - | - | - | - |
| <i>Rail Infrastructure</i> | | - | - | - | - | - | - | - | - | - |
| <i>Coastal Infrastructure</i> | | - | - | - | - | - | - | - | - | - |
| <i>Information and Communication Infrastructure</i> | | - | - | - | - | - | - | - | - | - |
| Infrastructure | | 136,275 | 82,997 | 221,943 | 312,477 | 214,123 | 214,123 | 155,617 | 164,497 | 174,266 |
| Community Facilities | | 6,951 | 24,274 | 8,583 | 4,765 | 2,473 | 2,473 | 12,668 | - | - |
| Sport and Recreation Facilities | | - | 142 | - | - | 4,717 | 4,717 | - | - | - |
| Community Assets | | 6,951 | 24,416 | 8,583 | 4,765 | 7,190 | 7,190 | 12,668 | - | - |
| Heritage Assets | | - | - | - | - | - | - | - | - | - |
| Revenue Generating | | 2,380 | 115 | - | 5,000 | 2,800 | 2,800 | 2,000 | 2,000 | 2,000 |
| Non-revenue Generating | | - | - | - | - | - | - | - | - | - |
| Investment properties | | 2,380 | 115 | - | 5,000 | 2,800 | 2,800 | 2,000 | 2,000 | 2,000 |
| Operational Buildings | | 7 | - | 1,516 | - | 2,000 | 2,000 | - | - | - |
| Housing | | - | - | - | - | - | - | - | - | - |
| Other Assets | | 7 | - | 1,516 | - | 2,000 | 2,000 | - | - | - |
| Biological or Cultivated Assets | | - | - | - | - | - | - | - | - | - |
| Servitudes | | - | - | - | - | - | - | - | - | - |
| Licences and Rights | | 3,767 | 1,656 | 12,153 | - | - | - | - | - | - |
| Intangible Assets | | 3,767 | 1,656 | 12,153 | - | - | - | - | - | - |
| Computer Equipment | | 2,270 | - | - | 4,000 | 3,000 | 3,000 | 5,000 | 5,000 | 20,000 |
| Furniture and Office Equipment | | - | 4,647 | - | 3,000 | 1,000 | 1,000 | 3,000 | 3,000 | 3,000 |
| Machinery and Equipment | | - | - | 259 | - | - | - | - | - | - |
| Transport Assets | | - | 5,860 | 6,003 | 4,000 | 1,000 | 1,000 | 6,000 | 6,000 | 10,000 |
| Land | | - | - | - | - | - | - | - | - | - |
| Zoo's, Marine and Non-biological Animals | | - | - | - | - | - | - | - | - | - |
| TOTAL CAPITAL EXPENDITURE - Asset class | | 151,651 | 119,691 | 250,457 | 333,241 | 231,113 | 231,113 | 184,285 | 180,497 | 209,266 |

| | | | | | | | | | | |
|---|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| ASSET REGISTER SUMMARY - PPE (WDV) | 5 | 1,634,720 | 1,670,822 | 1,860,122 | 2,073,998 | 2,073,998 | 2,073,998 | 2,068,060 | 2,109,487 | 2,170,027 |
| <i>Roads Infrastructure</i> | | 308,727 | 320,673 | 409,965 | 432,749 | 352,086 | 352,086 | 337,100 | 338,555 | 339,129 |
| <i>Storm water Infrastructure</i> | | | | | 51,413 | 145,112 | 145,112 | 109,413 | 95,805 | 113,802 |
| <i>Electrical Infrastructure</i> | | 214,448 | 219,345 | 237,020 | 291,842 | 288,679 | 288,679 | 313,843 | 322,223 | 329,275 |
| <i>Water Supply Infrastructure</i> | | 163,197 | 174,653 | 253,237 | 276,783 | 274,783 | 274,783 | 276,767 | 316,275 | 343,764 |
| <i>Sanitation Infrastructure</i> | | 361,671 | 370,878 | 369,904 | 422,737 | 414,563 | 414,563 | 439,742 | 456,027 | 460,776 |
| <i>Solid Waste Infrastructure</i> | | 25,677 | 23,628 | 22,612 | 34,952 | 34,952 | 34,952 | 6,599 | 6,599 | 6,599 |
| <i>Rail Infrastructure</i> | | | | | | | | | | |
| <i>Coastal Infrastructure</i> | | | | | | | | | | |
| <i>Information and Communication Infrastructure</i> | | | | | | | | | | |
| Infrastructure | | 1,073,718 | 1,109,177 | 1,292,737 | 1,510,476 | 1,510,176 | 1,510,176 | 1,483,464 | 1,535,484 | 1,593,344 |
| Community Assets | | 287,634 | 304,544 | 304,554 | 256,403 | 258,403 | 258,403 | 271,497 | 262,467 | 252,850 |
| Heritage Assets | | 7,864 | 7,864 | 7,864 | 7,864 | 7,864 | 7,864 | 7,864 | 7,864 | 7,864 |
| Investment properties | | 196,328 | 195,886 | 194,126 | 191,988 | 192,288 | 192,288 | 193,202 | 194,369 | 195,486 |
| Other Assets | | | | | | | | | | |
| Biological or Cultivated Assets | | | | | | | | | | |
| Intangible Assets | | 6,299 | 3,826 | 11,052 | 3,961 | 3,961 | 3,961 | 11,228 | 11,267 | 11,307 |
| Computer Equipment | | 62,876 | | 4,745 | 10,658 | 10,658 | 10,658 | 11,658 | 12,863 | 29,887 |
| Furniture and Office Equipment | | | 5,191 | 4,131 | 3,391 | 3,391 | 3,391 | 3,391 | 3,628 | 3,621 |
| Machinery and Equipment | | | 4,216 | 3,337 | 4,638 | 2,638 | 2,638 | 4,638 | 4,638 | 4,638 |
| Transport Assets | | | 40,119 | 37,576 | 29,689 | 29,689 | 29,689 | 26,189 | 21,977 | 16,100 |
| Land | | | | | 54,930 | 54,930 | 54,930 | 54,930 | 54,930 | 54,930 |
| Zoo's, Marine and Non-biological Animals | | | | | | | | | | |
| TOTAL ASSET REGISTER SUMMARY - PPE (WDV) | 5 | 1,634,720 | 1,670,822 | 1,860,122 | 2,073,998 | 2,073,998 | 2,073,998 | 2,068,060 | 2,109,487 | 2,170,027 |
| EXPENDITURE OTHER ITEMS | | 191,476 | 182,038 | 225,705 | 316,063 | 314,538 | 314,538 | 332,550 | 356,909 | 381,187 |
| Depreciation | 7 | 57,792 | 60,291 | 64,443 | 69,250 | 69,250 | 69,250 | 71,600 | 76,724 | 81,747 |
| Repairs and Maintenance by Asset Class | 3 | 133,684 | 121,748 | 161,263 | 246,813 | 245,288 | 245,288 | 260,950 | 280,185 | 299,440 |
| <i>Roads Infrastructure</i> | | 13,612 | 18,157 | 23,897 | 40,528 | 42,468 | 42,468 | 42,380 | 47,896 | 53,392 |
| <i>Storm water Infrastructure</i> | | | | | 600 | 600 | 600 | 600 | 642 | 684 |
| <i>Electrical Infrastructure</i> | | 22,225 | 26,099 | 35,931 | 59,739 | 56,626 | 56,626 | 61,400 | 65,426 | 69,417 |
| <i>Water Supply Infrastructure</i> | | 21,617 | 17,471 | 28,953 | 42,438 | 36,799 | 36,799 | 44,662 | 47,342 | 49,946 |
| <i>Sanitation Infrastructure</i> | | 9,171 | 15,137 | 12,982 | 25,426 | 32,395 | 32,395 | 28,074 | 29,759 | 31,395 |
| <i>Solid Waste Infrastructure</i> | | 13,147 | 13,715 | 20,801 | 22,237 | 22,104 | 22,104 | 24,096 | 25,728 | 27,345 |
| <i>Rail Infrastructure</i> | | | | | | | | | | |
| <i>Coastal Infrastructure</i> | | | | | | 1,568 | 1,568 | 1,571 | 1,669 | 1,765 |
| <i>Information and Communication Infrastructure</i> | | | | | | | | | | |
| Infrastructure | | 79,772 | 90,578 | 122,564 | 190,968 | 192,560 | 192,560 | 202,784 | 218,461 | 233,942 |
| Community Facilities | | 8,624 | 749 | 6,789 | 4,511 | 3,221 | 3,221 | 3,810 | 4,018 | 4,240 |
| Sport and Recreation Facilities | | 1,863 | 390 | 402 | 391 | 404 | 404 | 440 | 452 | 479 |
| Community Assets | | 10,487 | 1,139 | 7,190 | 4,902 | 3,625 | 3,625 | 4,250 | 4,470 | 4,719 |
| Heritage Assets | | | | | | | | | | |
| Revenue Generating | | | 929 | | 6,681 | 6,711 | 6,711 | 6,880 | 7,293 | 7,725 |
| Non-revenue Generating | | | | | | | | | | |
| Investment properties | | | 929 | | 6,681 | 6,711 | 6,711 | 6,880 | 7,293 | 7,725 |
| Operational Buildings | | 43,425 | 19,395 | 31,509 | 8,964 | 13,278 | 13,278 | 10,953 | 11,616 | 12,270 |
| Housing | | | | | | | | | | |
| Other Assets | | 43,425 | 19,395 | 31,509 | 8,964 | 13,278 | 13,278 | 10,953 | 11,616 | 12,270 |
| Biological or Cultivated Assets | | | | | | | | | | |
| Servitudes | | | | | | | | | | |
| Licences and Rights | | | | | | | | | | |
| Intangible Assets | | | | | | | | | | |
| Computer Equipment | | | | | | | | | | |
| Furniture and Office Equipment | | | 3,699 | | 1,849 | 1,938 | 1,938 | 1,758 | 1,865 | 1,969 |
| Machinery and Equipment | | | | | 21,860 | 20,929 | 20,929 | 23,378 | 24,878 | 26,564 |
| Transport Assets | | | 6,007 | | 11,588 | 6,246 | 6,246 | 10,947 | 11,604 | 12,250 |
| Land | | | | | | | | | | |
| Zoo's, Marine and Non-biological Animals | | | | | | | | | | |
| TOTAL EXPENDITURE OTHER ITEMS | | 191,476 | 182,038 | 225,705 | 316,063 | 314,538 | 314,538 | 332,550 | 356,909 | 381,187 |
| Renewal and upgrading of Existing Assets as % of total capex | | 60.9% | 65.6% | 52.4% | 74.9% | 66.3% | 66.3% | 54.0% | 72.5% | 65.9% |
| Renewal and upgrading of Existing Assets as % of deprecn | | 159.8% | 130.2% | 203.8% | 360.5% | 221.2% | 221.2% | 138.9% | 170.7% | 168.8% |
| R&M as a % of PPE | | 9.4% | 8.3% | 9.8% | 13.2% | 13.1% | 13.1% | 14.1% | 14.8% | 15.3% |
| Renewal and upgrading and R&M as a % of PPE | | 14.0% | 12.0% | 16.0% | 24.0% | 19.0% | 19.0% | 17.0% | 19.0% | 20.0% |

References

1. Detail of new assets provided in Table SA34a
2. Detail of renewal of existing assets provided in Table SA34b
3. Detail of Repairs and Maintenance by Asset Class provided in Table SA34c
4. Must reconcile to total capital expenditure on Budgeted Capital Expenditure
5. Must reconcile to 'Budgeted Financial Position' (written down value)
6. Detail of upgrading of existing assets provided in Table SA34e
7. Detail of depreciation provided in Table SA34d

NC091 Sol Plaatje - Table A10 Basic service delivery measurement

| Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|-----|---------------|---------------|---------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Outcome | Outcome | Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Household service targets | 1 | | | | | | | | | |
| Water: | | | | | | | | | | |
| Piped water inside dwelling | | 39,400 | 39,400 | 39,400 | 39,400 | 39,400 | 39,400 | 39,400 | 39,400 | 39,400 |
| Piped water inside yard (but not in dwelling) | | 15,400 | 15,400 | 15,400 | 15,400 | 15,400 | 15,400 | 15,400 | 15,400 | 15,400 |
| Using public tap (at least min.service level) | 2 | 7,570 | 7,570 | 7,570 | 7,646 | 7,646 | 7,646 | 7,722 | 7,722 | 7,722 |
| Other water supply (at least min.service level) | 4 | - | - | - | - | - | - | - | - | - |
| <i>Minimum Service Level and Above sub-total</i> | | 62,370 | 62,370 | 62,370 | 62,446 | 62,446 | 62,446 | 62,522 | 62,522 | 62,522 |
| Using public tap (< min.service level) | 3 | 860 | - | 860 | 860 | 860 | 860 | 860 | 860 | 860 |
| Other water supply (< min.service level) | 4 | - | - | - | - | - | - | - | - | - |
| No water supply | | 870 | 870 | 870 | 870 | 870 | 870 | 870 | 870 | 870 |
| <i>Below Minimum Service Level sub-total</i> | | 1,730 | 870 | 1,730 | 1,730 | 1,730 | 1,730 | 1,730 | 1,730 | 1,730 |
| Total number of households | 5 | 64,100 | 63,240 | 64,100 | 64,176 | 64,176 | 64,176 | 64,252 | 64,252 | 64,252 |
| Sanitation/sewerage: | | | | | | | | | | |
| Flush toilet (connected to sewerage) | | 58,900 | 58,900 | 58,900 | 58,900 | 58,900 | 58,900 | 58,900 | 58,900 | 58,900 |
| Flush toilet (with septic tank) | | - | - | - | - | - | - | - | - | - |
| Chemical toilet | | - | - | - | - | - | - | - | - | - |
| Pit toilet (ventilated) | | 895 | 895 | 895 | 895 | 895 | 895 | 895 | 895 | 895 |
| Other toilet provisions (> min.service level) | | - | - | - | - | - | - | - | - | - |
| <i>Minimum Service Level and Above sub-total</i> | | 59,795 | 59,795 | 59,795 | 59,795 | 59,795 | 59,795 | 59,795 | 59,795 | 59,795 |
| Bucket toilet | | 1,385 | 1,385 | 1,385 | 1,385 | 1,385 | 1,385 | 1,385 | 1,385 | 1,385 |
| Other toilet provisions (< min.service level) | | - | - | - | - | - | - | - | - | - |
| No toilet provisions | | 2,920 | 2,920 | 2,920 | 2,996 | 2,996 | 2,996 | 3,072 | 3,149 | 3,149 |
| <i>Below Minimum Service Level sub-total</i> | | 4,305 | 4,305 | 4,305 | 4,381 | 4,381 | 4,381 | 4,457 | 4,534 | 4,534 |
| Total number of households | 5 | 64,100 | 64,100 | 64,100 | 64,176 | 64,176 | 64,176 | 64,252 | 64,329 | 64,329 |
| Energy: | | | | | | | | | | |
| Electricity (at least min.service level) | | 13,020 | 13,020 | 13,020 | 13,020 | 13,020 | 13,020 | 13,020 | 13,020 | 13,020 |
| Electricity - prepaid (min.service level) | | 44,100 | 44,100 | 44,100 | 44,100 | 44,100 | 44,100 | 44,100 | 44,100 | 44,100 |
| <i>Minimum Service Level and Above sub-total</i> | | 57,120 | 57,120 | 57,120 | 57,120 | 57,120 | 57,120 | 57,120 | 57,120 | 57,120 |
| Electricity (< min.service level) | | - | - | 6,980 | - | - | - | - | - | - |
| Electricity - prepaid (< min. service level) | | - | - | - | - | - | - | - | - | - |
| Other energy sources | | 6,980 | 6,980 | 6,980 | 7,056 | 7,056 | 7,056 | 7,132 | 7,209 | 7,209 |
| <i>Below Minimum Service Level sub-total</i> | | 6,980 | 6,980 | 13,960 | 7,056 | 7,056 | 7,056 | 7,132 | 7,209 | 7,209 |
| Total number of households | 5 | 64,100 | 64,100 | 71,080 | 64,176 | 64,176 | 64,176 | 64,252 | 64,329 | 64,329 |
| Refuse: | | | | | | | | | | |
| Removed at least once a week | | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 |
| <i>Minimum Service Level and Above sub-total</i> | | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 |
| Removed less frequently than once a week | | 740 | 740 | 740 | 740 | 740 | 740 | 740 | 740 | 740 |
| Using communal refuse dump | | 1,130 | 1,130 | 1,130 | 1,130 | 1,130 | 1,130 | 1,130 | 1,130 | 1,130 |
| Using own refuse dump | | 5,690 | 5,690 | 5,690 | 5,690 | 5,690 | 5,690 | 5,690 | 5,690 | 5,690 |
| Other rubbish disposal | | - | - | - | - | - | - | - | - | - |
| No rubbish disposal | | 1,740 | 1,740 | 1,740 | 1,816 | 1,816 | 1,816 | 1,892 | 1,969 | 1,969 |
| <i>Below Minimum Service Level sub-total</i> | | 9,300 | 9,300 | 9,300 | 9,376 | 9,376 | 9,376 | 9,452 | 9,529 | 9,529 |
| Total number of households | 5 | 64,100 | 64,100 | 64,100 | 64,176 | 64,176 | 64,176 | 64,252 | 64,329 | 64,329 |
| Households receiving Free Basic Service | 7 | | | | | | | | | |
| Water (6 kilolitres per household per month) | | - | - | - | 15,000 | 15,000 | 15,000 | 15,000 | 17,500 | 18,500 |
| Sanitation (free minimum level service) | | - | - | - | 15,000 | 15,000 | 15,000 | 15,000 | 17,500 | 18,500 |
| Electricity/other energy (50kwh per household per month) | | - | - | 9,514 | 15,000 | 15,000 | 15,000 | 15,000 | 17,500 | 18,500 |
| Refuse (removed at least once a week) | | - | - | - | 15,000 | 15,000 | 15,000 | 15,000 | 17,500 | 18,500 |
| Cost of Free Basic Services provided - Formal Settlements (R'000) | 8 | | | | | | | | | |
| Water (6 kilolitres per indigent household per month) | | - | - | 6,052 | 8,125 | 8,125 | 8,125 | 8,125 | 10,498 | 11,857 |
| Sanitation (free sanitation service to indigent households) | | - | - | - | - | - | - | - | - | - |
| Electricity/other energy (50kwh per indigent household per month) | | - | - | 11,246 | 12,023 | 12,023 | 12,023 | 12,023 | 13,518 | 15,309 |
| Refuse (removed once a week for indigent households) | | - | - | 11,504 | 15,000 | 12,000 | 12,000 | 15,000 | 15,900 | 16,854 |
| Cost of Free Basic Services provided - Informal Formal Settlements (R'000) | | 47,010 | 46,989 | 36,731 | 115,598 | 115,598 | 115,598 | 92,028 | 91,078 | 105,254 |
| Total cost of FBS provided | | 47,010 | 46,989 | 65,533 | 150,746 | 147,746 | 147,746 | 127,176 | 130,994 | 149,274 |
| Highest level of free service provided per household | | | | | | | | | | |
| Property rates (R value threshold) | | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Water (kilolitres per household per month) | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| Sanitation (kilolitres per household per month) | | - | - | - | - | - | - | - | - | - |
| Sanitation (Rand per household per month) | | 132 | 138 | 145 | 155 | 155 | 155 | 165 | 175 | 187 |
| Electricity (kwh per household per month) | | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| Refuse (average litres per week) | | 21 | 21 | 21 | 21 | 21 | 21 | 21 | 21 | 21 |
| Revenue cost of subsidised services provided (R'000) | 9 | | | | | | | | | |
| Property rates (tariff adjustment) (impermissible values per section 17 of MPRA) | | 107 | 112 | 118 | 125 | 125 | 125 | 113 | 124 | 128 |
| Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA | | - | - | 9,546 | 10,210 | 10,210 | 10,210 | 10,210 | 10,823 | 11,418 |
| Water (in excess of 6 kilolitres per indigent household per month) | | - | - | - | - | - | - | - | - | - |
| Sanitation (in excess of free sanitation service to indigent households) | | - | - | 16,770 | 21,867 | 16,867 | 16,867 | 21,867 | 23,289 | 24,686 |
| Electricity/other energy (in excess of 50 kwh per indigent household per month) | | - | - | - | - | - | - | - | - | - |
| Refuse (in excess of one removal a week for indigent households) | | - | - | - | - | - | - | - | - | - |
| Municipal Housing - rental rebates | | - | - | - | - | - | - | - | - | - |
| Housing - top structure subsidies | | - | - | - | - | - | - | - | - | - |
| Other | | - | - | - | - | - | - | - | - | - |
| Total revenue cost of subsidised services provided | 6 | 107 | 112 | 26,434 | 32,202 | 27,202 | 27,202 | 32,190 | 34,235 | 36,232 |

References

1. Include services provided by another entity; e.g. Eskom
2. Stand distance <= 200m from dwelling
3. Stand distance > 200m from dwelling
4. Borehole, spring, rain-water tank etc.
5. Must agree to total number of households in municipal area (informal settlements receiving services must be included)
6. Include value of subsidy provided by municipality above provincial subsidy level
7. Show number of households receiving at least these levels of services completely free (informal settlements must be included)
8. Must reflect the cost to the municipality of providing the Free Basic Service
9. Reflect the cost to the municipality in terms of 'revenue foregone' of providing free services (note this will not equal 'Revenue Foregone' on SA1)

| | | | | | | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Depreciation & asset impairment | | | | | | | | | | |
| Depreciation of Property, Plant & Equipment | 57,792 | 60,291 | 60,372 | 64,250 | 64,250 | 64,250 | 64,250 | 66,600 | 71,349 | 76,023 |
| Lease amortisation | - | - | 4,071 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,375 | 5,724 |
| Capital asset impairment | - | - | - | - | - | - | - | - | - | - |
| Depreciation resulting from revaluation of PPE | - | - | - | - | - | - | - | - | - | - |
| Total Depreciation & asset impairment | 57,792 | 60,291 | 64,443 | 69,250 | 69,250 | 69,250 | 69,250 | 71,600 | 76,724 | 81,747 |
| Bulk purchases | | | | | | | | | | |
| Electricity Bulk Purchases | 387,544 | 422,426 | 420,968 | 462,000 | 471,000 | 471,000 | 471,000 | 520,000 | 562,120 | 591,350 |
| Water Bulk Purchases | 66,466 | 69,541 | 80,366 | 90,500 | 95,500 | 95,500 | 95,500 | 97,500 | 107,250 | 117,975 |
| Total bulk purchases | 454,010 | 491,966 | 501,334 | 552,500 | 566,500 | 566,500 | 566,500 | 617,500 | 669,370 | 709,325 |
| Transfers and grants | | | | | | | | | | |
| Cash transfers and grants | 6,625 | 7,984 | 9,325 | 9,670 | 6,970 | 6,970 | 3,342 | 7,670 | 7,710 | 7,749 |
| Non-cash transfers and grants | - | - | - | - | - | - | - | - | - | - |
| Total transfers and grants | 6,625 | 7,984 | 9,325 | 9,670 | 6,970 | 6,970 | 3,342 | 7,670 | 7,710 | 7,749 |
| Contracted services | | | | | | | | | | |
| Contractors | 31,332 | 42,170 | 33,443 | 34,578 | 28,078 | 28,078 | 28,078 | 35,328 | 37,628 | 39,872 |
| Outsourced Services | - | - | 11,133 | 6,283 | 5,643 | 5,643 | 5,643 | 6,237 | 6,374 | 6,510 |
| Consultants & Professionals | - | - | 8,778 | 10,040 | 9,990 | 9,990 | 9,990 | 10,040 | 10,692 | 11,314 |
| sub-total | 31,332 | 42,170 | 53,354 | 50,901 | 43,711 | 43,711 | 43,711 | 51,605 | 54,694 | 57,697 |
| Allocations to organs of state: | | | | | | | | | | |
| Electricity | - | - | - | - | - | - | - | - | - | - |
| Water | - | - | - | - | - | - | - | - | - | - |
| Sanitation | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - |
| Total contracted services | 31,332 | 42,170 | 53,354 | 50,901 | 43,711 | 43,711 | 43,711 | 51,605 | 54,694 | 57,697 |
| Other Expenditure By Type | | | | | | | | | | |
| Collection costs | - | - | - | - | - | - | - | - | - | - |
| Contributions to 'other' provisions | - | - | - | - | - | - | - | - | - | - |
| Consultant fees | - | - | - | - | - | - | - | - | - | - |
| Audit fees | - | - | 4,930 | 5,000 | 5,240 | 5,240 | 5,240 | 5,500 | 5,913 | 6,297 |
| General expenses | 122,274 | 87,862 | 9,642 | 26,795 | 24,262 | 24,262 | 24,262 | 28,040 | 29,420 | 31,119 |
| Municipal Services/prepaid Electricity | - |
| Oc: Municipal Services | - | - | - | 66,755 | 55,586 | 55,586 | 55,586 | 69,203 | 74,082 | 78,908 |
| Oc: Cash Discount | - | - | 28,637 | 33,000 | 33,000 | 33,000 | 33,000 | 33,000 | 35,475 | 37,781 |
| Oc: Municipal Services/water | - | - | 2,042 | 2,550 | 2,250 | 2,250 | 2,250 | 2,550 | 2,703 | 2,852 |
| Oc: Professional Bodies M/Ship & Subs | - | - | 6,899 | 7,355 | 7,388 | 7,388 | 7,388 | 7,872 | 8,461 | 9,010 |
| Oc: Comm - Phone Fax Telegraph & Telex | - | - | 4,051 | 6,020 | 5,013 | 5,013 | 5,013 | 5,855 | 6,233 | 6,598 |
| Oc: Learnerships & Internships | - | - | 2,544 | 5,352 | 8,154 | 8,154 | 8,154 | 5,147 | 6,494 | 5,844 |
| Oc: Insur Under - Premiums | - | - | 4,942 | 5,053 | 5,053 | 5,053 | 5,775 | 5,775 | 6,124 | 6,462 |
| Oc: Uniform & Protective Clothing | - | - | 4,054 | 5,024 | 5,205 | 5,205 | 5,205 | 5,305 | 5,631 | 5,954 |
| Oc: Ext Com Serv Prov - S/Ware Licences | - | - | 1,569 | 4,383 | 5,071 | 5,071 | 5,071 | 4,632 | 4,909 | 5,179 |
| Oc: Indigent Relief | - | - | 9,351 | 4,180 | 4,180 | 4,180 | 4,180 | 4,180 | 4,754 | 832 |
| Oc: Remuneration To Ward Committees | - | - | 3,631 | 3,960 | 3,960 | 3,960 | 3,960 | 3,960 | 4,198 | 4,428 |
| Oc: Assets Less Than Capital Threshold | - | - | 2,169 | 3,787 | 2,043 | 2,043 | 2,043 | 3,738 | 3,964 | 4,184 |
| Oc: Bc/Fac/C Fees - Bank Accounts | - | - | 2,649 | 3,650 | 3,650 | 3,650 | 3,650 | 3,700 | 3,922 | 4,138 |
| Oc: Printing & Publications | - | - | 4,009 | 4,027 | 3,720 | 3,720 | 3,720 | 4,544 | 4,861 | 5,161 |
| Oc: Reg Fees National | - | - | 1,479 | 2,775 | 1,454 | 1,454 | 1,454 | 2,749 | 2,313 | 2,376 |
| Oc: T&S Dom - Accommodation | - | - | 2,144 | 2,360 | 1,635 | 1,635 | 1,635 | 2,409 | 2,564 | 2,712 |
| Oc: Comm - Postage/Stamps/Frinking Mach | - | - | 2,776 | 3,113 | 3,064 | 3,064 | 3,064 | 3,074 | 3,258 | 3,437 |
| Total Other Expenditure | 122,274 | 87,862 | 97,520 | 195,138 | 179,929 | 179,929 | 179,929 | 201,231 | 215,276 | 223,274 |
| by Expenditure Item | | | | | | | | | | |
| Employee related costs | - | - | 99,042 | 110,742 | 109,068 | 109,068 | 109,068 | 120,789 | 128,316 | 135,890 |
| Other materials | 133,684 | 121,748 | 137,128 | 119,923 | 122,166 | 122,166 | 122,166 | 123,992 | 134,527 | 145,041 |
| Contracted Services | - | - | 11,714 | 9,474 | 7,974 | 7,974 | 7,974 | 9,720 | 10,484 | 11,235 |
| Other Expenditure | - | - | 4,877 | 6,673 | 6,079 | 6,079 | 6,079 | 6,449 | 6,859 | 7,275 |
| Total Repairs and Maintenance Expenditure | 133,684 | 121,748 | 252,761 | 246,813 | 245,288 | 245,288 | 245,288 | 260,950 | 280,185 | 299,440 |
| check | - | 0 | 91,498 | - | - | - | - | - | - | - |

References

1. Must reconcile with 'Budgeted Financial Performance (Revenue and Expenditure)
2. Must reconcile to supporting documentation on staff salaries
3. Insert other categories where revenue or expenditure is of a material nature (list separate items until 'General expenses' is not > 10% of Total Expenditure)
4. Expenditure to meet any 'unfunded obligations'
- 5 This sub-total must agree with the total on SA22, but excluding councillor and board member items
6. Include a note for each revenue item that is affected by 'revenue foregone'
7. Special consideration may have to be given to including 'goodwill arising' or 'joint venture' budgets where circumstances require this (include separately under relevant notes)
8. Repairs and Maintenance is not a GRAP item. However to facilitate transparency, municipalities must provide a breakdown of the amounts included in the relevant GRAP items that will be spent on Repairs and Maintenance.
9. Must reconcile with Repairs and Maintenance by Asset Class (Total Repairs and Maintenance) on Table SA34c.
10. Only applicable to municipalities that have adopted the 'revaluation method' in GRAP 17. The aim is to prevent overstating 'depreciation and asset impairment'

NC091 Sol Plaatje - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.)

| Description | Ref | Vote 01 - Executive & Council | Vote 02 - Municipal And General | Vote 03 - Municipal Manager | Vote 04 - Corporate Services | Vote 05 - Community Services | Vote 06 - Financial Services | Vote 07 - Strategy Econ Development And Planning | Vote 08 - Infrastructure And Services | Total |
|---|-----|-------------------------------|---------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|--|---------------------------------------|-----------|
| R thousand | 1 | | | | | | | | | |
| Revenue By Source | | | | | | | | | | |
| Property rates | | - | - | - | - | - | 578,654 | - | - | 578,654 |
| Service charges - electricity revenue | | - | - | - | - | - | - | - | 763,527 | 763,527 |
| Service charges - water revenue | | - | - | - | - | - | - | - | 286,042 | 286,042 |
| Service charges - sanitation revenue | | - | - | - | - | - | - | - | 69,517 | 69,517 |
| Service charges - refuse revenue | | - | - | - | - | 53,898 | - | - | - | 53,898 |
| Rental of facilities and equipment | | - | - | - | - | 110 | - | 800 | 10,900 | 11,810 |
| Interest earned - external investments | | - | 15,000 | - | - | - | - | - | - | 15,000 |
| Interest earned - outstanding debtors | | - | 79,000 | - | - | 12,940 | - | - | 46,000 | 137,940 |
| Dividends received | | - | - | - | - | - | - | - | - | - |
| Fines, penalties and forfeits | | - | - | - | - | 14,185 | 12,620 | - | - | 26,805 |
| Licences and permits | | - | - | - | - | 4,764 | - | - | - | 4,764 |
| Agency services | | - | - | - | - | - | - | - | - | - |
| Other revenue | | - | 4,148 | - | 3,676 | 7,375 | 1,336 | 8,060 | 551 | 25,146 |
| Transfers and subsidies | | - | 212,759 | - | 6,500 | 7,800 | 3,450 | - | - | 230,509 |
| Gains on disposal of PPE | | - | - | - | - | - | - | - | - | - |
| Total Revenue (excluding capital transfers and contributions) | | - | 310,907 | - | 10,176 | 101,072 | 596,060 | 8,860 | 1,176,537 | 2,203,612 |
| Expenditure By Type | | | | | | | | | | |
| Employee related costs | | 13,317 | 62,959 | 17,436 | 59,708 | 233,238 | 121,621 | 49,496 | 213,189 | 770,966 |
| Remuneration of councillors | | 31,753 | - | - | - | - | - | - | - | 31,753 |
| Debt impairment | | - | 120,000 | - | - | - | - | - | 106,000 | 226,000 |
| Depreciation & asset impairment | | - | 44,300 | - | - | 900 | - | - | 26,400 | 71,600 |
| Finance charges | | - | 343 | - | - | - | - | - | 24,318 | 24,661 |
| Bulk purchases | | - | - | - | - | - | - | - | 617,500 | 617,500 |
| Other materials | | 393 | 50,878 | 201 | 2,780 | 34,838 | 4,098 | 6,619 | 91,420 | 191,225 |
| Contracted services | | 200 | 7,855 | 4,328 | 198 | 433 | 1,428 | 400 | 36,763 | 51,605 |
| Transfers and subsidies | | 500 | 7,000 | - | - | 170 | - | - | - | 7,670 |
| Other expenditure | | 5,079 | 77,575 | 1,335 | 11,695 | 18,467 | 17,394 | 4,014 | 65,672 | 201,231 |
| Loss on disposal of PPE | | - | - | - | - | - | - | - | - | - |
| Total Expenditure | | 51,241 | 370,910 | 23,300 | 74,381 | 288,046 | 144,541 | 60,529 | 1,181,262 | 2,194,210 |
| Surplus/(Deficit) | | (51,241) | (60,003) | (23,300) | (64,205) | (186,975) | 451,519 | (51,669) | (4,725) | 9,402 |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial and District) | | | 157,285 | - | - | - | - | - | - | 157,285 |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) | | | | | | | | | | - |
| Transfers and subsidies - capital (in-kind - all) | | | - | | | | | | | - |
| Surplus/(Deficit) after capital transfers & contributions | | (51,241) | 97,282 | (23,300) | (64,205) | (186,975) | 451,519 | (51,669) | (4,725) | 166,687 |

References

1. Departmental columns to be based on municipal organisation structure

NC091 Sol Plaatje - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

| Strategic Objective | Goal | Goal Code | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | | |
|--|--|-----------|-----|-----------------|------------------|------------------|----------------------|------------------|--------------------|---|------------------------|------------------------|------------------|
| | | | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 | |
| R thousand | | | | | | | | | | | | | |
| GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | 339,553 | 31,403 | 365,032 | 381,286 | 365,446 | 365,446 | 422,152 | 428,212 | 458,284 | |
| MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT | | | | 103,287 | 106,376 | 112,282 | 134,469 | 131,275 | 131,275 | 144,541 | 152,256 | 159,982 | |
| MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | | | | 73,510 | 316,382 | 77,587 | 90,336 | 92,325 | 92,325 | 97,681 | 104,538 | 109,229 | |
| BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT | | | | 1,053,785 | 1,126,841 | 1,326,710 | 1,383,428 | 1,355,000 | 1,355,000 | 1,469,308 | 1,569,797 | 1,662,159 | |
| LOCAL ECONOMIC DEVELOPMENT | Marketing the municipality as premier destination for tourism and investment | A | | 48,537 | 41,330 | 54,708 | 57,337 | 56,894 | 56,894 | 60,529 | 64,203 | 67,884 | |
| Allocations to other priorities | | | | | | | | | | | | | |
| Total Expenditure | | | | 1 | 1,618,672 | 1,622,333 | 1,936,318 | 2,046,856 | 2,000,941 | 2,000,941 | 2,194,210 | 2,319,006 | 2,457,537 |

References

1. Total expenditure must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)

2. Balance of allocations not directly linked to an IDP strategic objective

| | | | | | | | | | | | |
|------------------------------|-----|---|---------|---|---|---|---|---|---|---|---|
| check op expenditure balance | (0) | - | 103,527 | - | - | - | - | - | - | - | - |
|------------------------------|-----|---|---------|---|---|---|---|---|---|---|---|

NC091 Sol Plaatje - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

| Strategic Objective | Goal | Goal Code | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|------|-----------|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | 25,074 | 14,706 | 149,054 | 185,511 | 90,351 | 90,351 | 82,105 | 71,000 | 90,000 |
| BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT | | | | 126,577 | 104,984 | 96,704 | 147,730 | 140,762 | 140,762 | 102,180 | 109,497 | 119,266 |
| Allocations to other priorities | | | 3 | | | | | | | | | |
| Total Capital Expenditure | | | 1 | 151,651 | 119,691 | 245,758 | 333,241 | 231,113 | 231,113 | 184,285 | 180,497 | 209,266 |

References

1. Total capital expenditure must reconcile to Budgeted Capital Expenditure

2. Goal code must be used on Table SA36

3. Balance of allocations not directly linked to an IDP strategic objective
check capital balance

- - (4,699) - - - - -

NC091 Sol Plaatje - Supporting Table SA7 Measureable performance objectives

| Description | Unit of measurement | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | |
|-------------|--|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast |
| | | | | | | | |
| | NT Schedule error see SDBIP for detail | | | | | | |

| 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|---------------------------|---------------------------|
| Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| | | |

NC091 Sol Plaatje - Supporting Table SA8 Performance indicators and benchmarks

| Description of financial indicator | Basis of calculation | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Borrowing Management | | | | | | | | | | | |
| Credit Rating | | Baa1.za | Baa1.za | Baa1.za | Baa1.za | Baa1.za | Baa1.za | Baa1.za | | | |
| Capital Charges to Operating Expenditure | Interest & Principal Paid /Operating Expenditure | 2.5% | 2.2% | 1.9% | 1.7% | 1.8% | 1.8% | 1.3% | 1.5% | 1.4% | 1.3% |
| Capital Charges to Own Revenue | Finance charges & Repayment of borrowing /Own Revenue | 2.5% | 2.2% | 2.1% | 1.9% | 2.0% | 2.0% | 1.5% | 1.7% | 1.6% | 1.4% |
| Borrowed funding of 'own' capital expenditure | Borrowing/Capital expenditure excl. transfers and grants and contributions | 0.0% | 0.0% | 13.7% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Safety of Capital | | | | | | | | | | | |
| Gearing | Long Term Borrowing/ Funds & Reserves | 209.8% | 165.8% | 203.5% | 201.0% | 191.1% | 191.1% | 201.0% | 189.9% | 165.2% | 127.5% |
| Liquidity | | | | | | | | | | | |
| Current Ratio | Current assets/current liabilities | 4.9 | 5.1 | 4.3 | 2.9 | 4.9 | 4.9 | 2.5 | 5.9 | 6.4 | 6.3 |
| Current Ratio adjusted for aged debtors | Current assets less debtors > 90 days/current liabilities | 4.9 | 5.1 | 4.3 | 2.9 | 4.9 | 4.9 | 2.5 | 5.9 | 6.4 | 6.3 |
| Liquidity Ratio | Monetary Assets/Current Liabilities | 1.1 | 0.9 | 0.4 | 0.4 | 0.4 | 0.4 | 0.2 | 0.7 | 1.4 | 1.3 |
| Revenue Management | | | | | | | | | | | |
| Annual Debtors Collection Rate (Payment Level %) | Last 12 Mths Receipts/Last 12 Mths Billing % | | 74.1% | 71.4% | 71.7% | 84.2% | 80.8% | 80.8% | 0.0% | 93.9% | 93.5% |
| Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue) | | 74.1% | 71.4% | 71.7% | 84.2% | 80.8% | 80.8% | 0.0% | 93.9% | 93.5% | 89.7% |
| Outstanding Debtors to Revenue | Total Outstanding Debtors to Annual Revenue | 50.1% | 60.6% | 71.7% | 59.0% | 60.3% | 60.3% | 60.3% | 63.0% | 59.8% | 58.0% |
| Longstanding Debtors Recovered | Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Creditors Management | | | | | | | | | | | |
| Creditors System Efficiency | % of Creditors Paid Within Terms (within 'MFMA' s 65(e)) | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 0.0% | 100.0% | 100.0% | 100.0% |
| Creditors to Cash and Investments | | 62.2% | 54.2% | 136.1% | 110.3% | 176.5% | 176.5% | 0.0% | 100.6% | 53.9% | 56.8% |
| Other Indicators | | | | | | | | | | | |
| Electricity Distribution Losses (2) | Total Volume Losses (kW) | 96337 | 123614 | 64086 | 83160 | 83160 | 83160 | 0 | 8150 | 82975 | 78710 |
| | Total Cost of Losses (Rand '000) | 75 | 104 | 55 | 66 | 66 | 66 | - | 83 | 79 | 71 |
| | % Volume (units purchased and generated less units sold)/units purchased and generated | 0 | 25% | 13% | 18% | 18% | 18% | 0% | 16% | 14% | 12% |
| Water Distribution Losses (2) | Total Volume Losses (kℓ) | 19 | 16 | 17 | 11 | 11 | 11 | - | 12 | 11 | 10 |
| | Total Cost of Losses (Rand '000) | 37478 | 35163 | 42409 | 40725 | 40725 | 40725 | 0 | 43875 | 42900 | 41291 |
| | % Volume (units purchased and generated less units sold)/units purchased and generated | 0 | 51% | 53% | 45% | 45% | 45% | 0% | 45% | 40% | 35% |
| Employee costs | Employee costs/(Total Revenue - capital revenue) | 34.6% | 31.7% | 35.1% | 34.9% | 35.2% | 35.2% | 35.2% | 35.0% | 35.1% | 35.0% |
| Remuneration | Total remuneration/(Total Revenue - capital revenue) | 35.8% | 33.0% | 36.6% | 36.3% | 36.7% | 36.7% | | 36.4% | 36.6% | 36.5% |
| Repairs & Maintenance | R&M/(Total Revenue excluding capital revenue) | 7.7% | 6.8% | 8.7% | 12.0% | 12.4% | 12.4% | | 11.8% | 12.0% | 12.1% |
| Finance charges & Depreciation | FC&D/(Total Revenue - capital revenue) | 5.0% | 4.9% | 5.0% | 4.6% | 4.8% | 4.8% | 4.8% | 4.4% | 4.3% | 4.2% |
| IDP regulation financial viability indicators | | | | | | | | | | | |
| i. Debt coverage | (Total Operating Revenue - Operating Grants)/Debt service payments due within financial year) | 9.9 | 8.1 | 27.0 | 11.2 | 11.2 | 11.2 | 29.1 | 20.7 | 37.0 | 39.2 |
| ii. O/S Service Debtors to Revenue | Total outstanding service debtors/annual revenue received for services | 62.1% | 76.1% | 92.3% | 74.9% | 75.7% | 75.7% | 76.2% | 78.3% | 73.1% | 70.7% |
| iii. Cost coverage | (Available cash + Investments)/monthly fixed operational expenditure | 2.2 | 2.1 | 1.0 | 1.3 | 0.8 | 0.8 | - | 1.3 | 2.3 | 2.2 |

References

1. Consumer debtors > 12 months old are excluded from current assets
2. Only include if services provided by the municipality

NC091 Sol Plaatje - Supporting Table SA9 Social, economic and demographic statistics and assumptions

| Description of economic indicator | Ref. | Basis of calculation | 2001 Census | 2007 Survey | 2011 Census | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|-------|----------------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------------|---|---------------|---------------|
| | | | | | | Outcome | Outcome | Outcome | Original Budget | Outcome | Outcome | Outcome |
| Demographics | | | | | | | | | | | | |
| Population | | | 201 | 243 | 248 | 248 | 248 | 255 | 255 | 255 | 255 | 255 |
| Females aged 5 - 14 | | | 40 | - | 46 | 46 | 46 | 36 | 36 | 36 | 36 | 36 |
| Males aged 5 - 14 | | | 40 | - | 47 | 47 | 47 | 36 | 36 | 36 | 36 | 36 |
| Females aged 15 - 34 | | | 55 | - | 70 | 70 | 70 | 41 | 41 | 41 | 41 | 41 |
| Males aged 15 - 34 | | | 50 | - | 65 | 65 | 65 | 44 | 44 | 44 | 44 | 44 |
| Unemployment | | | 28 | 28 | 79 | 79 | 79 | 90 | 90 | 90 | 90 | 90 |
| Monthly household income (no. of households) | | | | | | | | | | | | |
| No income | 1, 12 | 0-2400 | 4,393 | 79,310 | 7,032 | 7,032 | 7,032 | 44 | 44 | 44 | 44 | 44 |
| R1 - R1 600 | | 2400-6000 | 127,071 | 114,291 | 2,001 | 2,001 | 2,001 | 330 | 330 | 330 | 330 | 330 |
| R1 601 - R3 200 | | 6000-12000 | 32,171 | 9,682 | 3,215 | 3,215 | 3,215 | 1,650 | 1,650 | 1,650 | 1,650 | 1,650 |
| R3 201 - R6 400 | | 12000-18000 | 26,483 | 11,928 | 9,683 | 9,683 | 2,390 | 2,390 | 2,390 | 2,390 | 2,390 | 2,390 |
| R6 401 - R12 800 | | 18000-30000 | 12,879 | 10,923 | 11,291 | 11,291 | 5,090 | 5,090 | 5,090 | 5,090 | 5,090 | 5,090 |
| R12 801 - R25 600 | | 30000-42000 | 3,615 | 5,243 | 8,977 | 8,977 | 6,730 | 6,730 | 6,730 | 6,730 | 6,730 | 6,730 |
| R25 601 - R51 200 | | 42000-54000 | 1,078 | 2,056 | 7,235 | 7,235 | 6,220 | 6,220 | 6,220 | 6,220 | 6,220 | 6,220 |
| R52 201 - R102 400 | | 54000-72000 | 611 | 333 | 5,776 | 5,776 | 6,260 | 6,260 | 6,260 | 6,260 | 6,260 | 6,260 |
| R102 401 - R204 800 | | 72000-96000 | 310 | 242 | 3,506 | 3,506 | 5,860 | 5,860 | 5,860 | 5,860 | 5,860 | 5,860 |
| R204 801 - R409 600 | | 96000-132000 | 134 | 78 | 1,087 | 1,087 | 5,930 | 5,930 | 5,930 | 5,930 | 5,930 | 5,930 |
| R409 601 - R819 200 | | 132000-192000 | - | - | 268 | 268 | 6,420 | 6,420 | 6,420 | 6,420 | 6,420 | 6,420 |
| > R819 200 | | 192000-360000 | - | - | 224 | 224 | 8,350 | 8,350 | 8,350 | 8,350 | 8,350 | 8,350 |
| Poverty profiles (no. of households) | | | | | | | | | | | | |
| < R2 060 per household per month | 13 | | | | | | | | | | | |
| Insert description | 2 | | | | | | | | | | | |
| Household/demographics (000) | | | | | | | | | | | | |
| Number of people in municipal area | | | 201 | 243 | 248 | 248 | 248 | 255 | 255 | 255 | 255 | 255 |
| Number of poor people in municipal area | | | 81 | 74 | 33 | 33 | 33 | 40 | 40 | 40 | 40 | 40 |
| Number of households in municipal area | | | 50 | 52 | 60 | 60 | 60 | 63 | 63 | 63 | 63 | 63 |
| Number of poor households in municipal area | | | - | - | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 9 |
| Definition of poor household (R per month) | | | | | | | | | | | | |
| Housing statistics | | | | | | | | | | | | |
| Formal | 3 | | 41,282 | 46,230 | 49,202 | 49,202 | 49,202 | 54,500 | 54,500 | 54,500 | 54,500 | 54,500 |
| Informal | | | 9,247 | 5,733 | 11,095 | 11,095 | 11,095 | 9,594 | 9,594 | 9,594 | 9,594 | 9,594 |
| Total number of households | | | 50,529 | 51,963 | 60,297 | 60,297 | 60,297 | 64,094 | 64,094 | 64,094 | 64,094 | 64,094 |
| Dwellings provided by municipality | 4 | | - | - | 440 | 440 | 440 | 2,550 | 2,550 | 2,550 | 2,550 | 2,550 |
| Dwellings provided by province/s | | | - | - | - | - | - | - | - | - | - | - |
| Dwellings provided by private sector | 5 | | - | - | - | - | - | - | - | - | - | - |
| Total new housing dwellings | | | - | - | 440 | 440 | 440 | 2,550 | 2,550 | 2,550 | 2,550 | 2,550 |
| Economic | | | | | | | | | | | | |
| Inflation/inflation outlook (CPIX) | 6 | | | | | | | | | | | |
| Interest rate - borrowing | | | | | | 6.2% | 6.6% | 5.3% | 5.3% | 5.2% | 5.4% | 5.4% |
| Interest rate - investment | | | | | | 12.5% | 12.5% | 12.5% | 12.5% | 12.5% | 12.5% | 12.5% |
| Remuneration increases | | | | | | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% |
| Consumption growth (electricity) | | | | | | 7.0% | 6.0% | 7.4% | 7.0% | 7.0% | 7.0% | 7.0% |
| Consumption growth (water) | | | | | | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% |
| Collection rates | | | | | | | | | | | | |
| Property tax/service charges | 7 | | | | | 88.5% | 86.7% | 88.0% | 88.0% | 88.0% | 88.0% | 88.0% |
| Rental of facilities & equipment | | | | | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Interest - external investments | | | | | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Interest - debtors | | | | | | 25.0% | 25.0% | 25.0% | 25.0% | 25.0% | 25.0% | 25.0% |
| Revenue from agency services | | | | | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Detail on the provision of municipal services for A10

| Total municipal services | Ref. | | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|------|--|---------------|---------------|---------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | | Outcome | Outcome | Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Household service targets (000) | | | | | | | | | | | |
| Water: | | | | | | | | | | | |
| | | Piped water inside dwelling | 39,400 | 39,400 | 39,400 | 39,400 | 39,400 | 39,400 | 39,400 | 39,400 | 39,400 |
| | | Piped water inside yard (but not in dwelling) | 15,400 | 15,400 | 15,400 | 15,400 | 15,400 | 15,400 | 15,400 | 15,400 | 15,400 |
| 8 | | Using public tap (at least min.service level) | 7,570 | 7,570 | 7,570 | 7,646 | 7,646 | 7,646 | 7,722 | 7,722 | 7,722 |
| 10 | | Other water supply (at least min.service level) | - | - | - | - | - | - | - | - | - |
| | | <i>Minimum Service Level and Above sub-total</i> | 62,370 | 62,370 | 62,370 | 62,446 | 62,446 | 62,446 | 62,522 | 62,522 | 62,522 |
| 9 | | Using public tap (< min.service level) | 860 | - | 860 | 860 | 860 | 860 | 860 | 860 | 860 |
| 10 | | Other water supply (< min.service level) | - | - | - | - | - | - | - | - | - |
| | | No water supply | 870 | 870 | 870 | 870 | 870 | 870 | 870 | 870 | 870 |
| | | <i>Below Minimum Service Level sub-total</i> | 1,730 | 870 | 1,730 | 1,730 | 1,730 | 1,730 | 1,730 | 1,730 | 1,730 |
| | | Total number of households | 64,100 | 63,240 | 64,100 | 64,176 | 64,176 | 64,176 | 64,252 | 64,252 | 64,252 |
| Sanitation/sewerage: | | | | | | | | | | | |
| | | Flush toilet (connected to sewerage) | 58,900 | 58,900 | 58,900 | 58,900 | 58,900 | 58,900 | 58,900 | 58,900 | 58,900 |
| | | Flush toilet (with septic tank) | - | - | - | - | - | - | - | - | - |
| | | Chemical toilet | - | - | - | - | - | - | - | - | - |
| | | Pit toilet (ventilated) | 895 | 895 | 895 | 895 | 895 | 895 | 895 | 895 | 895 |
| | | Other toilet provisions (> min.service level) | - | - | - | - | - | - | - | - | - |
| | | <i>Minimum Service Level and Above sub-total</i> | 59,795 | 59,795 | 59,795 | 59,795 | 59,795 | 59,795 | 59,795 | 59,795 | 59,795 |
| | | Bucket toilet | 1,385 | 1,385 | 1,385 | 1,385 | 1,385 | 1,385 | 1,385 | 1,385 | 1,385 |
| | | Other toilet provisions (< min.service level) | - | - | - | - | - | - | - | - | - |
| | | No toilet provisions | 2,920 | 2,920 | 2,920 | 2,996 | 2,996 | 2,996 | 3,072 | 3,149 | 3,149 |
| | | <i>Below Minimum Service Level sub-total</i> | 4,305 | 4,305 | 4,305 | 4,381 | 4,381 | 4,381 | 4,457 | 4,534 | 4,534 |
| | | Total number of households | 64,100 | 64,100 | 64,100 | 64,176 | 64,176 | 64,176 | 64,252 | 64,329 | 64,329 |
| Energy: | | | | | | | | | | | |
| | | Electricity (at least min.service level) | 13,020 | 13,020 | 13,020 | 13,020 | 13,020 | 13,020 | 13,020 | 13,020 | 13,020 |
| | | Electricity - prepaid (min.service level) | 44,100 | 44,100 | 44,100 | 44,100 | 44,100 | 44,100 | 44,100 | 44,100 | 44,100 |
| | | <i>Minimum Service Level and Above sub-total</i> | 57,120 | 57,120 | 57,120 | 57,120 | 57,120 | 57,120 | 57,120 | 57,120 | 57,120 |
| | | Electricity (< min.service level) | - | - | 6,980 | - | - | - | - | - | - |
| | | Electricity - prepaid (< min.service level) | - | - | - | - | - | - | - | - | - |
| | | Other energy sources | 6,980 | 6,980 | 6,980 | 7,056 | 7,056 | 7,056 | 7,132 | 7,209 | 7,209 |
| | | <i>Below Minimum Service Level sub-total</i> | 6,980 | 6,980 | 13,960 | 7,056 | 7,056 | 7,056 | 7,132 | 7,209 | 7,209 |
| | | Total number of households | 64,100 | 64,100 | 71,080 | 64,176 | 64,176 | 64,176 | 64,252 | 64,329 | 64,329 |
| Refuse: | | | | | | | | | | | |
| | | Removed at least once a week | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 |
| | | <i>Minimum Service Level and Above sub-total</i> | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 |
| | | Removed less frequently than once a week | 740 | 740 | 740 | 740 | 740 | 740 | 740 | 740 | 740 |
| | | Using communal refuse dump | 1,130 | 1,130 | 1,130 | 1,130 | 1,130 | 1,130 | 1,130 | 1,130 | 1,130 |
| | | Using own refuse dump | 5,690 | 5,690 | 5,690 | 5,690 | 5,690 | 5,690 | 5,690 | 5,690 | 5,690 |
| | | Other rubbish disposal | - | - | - | - | - | - | - | - | - |
| | | No rubbish disposal | 1,740 | 1,740 | 1,740 | 1,816 | 1,816 | 1,816 | 1,892 | 1,969 | 1,969 |
| | | <i>Below Minimum Service Level sub-total</i> | 9,300 | 9,300 | 9,300 | 9,376 | 9,376 | 9,376 | 9,452 | 9,529 | 9,529 |
| | | Total number of households | 64,100 | 64,100 | 64,100 | 64,176 | 64,176 | 64,176 | 64,252 | 64,329 | 64,329 |

| Municipal in-house services | Ref. | | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|-----------------------------|------|---|---------------|---------------|---------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | | Outcome | Outcome | Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| | | Household service targets (000) | | | | | | | | | |
| | | Water: | | | | | | | | | |
| | | Piped water inside dwelling | 39,400 | 39,400 | 39,400 | 39,400 | 39,400 | 39,400 | 39,400 | 39,400 | 39,400 |
| | | Piped water inside yard (but not in dwelling) | 15,400 | 15,400 | 15,400 | 15,400 | 15,400 | 15,400 | 15,400 | 15,400 | 15,400 |
| | | Using public tap (at least min.service level) | 7,570 | 7,570 | 7,570 | 7,646 | 7,646 | 7,646 | 7,722 | 7,722 | 7,722 |
| | | Other water supply (at least min.service level) | | | | | | | | | |
| | | Minimum Service Level and Above sub-total | 62,370 | 62,370 | 62,370 | 62,446 | 62,446 | 62,446 | 62,522 | 62,522 | 62,522 |
| | | Using public tap (< min.service level) | 860 | - | 860 | 860 | 860 | 860 | 860 | 860 | 860 |
| | | Other water supply (< min.service level) | | | | | | | | | |
| | | No water supply | 870 | 870 | 870 | 870 | 870 | 870 | 870 | 870 | 870 |
| | | Below Minimum Service Level sub-total | 1,730 | 870 | 1,730 | 1,730 | 1,730 | 1,730 | 1,730 | 1,730 | 1,730 |
| | | Total number of households | 64,100 | 63,240 | 64,100 | 64,176 | 64,176 | 64,176 | 64,252 | 64,252 | 64,252 |
| | | Sanitation/sewerage: | | | | | | | | | |
| | | Flush toilet (connected to sewerage) | 58,900 | 58,900 | 58,900 | 58,900 | 58,900 | 58,900 | 58,900 | 58,900 | 58,900 |
| | | Flush toilet (with septic tank) | | | | | | | | | |
| | | Chemical toilet | | | | | | | | | |
| | | Pit toilet (ventilated) | 895 | 895 | 895 | 895 | 895 | 895 | 895 | 895 | 895 |
| | | Other toilet provisions (> min.service level) | | | | | | | | | |
| | | Minimum Service Level and Above sub-total | 59,795 | 59,795 | 59,795 | 59,795 | 59,795 | 59,795 | 59,795 | 59,795 | 59,795 |
| | | Bucket toilet | 1,385 | 1,385 | 1,385 | 1,385 | 1,385 | 1,385 | 1,385 | 1,385 | 1,385 |
| | | Other toilet provisions (< min.service level) | | | | | | | | | |
| | | No toilet provisions | 2,920 | 2,920 | 2,920 | 2,996 | 2,996 | 2,996 | 3,072 | 3,149 | 3,149 |
| | | Below Minimum Service Level sub-total | 4,305 | 4,305 | 4,305 | 4,381 | 4,381 | 4,381 | 4,457 | 4,534 | 4,534 |
| | | Total number of households | 64,100 | 64,100 | 64,100 | 64,176 | 64,176 | 64,176 | 64,252 | 64,329 | 64,329 |
| | | Energy: | | | | | | | | | |
| | | Electricity (at least min.service level) | 13,020 | 13,020 | 13,020 | 13,020 | 13,020 | 13,020 | 13,020 | 13,020 | 13,020 |
| | | Electricity - prepaid (min.service level) | 44,100 | 44,100 | 44,100 | 44,100 | 44,100 | 44,100 | 44,100 | 44,100 | 44,100 |
| | | Minimum Service Level and Above sub-total | 57,120 | 57,120 | 57,120 | 57,120 | 57,120 | 57,120 | 57,120 | 57,120 | 57,120 |
| | | Electricity (< min.service level) | - | - | 6,980 | - | - | - | - | - | - |
| | | Electricity - prepaid (< min. service level) | 6,980 | 6,980 | 6,980 | 7,056 | 7,056 | 7,056 | 7,132 | 7,209 | 7,209 |
| | | Other energy sources | | | | | | | | | |
| | | Below Minimum Service Level sub-total | 6,980 | 6,980 | 13,960 | 7,056 | 7,056 | 7,056 | 7,132 | 7,209 | 7,209 |
| | | Total number of households | 64,100 | 64,100 | 71,080 | 64,176 | 64,176 | 64,176 | 64,252 | 64,329 | 64,329 |
| | | Refuse: | | | | | | | | | |
| | | Removed at least once a week | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 |
| | | Minimum Service Level and Above sub-total | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 | 54,800 |
| | | Removed less frequently than once a week | 740 | 740 | 740 | 740 | 740 | 740 | 740 | 740 | 740 |
| | | Using communal refuse dump | 1,130 | 1,130 | 1,130 | 1,130 | 1,130 | 1,130 | 1,130 | 1,130 | 1,130 |
| | | Using own refuse dump | 5,690 | 5,690 | 5,690 | 5,690 | 5,690 | 5,690 | 5,690 | 5,690 | 5,690 |
| | | Other rubbish disposal | | | | | | | | | |
| | | No rubbish disposal | 1,740 | 1,740 | 1,740 | 1,816 | 1,816 | 1,816 | 1,892 | 1,969 | 1,969 |
| | | Below Minimum Service Level sub-total | 9,300 | 9,300 | 9,300 | 9,376 | 9,376 | 9,376 | 9,452 | 9,529 | 9,529 |
| | | Total number of households | 64,100 | 64,100 | 64,100 | 64,176 | 64,176 | 64,176 | 64,252 | 64,329 | 64,329 |

| Detail of Free Basic Services (FBS) provided | Ref. | | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|------|---|-------------------|-------------------|-------------------|----------------------|-------------------|--------------------|---|------------------------|------------------------|
| | | | Outcome | Outcome | Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Electricity | | Location of households for each type of FBS | | | | | | | | | |
| | | Formal settlements - (50 kwh per indigent household per month Rands) | - | - | 11,245,548 | 12,023,149 | 12,023,149 | 12,023,149 | 12,023,149 | 13,518,107 | 15,309,488 |
| | | Number of HH receiving this type of FBS | - | - | 9,514 | 15,000 | 15,000 | 15,000 | 15,000 | 17,500 | 18,500 |
| | | Informal settlements (Rands) | - | - | 4,682,671 | 4,625,760 | 4,625,760 | 4,625,760 | 9,312,256 | 1,010,675 | 10,533,232 |
| | | Number of HH receiving this type of FBS | - | - | 4,774 | 8,431 | 8,431 | 8,431 | 8,459 | 8,459 | 8,459 |
| | | Informal settlements targeted for upgrading (Rands) | | | | | | | | | |
| | | Number of HH receiving this type of FBS | | | | | | | | | |
| | | Living in informal backyard rental agreement (Rands) | | | | | | | | | |
| | | Number of HH receiving this type of FBS | | | | | | | | | |
| | | Other (Rands) | 9,705,174 | 11,664,953 | - | 63,569,322 | 63,569,322 | 63,569,322 | 30,965,880 | 33,288,321 | 35,025,971 |
| | | Number of HH receiving this type of FBS | 13,870 | 13,518 | - | 23,431 | 23,431 | 23,431 | 23,459 | 25,959 | 26,959 |
| | | Total cost of FBS - Electricity for informal settlements | 9,705,174 | 11,664,953 | 4,682,671 | 68,195,082 | 68,195,082 | 68,195,082 | 40,278,136 | 34,298,996 | 45,559,203 |
| Water | | Location of households for each type of FBS | | | | | | | | | |
| | | Formal settlements - (6 kilolitre per indigent household per month Rands) | - | - | 6,052,122 | 8,125,115 | 8,125,115 | 8,125,115 | 8,125,115 | 10,497,928 | 11,856,900 |
| | | Number of HH receiving this type of FBS | - | - | - | 15,000 | 15,000 | 15,000 | 15,000 | 17,500 | 18,500 |
| | | Informal settlements (Rands) | - | - | - | 3,325,119 | 3,325,119 | 3,325,119 | 3,526,641 | 3,736,124 | 4,006,619 |
| | | Number of HH receiving this type of FBS | - | - | - | 8,941 | 8,941 | 8,941 | 8,941 | 8,941 | 8,941 |
| | | Informal settlements targeted for upgrading (Rands) | | | | | | | | | |
| | | Number of HH receiving this type of FBS | | | | | | | | | |
| | | Living in informal backyard rental agreement (Rands) | | | | | | | | | |
| | | Number of HH receiving this type of FBS | | | | | | | | | |
| | | Other (Rands) | 4,413,355 | 5,129,270 | - | | | | | | |
| | | Number of HH receiving this type of FBS | 13,870 | 13,518 | - | | | | | | |
| | | Total cost of FBS - Water for informal settlements | 4,413,355 | 5,129,270 | - | 3,325,119 | 3,325,119 | 3,325,119 | 3,526,641 | 3,736,124 | 4,006,619 |
| Sanitation | | Location of households for each type of FBS | | | | | | | | | |
| | | Formal settlements - (free sanitation service to indigent households) | - | - | - | 15,000 | 15,000 | 15,000 | 15,000 | 17,500 | 18,500 |
| | | Number of HH receiving this type of FBS | - | - | - | 19,850,026 | 19,850,026 | 19,850,026 | 24,635,991 | 27,448,312 | 28,991,843 |
| | | Informal settlements (Rands) | - | - | 18,698,908 | 19,850,026 | 19,850,026 | 19,850,026 | 14,288 | 15,002 | 15,753 |
| | | Number of HH receiving this type of FBS | - | - | 12,288 | 12,261 | 12,261 | 12,261 | 14,288 | 15,002 | 15,753 |
| | | Informal settlements targeted for upgrading (Rands) | | | | | | | | | |
| | | Number of HH receiving this type of FBS | | | | | | | | | |
| | | Living in informal backyard rental agreement (Rands) | | | | | | | | | |
| | | Number of HH receiving this type of FBS | | | | | | | | | |
| | | Other (Rands) | 19,195,628 | 17,621,780 | - | | | | | | |
| | | Number of HH receiving this type of FBS | 13,870 | 13,518 | - | | | | | | |
| | | Total cost of FBS - Sanitation for informal settlements | 19,195,628 | 17,621,780 | 18,698,908 | 19,850,026 | 19,850,026 | 19,850,026 | 24,635,991 | 27,448,312 | 28,991,843 |
| Refuse Removal | | Location of households for each type of FBS | | | | | | | | | |
| | | Formal settlements - (removed once a week to indigent households) | - | - | 11,503,629 | 15,000,000 | 12,000,000 | 12,000,000 | 15,000,000 | 15,900,000 | 16,854,000 |
| | | Number of HH receiving this type of FBS | - | - | - | 15,000 | 15,000 | 15,000 | 15,000 | 17,500 | 18,500 |
| | | Informal settlements (Rands) | - | - | 13,349,820 | 18,227,436 | 18,227,436 | 18,227,436 | 17,586,913 | 19,594,547 | 20,696,429 |
| | | Number of HH receiving this type of FBS | - | - | 12,288 | 15,771 | 15,771 | 15,771 | 14,288 | 15,002 | 15,753 |
| | | Informal settlements targeted for upgrading (Rands) | | | | | | | | | |
| | | Number of HH receiving this type of FBS | | | | | | | | | |
| | | Living in informal backyard rental agreement (Rands) | | | | | | | | | |
| | | Number of HH receiving this type of FBS | | | | | | | | | |
| | | Other (Rands) | 13,695,618 | 12,573,448 | - | 6,000,000 | 6,000,000 | 6,000,000 | 6,000,000 | 6,000,000 | 6,000,000 |
| | | Number of HH receiving this type of FBS | 13,870 | 13,518 | - | | | | | | |
| | | Total cost of FBS - Refuse Removal for informal settlements | 13,695,618 | 12,573,448 | 13,349,820 | 24,227,436 | 24,227,436 | 24,227,436 | 23,586,913 | 25,594,547 | 26,696,429 |

1. Monthly household income threshold. Should include all sources of income.
2. Show the poverty analysis the municipality uses to determine its indigents policy and the provision of services
3. Include total of all housing units within the municipality
4. Number of subsidised dwellings to be constructed by the municipality under agency agreement with province
5. Provide estimate based on building approval information. Include any non-subsidised dwellings constructed by the municipality
6. Insert actual or estimated % increases assumed as a basis for budget calculations
7. Insert actual or estimated % collection rate assumed as a basis for budget calculations for each revenue group
8. Stand distance <= 200m from dwelling
9. Stand distance > 200m from dwelling
10. Borehole, spring, rain-water tank etc.
11. Must agree to total number of households in municipal area
12. Household income categories assume an average 4 person household. Stats SA - Census 2011 Questionnaire
13. Based on National poverty line of R515 per capita per month (2008 prices), assuming an average household size of 4 persons

NC091 Sol Plaatje Supporting Table SA10 Funding measurement

| Description | MFMA section | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|--------------|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Funding measures | | | | | | | | | | | | |
| Cash/cash equivalents at the year end - R'000 | 18(1)b | 1 | 259,277 | 245,734 | 135,240 | 184,406 | 115,263 | 115,263 | - | 202,090 | 382,818 | 380,337 |
| Cash + investments at the yr end less applications - R'000 | 18(1)b | 2 | 595,572 | 698,097 | 681,993 | 839,009 | 713,596 | 713,596 | (88,118) | 1,145,712 | 1,329,747 | 1,294,251 |
| Cash year end/monthly employee/supplier payments | 18(1)b | 3 | 2.2 | 2.1 | 1.0 | 1.3 | 0.8 | 0.8 | - | 1.3 | 2.3 | 2.2 |
| Surplus/(Deficit) excluding depreciation offsets: R'000 | 18(1) | 4 | 235,873 | 258,866 | 220,357 | 292,046 | 176,114 | 176,114 | 179,742 | 166,687 | 163,029 | 178,999 |
| Service charge rev % change - macro CPIX target exclusive | 18(1)a,(2) | 5 | N.A. | (5.1%) | (5.6%) | 10.8% | (11.6%) | (6.0%) | (6.0%) | 6.5% | 1.4% | 0.5% |
| Cash receipts % of Ratepayer & Other revenue | 18(1)a,(2) | 6 | 70.2% | 66.8% | 65.2% | 78.8% | 75.1% | 75.1% | 0.0% | 87.5% | 87.9% | 84.9% |
| Debt impairment expense as a % of total billable revenue | 18(1)a,(2) | 7 | 11.5% | 13.5% | 17.0% | 13.8% | 13.3% | 13.3% | 13.3% | 12.9% | 12.8% | 13.0% |
| Capital payments % of capital expenditure | 18(1)c;19 | 8 | 100.0% | 100.0% | 100.0% | 99.8% | 100.0% | 100.0% | 0.0% | 100.0% | 100.0% | 100.0% |
| Borrowing receipts % of capital expenditure (excl. transfers) | 18(1)c | 9 | 0.0% | 0.0% | 13.7% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Grants % of Govt. legislated/gazetted allocations | 18(1)a | 10 | | | | | | | | 100.5% | 100.3% | 100.1% |
| Current consumer debtors % change - incr(decr) | 18(1)a | 11 | N.A. | 23.8% | 21.8% | (5.3%) | (4.5%) | 0.0% | 0.7% | 16.3% | 0.2% | 2.9% |
| Long term receivables % change - incr(decr) | 18(1)a | 12 | N.A. | 353.9% | 31.5% | (418.6%) | (124.9%) | 0.0% | (100.0%) | (1.0%) | (1.0%) | (1.0%) |
| R&M % of Property Plant & Equipment | 20(1)(vi) | 13 | 9.4% | 8.3% | 9.8% | 13.2% | 13.1% | 13.1% | 14.0% | 14.1% | 14.8% | 15.3% |
| Asset renewal % of capital budget | 20(1)(vi) | 14 | 60.9% | 65.6% | 52.4% | 13.5% | 44.7% | 44.7% | 0.0% | 12.5% | 28.3% | 32.0% |

References

1. Positive cash balances indicative of minimum compliance - subject to 2
2. Deduct cash and investment applications (defined) from cash balances
3. Indicative of sufficient liquidity to meet average monthly operating payments
4. Indicative of funded operational requirements
5. Indicative of adherence to macro-economic targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
6. Realistic average cash collection forecasts as % of annual billed revenue
7. Realistic average increase in debt impairment (doubtful debt) provision
8. Indicative of planned capital expenditure level & cash payment timing
9. Indicative of compliance with borrowing 'only' for the capital budget - should not exceed 100% unless refinancing
10. Substantiation of National/Province allocations included in budget
11. Indicative of realistic current arrear debtor collection targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
12. Indicative of realistic long term arrear debtor collection targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
13. Indicative of a credible allowance for repairs & maintenance of assets - functioning assets revenue protection
14. Indicative of a credible allowance for asset renewal (requires analysis of asset renewal projects as % of total capital projects - detailed capital plan) - functioning assets revenue protection

| Supporting indicators | | | | | | | | | | | | | |
|--|-----------|--|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| % incr total service charges (incl prop rates) | 18(1)a | | | 0.9% | 0.4% | 16.8% | (5.6%) | 0.0% | 0.0% | 12.5% | 7.4% | 6.5% | |
| % incr Property Tax | 18(1)a | | | (6.0%) | 8.2% | 9.9% | 0.0% | 0.0% | 0.0% | 6.9% | 8.2% | 7.8% | |
| % incr Service charges - electricity revenue | 18(1)a | | | (0.2%) | (1.6%) | 24.5% | (15.1%) | 0.0% | 0.0% | 23.5% | 7.5% | 5.2% | |
| % incr Service charges - water revenue | 18(1)a | | | 5.9% | (3.9%) | 18.0% | 0.0% | 0.0% | 0.0% | 6.7% | 5.9% | 7.2% | |
| % incr Service charges - sanitation revenue | 18(1)a | | | (2.0%) | (9.5%) | 2.8% | 7.8% | 0.0% | 0.0% | 1.0% | 6.1% | 6.7% | |
| % incr Service charges - refuse revenue | 18(1)a | | | (2.5%) | (12.7%) | 5.2% | 26.9% | 0.0% | 0.0% | (10.8%) | 6.3% | 5.9% | |
| % incr in Service charges - other | 18(1)a | | | (100.0%) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Total billable revenue | 18(1)a | | | 1,393,604 | 1,406,133 | 1,411,814 | 1,648,820 | 1,556,620 | 1,556,620 | 1,751,638 | 1,880,874 | 2,002,758 | |
| Service charges | | | | 1,393,604 | 1,406,133 | 1,411,814 | 1,648,820 | 1,556,620 | 1,556,620 | 1,751,638 | 1,880,874 | 2,002,758 | |
| Property rates | | | | 484,397 | 455,092 | 492,400 | 541,312 | 541,312 | 541,312 | 578,654 | 625,994 | 674,739 | |
| Service charges - electricity revenue | | | | 595,477 | 594,267 | 584,943 | 727,992 | 617,992 | 617,992 | 763,527 | 820,800 | 863,653 | |
| Service charges - water revenue | | | | 223,280 | 236,344 | 227,138 | 268,108 | 268,108 | 268,108 | 286,042 | 302,997 | 324,944 | |
| Service charges - sanitation revenue | | | | 69,998 | 68,610 | 62,104 | 63,813 | 68,813 | 68,813 | 69,517 | 73,766 | 78,731 | |
| Service charges - refuse removal | | | | 53,149 | 51,820 | 45,229 | 47,595 | 60,395 | 60,395 | 53,898 | 57,317 | 60,690 | |
| Service charges - other | | | | (32,696) | - | - | - | - | - | - | - | - | |
| Rental of facilities and equipment | | | | 9,839 | 10,025 | 10,566 | 11,257 | 11,257 | 11,257 | 11,810 | 12,307 | 12,983 | |
| Capital expenditure excluding capital grant funding | | | | 39,923 | 30,168 | 47,424 | 50,446 | 37,552 | 37,552 | 27,000 | 27,000 | 41,000 | |
| Cash receipts from ratepayers | 18(1)a | | | 1,092,509 | 1,069,981 | 1,079,267 | 1,453,172 | 1,323,851 | 1,323,851 | - | 1,713,610 | 1,831,242 | 1,872,493 |
| Ratepayer & Other revenue | 18(1)a | | | 1,555,561 | 1,602,104 | 1,654,373 | 1,844,965 | 1,763,765 | 1,763,765 | 1,763,765 | 1,958,103 | 2,083,512 | 2,205,583 |
| Change in consumer debtors (current and non-current) | | | | 277,559 | 212,692 | 237,344 | (110,962) | (127,205) | (127,205) | (127,205) | 176,936 | 3,072 | 40,674 |
| Operating and Capital Grant Revenue | 18(1)a | | | 275,943 | 254,860 | 375,513 | 473,937 | 388,290 | 388,290 | 388,290 | 387,794 | 377,523 | 408,953 |
| Capital expenditure - total | 20(1)(vi) | | | 151,651 | 119,691 | 250,457 | 333,241 | 231,113 | 231,113 | 231,113 | 184,285 | 180,497 | 209,266 |
| Capital expenditure - renewal | 20(1)(vi) | | | 92,348 | 78,479 | 131,330 | 45,048 | 103,277 | 103,277 | 23,000 | 51,000 | 67,000 | |

| Supporting benchmarks | | | | | | | | | | | | |
|---|--|--|--|------|------|------|------|------|------|---------|---------|---------|
| Growth guideline maximum | | | | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% |
| CPI guideline | | | | 4.3% | 3.9% | 4.6% | 5.0% | 5.0% | 5.0% | 5.0% | 5.4% | 5.6% |
| DoRA operating grants total MFY | | | | | | | | | | 200,959 | 214,741 | 231,902 |
| DoRA capital grants total MFY | | | | | | | | | | 157,285 | 153,497 | 168,266 |
| Provincial operating grants | | | | | | | | | | 27,800 | 8,286 | 8,285 |
| Provincial capital grants | | | | | | | | | | | | |
| District Municipality grants | | | | | | | | | | | | |
| Total gazetted/advised national, provincial and district grants | | | | | | | | | | 386,044 | 376,524 | 408,453 |
| Average annual collection rate (arrears inclusive) | | | | | | | | | | | | |

| DoRA operating | | | | | | | | | | | | |
|-----------------------|--|--|--|--|--|--|--|--|--|----------------|----------------|----------------|
| Fmg | | | | | | | | | | 1,700 | 1,700 | 1,700 |
| Isdg | | | | | | | | | | 6,500 | 8,000 | 7,500 |
| Equitable Share | | | | | | | | | | 189,151 | 205,041 | 222,702 |
| Epwp | | | | | | | | | | 3,608 | - | - |
| | | | | | | | | | | 200,959 | 214,741 | 231,902 |
| DoRA capital | | | | | | | | | | | | |
| Ndpg | | | | | | | | | | 40,000 | 40,000 | 40,000 |

| | | | | | | | | | | | |
|-------|--|--|--|--|--|--|--|--|----------------|----------------|----------------|
| Inep | | | | | | | | | 30,998 | 16,000 | 15,880 |
| Wsig | | | | | | | | | 30,000 | 40,000 | 50,000 |
| Eedsm | | | | | | | | | 5,000 | 5,000 | 6,000 |
| ludg | | | | | | | | | 51,287 | 52,497 | 56,386 |
| | | | | | | | | | 157,285 | 153,497 | 168,266 |

| | | | | | | | | | | | |
|--|--|---------|---------|---------|-----------|---------|-------|--------|---|---|---|
| Trend | | | | | | | | | | | |
| Change in consumer debtors (current and non-current) | | 277,559 | 212,692 | 237,344 | (127,205) | 176,936 | 3,072 | 40,674 | - | - | - |

| | | | | | | | | | | | |
|---|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Total Operating Revenue | | 1,742,557 | 1,791,676 | 1,845,554 | 2,053,839 | 1,983,495 | 1,983,495 | 1,983,495 | 2,203,612 | 2,328,538 | 2,468,270 |
| Total Operating Expenditure | | 1,618,672 | 1,622,333 | 1,832,791 | 2,046,856 | 2,000,941 | 2,000,941 | 1,997,314 | 2,194,210 | 2,319,006 | 2,457,537 |
| Operating Performance Surplus/(Deficit) | | 123,885 | 169,344 | 12,763 | 6,983 | (17,447) | (17,447) | (13,819) | 9,402 | 9,532 | 10,733 |
| Cash and Cash Equivalents (30 June 2012) | | | | | | | | | 202,090 | | |

| | | | | | | | | | | | |
|---|--|--|--------|--------|-------|---------|------|------|-------|------|------|
| Revenue | | | | | | | | | | | |
| % Increase in Total Operating Revenue | | | 2.8% | 3.0% | 11.3% | (3.4%) | 0.0% | 0.0% | 11.1% | 5.7% | 6.0% |
| % Increase in Property Rates Revenue | | | (6.0%) | 8.2% | 9.9% | 0.0% | 0.0% | 0.0% | 6.9% | 8.2% | 7.8% |
| % Increase in Electricity Revenue | | | (0.2%) | (1.6%) | 24.5% | (15.1%) | 0.0% | 0.0% | 23.5% | 7.5% | 5.2% |
| % Increase in Property Rates & Services Charges | | | 0.9% | 0.4% | 16.8% | (5.6%) | 0.0% | 0.0% | 12.5% | 7.4% | 6.5% |

| | | | | | | | | | | | |
|--|--|-------|--------|-------------|-------------|--------|-------|--------|-------------|-------|-------|
| Expenditure | | | | | | | | | | | |
| % Increase in Total Operating Expenditure | | | 0.2% | 13.0% | 11.7% | (2.2%) | 0.0% | (0.2%) | 9.7% | 5.7% | 6.0% |
| % Increase in Employee Costs | | | (5.9%) | 14.1% | 10.7% | (2.5%) | 0.0% | 0.0% | 10.4% | 6.1% | 5.6% |
| % Increase in Electricity Bulk Purchases | | | 9.0% | (0.3%) | 9.7% | 1.9% | 0.0% | 0.0% | 10.4% | 8.1% | 5.2% |
| Average Cost Per Budgeted Employee Position (Remuneration) | | | | 358818.8479 | 271871.0057 | | | | 292475.5854 | | |
| Average Cost Per Councillor (Remuneration) | | | | 437067.0506 | 451312.4462 | | | | 488504.3538 | | |
| R&M % of PPE | | 9.4% | 8.3% | 9.8% | 13.2% | 13.1% | 13.1% | | 14.1% | 14.8% | 15.3% |
| Asset Renewal and R&M as a % of PPE | | 14.0% | 12.0% | 16.0% | 24.0% | 19.0% | 19.0% | | 17.0% | 19.0% | 20.0% |
| Debt Impairment % of Total Billable Revenue | | 11.5% | 13.5% | 17.0% | 13.8% | 13.3% | 13.3% | 13.3% | 12.9% | 12.8% | 13.0% |

| | | | | | | | | | | | |
|---|--|---------|--------|---------|---------|---------|---------|---------|---------|---------|---------|
| Capital Revenue | | | | | | | | | | | |
| Internally Funded & Other (R'000) | | 39,922 | 30,168 | 47,423 | 50,446 | 37,552 | 37,552 | 37,552 | 27,000 | 27,000 | 41,000 |
| Borrowing (R'000) | | - | - | - | - | - | - | - | - | - | - |
| Grant Funding and Other (R'000) | | 111,728 | 89,523 | 203,033 | 282,795 | 193,560 | 193,560 | 193,560 | 157,285 | 153,497 | 168,266 |
| Internally Generated funds % of Non Grant Funding | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Borrowing % of Non Grant Funding | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Grant Funding % of Total Funding | | 73.7% | 74.8% | 81.1% | 84.9% | 83.8% | 83.8% | 83.8% | 85.3% | 85.0% | 80.4% |

| | | | | | | | | | | | |
|--|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Capital Expenditure | | | | | | | | | | | |
| Total Capital Programme (R'000) | | 151,651 | 119,691 | 250,457 | 333,241 | 231,113 | 231,113 | 231,113 | 184,285 | 180,497 | 209,266 |
| Asset Renewal | | 92,348 | 78,479 | 131,330 | 249,634 | 153,196 | 153,196 | 153,196 | 99,436 | 130,950 | 138,000 |
| Asset Renewal % of Total Capital Expenditure | | 60.9% | 65.6% | 52.4% | 74.9% | 66.3% | 66.3% | 66.3% | 54.0% | 72.5% | 65.9% |

| | | | | | | | | | | | |
|---------------------|--|---|---|---|---|---|---|---|---|---|---|
| Cash | | | | | | | | | | | |
| Cash Coverage Ratio | | 0 | 0 | 0 | 0 | 0 | 0 | - | 0 | 0 | 0 |

| | | | | | | | | | | | |
|---|--|------|------|-------|------|------|------|------|---------|------|------|
| Borrowing | | | | | | | | | | | |
| Credit Rating (2009/10) | | | | | | | | | Baa1.za | | |
| Capital Charges to Operating | | 2.5% | 2.2% | 1.9% | 1.7% | 1.8% | 1.8% | 1.3% | 1.5% | 1.4% | 1.3% |
| Borrowing Receipts % of Capital Expenditure | | 0.0% | 0.0% | 13.7% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |

| | | | | | | | | | | | |
|-------------------|--|---------|---------|---------|---------|---------|---------|----------|-----------|-----------|-----------|
| Reserves | | | | | | | | | | | |
| Surplus/(Deficit) | | 595,572 | 698,097 | 681,993 | 839,009 | 713,596 | 713,596 | (88,118) | 1,145,712 | 1,329,747 | 1,294,251 |

| | | | | | | | | | | | |
|--|--|------|------|------|------|------|------|------|------|------|------|
| Free Basic Services as a % of Equitable Share | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Free Services as a % of Operating Revenue (excl operational transfers) | | 0.0% | 0.0% | 1.6% | 1.7% | 1.5% | 1.5% | | 1.6% | 1.6% | 1.6% |

| | | | | | | | | | | | |
|---|----|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| High Level Outcome of Funding Compliance | | | | | | | | | | | |
| Total Operating Revenue | | 1,742,557 | 1,791,676 | 1,845,554 | 2,053,839 | 1,983,495 | 1,983,495 | 1,983,495 | 2,203,612 | 2,328,538 | 2,468,270 |
| Total Operating Expenditure | | 1,618,672 | 1,622,333 | 1,832,791 | 2,046,856 | 2,000,941 | 2,000,941 | 1,997,314 | 2,194,210 | 2,319,006 | 2,457,537 |
| Surplus/(Deficit) Budgeted Operating Statement | | 123,885 | 169,344 | 12,763 | 6,983 | (17,447) | (17,447) | (13,819) | 9,402 | 9,532 | 10,733 |
| Surplus/(Deficit) Considering Reserves and Cash Backing | | 595,572 | 698,097 | 681,993 | 839,009 | 713,596 | 713,596 | (88,118) | 1,145,712 | 1,329,747 | 1,294,251 |
| MTREF Funded (1) / Unfunded (0) | 15 | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 1 | 1 |
| MTREF Funded ✓ / Unfunded ✗ | 15 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✗ | ✓ | ✓ | ✓ |

References

15. Subject to figures provided in Schedule.

NC091 Sol Plaatje - Supporting Table SA11 Property rates summary

| Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Valuation: | 1 | 2015-01-01 | 2015-01-01 | 2015-01-01 | 2015-01-01 | | | | | |
| Date of valuation: | | 2015 | 2016 | 2017 | 2018 | | | 2019 | | |
| Financial year valuation used | | 2015 | 2016 | 2017 | 2018 | | | 2019 | | |
| Municipal by-laws s6 in place? (Y/N) | 2 | Yes | Yes | Yes | Yes | | | Yes | | |
| Municipal/assistant valuer appointed? (Y/N) | | Yes | Yes | Yes | Yes | | | Yes | | |
| Municipal partnership s38 used? (Y/N) | | No | No | No | No | No | No | No | No | No |
| No. of assistant valuers (FTE) | 3 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 2 |
| No. of data collectors (FTE) | 3 | 2 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| No. of internal valuers (FTE) | 3 | - | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 3 |
| No. of external valuers (FTE) | 3 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| No. of additional valuers (FTE) | 4 | | | | | | | | | |
| Valuation appeal board established? (Y/N) | | Yes | Yes | Yes | Yes | | | Yes | | |
| Implementation time of new valuation roll (mths) | | 48 | 36 | 24 | 12 | | | - | | |
| No. of properties | 5 | 53,000 | - | 54,376 | 55,298 | 55,298 | 55,298 | 58,065 | 60,968 | 64,017 |
| No. of sectional title values | 5 | 1,138 | - | 1,012 | 1,142 | 1,142 | 1,142 | 1,199 | 1,259 | 1,322 |
| No. of unreasonably difficult properties s7(2) | | | | | | | | | | |
| No. of supplementary valuations | | 500 | - | 1,703 | 933 | 933 | 933 | 980 | 1,029 | 2,000 |
| No. of valuation roll amendments | | - | - | 1,703 | 933 | 933 | 933 | 2,000 | 2,000 | 2,000 |
| No. of objections by rate payers | | - | - | 46 | 11 | 11 | 11 | 300 | 20 | 25 |
| No. of appeals by rate payers | | - | - | 16 | - | - | - | 20 | 1 | 1 |
| No. of successful objections | 8 | - | - | 13 | 2 | 2 | 2 | 158 | 10 | 15 |
| No. of successful objections > 10% | 8 | - | - | 9 | - | - | - | 50 | 8 | 8 |
| Supplementary valuation | | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Public service infrastructure value (Rm) | 5 | 31 | - | 75 | 75 | 75 | 75 | 160 | 160 | 160 |
| Municipality owned property value (Rm) | | 1,087 | - | 1,356 | 1,097 | 1,097 | 1,097 | 1,127 | 1,127 | 1,127 |
| Valuation reductions: | | | | | | | | | | |
| Valuation reductions-public infrastructure (Rm) | | | | | | | | | | |
| Valuation reductions-nature reserves/park (Rm) | | | | | | | | | | |
| Valuation reductions-mineral rights (Rm) | | | | | | | | | | |
| Valuation reductions-R15,000 threshold (Rm) | | 593 | - | 715 | 714 | 714 | 714 | 750 | 788 | 827 |
| Valuation reductions-public worship (Rm) | | | | | | | | | | |
| Valuation reductions-other (Rm) | | | | | | | | | | |
| Total valuation reductions: | | 593 | - | 715 | 714 | 714 | 714 | 750 | 788 | 827 |
| Total value used for rating (Rm) | 5 | 22,479 | 26,269 | 28,962 | 29,132 | 29,132 | 29,132 | 30,589 | 32,118 | 33,724 |
| Total land value (Rm) | 5 | | | | | | | | | |
| Total value of improvements (Rm) | 5 | | | | | | | | | |
| Total market value (Rm) | 5 | 24,135 | 29,486 | 29,676 | 29,847 | 29,847 | 29,847 | 31,339 | 32,906 | 34,551 |
| Rating: | | | | | | | | | | |
| Residential rate used to determine rate for other categories? (Y/N) | | Yes | Yes | Yes | Yes | | | Yes | | |
| Differential rates used? (Y/N) | 5 | Yes | Yes | Yes | Yes | | | Yes | | |
| Limit on annual rate increase (s20)? (Y/N) | | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Special rating area used? (Y/N) | | No | No | No | No | | | No | | |
| Phasing-in properties s21 (number) | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rates policy accompanying budget? (Y/N) | | Yes | Yes | Yes | Yes | | | Yes | | |
| Fixed amount minimum value (R'000) | | - | - | - | - | | | - | | |
| Non-residential prescribed ratio s19? (%) | | 0.0% | 0.0% | 0.0% | 0.0% | | | 0.0% | | |
| Rate revenue: | | | | | | | | | | |
| Rate revenue budget (R'000) | 6 | 423,808 | 486,708 | 511,595 | 545,000 | 545,000 | 545,000 | 578,654 | 625,994 | 674,739 |
| Rate revenue expected to collect (R'000) | 6 | 381,427 | 438,037 | 460,436 | 463,250 | 463,250 | 463,250 | 520,789 | 563,394 | 607,265 |
| Expected cash collection rate (%) | | 90.0% | 90.0% | 90.0% | 85.0% | 85.0% | 85.0% | 90.0% | 90.0% | 90.0% |
| Special rating areas (R'000) | 7 | | | | | | | | | |
| Rebates, exemptions - indigent (R'000) | | | | | | | | | | |
| Rebates, exemptions - pensioners (R'000) | | - | 2,095 | 2,559 | 2,715 | 2,715 | 2,715 | 2,850 | 2,993 | 3,142 |
| Rebates, exemptions - bona fide farm. (R'000) | | - | 2,354 | 2,473 | 2,532 | 2,532 | 2,532 | 2,659 | 2,791 | 2,931 |
| Rebates, exemptions - other (R'000) | | - | 4,099 | 13,629 | 14,402 | 14,402 | 14,402 | 15,122 | 15,878 | 16,672 |
| Phase-in reductions/discounts (R'000) | | | | | | | | | | |
| Total rebates, exemptns, reductns, discs (R'000) | | - | 8,548 | 18,661 | 19,648 | 19,648 | 19,648 | 20,631 | 21,662 | 22,745 |

References

1. All numbers to be expressed as whole numbers except FTEs and Rates in the Rand
2. To give effect to rates policy
3. Full Time Equivalent (FTE) should be expressed to one decimal place and takes into account full time and part time staff
4. Required to implement new system (FTE)
5. Provide relevant information for historical comparisons. Must reconcile to the total of Table SA12
6. Current and budget year must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)
7. Included in rate revenue budget
8. In favour of the rate-payer

NC091 Sol Plaatje - Supporting Table SA12a Property rates by category (current year)

| Description | Ref | Resi. | Indust. | Bus. & Comm. | Farm props. | State-owned | Muni props. | Public service infra. | Private owned towns | Formal & Informal Settle. | Comm. Land | State trust land | Section 8(2)(n) (note 1) | Protect. Areas | National Monum/ts | Public benefit organs. | Mining Props. | |
|---|-----|--------------|--------------|--------------|--------------|--------------|--------------|-----------------------|---------------------|---------------------------|--------------|------------------|--------------------------|----------------|-------------------|------------------------|---------------|--|
| Current Year 2018/19 | | | | | | | | | | | | | | | | | | |
| Valuation: | | | | | | | | | | | | | | | | | | |
| No. of properties | | 47,934 | 174 | 1,804 | 493 | 373 | 3,535 | 182 | - | - | - | - | - | - | - | 787 | 16 | |
| No. of sectional title property values | | 1,055 | 2 | 53 | - | 30 | 2 | - | - | - | - | - | - | - | - | - | - | |
| No. of unreasonably difficult properties s7(2) | | | | | | | | | | | | | | | | | | |
| No. of supplementary valuations | | 657 | 1 | 59 | 8 | - | 193 | 1 | - | - | - | - | - | - | - | 12 | 2 | |
| Supplementary valuation (Rm) | | 218,273,200 | 600,000 | 93,343,000 | 46,847,900 | - | 45,730,000 | 391,000 | - | - | - | - | - | - | - | 8,053,800 | 37,560,000 | |
| No. of valuation roll amendments | | 657 | 1 | 59 | 8 | - | 193 | 1 | - | - | - | - | - | - | - | 12 | 2 | |
| No. of objections by rate-payers | | 9 | - | 2 | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| No. of appeals by rate-payers | | | | | | | | | | | | | | | | | | |
| No. of appeals by rate-payers finalised | | | | | | | | | | | | | | | | | | |
| No. of successful objections | 5 | 1 | - | 1 | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| No. of successful objections > 10% | 5 | | | | | | | | | | | | | | | | | |
| Estimated no. of properties not valued | | | | | | | | | | | | | | | | | | |
| Years since last valuation (select) | | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | |
| Frequency of valuation (select) | | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | |
| Method of valuation used (select) | | Market | Dep. Replace | Dep. Replace | Dep. Replace | Dep. Replace | Dep. Replace | Dep. Replace | Dep. Replace | Market | Market | |
| Base of valuation (select) | | Land & Impr. | Land & Impr. | Land & Impr. | Land & Impr. | Land & Impr. | Land & Impr. | Land & Impr. | Land & Impr. | Land & Impr. | Land & Impr. | |
| Phasing-in properties s21 (number) | | | | | | | | | | | | | | | | | | |
| Combination of rating types used? (Y/N) | | No | No | No | No | No | No | No | No | No | No | |
| Flat rate used? (Y/N) | | No | No | No | No | No | No | No | No | No | No | |
| Is balance rated by uniform rate/variable rate? | | Uniform | Uniform | Uniform | Uniform | Uniform | Uniform | Uniform | Uniform | Uniform | Uniform | |
| Valuation reductions: | | | | | | | | | | | | | | | | | | |
| Valuation reductions-public infrastructure (Rm) | | | | | | | | | | | | | | | | | | |
| Valuation reductions-nature reserves/park (Rm) | | | | | | | | | | | | | | | | | | |
| Valuation reductions-mineral rights (Rm) | | | | | | | | | | | | | | | | | | |
| Valuation reductions-R15,000 threshold (Rm) | | 714 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Valuation reductions-public worship (Rm) | | | | | | | | | | | | | | | | | | |
| Valuation reductions-other (Rm) | | | | | | | | | | | | | | | | | | |
| Total valuation reductions: | | | | | | | | | | | | | | | | | | |
| Total value used for rating (Rm) | 6 | 16,346 | 481 | 4,960 | 1,908 | 3,032 | 1,097 | 75 | - | - | - | - | - | - | - | 1,119 | 113 | |
| Total land value (Rm) | 6 | | | | | | | | | | | | | | | | | |
| Total value of improvements (Rm) | 6 | | | | | | | | | | | | | | | | | |
| Total market value (Rm) | 6 | 17,060 | 481 | 4,960 | 1,908 | 3,032 | 1,097 | 75 | - | - | - | - | - | - | - | 1,119 | 113 | |
| Rating: | | | | | | | | | | | | | | | | | | |
| Average rate | 3 | 0.027013 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Rate revenue budget (R '000) | | 545,000 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Rate revenue expected to collect (R'000) | | 463,250 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Expected cash collection rate (%) | 4 | 85.0% | 85.0% | 85.0% | 85.0% | 85.0% | 85.0% | 85.0% | 85.0% | 85.0% | 85.0% | 85.0% | 85.0% | 85.0% | 85.0% | 85.0% | 85.0% | |
| Special rating areas (R'000) | | | | | | | | | | | | | | | | | | |
| Rebates, exemptions - indigent (R'000) | | | | | | | | | | | | | | | | | | |
| Rebates, exemptions - pensioners (R'000) | | 2,715 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Rebates, exemptions - bona fide farm. (R'000) | | - | - | - | 2,532 | - | - | - | - | - | - | - | - | - | - | - | - | |
| Rebates, exemptions - other (R'000) | | 8,337 | 1,721 | 4,343 | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Phase-in reductions/discounts (R'000) | | | | | | | | | | | | | | | | | | |
| Total rebates, exemptns, reductns, discs (R'000) | | | | | | | | | | | | | | | | | | |

References

1. Land & Assistance Act, Restitution of Land Rights, Communal Property Associations
2. Include value of additional reductions is 'free' value greater than MPRA minimum.
3. Average rate - cents in the Rand. Eg 10.26 cents in the Rand is 0.1026, expressed to 6 decimal places maximum
4. Include arrears collections
5. In favour of the rate-payer
6. Provide relevant information for historical comparisons.

NC091 Sol Plaatje - Supporting Table SA12b Property rates by category (budget year)

| Description | Ref | Resi. | Indust. | Bus. & Comm. | Farm props. | State-owned | Muni props. | Public service infra. | Private owned towns | Formal & Informal Settle. | Comm. Land | State trust land | Section 8(2)(n) (note 1) | Protect. Areas | National Monum/ts | Public benefit organs. | Mining Props. | |
|---|-----|--------------|--------------|--------------|--------------|--------------|--------------|-----------------------|---------------------|---------------------------|--------------|------------------|--------------------------|----------------|-------------------|------------------------|---------------|--------------|
| Budget Year 2019/20 | | | | | | | | | | | | | | | | | | |
| Valuation: | | | | | | | | | | | | | | | | | | |
| No. of properties | | 50,331 | 183 | 1,894 | 518 | 392 | 3,712 | 191 | - | - | - | - | - | - | - | - | 826 | 17 |
| No. of sectional title property values | | 1,108 | 2 | 56 | - | 32 | 2 | - | - | - | - | - | - | - | - | - | - | - |
| No. of unreasonably difficult properties s7(2) | | | | | | | | | | | | | | | | | | |
| No. of supplementary valuations | | 690 | 1 | 62 | 8 | - | 203 | 1 | - | - | - | - | - | - | - | - | 13 | 2 |
| Supplementary valuation (Rm) | | 229,186,860 | 630,000 | 98,010,150 | 49,190,295 | - | 48,016,500 | 410,550 | - | - | - | - | - | - | - | - | 8,456,490 | 39,438,000 |
| No. of valuation roll amendments | | 690 | 1 | 62 | 8 | - | 203 | 1 | - | - | - | - | - | - | - | - | 13 | 2 |
| No. of objections by rate-payers | | 220 | 10 | 25 | 20 | 20 | 5 | - | - | - | - | - | - | - | - | - | - | - |
| No. of appeals by rate-payers | | 10 | 1 | 3 | 2 | 2 | 2 | - | - | - | - | - | - | - | - | - | - | - |
| No. of appeals by rate-payers finalised | | 10 | 1 | 3 | 2 | 2 | 2 | - | - | - | - | - | - | - | - | - | - | - |
| No. of successful objections | 5 | 120 | 5 | 12 | 10 | 10 | 1 | - | - | - | - | - | - | - | - | - | - | - |
| No. of successful objections > 10% | 5 | 34 | 3 | 5 | 5 | 2 | 1 | - | - | - | - | - | - | - | - | - | - | - |
| Estimated no. of properties not valued | | | | | | | | | | | | | | | | | | |
| Years since last valuation (select) | | <1 | <1 | <1 | <1 | <1 | <1 | <1 | <1 | <1 | <1 | <1 | <1 | <1 | <1 | <1 | <1 | <1 |
| Frequency of valuation (select) | | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| Method of valuation used (select) | | Market | Market | Market | Market | Market | Market | Market | Market | Market | Market | Market |
| Base of valuation (select) | | Land & Impr. | Land & Impr. | Land & Impr. | Land & Impr. | Land & Impr. | Land & Impr. | Land & Impr. | Land & Impr. | Land & Impr. | Land & Impr. | Land & Impr. |
| Phasing-in properties s21 (number) | | | | | | | | | | | | | | | | | | |
| Combination of rating types used? (Y/N) | | No | No | No | No | No | No | No | No | No | No | No |
| Flat rate used? (Y/N) | | No | No | No | No | No | No | No | No | No | No | No |
| Is balance rated by uniform rate/variable rate? | | Uniform | Uniform | Uniform | Uniform | Uniform | Uniform | Uniform | Uniform | Uniform | Uniform | Uniform |
| Valuation reductions: | | | | | | | | | | | | | | | | | | |
| Valuation reductions-public infrastructure (Rm) | | | | | | | | | | | | | | | | | | |
| Valuation reductions-nature reserves/park (Rm) | | | | | | | | | | | | | | | | | | |
| Valuation reductions-mineral rights (Rm) | | | | | | | | | | | | | | | | | | |
| Valuation reductions-R15,000 threshold (Rm) | | 750 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Valuation reductions-public worship (Rm) | | | | | | | | | | | | | | | | | | |
| Valuation reductions-other (Rm) | | | | | | | | | | | | | | | | | | |
| Total valuation reductions: | | | | | | | | | | | | | | | | | | |
| Total value used for rating (Rm) | 6 | 17,163 | 505 | 5,208 | 2,004 | 3,183 | 1,152 | 79 | - | - | - | - | - | - | - | - | 1,175 | 119 |
| Total land value (Rm) | 6 | | | | | | | | | | | | | | | | | |
| Total value of improvements (Rm) | 6 | | | | | | | | | | | | | | | | | |
| Total market value (Rm) | 6 | 17,913 | 505 | 5,208 | 2,004 | 3,183 | 1,152 | 79 | - | - | - | - | - | - | - | - | 1,175 | 119 |
| Rating: | | | | | | | | | | | | | | | | | | |
| Average rate | 3 | 0.016604 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Rate revenue budget (R '000) | | 578,654 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Rate revenue expected to collect (R'000) | | 520,789 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Expected cash collection rate (%) | 4 | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% |
| Special rating areas (R'000) | | | | | | | | | | | | | | | | | | |
| Rebates, exemptions - indigent (R'000) | | | | | | | | | | | | | | | | | | |
| Rebates, exemptions - pensioners (R'000) | | 2,850 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Rebates, exemptions - bona fide farm. (R'000) | | - | - | - | 2,659 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Rebates, exemptions - other (R'000) | | 8,754 | 1,807 | 4,560 | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Phase-in reductions/discounts (R'000) | | | | | | | | | | | | | | | | | | |
| Total rebates, exemptns, reductns, discs (R'000) | | | | | | | | | | | | | | | | | | |

References

1. Land & Assistance Act, Restitution of Land Rights, Communal Property Associations
2. Include value of additional reductions is 'free' value greater than MPRA minimum.
3. Average rate - cents in the Rand. Eg 10.26 cents in the Rand is 0.1026, expressed to 6 decimal places maximum
4. Include arrears collections
5. In favour of the rate-payer
6. Provide relevant information for historical comparisons.

NC091 Sol Plaatje - Supporting Table SA13a Service Tariffs by category

| Description | Ref | Provide description of tariff structure where appropriate | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|-----|---|---------|---------|---------|----------------------|---|------------------------|------------------------|
| | | | | | | | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Property rates (rate in the Rand) | | | | | | | | | |
| Residential properties | 1 | Residential | 0.0093 | 0.0097 | 0.0102 | 0.0108 | 0.0098 | 0.0107 | 0.0110 |
| Farm properties - used | | Agricultural farms | 0.0019 | 0.0024 | 0.0026 | 0.0027 | 0.0024 | 0.0027 | 0.0028 |
| Farm properties - not used | | Agricultural business | 0.0023 | 0.0024 | 0.0026 | 0.0027 | 0.0024 | 0.0027 | 0.0028 |
| Industrial properties | | Industrial | 0.0326 | 0.0310 | 0.0327 | 0.0347 | 0.0312 | 0.0343 | 0.0353 |
| Business and commercial properties | | Business/Residential | 0.0275 | 0.0286 | 0.0303 | 0.0321 | 0.0293 | 0.0333 | 0.0342 |
| State-owned properties | | State/Public schools | 0.0689 | 0.0678 | 0.0715 | 0.0758 | 0.0585 | 0.0537 | 0.0497 |
| Exemptions, reductions and rebates (Rands) | | | | | | | | | |
| Residential properties | | | | | | | | | |
| R15 000 threshold rebate | | | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| General residential rebate | | | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Water tariffs | | | | | | | | | |
| Domestic | | | | | | | | | |
| Water usage - life line tariff | | Residential (0-6kl) | 5.07 | 5.00 | 5.56 | 5.94 | 6.30 | 6.67 | 7.15 |
| Water usage - Block 1 (c/kl) | | Residential (7-20kl) | 21.55 | 22.00 | 23.65 | 25.25 | 26.77 | 28.36 | 30.41 |
| Water usage - Block 2 (c/kl) | | Residential (21-40kl) | 24.26 | 25.00 | 26.61 | 28.43 | 30.13 | 31.92 | 34.23 |
| Water usage - Block 3 (c/kl) | | Residential (41-60kl) | 25.65 | 27.00 | 28.14 | 30.06 | 31.87 | 33.75 | 36.20 |
| Water usage - Block 4 (c/kl) | | Residential (more than 60kl) | 27.41 | 29.00 | 30.07 | 32.12 | 34.05 | 36.07 | 38.68 |
| Waste water tariffs | | | | | | | | | |
| Domestic | | | | | | | | | |
| Basic charge/fix fee (Rands/month) | | Basic charge | 132.31 | 138.00 | 145.17 | 155.15 | 165.24 | 175.34 | 187.14 |
| Electricity tariffs | | | | | | | | | |
| Domestic | | | | | | | | | |
| Basic charge/fix fee (Rands/month) | | | - | - | - | 260.00 | - | - | - |
| Meter - IBT Block 1 (c/klwh) | | Block 1 (0-50Kwh) | 1.34 | 1.00 | 1.45 | 1.05 | 1.67 | 1.79 | 1.91 |
| Meter - IBT Block 2 (c/klwh) | | Block 2 (51-350Kwh) | 1.83 | 2.00 | 1.99 | 1.35 | 2.33 | 2.49 | 2.67 |
| Meter - IBT Block 3 (c/klwh) | | Block 3 (351-600Kwh) | 1.98 | 2.00 | 2.16 | 1.90 | - | - | - |
| Meter - IBT Block 4 (c/klwh) | | Block 4 (> 600Kwh) | 2.10 | 2.00 | 2.29 | 2.24 | - | - | - |
| Meter - IBT Block 5 (c/klwh) | | (fill in thresholds) | | | | | | | |
| Prepaid - IBT Block 1 (c/klwh) | | Block 1 (0-50Kwh) | 1.34 | 1.00 | 1.45 | 1.05 | 1.67 | 1.79 | 1.91 |
| Prepaid - IBT Block 2 (c/klwh) | | Block 2 (51-350Kwh) | 1.83 | 2.00 | 1.99 | 1.35 | 2.33 | 2.49 | 2.67 |
| Prepaid - IBT Block 3 (c/klwh) | | Block 3 (351-600Kwh) | 1.98 | 2.00 | 2.16 | 1.90 | - | - | - |
| Prepaid - IBT Block 4 (c/klwh) | | Block 4 (>600Kwh) | 2.10 | 2.00 | 2.29 | 2.24 | - | - | - |
| Waste management tariffs | | | | | | | | | |
| Domestic | | | | | | | | | |
| Basic charge/fix fee | | Basic charge | 94.40 | 98.00 | 103.58 | 110.76 | 117.96 | 125.16 | 133.59 |

References

1. If properties are not rated or zero rated this must be indicated as such
2. Please provide detailed descriptions on Sheet SA13b

NC091 Sol Plaatje - Supporting Table SA13b Service Tariffs by category - explanatory

| Description | Ref | Provide description of tariff structure where appropriate | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|-----|---|---------|---------|---------|----------------------|---|------------------------|------------------------|
| | | | | | | | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Exemptions, reductions and rebates (Rands) | | | | | | | | | |
| Residential Properties | | standard rebate | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Water tariffs | | | | | | | | | |
| Water Usage - Life Line Tariff | | Residential (0-6kl) | 5.07 | 5.27 | 6.00 | 6.00 | 6.00 | 7.00 | 7.00 |
| Water Usage - Block 1 (CKl) | | Residential (7-20kl) | 21.55 | 22.41 | 24.00 | 25.00 | 27.00 | 28.00 | 30.00 |
| Water Usage - Block 2 (CKl) | | Residential (21-40kl) | 24.26 | 25.23 | 27.00 | 28.00 | 30.00 | 32.00 | 34.00 |
| Water Usage - Block 3 (CKl) | | Residential (41-60kl) | 25.65 | 26.68 | 28.00 | 30.00 | 32.00 | 34.00 | 36.00 |
| Water Usage - Block 4 (CKl) | | Residential (more than 60kl) | 27.41 | 28.50 | 30.00 | 32.00 | 34.00 | 36.00 | 39.00 |
| Waste water tariffs | | | | | | | | | |
| Basic Charge | | Basic charge | 132.31 | 137.60 | 145.00 | 155.00 | 165.00 | 175.00 | 187.00 |
| Electricity tariffs | | | | | | | | | |
| Domestic Basic Charge | | | - | - | - | 260.00 | - | - | - |
| Meter - lbt Block 1 (CKwh) | | Block 1 (0-50 Kwh) | 1.34 | 1.44 | - | - | 1.67 | 1.79 | 1.91 |
| Meter - lbt Block 2 (CKwh) | | Block 2 (51-350Kwh) | 1.83 | 1.97 | - | - | 2.33 | 2.49 | 2.67 |
| Meter - lbt Block 3 (CKwh) | | Block 3 (351-600Kwh) (Block | 1.98 | 2.13 | 2.16 | 1.90 | 1.67 | 1.79 | 1.91 |
| Meter - lbt Block 4 (CKwh) | | Block 4 (> 600 Kwh) (Block 2- | 2.10 | 2.26 | 2.29 | 2.24 | 2.33 | 2.49 | 2.67 |

NC091 Sol Plaatje - Supporting Table SA14 Household bills

| Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|---------------------|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 % incr. | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Rand/cent | | | | | | | | | | | |
| Monthly Account for Household - 'Middle Income Range' | 1 | | | | | | | | | | |
| Rates and services charges: | | | | | | | | | | | |
| Property rates | | 478.56 | 497.72 | 525.10 | 556.60 | 556.60 | 556.60 | (10.0%) | 501.01 | 541.99 | 584.21 |
| Electricity: Basic levy | | - | - | - | 226.09 | 226.09 | 226.09 | (100.0%) | - | - | - |
| Electricity: Consumption | | 1,715.09 | 1,843.70 | 1,862.57 | 1,591.45 | 1,591.45 | 1,591.45 | 23.6% | 2,094.95 | 2,247.45 | 2,406.55 |
| Water: Basic levy | | | | | | | | | | | |
| Water: Consumption | | 453.73 | 471.84 | 497.81 | 527.04 | 527.04 | 527.04 | 6.0% | 558.69 | 591.82 | 634.67 |
| Sanitation | | 104.46 | 108.63 | 114.61 | 121.42 | 121.42 | 121.42 | 6.5% | 129.32 | 137.22 | 146.45 |
| Refuse removal | | 74.53 | 77.51 | 81.77 | 86.68 | 86.68 | 86.68 | 6.5% | 92.32 | 98.17 | 103.95 |
| Other | | | | | | | | | | | |
| sub-total | | 2,826.37 | 2,999.40 | 3,081.86 | 3,109.28 | 3,109.28 | 3,109.28 | 8.6% | 3,376.29 | 3,616.65 | 3,875.83 |
| VAT on Services | | 328.69 | 350.23 | 360.16 | 382.90 | 348.99 | 348.99 | | 428.52 | 458.92 | 485.07 |
| Total large household bill: | | 3,155.06 | 3,349.63 | 3,442.02 | 3,492.18 | 3,458.27 | 3,458.27 | 9.0% | 3,804.81 | 4,075.57 | 4,360.90 |
| % increase/-decrease | | | 6.2% | 2.8% | 1.5% | (1.0%) | - | | 10.0% | 7.1% | 7.0% |
| Monthly Account for Household - 'Affordable Range' | 2 | | | | | | | | | | |
| Rates and services charges: | | | | | | | | | | | |
| Property rates | | 338.83 | 352.40 | 371.79 | 394.09 | 394.09 | 394.09 | (10.0%) | 354.73 | 383.75 | 413.64 |
| Electricity: Basic levy | | - | - | - | 226.09 | 226.09 | 226.09 | (100.0%) | - | - | - |
| Electricity: Consumption | | 802.48 | 862.67 | 878.89 | 646.58 | 646.58 | 646.58 | 41.0% | 932.15 | 1,000.00 | 1,070.80 |
| Water: Basic levy | | | | | | | | | | | |
| Water: Consumption | | 357.96 | 372.24 | 392.77 | 415.79 | 415.79 | 415.79 | 6.0% | 440.79 | 473.41 | 507.26 |
| Sanitation | | 104.46 | 108.63 | 114.61 | 121.42 | 121.42 | 121.42 | 6.5% | 129.32 | 137.22 | 146.45 |
| Refuse removal | | 74.53 | 77.51 | 81.77 | 86.68 | 86.68 | 86.68 | 6.5% | 92.32 | 98.17 | 103.95 |
| Other | | | | | | | | | | | |
| sub-total | | 1,678.26 | 1,773.45 | 1,839.83 | 1,890.65 | 1,890.65 | 1,890.65 | 3.1% | 1,949.31 | 2,092.55 | 2,242.10 |
| VAT on Services | | 187.52 | 198.95 | 205.53 | 224.48 | 190.57 | 190.57 | | 236.09 | 253.30 | 268.30 |
| Total small household bill: | | 1,865.78 | 1,972.40 | 2,045.36 | 2,115.13 | 2,081.22 | 2,081.22 | 3.3% | 2,185.40 | 2,345.85 | 2,510.40 |
| % increase/-decrease | | | 5.7% | 3.7% | 3.4% | (1.6%) | - | | 5.0% | 7.3% | 7.0% |
| Monthly Account for Household - 'Indigent' Household receiving free basic services | 3 | | | | | | | | | | |
| Rates and services charges: | | | | | | | | | | | |
| Property rates | | 199.11 | 207.08 | 218.47 | 231.58 | 231.58 | 231.58 | (10.0%) | 208.45 | 225.50 | 243.70 |
| Electricity: Basic levy | | | | | | | | | | | |
| Electricity: Consumption | | 402.24 | 432.41 | 440.54 | 293.89 | 293.89 | 293.89 | 31.9% | 499.98 | 537.48 | 565.44 |
| Water: Basic levy | | | | | | | | | | | |
| Water: Consumption | | 238.18 | 247.69 | 261.39 | 276.65 | 276.65 | 276.65 | 6.0% | 293.31 | 315.01 | 337.53 |
| Sanitation | | | | | | | | | | | |
| Refuse removal | | | | | | | | | | | |
| Other | | | | | | | | | | | |
| sub-total | | 839.53 | 887.18 | 920.40 | 802.12 | 802.12 | 802.12 | 24.9% | 1,001.74 | 1,077.99 | 1,146.67 |
| VAT on Services | | 89.66 | 95.22 | 98.27 | 85.58 | 85.58 | 85.58 | | 102.12 | 109.74 | 116.38 |
| Total small household bill: | | 929.19 | 982.40 | 1,018.67 | 887.70 | 887.70 | 887.70 | 24.4% | 1,103.86 | 1,187.73 | 1,263.05 |
| % increase/-decrease | | | 5.7% | 3.7% | (12.9%) | - | - | | 24.4% | 7.6% | 6.3% |

References

1. Use as basis property value of R700 000, 1 000 kWh electricity and 30kl water
2. Use as basis property value of R500 000 and R700 000, 500 kWh electricity and 25kl water
3. Use as basis property value of R 300 000, 350kWh electricity and 20kl water (50 kWh electricity and 6 kl water free)

NC091 Sol Plaatje - Supporting Table SA15 Investment particulars by type

| Investment type | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | | | | | | | | | | |
| Parent municipality | | | | | | | | | | |
| Securities - National Government | | | | | | | | | | |
| Listed Corporate Bonds | | | | | | | | | | |
| Deposits - Bank | | 259,276 | 245,735 | 81,460 | 183,584 | 115,264 | 133,592 | 202,093 | 382,843 | 380,736 |
| Deposits - Public Investment Commissioners | | | | | | | | | | |
| Deposits - Corporation for Public Deposits | | - | - | - | - | - | - | - | - | - |
| Bankers Acceptance Certificates | | | | | | | | | | |
| Negotiable Certificates of Deposit - Banks | | | | | | | | | | |
| Guaranteed Endowment Policies (sinking) | | | | | | | | | | |
| Repurchase Agreements - Banks | | | | | | | | | | |
| Municipal Bonds | | | | | | | | | | |
| Consolidated total: | | 259,276 | 245,735 | 81,460 | 183,584 | 115,264 | 133,592 | 202,093 | 382,843 | 380,736 |

References

1. Total investments must reconcile to Budgeted Financial Position ('current' call investment deposits plus 'non-current' investments)

NC091 Sol Plaatje - Supporting Table SA16 Investment particulars by maturity

| Investments by Maturity Name of institution & investment ID | Ref | Period of Investment | Type of Investment | Capital Guarantee (Yes/ No) | Variable or Fixed interest rate | Interest Rate * | Commission Paid (Rands) | Commission Recipient | Expiry date of investment | Opening balance | Interest to be realised | Partial / Premature Withdrawal (4) | Investment Top Up | Closing Balance |
|--|-----|----------------------|--------------------|--------------------------------|------------------------------------|-----------------|----------------------------|----------------------|------------------------------|-----------------|-------------------------|---------------------------------------|-------------------|-----------------|
| | | Yrs/Months | | | | | | | | | | | | |
| Parent municipality | | | | | | | | | | | | | | |
| Standard Bank 048466271-073 | | 6 months | Notice | Yes | Fixed | 8.50% | 0 | | 07 May 2019 | 20,973 | 879 | - | - | 21,852 |
| Nedbank 9002324052 | | 6 months | Notice | Yes | Fixed | 8.06% | 0 | | 06 June 2019 | 10,000 | 397 | - | - | 10,397 |
| Absa Bank 20-7291-5615 | | 6 months | Notice | Yes | Fixed | 8.02% | 0 | | 06 June 2019 | 10,000 | 396 | - | - | 10,396 |
| Investec Bank Jb 9778751 | | 6 months | Notice | Yes | Fixed | 7.95% | 0 | | 06 June 2019 | 10,000 | 392 | - | - | 10,392 |
| Absa Bank 20-6295-4443 | | 12 months | Fixed | Yes | Fixed | 8.10% | 0 | | 26 June 2019 | 2,993 | 247 | - | 62 | 3,302 |
| Absa Bank 20-78146864 | | 5 months | Fixed | Yes | Fixed | 7.54% | 0 | | 26 June 2019 | 2,322 | 61 | - | - | 2,383 |
| First Rand, Nedbank, S'Dard, Investec | | 12 months | Call a/c | Yes | Variable | 6.30% | 0 | | 30 June 2020 | 44,950 | 222 | (59,100) | 57,000 | 43,072 |
| TOTAL INVESTMENTS AND INTEREST | 1 | | | | | | | | | 101,238 | | (59,100) | 57,062 | 101,794 |

References

1. Total investments must reconcile to all items in Table SA15 for the Current Year (30 June)
2. List investments in expiry date order
3. If 'variable' is selected in column F, input interest rate range
4. Withdrawals to be entered as negative

check

NC091 Sol Plaatje - Supporting Table SA17 Borrowing

| Borrowing - Categorised by type R thousand | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Parent municipality | | | | | | | | | | |
| Annuity and Bullet Loans | | 218,675 | 210,435 | 204,226 | 191,934 | 191,934 | 191,934 | 172,417 | 144,219 | 115,626 |
| Long-Term Loans (non-annuity) | | | | | | | | | | |
| Local registered stock | | | | | | | | | | |
| Instalment Credit | | | | | | | | | | |
| Financial Leases | | | | | | | | | | |
| PPP liabilities | | | | | | | | | | |
| Finance Granted By Cap Equipment Supplier | | | | | | | | | | |
| Marketable Bonds | | | | | | | | | | |
| Non-Marketable Bonds | | | | | | | | | | |
| Bankers Acceptances | | | | | | | | | | |
| Financial derivatives | | | | | | | | | | |
| Other Securities | | | | | | | | | | |
| Municipality sub-total | 1 | 218,675 | 210,435 | 204,226 | 191,934 | 191,934 | 191,934 | 172,417 | 144,219 | 115,626 |
| Entities | | | | | | | | | | |
| Annuity and Bullet Loans | | | | | | | | | | |
| Long-Term Loans (non-annuity) | | | | | | | | | | |
| Local registered stock | | | | | | | | | | |
| Instalment Credit | | | | | | | | | | |
| Financial Leases | | | | | | | | | | |
| PPP liabilities | | | | | | | | | | |
| Finance Granted By Cap Equipment Supplier | | | | | | | | | | |
| Marketable Bonds | | | | | | | | | | |
| Non-Marketable Bonds | | | | | | | | | | |
| Bankers Acceptances | | | | | | | | | | |
| Financial derivatives | | | | | | | | | | |
| Other Securities | | | | | | | | | | |
| Entities sub-total | 1 | - | - | - | - | - | - | - | - | - |
| Total Borrowing | 1 | 218,675 | 210,435 | 204,226 | 191,934 | 191,934 | 191,934 | 172,417 | 144,219 | 115,626 |

References

1. Total borrowing must reconcile to Budgeted Financial Position (Borrowing - non-current)

| | | | | | | | | | |
|-------------------------|---|---|---|---|-------|-------|-------|-------|--------|
| check borrowing balance | - | - | - | - | 9,399 | 9,399 | 9,399 | 9,531 | 10,731 |
|-------------------------|---|---|---|---|-------|-------|-------|-------|--------|

NC091 Sol Plaatje - Supporting Table SA18 Transfers and grant receipts

| Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| RECEIPTS: | 1, 2 | | | | | | | | | |
| Operating Transfers and Grants | | | | | | | | | | |
| National Government: | | 154,635 | 152,932 | 160,973 | 181,074 | 183,202 | 183,202 | 202,709 | 215,741 | 232,402 |
| Local Government Equitable Share | | | | | | | | | | |
| Equitable Share | | 143,335 | 144,171 | 150,982 | 172,437 | 171,424 | 171,424 | 189,151 | 205,041 | 222,702 |
| Expanded Public Works Programme Integrated Grant | | 4,984 | 5,574 | 4,762 | 3,137 | 3,137 | 3,137 | 3,608 | - | - |
| Infrastructure Skills Development Grant [Schedule 5B] | | 3,786 | 1,562 | 1,492 | 3,800 | 6,941 | 6,941 | 6,500 | 8,000 | 7,500 |
| Local Government Financial Management Grant [Schedule 5B] | | 1,600 | 1,625 | 1,700 | 1,700 | 1,700 | 1,700 | 1,700 | 1,700 | 1,700 |
| Municipal Disaster Grant [Schedule 5B] | | - | - | - | - | - | - | - | - | - |
| Municipal Human Settlement Capacity Grant [Schedule 5B] | | - | - | - | - | - | - | - | - | - |
| Municipal Infrastructure Grant | | - | - | 2,037 | - | - | - | - | - | - |
| Municipal Infrastructure Grant [Schedule 5B] | | - | - | - | - | - | - | - | - | - |
| Municipal Systems Improvement Grant [Schedule 5B] | | 930 | - | - | - | - | - | 1,750 | 1,000 | 500 |
| Neighbourhood Development Partnership Grant | | - | - | - | - | - | - | - | - | - |
| Provincial Disaster Recovery Grant [Schedule 5B] | | - | - | - | - | - | - | - | - | - |
| Water Services Operating Subsidy Grant [Schedule 5B] | | - | - | - | - | - | - | - | - | - |
| Provincial Government: | | 6,609 | 8,006 | 7,599 | 7,800 | 10,078 | 10,078 | 27,800 | 8,285 | 8,285 |
| Capacity Building | | - | - | - | - | - | - | - | - | - |
| Expanded Public Works Programme | | - | - | 599 | - | 515 | 515 | - | - | - |
| Health | | - | - | - | - | 750 | 750 | - | - | - |
| Libraries; Archives and Museums | | 6,609 | 8,006 | 7,000 | 7,800 | 8,813 | 8,813 | - | - | - |
| Specify (Add grant description) | | - | - | - | - | - | - | 27,800 | 8,285 | 8,285 |
| District Municipality: | | 1,599 | 2,816 | 3,908 | - | 1,450 | 1,450 | - | - | - |
| 14/15: AWARENESS PROGRAMMES | | 1,599 | 2,816 | 3,908 | - | - | - | - | - | - |
| Finance and Admin | | - | - | - | - | 1,450 | 1,450 | - | - | - |
| IT Related Projects | | - | - | - | - | - | - | - | - | - |
| Public Safety | | - | - | - | - | - | - | - | - | - |
| Other grant providers: | | 1,372 | 1,583 | - | 2,268 | - | - | - | - | - |
| MIG ops | | 1,372 | 1,413 | - | 2,268 | - | - | - | - | - |
| Other grant providers: | | - | 170 | - | - | - | - | - | - | - |
| Total Operating Transfers and Grants | 5 | 164,215 | 165,337 | 172,480 | 191,142 | 194,729 | 194,729 | 230,509 | 224,026 | 240,687 |
| Capital Transfers and Grants | | | | | | | | | | |
| National Government: | | 94,188 | 79,416 | 200,676 | 282,795 | 193,560 | 193,560 | 157,285 | 153,497 | 168,266 |
| Infrastructure Skills Development Grant [Schedule 5B] | | - | - | - | - | - | - | - | - | - |
| Integrated National Electrification Programme | | 7,000 | 7,400 | 32,000 | 29,997 | 29,997 | 29,997 | 35,998 | 21,000 | 21,880 |
| Municipal Infrastructure Grant | | 48,329 | 37,079 | 34,663 | 46,548 | 54,619 | 54,619 | 51,287 | 52,497 | 56,386 |
| Municipal Water Infrastructure Grant | | 5,000 | 3,000 | 10,150 | - | - | - | - | - | - |
| Neighbourhood Development Partnership Grant | | - | 25,000 | 97,537 | 171,699 | 58,000 | 58,000 | 40,000 | 40,000 | 40,000 |
| Regional Bulk Infrastructure Grant | | 33,859 | 6,937 | 26,326 | 10,551 | 15,494 | 15,494 | - | - | - |
| Water Services Infrastructure Grant | | - | - | - | 17,000 | 28,450 | 28,450 | 30,000 | 40,000 | 50,000 |
| EDSM | | - | - | - | 7,000 | 7,000 | 7,000 | - | - | - |
| Provincial Government: | | 12,122 | 5,106 | 2,357 | - | - | - | - | - | - |
| Capacity Building | | - | - | 2,357 | - | - | - | - | - | - |
| Libraries; Archives and Museums | | - | - | - | - | - | - | - | - | - |
| Department of Water Affairs | | - | - | - | - | - | - | - | - | - |
| COGHSTA | | 3,596 | - | - | - | - | - | - | - | - |
| DSAC | | 1,846 | - | - | - | - | - | - | - | - |
| DHLG (GURP) | | 6,679 | 5,106 | - | - | - | - | - | - | - |
| District Municipality: | | 5,419 | 5,000 | - | - | - | - | - | - | - |
| Frances Baard District Municipality | | 5,419 | 5,000 | - | - | - | - | - | - | - |
| Other grant providers: | | - | - | - | - | - | - | - | - | - |
| Total Capital Transfers and Grants | 5 | 111,728 | 89,523 | 203,033 | 282,795 | 193,560 | 193,560 | 157,285 | 153,497 | 168,266 |
| TOTAL RECEIPTS OF TRANSFERS & GRANTS | | 275,943 | 254,860 | 375,513 | 473,937 | 388,290 | 388,290 | 387,794 | 377,523 | 408,953 |

References

- Each transfer/grant is listed by name as gazetted together with the name of the transferring department or municipality, donor or other organisation
- Amounts actually RECEIVED; not revenue recognised (objective is to confirm grants transferred)
- Replacement of RSC levies
- Housing subsidies for housing where ownership transferred to organisations or persons outside the control of the municipality
- Total transfers and grants must reconcile to Budgeted Cash Flows
- Motor vehicle licensing refunds to be included under 'agency' services (Not Grant Receipts)

NC091 Sol Plaatje - Supporting Table SA19 Expenditure on transfers and grant programme

| Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| EXPENDITURE: | | | | | | | | | | |
| Operating expenditure of Transfers and Grants | | | | | | | | | | |
| National Government: | | 154,635 | 152,932 | 160,973 | 183,342 | 183,202 | 183,202 | 202,709 | 215,741 | 232,402 |
| Local Government Equitable Share | | 143,335 | 144,171 | 150,982 | 172,437 | 171,424 | 171,424 | 189,151 | 205,041 | 222,702 |
| Expanded Public Works Programme Integrated Grant for Infrastructure Skills Development Grant [Schedule 5B] | | 4,984 | 5,574 | 4,762 | 3,137 | 3,137 | 3,137 | 3,608 | - | - |
| Local Government Financial Management Grant [Schedule 5B] | | 3,786 | 1,562 | 1,492 | 3,800 | 6,941 | 6,941 | 6,500 | 8,000 | 7,500 |
| Municipal Infrastructure Grant | | 1,600 | 1,625 | 1,700 | 1,700 | 1,700 | 1,700 | 1,700 | 1,700 | 1,700 |
| Municipal Systems Improvement Grant [Schedule 5B] | | - | - | 2,037 | 2,268 | - | - | - | - | - |
| | | 930 | - | - | - | - | - | 1,750 | 1,000 | 500 |
| Provincial Government: | | 6,609 | 8,006 | 7,599 | 7,800 | 8,813 | 8,813 | 27,800 | 8,285 | 8,285 |
| Libraries; Archives and Museums | | - | 8,006 | 7,000 | 7,800 | 8,813 | 8,813 | 7,800 | 8,285 | 8,285 |
| Specify (Add grant description) | | - | - | 599 | - | - | - | 20,000 | - | - |
| DWA | | 6,609 | - | - | - | - | - | - | - | - |
| District Municipality: | | 1,599 | 2,816 | 3,908 | - | 1,450 | 1,450 | - | - | - |
| <i>Frances Baard District Municipality</i> | | 1,599 | 2,816 | 3,908 | - | 1,450 | 1,450 | - | - | - |
| Other grant providers: | | 1,372 | 1,583 | - | - | 1,265 | 1,265 | - | - | - |
| <i>MIG ops</i> | | 1,372 | 1,413 | - | - | - | - | - | - | - |
| <i>Other grant providers: Miscellaneous</i> | | - | 170 | - | - | 1,265 | 1,265 | - | - | - |
| Total operating expenditure of Transfers and Grants: | | 164,215 | 165,337 | 172,480 | 191,142 | 194,730 | 194,730 | 230,509 | 224,026 | 240,687 |
| Capital expenditure of Transfers and Grants | | | | | | | | | | |
| National Government: | | 94,188 | 79,416 | 200,676 | 282,795 | 193,560 | 193,560 | 157,285 | 153,497 | 168,266 |
| Integrated National Electrification Programme | | 7,000 | 7,400 | 32,000 | 36,997 | 36,997 | 36,997 | 35,998 | 21,000 | 21,880 |
| Municipal Infrastructure Grant | | 48,329 | 37,079 | 34,663 | 46,548 | 54,619 | 54,619 | 51,287 | 52,497 | 56,386 |
| Municipal Water Infrastructure Grant | | 5,000 | 3,000 | 10,150 | - | - | - | - | - | - |
| Neighbourhood Development Partnership Grant | | - | 25,000 | 97,537 | 171,699 | 58,000 | 58,000 | 40,000 | 40,000 | 40,000 |
| Regional Bulk Infrastructure Grant | | 33,859 | 6,937 | 26,326 | 10,551 | 15,494 | 15,494 | - | - | - |
| Water Services Infrastructure Grant | | - | - | - | 17,000 | 28,450 | 28,450 | 30,000 | 40,000 | 50,000 |
| Provincial Government: | | 12,122 | 5,106 | 2,357 | - | - | - | - | - | - |
| EDSM | | - | - | 2,357 | - | - | - | - | - | - |
| Department of Water Affairs | | - | - | - | - | - | - | - | - | - |
| COGHSTA | | 3,596 | - | - | - | - | - | - | - | - |
| DSAC | | 1,846 | - | - | - | - | - | - | - | - |
| DHLG (GURP) | | 6,679 | 5,106 | - | - | - | - | - | - | - |
| District Municipality: | | 5,419 | 5,000 | - | - | - | - | - | - | - |
| <i>Frances Baard District Municipality</i> | | 5,419 | 5,000 | - | - | - | - | - | - | - |
| Other grant providers: | | - | - | - | - | - | - | - | - | - |
| Total capital expenditure of Transfers and Grants | | 111,728 | 89,523 | 203,033 | 282,795 | 193,560 | 193,560 | 157,285 | 153,497 | 168,266 |
| TOTAL EXPENDITURE OF TRANSFERS AND GRANTS | | 275,943 | 254,860 | 375,513 | 473,937 | 388,290 | 388,290 | 387,794 | 377,523 | 408,953 |

References

1. Expenditure must be separately listed for each transfer or grant received or recognised

NC091 Sol Plaatje - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds

| Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Operating transfers and grants: | 1,3 | | | | | | | | | |
| National Government: | | | | | | | | | | |
| Balance unspent at beginning of the year | | - | - | - | - | - | - | - | - | - |
| Current year receipts | | 154,635 | 152,932 | 160,973 | 181,074 | 183,202 | 183,202 | 202,709 | 215,741 | 232,402 |
| Conditions met - transferred to revenue | | 154,635 | 152,932 | 160,973 | 181,074 | 183,202 | 183,202 | 202,709 | 215,741 | 232,402 |
| Conditions still to be met - transferred to liabilities | | - | - | - | - | - | - | - | - | - |
| Provincial Government: | | | | | | | | | | |
| Balance unspent at beginning of the year | | - | - | - | - | - | - | - | - | - |
| Current year receipts | | 6,609 | 8,006 | 7,599 | 7,800 | 10,078 | 10,078 | 27,800 | 8,285 | 8,285 |
| Conditions met - transferred to revenue | | 6,609 | 8,006 | 7,599 | 7,800 | 10,078 | 10,078 | 27,800 | 8,285 | 8,285 |
| Conditions still to be met - transferred to liabilities | | - | - | - | - | - | - | - | - | - |
| District Municipality: | | | | | | | | | | |
| Balance unspent at beginning of the year | | - | - | - | - | - | - | - | - | - |
| Current year receipts | | 1,599 | 2,816 | 3,908 | - | 1,450 | 1,450 | - | - | - |
| Conditions met - transferred to revenue | | 1,599 | 2,816 | 3,908 | - | 1,450 | 1,450 | - | - | - |
| Conditions still to be met - transferred to liabilities | | - | - | - | - | - | - | - | - | - |
| Other grant providers: | | | | | | | | | | |
| Balance unspent at beginning of the year | | - | - | - | - | - | - | - | - | - |
| Current year receipts | | 1,372 | 1,583 | - | 2,268 | - | - | - | - | - |
| Conditions met - transferred to revenue | | 1,372 | 1,583 | - | 2,268 | - | - | - | - | - |
| Conditions still to be met - transferred to liabilities | | - | - | - | - | - | - | - | - | - |
| Total operating transfers and grants revenue | | 164,215 | 165,337 | 172,480 | 188,874 | 194,729 | 194,729 | 230,509 | 224,026 | 240,687 |
| Total operating transfers and grants - CTBM | 2 | - | - | - | - | - | - | - | - | - |
| Capital transfers and grants: | 1,3 | | | | | | | | | |
| National Government: | | | | | | | | | | |
| Balance unspent at beginning of the year | | - | - | - | - | - | - | - | - | - |
| Current year receipts | | 94,188 | 79,416 | 200,676 | 282,795 | 193,560 | 193,560 | 157,285 | 153,497 | 168,266 |
| Conditions met - transferred to revenue | | 94,188 | 79,416 | 200,676 | 282,795 | 193,560 | 193,560 | 157,285 | 153,497 | 168,266 |
| Conditions still to be met - transferred to liabilities | | - | - | - | - | - | - | - | - | - |
| Provincial Government: | | | | | | | | | | |
| Balance unspent at beginning of the year | | - | - | - | - | - | - | - | - | - |
| Current year receipts | | 12,122 | 5,106 | 2,357 | - | - | - | - | - | - |
| Conditions met - transferred to revenue | | 12,122 | 5,106 | 2,357 | - | - | - | - | - | - |
| Conditions still to be met - transferred to liabilities | | - | - | - | - | - | - | - | - | - |
| District Municipality: | | | | | | | | | | |
| Balance unspent at beginning of the year | | - | - | - | - | - | - | - | - | - |
| Current year receipts | | 5,419 | 5,000 | - | - | - | - | - | - | - |
| Conditions met - transferred to revenue | | 5,419 | 5,000 | - | - | - | - | - | - | - |
| Conditions still to be met - transferred to liabilities | | - | - | - | - | - | - | - | - | - |
| Other grant providers: | | | | | | | | | | |
| Balance unspent at beginning of the year | | - | - | - | - | - | - | - | - | - |
| Current year receipts | | - | - | - | - | - | - | - | - | - |
| Conditions met - transferred to revenue | | - | - | - | - | - | - | - | - | - |
| Conditions still to be met - transferred to liabilities | | - | - | - | - | - | - | - | - | - |
| Total capital transfers and grants revenue | | 111,728 | 89,523 | 203,033 | 282,795 | 193,560 | 193,560 | 157,285 | 153,497 | 168,266 |
| Total capital transfers and grants - CTBM | 2 | - | - | - | - | - | - | - | - | - |
| TOTAL TRANSFERS AND GRANTS REVENUE | | 275,943 | 254,860 | 375,513 | 471,669 | 388,290 | 388,290 | 387,794 | 377,523 | 408,953 |
| TOTAL TRANSFERS AND GRANTS - CTBM | | - | - | - | - | - | - | - | - | - |

References

1. Total capital transfers and grants revenue must reconcile to Budgeted Financial Performance and Financial Position; total recurrent grants revenue must reconcile to Budgeted Financial Performance
2. CTBM = conditions to be met
3. National Treasury database will require this reconciliation for each transfer/grant

| | | | | | | | | | | |
|-------------|-----|---|-----|---|---|---|---|---|---|---|
| Check opex | (0) | - | - | - | - | - | - | - | - | - |
| Check capex | 0 | - | (1) | - | - | - | - | - | - | - |

NC091 Sol Plaatje - Supporting Table SA21 Transfers and grants made by the municipality

| Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|----------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Cash Transfers to Organisations | | | | | | | | | | | |
| <i>Non-Prof.Oth Inst/Grants&Don Diam & Dor</i> | | 2,124 | 2,500 | 2,730 | 3,000 | 2,000 | 2,000 | - | 2,500 | 2,500 | 2,500 |
| <i>Non-Prof.Oth Inst/Grants&Don Oth Pub Gra</i> | | 1,381 | 2,484 | 2,720 | 2,500 | 2,500 | 2,500 | 1,498 | 2,500 | 2,500 | 2,500 |
| <i>Non-Prof.Oth Institut/Gariep</i> | | 1,300 | 1,500 | 1,600 | 1,700 | - | - | - | - | - | - |
| <i>Non-Prof.Oth Institut/Sport Council</i> | | 120 | - | - | - | - | - | - | - | - | - |
| <i>Non-Prof.Other Institutions/Spca</i> | | 1,700 | 1,500 | 1,600 | 1,700 | 1,700 | 1,700 | 1,700 | 2,000 | 2,000 | 2,000 |
| Total Cash Transfers To Organisations | | 6,625 | 7,984 | 8,650 | 8,900 | 6,200 | 6,200 | 3,198 | 7,000 | 7,000 | 7,000 |
| Cash Transfers to Groups of Individuals | | | | | | | | | | | |
| <i>Hh Oth Trans: Housing - Individual Supp</i> | | - | - | 539 | 600 | 600 | 600 | 100 | 500 | 530 | 559 |
| <i>Hh Ssp Soc Ass: Grant In Aid</i> | | - | - | 136 | 170 | 170 | 170 | 45 | 170 | 180 | 190 |
| Total Cash Transfers To Groups Of Individuals: | | - | - | 675 | 770 | 770 | 770 | 145 | 670 | 710 | 749 |
| TOTAL CASH TRANSFERS AND GRANTS | 6 | 6,625 | 7,984 | 9,325 | 9,670 | 6,970 | 6,970 | 3,342 | 7,670 | 7,710 | 7,749 |
| TOTAL TRANSFERS AND GRANTS | 6 | 6,625 | 7,984 | 9,325 | 9,670 | 6,970 | 6,970 | 3,342 | 7,670 | 7,710 | 7,749 |

References

1. Insert description listed by municipal name and demarcation code of recipient
2. Insert description of each entity or external mechanism (an external mechanism may be provided with resources to ensure a minimum level of service)
3. Insert description of each Organ of State (e.g. transfer to electricity provider to compensate for FBS provided)
4. Insert description of each other organisation (e.g. charity)
5. Insert description of each other organisation (e.g. the aged, child-headed households)
6. All descriptions should separate transfers for 'capital purposes' and 'operating purposes'

NC091 Sol Plaatje - Supporting Table SA22 Summary councillor and staff benefits

| Summary of Employee and Councillor remuneration | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | | A | B | C | D | E | F | G | H | I |
| Councillors (Political Office Bearers plus Other) | 1 | | | | | | | | | |
| Basic Salaries and Wages | | 14,913 | 17,220 | - | - | - | - | - | - | - |
| Pension and UIF Contributions | | 609 | 609 | 947 | - | - | - | - | - | - |
| Medical Aid Contributions | | 499 | 240 | 248 | - | 100 | 100 | - | - | - |
| Motor Vehicle Allowance | | 3,541 | 5,232 | - | - | - | - | - | - | - |
| Cellphone Allowance | | 1,387 | 1,710 | 2,883 | 1,960 | 1,960 | 1,960 | 3,088 | 3,289 | 3,486 |
| Housing Allowances | | - | - | - | - | - | - | - | - | - |
| Other benefits and allowances | | - | - | 24,332 | 27,375 | 27,625 | 27,625 | 28,665 | 30,528 | 32,360 |
| Sub Total - Councillors | | 20,948 | 25,011 | 28,409 | 29,335 | 29,685 | 29,685 | 31,753 | 33,817 | 35,846 |
| % increase | 4 | | 19.4% | 13.6% | 3.3% | 1.2% | - | 7.0% | 6.5% | 6.0% |
| Senior Managers of the Municipality | 2 | | | | | | | | | |
| Basic Salaries and Wages | | 6,391 | 4,741 | 7,121 | 7,469 | 7,469 | 7,469 | 8,307 | 8,800 | 9,278 |
| Pension and UIF Contributions | | 1,087 | 846 | 936 | 1,206 | 1,206 | 1,206 | 932 | 987 | 1,040 |
| Medical Aid Contributions | | 90 | 73 | 162 | 152 | 152 | 152 | 203 | 215 | 227 |
| Overtime | | - | - | - | - | - | - | - | - | - |
| Performance Bonus | | - | - | - | - | - | - | - | - | - |
| Motor Vehicle Allowance | 3 | 1,725 | 1,056 | 1,632 | 1,720 | 1,720 | 1,720 | 1,876 | 1,987 | 2,094 |
| Cellphone Allowance | 3 | 196 | 134 | 168 | 202 | 202 | 202 | 202 | 214 | 225 |
| Housing Allowances | 3 | 17 | 19 | 30 | 36 | 36 | 36 | 49 | 52 | 55 |
| Other benefits and allowances | 3 | 12 | - | 15 | 67 | 67 | 67 | 105 | 112 | 117 |
| Payments in lieu of leave | | 263 | 248 | - | - | - | - | - | - | - |
| Long service awards | | 35 | 27 | 37 | 43 | 43 | 43 | 40 | 42 | 45 |
| Post-retirement benefit obligations | 6 | - | - | - | - | - | - | - | - | - |
| Sub Total - Senior Managers of Municipality | | 9,816 | 7,145 | 10,100 | 10,897 | 10,897 | 10,897 | 11,714 | 12,407 | 13,080 |
| % increase | 4 | | (27.2%) | 41.4% | 7.9% | - | - | 7.5% | 5.9% | 5.4% |
| Other Municipal Staff | | | | | | | | | | |
| Basic Salaries and Wages | | 321,634 | 316,912 | 333,228 | 380,416 | 371,930 | 371,930 | 413,084 | 438,010 | 462,246 |
| Pension and UIF Contributions | | 45,631 | 53,296 | 55,658 | 65,353 | 65,353 | 65,353 | 71,691 | 76,008 | 80,292 |
| Medical Aid Contributions | | 31,630 | 39,383 | 42,657 | 49,847 | 49,847 | 49,847 | 53,378 | 56,728 | 60,015 |
| Overtime | | 27,574 | 33,685 | 48,725 | 28,630 | 28,730 | 28,730 | 31,567 | 33,468 | 35,343 |
| Performance Bonus | | - | - | 26,376 | 29,437 | 29,437 | 29,437 | 32,316 | 34,263 | 36,194 |
| Motor Vehicle Allowance | 3 | 33,831 | 40,512 | 38,967 | 46,042 | 46,037 | 46,037 | 48,333 | 51,148 | 53,922 |
| Cellphone Allowance | 3 | 1,191 | 1,371 | 1,363 | 1,394 | 1,394 | 1,394 | 1,494 | 1,584 | 1,673 |
| Housing Allowances | 3 | 2,485 | 2,811 | 2,400 | 2,822 | 2,822 | 2,822 | 2,971 | 3,146 | 3,320 |
| Other benefits and allowances | 3 | 51,823 | 53,692 | 28,173 | 32,802 | 33,196 | 33,196 | 34,740 | 36,799 | 38,838 |
| Payments in lieu of leave | | 11,016 | 16,440 | 14,428 | 14,000 | 7,000 | 7,000 | 15,000 | 16,125 | 17,173 |
| Long service awards | | 9,509 | 11,434 | 12,387 | 15,904 | 15,901 | 15,901 | 17,317 | 18,358 | 19,391 |
| Post-retirement benefit obligations | 6 | 56,826 | (10,084) | 32,849 | 39,109 | 36,109 | 36,109 | 37,359 | 40,161 | 42,772 |
| Sub Total - Other Municipal Staff | | 593,150 | 559,453 | 637,209 | 705,755 | 687,755 | 687,755 | 759,252 | 805,798 | 851,178 |
| % increase | 4 | | (5.7%) | 13.9% | 10.8% | (2.6%) | - | 10.4% | 6.1% | 5.6% |
| Total Parent Municipality | | 623,914 | 591,608 | 675,719 | 745,987 | 728,337 | 728,337 | 802,718 | 852,022 | 900,104 |
| | | | (5.2%) | 14.2% | 10.4% | (2.4%) | - | 10.2% | 6.1% | 5.6% |
| TOTAL SALARY, ALLOWANCES & BENEFITS | | 623,914 | 591,608 | 675,719 | 745,987 | 728,337 | 728,337 | 802,718 | 852,022 | 900,104 |
| % increase | 4 | | (5.2%) | 14.2% | 10.4% | (2.4%) | - | 10.2% | 6.1% | 5.6% |
| TOTAL MANAGERS AND STAFF | 5,7 | 602,966 | 566,597 | 647,309 | 716,652 | 698,652 | 698,652 | 770,966 | 818,205 | 864,258 |

References

1. Include 'Loans and advances' where applicable if any reportable amounts until phased compliance with s164 of MFMA achieved
2. s57 of the Systems Act
3. In kind benefits (e.g. provision of living quarters) must be shown as the cost (full market value) to the municipality, as part of the relevant allowance
4. B/A, C/B, D/C, E/C, F/C, G/D, H/D, I/D
5. Must agree to the sub-total appearing on Table A1 (Employee costs)
6. Includes pension payments and employer contributions to medical aid
7. Correct as at 30 June

Column Definitions:

A, B and C. Audited actual as per the audited financial statements. If audited amounts are unavailable, unaudited amounts must be provided with a note stating these are unaudited

D. The original budget approved by council for the budget year.

E. The budget for the budget year as adjusted by council resolution in terms of section 28 of the MFMA.

F. An estimate of final actual amounts (pre audit) for the current year at the point in time of preparing the budget for the budget year. This may differ from E.

G. The amount to be appropriated for the budget year.

H and I. The indicative projection

NC091 Sol Plaatje - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

| Disclosure of Salaries, Allowances & Benefits 1. | Ref | No. | Salary | Contributions | Allowances | Performance Bonuses | In-kind benefits | Total Package |
|--|------|-----|------------------|------------------|-------------------|---------------------|------------------|-------------------|
| Rand per annum | | | | 1. | | | | 2. |
| Councillors | 3 | | | | | | | |
| Speaker | 4 | | - | - | 909,267 | | | 909,267 |
| Chief Whip | | | - | - | - | | | - |
| Executive Mayor | | | - | - | 1,124,707 | | | 1,124,707 |
| Deputy Executive Mayor | | | - | - | - | | | - |
| Executive Committee | | | - | - | 8,554,062 | | | 8,554,062 |
| Total for all other councillors | | | - | - | 21,164,747 | | | 21,164,747 |
| Total Councillors | 8 | - | - | - | 31,752,783 | | | 31,752,783 |
| Senior Managers of the Municipality | 5 | | | | | | | |
| Municipal Manager (MM) | | | 2,031,637 | 1,785 | 191,100 | | | 2,224,522 |
| Chief Finance Officer | | | 1,298,422 | 238,325 | 445,274 | | | 1,982,021 |
| SM D01 | | | 1,339,455 | 225,770 | 360,465 | | | 1,925,690 |
| SM D02 | | | 1,226,367 | 222,402 | 422,220 | | | 1,870,989 |
| SM D03 | | | 1,205,803 | 254,290 | 418,731 | | | 1,878,824 |
| SM D04 | | | 1,205,769 | 192,180 | 433,982 | | | 1,831,931 |
| | | | | | | | | - |
| Total Senior Managers of the Municipality | 8,10 | - | 8,307,453 | 1,134,752 | 2,271,772 | - | | 11,713,977 |
| TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION | 10 | - | 8,307,453 | 1,134,752 | 34,024,555 | - | | 43,466,760 |

References

1. Pension and medical aid
2. Total package must equal the total cost to the municipality
3. List each political office bearer by designation. Provide a total for all other councillors
4. Political office bearer is defined in MFMA s 1: speaker, executive mayor, deputy executive mayor, member of executive committee, mayor, deputy mayor, member of mayoral committee, the councillor designated to exercise powers and duties of mayor (MSA s 57)
5. Also list each senior manager reporting to MM by designation and each official with package >= senior manager by designation
6. List each entity where municipality has an interest and state percentage ownership and control
7. List each senior manager reporting to the CEO of an Entity by designation
8. Must reconcile to relevant section of Table SA24
9. Must reconcile to totals shown for the budget year of Table SA22
10. Correct as at 30 June

NC091 Sol Plaatje - Supporting Table SA24 Summary of personnel numbers

| Summary of Personnel Numbers | | Ref | 2017/18 | | | Current Year 2018/19 | | | Budget Year 2019/20 | | |
|---|-------|-----|--------------|---------------------|--------------------|----------------------|---------------------|--------------------|---------------------|---------------------|--------------------|
| Number | | 1,2 | Positions | Permanent employees | Contract employees | Positions | Permanent employees | Contract employees | Positions | Permanent employees | Contract employees |
| Municipal Council and Boards of Municipal Entities | | | | | | | | | | | |
| Councillors (Political Office Bearers plus Other Councillors) | | | 65 | 65 | - | 65 | 65 | - | 65 | 65 | - |
| Board Members of municipal entities | 4 | | | | | | | | | | |
| Municipal employees | | | | | | | | | | | |
| Municipal Manager and Senior Managers | 3 | | 6 | 6 | - | 6 | 6 | - | 6 | 6 | - |
| Other Managers | 7 | | 3 | 2 | - | 3 | 2 | - | 3 | 3 | - |
| Professionals | | | 201 | 80 | 1 | 198 | 79 | 1 | 198 | 173 | - |
| Finance | | | 17 | 17 | - | 13 | 13 | 1 | 13 | 13 | - |
| Spatial/town planning | | | 19 | 6 | - | 19 | 6 | - | 19 | 5 | - |
| Information Technology | | | 4 | 4 | - | 4 | 4 | - | 4 | 4 | - |
| Roads | | | 2 | 2 | - | 2 | 2 | - | 2 | 2 | - |
| Electricity | | | 13 | 7 | - | 13 | 7 | - | 13 | 8 | - |
| Water | | | 2 | 2 | - | 2 | 2 | - | 2 | 2 | - |
| Sanitation | | | 3 | 2 | 1 | 3 | 3 | - | 3 | 3 | - |
| Refuse | | | - | - | - | - | - | - | - | - | - |
| Other | | | 141 | 40 | - | 142 | 42 | - | 142 | 136 | - |
| Technicians | | | 274 | 177 | 11 | 275 | 185 | 10 | 275 | 184 | 8 |
| Finance | | | 10 | 10 | - | 10 | 10 | - | 10 | 10 | - |
| Spatial/town planning | | | 29 | 15 | - | 29 | 15 | - | 29 | 12 | 4 |
| Information Technology | | | 8 | 4 | 1 | 8 | 4 | - | 8 | 4 | 1 |
| Roads | | | 6 | 4 | 1 | 6 | 6 | - | 6 | 6 | 3 |
| Electricity | | | 150 | 98 | 3 | 150 | 98 | 2 | 150 | 81 | - |
| Water | | | 10 | 3 | - | 10 | 3 | 4 | 10 | 10 | - |
| Sanitation | | | 25 | 20 | - | 25 | 20 | 1 | 25 | 25 | - |
| Refuse | | | 1 | - | - | 1 | - | - | 1 | 1 | - |
| Other | | | 35 | 23 | 6 | 36 | 29 | 3 | 36 | 35 | - |
| Clerks (Clerical and administrative) | | | 472 | 359 | 110 | 429 | 345 | 57 | 429 | 402 | 34 |
| Service and sales workers | | | 220 | 133 | - | 348 | 206 | - | 348 | 236 | - |
| Skilled agricultural and fishery workers | | | 150 | 89 | - | 145 | 78 | - | 145 | 44 | - |
| Craft and related trades | | | | | | | | | | | |
| Plant and Machine Operators | | | 215 | 96 | 1 | 215 | 100 | 2 | 215 | 95 | - |
| Elementary Occupations | | | 1,016 | 577 | 162 | 1,017 | 618 | 141 | 1,017 | 656 | 112 |
| TOTAL PERSONNEL NUMBERS | 9 | | 2,622 | 1,584 | 285 | 2,701 | 1,684 | 211 | 2,701 | 1,864 | 154 |
| % increase | | | | | | 3.0% | 6.3% | (26.0%) | - | 10.7% | (27.0%) |
| Total municipal employees headcount | 6, 10 | | 2,942 | 1,877 | 317 | 3,021 | 1,922 | 247 | 3,021 | 2,114 | 183 |
| Finance personnel headcount | 8, 10 | | 306 | 281 | 32 | 306 | 225 | 34 | 306 | 236 | 29 |
| Human Resources personnel headcount | 8, 10 | | 14 | 12 | - | 14 | 13 | 2 | 14 | 14 | - |

References

1. Positions must be funded and aligned to the municipality's current organisational structure
2. Full Time Equivalent (FTE). E.g. One full time person = 1FTE. A person working half time (say 4 hours out of 8) = 0.5FTE.
3. s57 of the Systems Act
4. Include only in Consolidated Statements
5. Include municipal entity employees in Consolidated Statements
6. Include headcount (number of persons, Not FTE) of managers and staff only (exclude councillors)
7. Managers who provide the direction of a critical technical function
8. Total number of employees working on these functions

NC091 Sol Plaatje - Supporting Table SA25 Budgeted monthly revenue and expenditure

| Description | Ref | Budget Year 2019/20 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|--|----------|---------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|---|------------------------|------------------------|
| | | July | August | Sept. | October | November | December | January | February | March | April | May | June | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Revenue By Source | | | | | | | | | | | | | | | | |
| Property rates | | 48,221 | 48,221 | 48,221 | 48,221 | 48,221 | 48,221 | 48,221 | 48,221 | 48,221 | 48,221 | 48,221 | 48,221 | 578,654 | 625,994 | 674,739 |
| Service charges - electricity revenue | | 63,627 | 63,627 | 63,627 | 63,627 | 63,627 | 63,627 | 63,627 | 63,627 | 63,627 | 63,627 | 63,627 | 63,627 | 763,527 | 820,800 | 863,653 |
| Service charges - water revenue | | 23,837 | 23,837 | 23,837 | 23,837 | 23,837 | 23,837 | 23,837 | 23,837 | 23,837 | 23,837 | 23,837 | 23,837 | 286,042 | 302,997 | 324,944 |
| Service charges - sanitation revenue | | 5,793 | 5,793 | 5,793 | 5,793 | 5,793 | 5,793 | 5,793 | 5,793 | 5,793 | 5,793 | 5,793 | 5,793 | 69,517 | 73,766 | 78,731 |
| Service charges - refuse revenue | | 4,492 | 4,492 | 4,492 | 4,492 | 4,492 | 4,492 | 4,492 | 4,492 | 4,492 | 4,492 | 4,492 | 4,492 | 53,898 | 57,317 | 60,690 |
| Rental of facilities and equipment | | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 10,976 | 11,810 | 12,307 | 12,983 |
| Interest earned - external investments | | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 15,000 | 21,000 | 22,000 |
| Interest earned - outstanding debtors | | 7,583 | 7,583 | 7,583 | 7,583 | 7,583 | 7,583 | 7,583 | 7,583 | 7,583 | 7,583 | 7,583 | 54,523 | 137,940 | 130,262 | 126,478 |
| Dividends received | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Fines, penalties and forfeits | | 1,182 | 1,182 | 1,182 | 1,182 | 1,182 | 1,182 | 1,182 | 1,182 | 1,182 | 1,182 | 1,182 | 13,802 | 26,805 | 28,413 | 29,976 |
| Licences and permits | | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 4,764 | 5,002 | 5,277 |
| Agency services | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Transfers and subsidies | | - | - | - | - | - | - | - | - | - | - | - | 230,509 | 230,509 | 224,026 | 240,687 |
| Other revenue | | 1,350 | 1,350 | 1,350 | 1,350 | 1,350 | 1,350 | 1,350 | 1,350 | 1,350 | 1,350 | 1,350 | 10,290 | 25,146 | 26,654 | 28,110 |
| Gains on disposal of PPE | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenue (excluding capital transfers and contribution) | | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 467,718 | 2,203,612 | 2,328,538 | 2,468,270 |
| Expenditure By Type | | | | | | | | | | | | | | | | |
| Employee related costs | | 64,135 | 64,135 | 64,135 | 64,135 | 64,135 | 64,135 | 64,135 | 64,135 | 64,135 | 64,135 | 64,135 | 65,476 | 770,966 | 818,205 | 864,258 |
| Remuneration of councillors | | 2,646 | 2,646 | 2,646 | 2,646 | 2,646 | 2,646 | 2,646 | 2,646 | 2,646 | 2,646 | 2,646 | 2,646 | 31,753 | 33,817 | 35,846 |
| Debt impairment | | 18,833 | 18,833 | 18,833 | 18,833 | 18,833 | 18,833 | 18,833 | 18,833 | 18,833 | 18,833 | 18,833 | 18,833 | 226,000 | 240,800 | 259,984 |
| Depreciation & asset impairment | | 5,967 | 5,967 | 5,967 | 5,967 | 5,967 | 5,967 | 5,967 | 5,967 | 5,967 | 5,967 | 5,967 | 5,967 | 71,600 | 76,724 | 81,747 |
| Finance charges | | 2,055 | 2,055 | 2,055 | 2,055 | 2,055 | 2,055 | 2,055 | 2,055 | 2,055 | 2,055 | 2,055 | 2,055 | 24,661 | 23,543 | 22,343 |
| Bulk purchases | | 51,458 | 51,458 | 51,458 | 51,458 | 51,458 | 51,458 | 51,458 | 51,458 | 51,458 | 51,458 | 51,458 | 51,458 | 617,500 | 669,370 | 709,325 |
| Other materials | | 14,256 | 14,256 | 14,256 | 14,256 | 14,256 | 14,256 | 14,256 | 14,256 | 14,256 | 14,256 | 14,256 | 34,411 | 191,225 | 178,868 | 195,314 |
| Contracted services | | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 51,605 | 54,694 | 57,697 |
| Transfers and subsidies | | - | - | - | - | - | - | - | - | - | - | - | 7,670 | 7,670 | 7,710 | 7,749 |
| Other expenditure | | 16,769 | 16,769 | 16,769 | 16,769 | 16,769 | 16,769 | 16,769 | 16,769 | 16,769 | 16,769 | 16,769 | 16,769 | 201,231 | 215,276 | 223,274 |
| Loss on disposal of PPE | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Expenditure | | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 209,586 | 2,194,210 | 2,319,006 | 2,457,537 |
| Surplus/(Deficit) | | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | 258,131 | 9,402 | 9,532 | 10,733 |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial and District) | | - | - | - | - | - | - | - | - | - | - | - | 157,285 | 157,285 | 153,497 | 168,266 |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Transfers and subsidies - capital (in-kind - all) | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) after capital transfers & contributions | | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | 415,416 | 166,687 | 163,029 | 178,999 |
| Taxation | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Attributable to minorities | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Share of surplus/ (deficit) of associate | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) | 1 | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | 415,416 | 166,687 | 163,029 | 178,999 |

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

NC091 Sol Plaatje - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

| Description | Ref | Budget Year 2019/20 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|--|----------|---------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|---|------------------------|------------------------|
| | | July | August | Sept. | October | November | December | January | February | March | April | May | June | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Revenue by Vote | | | | | | | | | | | | | | | | |
| Vote 01 - Executive & Council | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 02 - Municipal And General | | 8,179 | 8,179 | 8,179 | 8,179 | 8,179 | 8,179 | 8,179 | 8,179 | 8,179 | 8,179 | 8,179 | 378,226 | 468,192 | 453,716 | 480,013 |
| Vote 03 - Municipal Manager | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 04 - Corporate Services | | 306 | 306 | 306 | 306 | 306 | 306 | 306 | 306 | 306 | 306 | 306 | 6,806 | 10,176 | 11,897 | 11,611 |
| Vote 05 - Community Services | | 6,694 | 6,694 | 6,694 | 6,694 | 6,694 | 6,694 | 6,694 | 6,694 | 6,694 | 6,694 | 6,694 | 27,434 | 101,072 | 107,567 | 113,598 |
| Vote 06 - Financial Services | | 48,221 | 48,221 | 48,221 | 48,221 | 48,221 | 48,221 | 48,221 | 48,221 | 48,221 | 48,221 | 48,221 | 65,627 | 596,060 | 643,468 | 692,509 |
| Vote 07 - Strategy Econ Development And Planning | | 151 | 151 | 151 | 151 | 151 | 151 | 151 | 151 | 151 | 151 | 151 | 7,201 | 8,860 | 9,396 | 9,923 |
| Vote 08 - Infrastructure And Services | | 94,257 | 94,257 | 94,257 | 94,257 | 94,257 | 94,257 | 94,257 | 94,257 | 94,257 | 94,257 | 94,257 | 139,708 | 1,176,537 | 1,255,991 | 1,328,881 |
| Vote 09 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 10 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 11 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 12 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 13 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 14 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 15 - Other | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenue by Vote | | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 625,003 | 2,360,897 | 2,482,035 | 2,636,536 |
| Expenditure by Vote to be appropriated | | | | | | | | | | | | | | | | |
| Vote 01 - Executive & Council | | 4,228 | 4,228 | 4,228 | 4,228 | 4,228 | 4,228 | 4,228 | 4,228 | 4,228 | 4,228 | 4,228 | 4,728 | 51,241 | 54,475 | 57,640 |
| Vote 02 - Municipal And General | | 28,659 | 28,659 | 28,659 | 28,659 | 28,659 | 28,659 | 28,659 | 28,659 | 28,659 | 28,659 | 28,659 | 55,659 | 370,910 | 373,738 | 400,644 |
| Vote 03 - Municipal Manager | | 1,830 | 1,830 | 1,830 | 1,830 | 1,830 | 1,830 | 1,830 | 1,830 | 1,830 | 1,830 | 1,830 | 3,171 | 23,300 | 24,698 | 26,056 |
| Vote 04 - Corporate Services | | 6,198 | 6,198 | 6,198 | 6,198 | 6,198 | 6,198 | 6,198 | 6,198 | 6,198 | 6,198 | 6,198 | 6,198 | 74,381 | 79,841 | 83,173 |
| Vote 05 - Community Services | | 23,983 | 23,983 | 23,983 | 23,983 | 23,983 | 23,983 | 23,983 | 23,983 | 23,983 | 23,983 | 23,983 | 24,228 | 288,046 | 305,133 | 321,712 |
| Vote 06 - Financial Services | | 12,045 | 12,045 | 12,045 | 12,045 | 12,045 | 12,045 | 12,045 | 12,045 | 12,045 | 12,045 | 12,045 | 12,045 | 144,541 | 152,256 | 159,982 |
| Vote 07 - Strategy Econ Development And Planning | | 5,044 | 5,044 | 5,044 | 5,044 | 5,044 | 5,044 | 5,044 | 5,044 | 5,044 | 5,044 | 5,044 | 5,044 | 60,529 | 64,203 | 67,884 |
| Vote 08 - Infrastructure And Services | | 98,432 | 98,432 | 98,432 | 98,432 | 98,432 | 98,432 | 98,432 | 98,432 | 98,432 | 98,432 | 98,432 | 98,512 | 1,181,262 | 1,264,663 | 1,340,447 |
| Vote 09 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 10 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 11 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 12 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 13 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 14 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 15 - Other | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Expenditure by Vote | | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 209,586 | 2,194,210 | 2,319,006 | 2,457,537 |
| Surplus/(Deficit) before assoc. | | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | 415,416 | 166,687 | 163,029 | 178,999 |
| Taxation | | | | | | | | | | | | | - | - | - | - |
| Attributable to minorities | | | | | | | | | | | | | - | - | - | - |
| Share of surplus/ (deficit) of associate | | | | | | | | | | | | | - | - | - | - |
| Surplus/(Deficit) | 1 | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | 415,416 | 166,687 | 163,029 | 178,999 |

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

NC091 Sol Plaatje - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

| Description | Ref | Budget Year 2019/20 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|--|-----|---------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|---------|---|------------------------|------------------------|
| | | July | August | Sept. | October | November | December | January | February | March | April | May | June | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Revenue - Functional | | | | | | | | | | | | | | | | |
| Governance and administration | | 56,706 | 56,706 | 56,706 | 56,706 | 56,706 | 56,706 | 56,706 | 56,706 | 56,706 | 56,706 | 56,706 | 451,109 | 1,074,878 | 1,109,558 | 1,184,636 |
| Executive and council | | 8,179 | 8,179 | 8,179 | 8,179 | 8,179 | 8,179 | 8,179 | 8,179 | 8,179 | 8,179 | 8,179 | 378,226 | 468,192 | 453,716 | 480,013 |
| Finance and administration | | 48,528 | 48,528 | 48,528 | 48,528 | 48,528 | 48,528 | 48,528 | 48,528 | 48,528 | 48,528 | 48,528 | 72,884 | 606,686 | 655,842 | 704,623 |
| Internal audit | | | | | | | | | | | | | - | - | - | - |
| Community and public safety | | 608 | 608 | 608 | 608 | 608 | 608 | 608 | 608 | 608 | 608 | 608 | 19,309 | 25,995 | 27,380 | 28,431 |
| Community and social services | | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 8,067 | 11,008 | 11,686 | 11,873 |
| Sport and recreation | | 311 | 311 | 311 | 311 | 311 | 311 | 311 | 311 | 311 | 311 | 311 | 311 | 3,730 | 3,975 | 4,194 |
| Public safety | | 24 | 24 | 24 | 24 | 24 | 24 | 24 | 24 | 24 | 24 | 24 | 24 | 285 | 302 | 319 |
| Housing | | - | - | - | - | - | - | - | - | - | - | - | 10,901 | 10,901 | 11,343 | 11,967 |
| Health | | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 70 | 74 | 78 |
| Economic and environmental services | | 1,279 | 1,279 | 1,279 | 1,279 | 1,279 | 1,279 | 1,279 | 1,279 | 1,279 | 1,279 | 1,279 | 4,159 | 18,223 | 19,323 | 20,398 |
| Planning and development | | 104 | 104 | 104 | 104 | 104 | 104 | 104 | 104 | 104 | 104 | 104 | 2,784 | 3,923 | 4,163 | 4,402 |
| Road transport | | 1,175 | 1,175 | 1,175 | 1,175 | 1,175 | 1,175 | 1,175 | 1,175 | 1,175 | 1,175 | 1,175 | 1,375 | 14,300 | 15,160 | 15,996 |
| Environmental protection | | | | | | | | | | | | | - | - | - | - |
| Trading services | | 98,750 | 98,750 | 98,750 | 98,750 | 98,750 | 98,750 | 98,750 | 98,750 | 98,750 | 98,750 | 98,750 | 146,040 | 1,232,289 | 1,315,742 | 1,392,487 |
| Energy sources | | 63,627 | 63,627 | 63,627 | 63,627 | 63,627 | 63,627 | 63,627 | 63,627 | 63,627 | 63,627 | 63,627 | 77,627 | 777,527 | 833,520 | 877,073 |
| Water management | | 23,837 | 23,837 | 23,837 | 23,837 | 23,837 | 23,837 | 23,837 | 23,837 | 23,837 | 23,837 | 23,837 | 44,187 | 306,392 | 324,368 | 347,336 |
| Waste water management | | 6,793 | 6,793 | 6,793 | 6,793 | 6,793 | 6,793 | 6,793 | 6,793 | 6,793 | 6,793 | 6,793 | 6,793 | 81,517 | 86,546 | 92,278 |
| Waste management | | 4,493 | 4,493 | 4,493 | 4,493 | 4,493 | 4,493 | 4,493 | 4,493 | 4,493 | 4,493 | 4,493 | 17,433 | 66,853 | 71,308 | 75,800 |
| Other | | 466 | 466 | 466 | 466 | 466 | 466 | 466 | 466 | 466 | 466 | 466 | 4,386 | 9,512 | 10,032 | 10,584 |
| Total Revenue - Functional | | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 157,809 | 625,003 | 2,360,897 | 2,482,035 | 2,636,536 |
| Expenditure - Functional | | | | | | | | | | | | | | | | |
| Governance and administration | | 56,241 | 56,241 | 56,241 | 56,241 | 56,241 | 56,241 | 56,241 | 56,241 | 56,241 | 56,241 | 56,241 | 83,741 | 702,387 | 725,406 | 770,459 |
| Executive and council | | 33,844 | 33,844 | 33,844 | 33,844 | 33,844 | 33,844 | 33,844 | 33,844 | 33,844 | 33,844 | 33,844 | 61,344 | 433,631 | 440,381 | 471,121 |
| Finance and administration | | 21,856 | 21,856 | 21,856 | 21,856 | 21,856 | 21,856 | 21,856 | 21,856 | 21,856 | 21,856 | 21,856 | 21,856 | 262,274 | 278,154 | 292,089 |
| Internal audit | | 540 | 540 | 540 | 540 | 540 | 540 | 540 | 540 | 540 | 540 | 540 | 540 | 6,482 | 6,871 | 7,249 |
| Community and public safety | | 15,515 | 15,515 | 15,515 | 15,515 | 15,515 | 15,515 | 15,515 | 15,515 | 15,515 | 15,515 | 15,515 | 15,760 | 186,430 | 197,153 | 207,397 |
| Community and social services | | 3,425 | 3,425 | 3,425 | 3,425 | 3,425 | 3,425 | 3,425 | 3,425 | 3,425 | 3,425 | 3,425 | 3,500 | 41,179 | 43,667 | 45,613 |
| Sport and recreation | | 4,990 | 4,990 | 4,990 | 4,990 | 4,990 | 4,990 | 4,990 | 4,990 | 4,990 | 4,990 | 4,990 | 4,990 | 59,874 | 63,251 | 66,775 |
| Public safety | | 3,294 | 3,294 | 3,294 | 3,294 | 3,294 | 3,294 | 3,294 | 3,294 | 3,294 | 3,294 | 3,294 | 3,464 | 39,698 | 41,869 | 43,987 |
| Housing | | 2,257 | 2,257 | 2,257 | 2,257 | 2,257 | 2,257 | 2,257 | 2,257 | 2,257 | 2,257 | 2,257 | 2,257 | 27,082 | 28,705 | 30,315 |
| Health | | 1,550 | 1,550 | 1,550 | 1,550 | 1,550 | 1,550 | 1,550 | 1,550 | 1,550 | 1,550 | 1,550 | 1,550 | 18,596 | 19,661 | 20,706 |
| Economic and environmental services | | 10,885 | 10,885 | 10,885 | 10,885 | 10,885 | 10,885 | 10,885 | 10,885 | 10,885 | 10,885 | 10,885 | 12,306 | 132,039 | 140,366 | 148,603 |
| Planning and development | | 3,818 | 3,818 | 3,818 | 3,818 | 3,818 | 3,818 | 3,818 | 3,818 | 3,818 | 3,818 | 3,818 | 5,159 | 47,161 | 50,053 | 52,956 |
| Road transport | | 7,011 | 7,011 | 7,011 | 7,011 | 7,011 | 7,011 | 7,011 | 7,011 | 7,011 | 7,011 | 7,011 | 7,091 | 84,208 | 89,603 | 94,898 |
| Environmental protection | | 56 | 56 | 56 | 56 | 56 | 56 | 56 | 56 | 56 | 56 | 56 | 56 | 670 | 710 | 749 |
| Trading services | | 95,638 | 95,638 | 95,638 | 95,638 | 95,638 | 95,638 | 95,638 | 95,638 | 95,638 | 95,638 | 95,638 | 95,638 | 1,147,658 | 1,228,995 | 1,302,503 |
| Energy sources | | 60,980 | 60,980 | 60,980 | 60,980 | 60,980 | 60,980 | 60,980 | 60,980 | 60,980 | 60,980 | 60,980 | 60,980 | 731,755 | 786,587 | 828,805 |
| Water management | | 22,207 | 22,207 | 22,207 | 22,207 | 22,207 | 22,207 | 22,207 | 22,207 | 22,207 | 22,207 | 22,207 | 22,207 | 266,483 | 283,640 | 305,586 |
| Waste water management | | 6,889 | 6,889 | 6,889 | 6,889 | 6,889 | 6,889 | 6,889 | 6,889 | 6,889 | 6,889 | 6,889 | 6,889 | 82,667 | 87,611 | 92,612 |
| Waste management | | 5,563 | 5,563 | 5,563 | 5,563 | 5,563 | 5,563 | 5,563 | 5,563 | 5,563 | 5,563 | 5,563 | 5,563 | 66,753 | 71,158 | 75,500 |
| Other | | 2,141 | 2,141 | 2,141 | 2,141 | 2,141 | 2,141 | 2,141 | 2,141 | 2,141 | 2,141 | 2,141 | 2,141 | 25,697 | 27,085 | 28,575 |
| Total Expenditure - Functional | | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 180,420 | 209,586 | 2,194,210 | 2,319,006 | 2,457,537 |
| Surplus/(Deficit) before assoc. | | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | 415,416 | 166,687 | 163,029 | 178,999 |
| Share of surplus/ (deficit) of associate | | | | | | | | | | | | | - | - | - | - |
| Surplus/(Deficit) | 1 | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | (22,612) | 415,416 | 166,687 | 163,029 | 178,999 |

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

NC091 Sol Plaatje - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

| Description | Ref | Budget Year 2019/20 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | | |
|---|-----|---------------------|--------|-------|---------|-------|-------|---------|-------|-------|-------|-------|---------|---|------------------------|------------------------|---|
| | | July | August | Sept. | October | Nov. | Dec. | January | Feb. | March | April | May | June | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 | |
| R thousand | | | | | | | | | | | | | | | | | |
| Multi-year expenditure to be appropriated | 1 | | | | | | | | | | | | | | | | |
| Vote 01 - Executive & Council | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 02 - Municipal And General | | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 17,335 | 68,668 | 71,000 | 90,000 | |
| Vote 03 - Municipal Manager | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 04 - Corporate Services | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 05 - Community Services | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 06 - Financial Services | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 07 - Strategy Econ Development And Planning | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 08 - Infrastructure And Services | | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 10,500 | 16,000 | 34,547 | 41,110 | |
| Vote 09 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 10 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 11 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 12 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 13 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 14 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 15 - Other | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Capital multi-year expenditure sub-total | 2 | 5,167 | 5,167 | 5,167 | 5,167 | 5,167 | 5,167 | 5,167 | 5,167 | 5,167 | 5,167 | 5,167 | 27,835 | 84,668 | 105,547 | 131,110 | |
| Single-year expenditure to be appropriated | | | | | | | | | | | | | | | | | |
| Vote 01 - Executive & Council | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 02 - Municipal And General | | - | - | - | - | - | - | - | - | - | - | - | 13,436 | 13,436 | - | - | |
| Vote 03 - Municipal Manager | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 04 - Corporate Services | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 05 - Community Services | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 06 - Financial Services | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 07 - Strategy Econ Development And Planning | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 08 - Infrastructure And Services | | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 72,430 | 86,180 | 74,950 | 78,156 | |
| Vote 09 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 10 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 11 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 12 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 13 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 14 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Vote 15 - Other | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Capital single-year expenditure sub-total | 2 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 85,867 | 99,617 | 74,950 | 78,156 | |
| Total Capital Expenditure | 2 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 113,702 | 184,285 | 180,497 | 209,266 | |

References

1. Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates
2. Total Capital Expenditure must reconcile to Budgeted Capital Expenditure

NC091 Sol Plaatje - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

| Description | Ref | Budget Year 2019/20 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|---|-----|---------------------|--------|-------|---------|-------|-------|---------|-------|-------|-------|-------|---------|---|------------------------|------------------------|
| | | July | August | Sept. | October | Nov. | Dec. | January | Feb. | March | April | May | June | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Capital Expenditure - Functional | 1 | | | | | | | | | | | | | | | |
| Governance and administration | | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 30,771 | 82,105 | 71,000 | 90,000 |
| Executive and council | | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 4,667 | 30,771 | 82,105 | 71,000 | 90,000 |
| Finance and administration | | | | | | | | | | | | | - | - | - | - |
| Internal audit | | | | | | | | | | | | | - | - | - | - |
| Community and public safety | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Community and social services | | | | | | | | | | | | | - | - | - | - |
| Sport and recreation | | | | | | | | | | | | | - | - | - | - |
| Public safety | | | | | | | | | | | | | - | - | - | - |
| Housing | | | | | | | | | | | | | - | - | - | - |
| Health | | | | | | | | | | | | | - | - | - | - |
| Economic and environmental services | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Planning and development | | | | | | | | | | | | | - | - | - | - |
| Road transport | | | | | | | | | | | | | - | - | - | - |
| Environmental protection | | | | | | | | | | | | | - | - | - | - |
| Trading services | | 1,750 | 1,750 | 1,750 | 1,750 | 1,750 | 1,750 | 1,750 | 1,750 | 1,750 | 1,750 | 1,750 | 82,930 | 102,180 | 109,497 | 119,266 |
| Energy sources | | 1,083 | 1,083 | 1,083 | 1,083 | 1,083 | 1,083 | 1,083 | 1,083 | 1,083 | 1,083 | 1,083 | 32,081 | 43,998 | 29,000 | 24,880 |
| Water management | | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 627 | 3,377 | 30,547 | 33,386 |
| Waste water management | | 417 | 417 | 417 | 417 | 417 | 417 | 417 | 417 | 417 | 417 | 417 | 50,222 | 54,806 | 49,950 | 61,000 |
| Waste management | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other | | | | | | | | | | | | | - | - | - | - |
| Total Capital Expenditure - Functional | 2 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 113,702 | 184,285 | 180,497 | 209,266 |
| Funded by: | | | | | | | | | | | | | | | | |
| National Government | | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 111,452 | 157,285 | 153,497 | 168,266 |
| Provincial Government | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| District Municipality | | | | | | | | | | | | | - | - | - | - |
| Other transfers and grants | | | | | | | | | | | | | - | - | - | - |
| Transfers recognised - capital | | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 111,452 | 157,285 | 153,497 | 168,266 |
| Borrowing | | | | | | | | | | | | | - | - | - | - |
| Internally generated funds | | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 | 27,000 | 27,000 | 41,000 |
| Total Capital Funding | | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 113,702 | 184,285 | 180,497 | 209,266 |

References

1. Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates
2. Total Capital Expenditure must reconcile to Budgeted Capital Expenditure

check

NC091 Sol Plaatje - Supporting Table SA30 Budgeted monthly cash flow

| MONTHLY CASH FLOWS | Budget Year 2019/20 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | | |
|--|---------------------|----------------|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|----------------|-----------------|------------------|---|---------------------|------------------------|------------------------|
| | R thousand | July | August | Sept. | October | November | December | January | February | March | April | May | June | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Cash Receipts By Source | | | | | | | | | | | | | 1 | | | |
| Property rates | 120,000 | 38,458 | 38,458 | 38,458 | 38,458 | 38,458 | 38,458 | 38,458 | 38,458 | 38,458 | 38,458 | 38,457 | 543,035 | 588,434 | 602,265 | |
| Service charges - electricity revenue | 60,446 | 60,446 | 60,446 | 60,446 | 60,446 | 60,446 | 60,446 | 60,446 | 60,446 | 60,446 | 60,446 | 60,446 | 725,351 | 779,760 | 794,561 | |
| Service charges - water revenue | 21,930 | 21,930 | 21,930 | 21,930 | 21,930 | 21,930 | 21,930 | 21,930 | 21,930 | 21,930 | 21,930 | 21,930 | 263,159 | 272,697 | 276,203 | |
| Service charges - sanitation revenue | 5,330 | 5,330 | 5,330 | 5,330 | 5,330 | 5,330 | 5,330 | 5,330 | 5,330 | 5,330 | 5,330 | 5,330 | 63,956 | 66,390 | 68,496 | |
| Service charges - refuse revenue | 4,132 | 4,132 | 4,132 | 4,132 | 4,132 | 4,132 | 4,132 | 4,132 | 4,132 | 4,132 | 4,132 | 4,132 | 49,586 | 51,585 | 54,621 | |
| Rental of facilities and equipment | 984 | 984 | 984 | 984 | 984 | 984 | 984 | 984 | 984 | 984 | 984 | 984 | 11,810 | 12,307 | 12,983 | |
| Interest earned - external investments | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 15,000 | 21,000 | 22,000 | |
| Interest earned - outstanding debtors | 3,104 | 3,104 | 3,104 | 3,104 | 3,104 | 3,104 | 3,104 | 3,104 | 3,104 | 3,104 | 3,104 | 3,104 | 37,244 | 65,131 | 25,296 | |
| Dividends received | | | | | | | | | | | | | - | - | - | |
| Fines, penalties and forfeits | 2,234 | 2,234 | 2,234 | 2,234 | 2,234 | 2,234 | 2,234 | 2,234 | 2,234 | 2,234 | 2,234 | 2,234 | 26,805 | 28,413 | 29,976 | |
| Licences and permits | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 4,764 | 5,002 | 5,277 | |
| Agency services | | | | | | | | | | | | | - | - | - | |
| Transfer receipts - operational | 76,836 | - | - | - | 76,836 | - | - | - | 76,836 | - | - | - | 230,509 | 224,026 | 240,687 | |
| Other revenue | 2,095 | 2,095 | 2,095 | 2,095 | 2,095 | 2,095 | 2,095 | 2,095 | 2,095 | 2,095 | 2,095 | 2,095 | 25,146 | 26,654 | 28,110 | |
| Cash Receipts by Source | 298,738 | 140,359 | 140,359 | 140,359 | 217,196 | 140,359 | 140,359 | 140,359 | 217,196 | 140,359 | 140,359 | 140,359 | 1,996,363 | 2,141,400 | 2,160,476 | |
| Other Cash Flows by Source | | | | | | | | | | | | | | | | |
| Transfer receipts - capital | 52,428 | | | | 52,428 | | | | 52,428 | | | | - | 157,285 | 153,497 | 168,266 |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all) | | | | | | | | | | | | | - | - | - | |
| Proceeds on disposal of PPE | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Short term loans | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Borrowing long term/refinancing | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Increase (decrease) in consumer deposits | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 3,202 | 3,490 | 3,381 | |
| Decrease (Increase) in non-current debtors | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Decrease (increase) other non-current receivables | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Decrease (increase) in non-current investments | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Total Cash Receipts by Source | 351,433 | 140,626 | 140,626 | 140,626 | 269,891 | 140,626 | 140,626 | 140,626 | 269,891 | 140,626 | 140,626 | 140,626 | 2,156,850 | 2,298,387 | 2,332,123 | |
| Cash Payments by Type | | | | | | | | | | | | | | | | |
| Employee related costs | 55,833 | 55,833 | 55,833 | 55,833 | 55,833 | 85,833 | 55,833 | 55,833 | 55,833 | 55,833 | 55,833 | 126,799 | 770,966 | 818,205 | 864,258 | |
| Remuneration of councillors | 2,646 | 2,646 | 2,646 | 2,646 | 2,646 | 2,646 | 2,646 | 2,646 | 2,646 | 2,646 | 2,646 | 2,646 | 31,753 | 33,817 | 35,846 | |
| Finance charges | | | | | | 12,330 | | | | | | | 12,330 | 24,661 | 22,343 | |
| Bulk purchases - Electricity | 69,333 | 34,667 | 34,667 | 34,667 | 34,667 | 34,667 | 34,667 | 34,667 | 34,667 | 34,667 | 69,333 | 69,333 | 520,000 | 538,537 | 591,350 | |
| Bulk purchases - Water & Sewer | 10,833 | 10,833 | 10,833 | 10,833 | 10,833 | 10,833 | 10,833 | 10,833 | 10,833 | 10,833 | 10,833 | | 97,500 | 96,525 | 117,975 | |
| Other materials | 15,935 | 15,935 | 15,935 | 15,935 | 15,935 | 15,935 | 15,935 | 15,935 | 15,935 | 15,935 | 15,935 | 15,935 | 191,225 | 160,981 | 195,314 | |
| Contracted services | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 51,605 | 54,694 | 57,697 | |
| Transfers and grants - other municipalities | | | | | | | | | | | | | - | - | - | |
| Transfers and grants - other | 3,000 | | | | | | | 2,000 | | | | | 2,670 | 7,710 | 7,749 | |
| Other expenditure | 16,769 | 15,092 | 15,092 | 15,092 | 15,092 | 15,092 | 15,092 | 15,092 | 15,092 | 15,092 | 15,092 | 13,416 | 181,108 | 193,748 | 223,274 | |
| Cash Payments by Type | 178,651 | 139,308 | 139,308 | 139,308 | 139,308 | 181,638 | 139,308 | 141,308 | 139,308 | 128,474 | 163,141 | 247,430 | 1,876,487 | 1,927,760 | 2,115,806 | |
| Other Cash Flows/Payments by Type | | | | | | | | | | | | | | | | |
| Capital assets | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 6,417 | 113,702 | 184,285 | 180,497 | 209,266 | |
| Repayment of borrowing | | | | | | 4,626 | | | | | | | 4,626 | 9,402 | 9,532 | |
| Other Cash Flows/Payments | | | | | | | | | | | | | - | - | - | |
| Total Cash Payments by Type | 185,068 | 145,724 | 145,724 | 145,724 | 145,724 | 192,680 | 145,724 | 147,724 | 145,724 | 134,891 | 169,558 | 365,757 | 2,070,023 | 2,117,659 | 2,334,604 | |
| NET INCREASE/(DECREASE) IN CASH HELD | 166,366 | (5,098) | (5,098) | (5,098) | 124,167 | (52,054) | (5,098) | (7,098) | 124,167 | 5,735 | (28,931) | (225,131) | 86,827 | 180,727 | (2,481) | |
| Cash/cash equivalents at the month/year begin: | 115,263 | 281,629 | 276,531 | 271,433 | 266,335 | 390,501 | 338,447 | 333,349 | 326,251 | 450,418 | 456,153 | 427,222 | 115,263 | 202,090 | 382,818 | |
| Cash/cash equivalents at the month/year end: | 281,629 | 276,531 | 271,433 | 266,335 | 390,501 | 338,447 | 333,349 | 326,251 | 450,418 | 456,153 | 427,222 | 202,090 | 202,090 | 382,818 | 380,337 | |

References

1. Note that this section of Table SA 30 is deliberately not linked to Table A4 because timing differences between the invoicing of clients and receiving the cash means that the cashflow will differ from budgeted revenue, and similarly for budgeted expenditure. However for the MTREF it is now directly linked to A7.

NC091 Sol Plaatje - Supporting Table SA32 List of external mechanisms

| External mechanism | Yrs/ Mths | Period of agreement 1. | Service provided | Expiry date of service delivery agreement or contract | Monetary value of agreement 2. |
|----------------------|--------------|---------------------------|--------------------------------------|---|-----------------------------------|
| Name of organisation | | Number | | | R thousand |
| Dbsa Loan @ 10.91% | M | 360 | Piped Water Inside Dwelling | 31 December 2019 | 1,974 |
| Dbsa Loan @ 12.445% | M | 240 | Piped Water Inside Dwelling | 30 June 2031 | 31,261 |
| Dbsa Loan @ 12.61% | M | 240 | Piped Water Inside Dwelling | 31 December 2028 | 2,505 |
| Dbsa Loan @ 6.75% | M | 288 | Flush Toilet (Connected To Sewerage) | 31 December 2023 | 513 |

References

1. Total agreement period from commencement until end
2. Annual value

NC091 Sol Plaatje - Supporting Table SA33 Contracts having future budgetary implications

| Description | Ref | Preceding Years | Current Year 2018/19 | 2019/20 Medium Term Revenue & Expenditure Framework | | | Total Contract Value |
|---|-----|-----------------|----------------------|---|------------------------|------------------------|----------------------|
| | | Total | Original Budget | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 | Estimate |
| R thousand | 1,3 | | | | | | |
| Parent Municipality: | | | | | | | |
| Revenue Obligation By Contract | 2 | | | | | | |
| <i>No Future Contracts Greater Than 5m</i> | | - | - | - | - | - | - |
| Total Operating Revenue Implication | | - | - | - | - | - | - |
| Expenditure Obligation By Contract | 2 | | | | | | |
| <i>No Future Contracts Greater Than 5m</i> | | - | - | - | - | - | - |
| Total Operating Expenditure Implication | | - | - | - | - | - | - |
| Capital Expenditure Obligation By Contract | 2 | | | | | | |
| <i>Upgrade Stormwater Galeshewe</i> | | - | - | 40,000 | 40,000 | 40,000 | 120,000 |
| <i>Lerato Park Link Water And Sewer</i> | | - | - | 24,806 | - | - | 24,806 |
| <i>Homevale Fire Station</i> | | - | - | 12,668 | - | - | 12,668 |
| Total Capital Expenditure Implication | | - | - | 77,474 | 40,000 | 40,000 | 157,474 |
| Total Parent Expenditure Implication | | - | - | 77,474 | 40,000 | 40,000 | 157,474 |

References

1. Total implication for all preceding years to be summed and total stated in 'Preceding Years' column
2. List all contracts with future financial obligations beyond the three years covered by the MTREF (MFMA s33)

with approved total revenue greater than R250 m - all contracts with an annual cost greater than R1million. For municipalities with approved total revenue greater than R500 m - all contracts with an annual cost greater than R5 million

NC091 Sol Plaatje - Supporting Table SA34a Capital expenditure on new assets by asset class

| Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Capital expenditure on new assets by Asset Class/Sub-class | 1 | | | | | | | | | |
| Infrastructure | | 55,528 | 28,934 | 90,613 | 62,842 | 67,644 | 67,644 | 56,180 | 33,547 | 36,266 |
| Roads Infrastructure | | - | 3,320 | - | - | - | - | - | - | - |
| Roads | | - | 3,320 | - | - | - | - | - | - | - |
| Road Structures | | - | - | - | - | - | - | - | - | - |
| Road Furniture | | - | - | - | - | - | - | - | - | - |
| Capital Spares | | - | - | - | - | - | - | - | - | - |
| Storm water Infrastructure | | - | - | 11,538 | - | - | - | - | - | - |
| Drainage Collection | | - | - | - | - | - | - | - | - | - |
| Storm water Conveyance | | - | - | 11,538 | - | - | - | - | - | - |
| Attenuation | | - | - | - | - | - | - | - | - | - |
| Electrical Infrastructure | | 20,209 | 11,144 | 19,372 | 24,661 | 24,997 | 24,997 | 30,998 | 16,000 | 15,880 |
| Power Plants | | 18,725 | 11,144 | 19,372 | - | - | - | - | - | - |
| HV Substations | | - | - | - | - | - | - | - | - | - |
| HV Switching Station | | - | - | - | - | - | - | - | - | - |
| HV Transmission Conductors | | - | - | - | - | - | - | - | - | - |
| MV Substations | | - | - | - | - | - | - | - | - | - |
| MV Switching Stations | | - | - | - | - | - | - | - | - | - |
| MV Networks | | - | - | - | - | - | - | - | - | - |
| LV Networks | | - | - | - | 24,661 | 24,997 | 24,997 | 30,998 | 16,000 | 15,880 |
| Capital Spares | | 1,484 | - | - | - | - | - | - | - | - |
| Water Supply Infrastructure | | 30,531 | 12,469 | 59,703 | 17,381 | 22,956 | 22,956 | 377 | 17,547 | 20,386 |
| Dams and Weirs | | 30,531 | 12,469 | - | - | - | - | - | - | - |
| Boreholes | | - | - | - | - | - | - | - | 10,000 | 6,156 |
| Reservoirs | | - | - | - | - | - | - | - | - | - |
| Pump Stations | | - | - | 56,387 | - | 3,148 | 3,148 | - | - | - |
| Water Treatment Works | | - | - | - | - | - | - | - | - | - |
| Bulk Mains | | - | - | - | - | - | - | 377 | 1,547 | 11,200 |
| Distribution | | - | - | 3,315 | 17,381 | 19,807 | 19,807 | - | - | - |
| Distribution Points | | - | - | - | - | - | - | - | 6,000 | 3,030 |
| PRV Stations | | - | - | - | - | - | - | - | - | - |
| Capital Spares | | - | - | - | - | - | - | - | - | - |
| Sanitation Infrastructure | | 4,789 | 2,000 | - | 20,801 | 19,691 | 19,691 | 24,806 | - | - |
| Pump Station | | - | - | - | - | - | - | - | - | - |
| Reticulation | | 4,789 | 2,000 | - | 20,801 | 19,691 | 19,691 | 24,806 | - | - |
| Community Assets | | - | - | 8,583 | 4,765 | 2,473 | 2,473 | 12,668 | - | - |
| Community Facilities | | - | - | 8,583 | 4,765 | 2,473 | 2,473 | 12,668 | - | - |
| Halls | | - | - | - | - | - | - | - | - | - |
| Centres | | - | - | - | - | - | - | - | - | - |
| Crèches | | - | - | - | - | - | - | - | - | - |
| Clinics/Care Centres | | - | - | - | - | - | - | - | - | - |
| Fire/Ambulance Stations | | - | - | 8,583 | 4,765 | 2,473 | 2,473 | 12,668 | - | - |
| Testing Stations | | - | - | - | - | - | - | - | - | - |
| Investment properties | | - | 115 | - | 5,000 | 2,800 | 2,800 | 2,000 | 2,000 | 2,000 |
| Revenue Generating | | - | 115 | - | 5,000 | 2,800 | 2,800 | 2,000 | 2,000 | 2,000 |
| Improved Property | | - | 115 | - | 5,000 | 2,800 | 2,800 | 2,000 | 2,000 | 2,000 |
| Unimproved Property | | - | - | - | - | - | - | - | - | - |
| Non-revenue Generating | | - | - | - | - | - | - | - | - | - |
| Improved Property | | - | - | - | - | - | - | - | - | - |
| Unimproved Property | | - | - | - | - | - | - | - | - | - |
| Other assets | | 7 | - | 1,516 | - | - | - | - | - | - |
| Operational Buildings | | 7 | - | 1,516 | - | - | - | - | - | - |
| Capital Spares | | 7 | - | 1,516 | - | - | - | - | - | - |
| Housing | | - | - | - | - | - | - | - | - | - |
| Staff Housing | | - | - | - | - | - | - | - | - | - |
| Social Housing | | - | - | - | - | - | - | - | - | - |
| Capital Spares | | - | - | - | - | - | - | - | - | - |
| Biological or Cultivated Assets | | - | - | - | - | - | - | - | - | - |
| Biological or Cultivated Assets | | - | - | - | - | - | - | - | - | - |
| Intangible Assets | | 3,767 | 1,656 | 12,153 | - | - | - | - | - | - |
| Servitudes | | - | - | - | - | - | - | - | - | - |
| Licences and Rights | | 3,767 | 1,656 | 12,153 | - | - | - | - | - | - |
| Water Rights | | - | - | - | - | - | - | - | - | - |
| Effluent Licences | | - | - | - | - | - | - | - | - | - |
| Solid Waste Licences | | - | - | - | - | - | - | - | - | - |
| Computer Software and Applications | | 3,767 | 1,656 | 12,153 | - | - | - | - | - | - |
| Load Settlement Software Applications | | - | - | - | - | - | - | - | - | - |
| Unspecified | | - | - | - | - | - | - | - | - | - |
| Computer Equipment | | - | - | - | 4,000 | 3,000 | 3,000 | 5,000 | 5,000 | 20,000 |
| Computer Equipment | | - | - | - | 4,000 | 3,000 | 3,000 | 5,000 | 5,000 | 20,000 |
| Furniture and Office Equipment | | - | 4,647 | - | 3,000 | 1,000 | 1,000 | 3,000 | 3,000 | 3,000 |
| Furniture and Office Equipment | | - | 4,647 | - | 3,000 | 1,000 | 1,000 | 3,000 | 3,000 | 3,000 |
| Machinery and Equipment | | - | - | 259 | - | - | - | - | - | - |
| Machinery and Equipment | | - | - | 259 | - | - | - | - | - | - |
| Transport Assets | | - | 5,860 | 6,003 | 4,000 | 1,000 | 1,000 | 6,000 | 6,000 | 10,000 |
| Transport Assets | | - | 5,860 | 6,003 | 4,000 | 1,000 | 1,000 | 6,000 | 6,000 | 10,000 |
| Land | | - | - | - | - | - | - | - | - | - |
| Land | | - | - | - | - | - | - | - | - | - |
| Zoo's, Marine and Non-biological Animals | | - | - | - | - | - | - | - | - | - |
| Zoo's, Marine and Non-biological Animals | | - | - | - | - | - | - | - | - | - |
| Total Capital Expenditure on new assets | 1 | 59,303 | 41,212 | 119,127 | 83,607 | 77,917 | 77,917 | 84,849 | 49,547 | 71,266 |

References

1. Total Capital Expenditure on new assets (SA34a) plus Total Capital Expenditure on renewal of existing assets (SA34b) plus Total Capital Expenditure on upgrading of existing assets (SA34c) must reconcile to total capital

NC091 Sol Plaatje - Supporting Table SA34b Capital expenditure on the renewal of existing assets by asset class

| Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | 1 | | | | | | | | | |
| Capital expenditure on renewal of existing assets by Asset Class/Sub-class | | | | | | | | | | |
| Infrastructure | | 80,747 | 54,063 | 131,330 | 45,048 | 98,560 | 98,560 | 23,000 | 51,000 | 67,000 |
| Roads Infrastructure | | 16,616 | 21,659 | 108,785 | 13,048 | 18,698 | 18,698 | - | - | - |
| Roads | | 16,616 | 21,659 | 108,785 | 13,048 | 18,698 | 18,698 | - | - | - |
| Road Structures | | | | | | | | | | |
| Road Furniture | | | | | | | | | | |
| Capital Spares | | | | | | | | | | |
| Storm water Infrastructure | | - | - | - | - | 58,000 | 58,000 | - | - | - |
| Drainage Collection | | | | | | | | | | |
| Storm water Conveyance | | - | - | - | - | 58,000 | 58,000 | - | - | - |
| Attenuation | | | | | | | | | | |
| Electrical Infrastructure | | 6,551 | - | 5,733 | 10,000 | 9,837 | 9,837 | 8,000 | 8,000 | 9,000 |
| Power Plants | | 6,551 | | 5,733 | | | | | | |
| HV Substations | | | | | | | | | | |
| HV Switching Station | | | | | | | | | | |
| HV Transmission Conductors | | | | | | | | | | |
| MV Substations | | | | | | | | | | |
| MV Switching Stations | | | | | | | | | | |
| MV Networks | | | | | | | | | | |
| LV Networks | | - | - | - | 7,000 | 6,837 | 6,837 | 5,000 | 5,000 | 6,000 |
| Capital Spares | | - | - | - | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Water Supply Infrastructure | | 12,378 | 6,361 | 5,578 | 5,000 | 3,000 | 3,000 | - | - | - |
| Dams and Weirs | | 12,378 | 6,361 | | | | | | | |
| Boreholes | | | | | | | | | | |
| Reservoirs | | - | - | - | - | - | - | - | - | - |
| Pump Stations | | - | - | - | - | - | - | - | - | - |
| Water Treatment Works | | - | - | 5,578 | - | - | - | - | - | - |
| Bulk Mains | | | | | | | | | | |
| Distribution | | - | - | - | 5,000 | 3,000 | 3,000 | - | - | - |
| Distribution Points | | - | - | - | - | - | - | - | - | - |
| PRV Stations | | | | | | | | | | |
| Capital Spares | | | | | | | | | | |
| Sanitation Infrastructure | | 45,201 | 14,560 | 11,234 | 17,000 | 9,025 | 9,025 | 15,000 | 43,000 | 58,000 |
| Pump Station | | - | - | - | 3,000 | 2,500 | 2,500 | 5,000 | 23,000 | 23,000 |
| Reticulation | | 45,201 | 14,560 | 11,234 | - | - | - | - | 15,000 | 30,000 |
| Waste Water Treatment Works | | - | - | - | - | - | - | - | - | - |
| Outfall Sewers | | | | | | | | | | |
| Toilet Facilities | | - | - | - | 14,000 | 6,525 | 6,525 | 10,000 | 5,000 | 5,000 |
| Capital Spares | | | | | | | | | | |
| Solid Waste Infrastructure | | - | 11,483 | - | - | - | - | - | - | - |
| Landfill Sites | | - | 11,483 | - | - | - | - | - | - | - |
| Community Assets | | 6,951 | 24,416 | - | - | 4,717 | 4,717 | - | - | - |
| Community Facilities | | 6,951 | 24,274 | - | - | - | - | - | - | - |
| Capital Spares | | 6,951 | 24,274 | | | | | | | |
| Sport and Recreation Facilities | | - | 142 | - | - | 4,717 | 4,717 | - | - | - |
| Indoor Facilities | | | | | | | | | | |
| Outdoor Facilities | | - | 142 | - | - | 4,717 | 4,717 | - | - | - |
| Capital Spares | | | | | | | | | | |
| Investment properties | | 2,380 | - | - | - | - | - | - | - | - |
| Revenue Generating | | 2,380 | - | - | - | - | - | - | - | - |
| Improved Property | | 2,380 | | | | | | | | |
| Unimproved Property | | | | | | | | | | |
| Computer Equipment | | 2,270 | - | - | - | - | - | - | - | - |
| Computer Equipment | | 2,270 | | | | | | | | |
| Total Capital Expenditure on renewal of existing assets | 1 | 92,348 | 78,479 | 131,330 | 45,048 | 103,277 | 103,277 | 23,000 | 51,000 | 67,000 |
| Renewal of Existing Assets as % of total capex | | 0.0% | 65.6% | 52.4% | 13.5% | 44.7% | 44.7% | 12.5% | 28.3% | 32.0% |
| Renewal of Existing Assets as % of deprecn" | | 159.8% | 130.2% | 203.8% | 65.1% | 149.1% | 149.1% | 32.1% | 66.5% | 82.0% |

References

1. Total Capital Expenditure on renewal of existing assets (SA34b) plus Total Capital Expenditure on new assets (SA34a) plus Total Capital Expenditure on upgrading of existing assets (SA34e) must reconcile to total capital exp

| | | | | | | | | | | |
|---|--------|---------|---------|----------|---------|---------|---------|---------|---------|---------|
| Theatres | | | | | | | | | | |
| Libraries | 2,888 | 58 | 53 | 75 | 75 | 75 | 75 | 80 | 84 | |
| Cemeteries/Crematoria | | 26 | 462 | 635 | 641 | 641 | 640 | 676 | 713 | |
| Police | | | | | | | | | | |
| Parks | 1,499 | 32 | 1,223 | 1,945 | 443 | 443 | 1,850 | 1,943 | 2,049 | |
| Public Open Space | | - | 184 | 195 | 195 | 195 | 195 | 207 | 219 | |
| Nature Reserves | | | | | | | | | | |
| Public Ablution Facilities | | | | | | | | | | |
| Markets | 473 | 372 | 2,761 | | | | | | | |
| Stalls | | | | | | | | | | |
| Abattoirs | | | | | | | | | | |
| Airports | | | | | | | | | | |
| Taxi Ranks/Bus Terminals | | | | | | | | | | |
| Capital Spares | 3,163 | | 1,780 | 1,361 | 1,568 | 1,568 | | | | |
| Sport and Recreation Facilities | 1,863 | 390 | 402 | 391 | 404 | 404 | 440 | 452 | 479 | |
| Indoor Facilities | - | - | 335 | 330 | 335 | 335 | 370 | 396 | 420 | |
| Outdoor Facilities | 1,863 | 390 | 67 | 61 | 69 | 69 | 70 | 56 | 59 | |
| Capital Spares | - | - | - | - | - | - | - | - | - | |
| Heritage assets | - | - | - | - | - | - | - | - | - | |
| Monuments | | | | | | | | | | |
| Historic Buildings | | | | | | | | | | |
| Works of Art | | | | | | | | | | |
| Conservation Areas | | | | | | | | | | |
| Other Heritage | | | | | | | | | | |
| Investment properties | - | 929 | - | 6,681 | 6,711 | 6,711 | 6,880 | 7,293 | 7,725 | |
| Revenue Generating | - | 929 | - | 6,681 | 6,711 | 6,711 | 6,880 | 7,293 | 7,725 | |
| Improved Property | - | - | - | 6,181 | 6,181 | 6,181 | 6,380 | 6,763 | 7,164 | |
| Unimproved Property | - | 929 | - | 500 | 530 | 530 | 500 | 530 | 562 | |
| Non-revenue Generating | - | - | - | - | - | - | - | - | - | |
| Improved Property | | | | | | | | | | |
| Unimproved Property | | | | | | | | | | |
| Other assets | 43,425 | 19,395 | 31,509 | 8,964 | 13,278 | 13,278 | 10,953 | 11,616 | 12,270 | |
| Operational Buildings | 43,425 | 19,395 | 31,509 | 8,964 | 13,278 | 13,278 | 10,953 | 11,616 | 12,270 | |
| Municipal Offices | 4,387 | 3,674 | 10,537 | 7,964 | 11,968 | 11,968 | 9,953 | 10,551 | 11,131 | |
| Pay/Enquiry Points | | | | | | | | | | |
| Building Plan Offices | 13,409 | 1,357 | | | | | | | | |
| Workshops | | | 1,731 | 1,000 | 1,310 | 1,310 | 1,000 | 1,065 | 1,140 | |
| Yards | | | | | | | | | | |
| Stores | | | | | | | | | | |
| Laboratories | | | | | | | | | | |
| Training Centres | | | | | | | | | | |
| Manufacturing Plant | | | | | | | | | | |
| Depots | | | | | | | | | | |
| Capital Spares | 25,629 | 14,363 | 19,241 | | | | | | | |
| Housing | - | - | - | - | - | - | - | - | - | |
| Staff Housing | | | | | | | | | | |
| Social Housing | | | | | | | | | | |
| Capital Spares | | | | | | | | | | |
| Biological or Cultivated Assets | - | - | - | - | - | - | - | - | - | |
| Biological or Cultivated Assets | | | | | | | | | | |
| Intangible Assets | - | - | - | - | - | - | - | - | - | |
| Servitudes | | | | | | | | | | |
| Licences and Rights | | | | | | | | | | |
| Water Rights | | | | | | | | | | |
| Effluent Licenses | | | | | | | | | | |
| Solid Waste Licenses | | | | | | | | | | |
| Computer Software and Applications | | | | | | | | | | |
| Load Settlement Software Applications | | | | | | | | | | |
| Unspecified | | | | | | | | | | |
| Computer Equipment | - | - | - | - | - | - | - | - | - | |
| Computer Equipment | | | | | | | | | | |
| Furniture and Office Equipment | - | 3,699 | - | 1,849 | 1,938 | 1,938 | 1,758 | 1,865 | 1,969 | |
| Furniture and Office Equipment | - | 3,699 | - | 1,849 | 1,938 | 1,938 | 1,758 | 1,865 | 1,969 | |
| Machinery and Equipment | - | - | - | 21,860 | 20,929 | 20,929 | 23,378 | 24,878 | 26,564 | |
| Machinery and Equipment | - | - | - | 21,860 | 20,929 | 20,929 | 23,378 | 24,878 | 26,564 | |
| Transport Assets | - | 6,007 | - | 11,588 | 6,246 | 6,246 | 10,947 | 11,604 | 12,250 | |
| Transport Assets | - | 6,007 | - | 11,588 | 6,246 | 6,246 | 10,947 | 11,604 | 12,250 | |
| Land | - | - | - | - | - | - | - | - | - | |
| Land | | | | | | | | | | |
| Zoo's, Marine and Non-biological Animals | - | - | - | - | - | - | - | - | - | |
| Zoo's, Marine and Non-biological Animals | | | | | | | | | | |
| Total Repairs and Maintenance Expenditure | 1 | 133,684 | 121,748 | 161,263 | 246,813 | 245,288 | 245,288 | 260,950 | 280,185 | 299,440 |
| R&M as a % of PPE | | 9.4% | 8.3% | 9.8% | 13.2% | 13.1% | 13.1% | 14.0% | 15.1% | 15.8% |
| R&M as % Operating Expenditure | | 8.3% | 7.5% | 8.8% | 12.1% | 12.3% | 12.3% | 13.1% | 12.8% | 12.9% |
| References | | | | | | | | | | |
| 1. Total Repairs and Maintenance Expenditure by Asset Category must reconcile to total repairs and maintenance expenditure on Table SA1 | | | | | | | | | | |
| check balance | | - | (0) | (91,498) | - | - | - | - | - | - |

| | | | | | | | | | |
|---|-------|--------|--------|--------|--------|--------|--------|--------|--------|
| Theatres | | | | | | | | | |
| Libraries | | | | | | | | | |
| Cemeteries/Crematoria | | | | | | | | | |
| Police | | | | | | | | | |
| Parks | | | | | | | | | |
| Public Open Space | | | | | | | | | |
| Nature Reserves | | | | | | | | | |
| Public Ablution Facilities | | | | | | | | | |
| Markets | | | | | | | | | |
| Stalls | | | | | | | | | |
| Abattoirs | | | | | | | | | |
| Airports | | | | | | | | | |
| Taxi Ranks/Bus Terminals | | | | | | | | | |
| Capital Spares | 7,392 | 7,506 | | | | | | | |
| Sport and Recreation Facilities | | | | | | | | | |
| Indoor Facilities | | | | | | | | | |
| Outdoor Facilities | | | | | | | | | |
| Capital Spares | | | | | | | | | |
| Heritage assets | | | | | | | | | |
| Monuments | | | | | | | | | |
| Historic Buildings | | | | | | | | | |
| Works of Art | | | | | | | | | |
| Conservation Areas | | | | | | | | | |
| Other Heritage | | | | | | | | | |
| Investment properties | | 1,644 | 217 | 300 | 300 | 300 | 300 | 323 | 343 |
| Revenue Generating | | 1,644 | 217 | 300 | 300 | 300 | 300 | 323 | 343 |
| Improved Property | | | 217 | | | | | | |
| Unimproved Property | | 1,644 | | 300 | 300 | 300 | 300 | 323 | 343 |
| Non-revenue Generating | | | | | | | | | |
| Improved Property | | | | | | | | | |
| Unimproved Property | | | | | | | | | |
| Other assets | 700 | | | | | | | | |
| Operational Buildings | 700 | | | | | | | | |
| Municipal Offices | 250 | | | | | | | | |
| Pay/Enquiry Points | | | | | | | | | |
| Building Plan Offices | | | | | | | | | |
| Workshops | | | | | | | | | |
| Yards | | | | | | | | | |
| Stores | | | | | | | | | |
| Laboratories | | | | | | | | | |
| Training Centres | | | | | | | | | |
| Manufacturing Plant | | | | | | | | | |
| Depots | | | | | | | | | |
| Capital Spares | 450 | | | | | | | | |
| Housing | | | | | | | | | |
| Staff Housing | | | | | | | | | |
| Social Housing | | | | | | | | | |
| Capital Spares | | | | | | | | | |
| Biological or Cultivated Assets | | | | | | | | | |
| Biological or Cultivated Assets | | | | | | | | | |
| Intangible Assets | 218 | 3,604 | 4,071 | 5,000 | 5,000 | 5,000 | 5,000 | 5,375 | 5,724 |
| Servitudes | | | | | | | | | |
| Licences and Rights | 218 | 3,604 | 4,071 | 5,000 | 5,000 | 5,000 | 5,000 | 5,375 | 5,724 |
| Water Rights | | | | | | | | | |
| Effluent Licenses | | | | | | | | | |
| Solid Waste Licenses | | | | | | | | | |
| Computer Software and Applications | | | 4,071 | 5,000 | 5,000 | 5,000 | 5,000 | 5,375 | 5,724 |
| Load Settlement Software Applications | | | | | | | | | |
| Unspecified | 218 | 3,604 | | | | | | | |
| Computer Equipment | 2,166 | 2,317 | 2,673 | 2,600 | 2,600 | 2,600 | 3,000 | 3,225 | 3,435 |
| Computer Equipment | 2,166 | 2,317 | 2,673 | 2,600 | 2,600 | 2,600 | 3,000 | 3,225 | 3,435 |
| Furniture and Office Equipment | 6,091 | 1,681 | 1,323 | 3,500 | 3,500 | 3,500 | 2,700 | 2,903 | 3,091 |
| Furniture and Office Equipment | 6,091 | 1,681 | 1,323 | 3,500 | 3,500 | 3,500 | 2,700 | 2,903 | 3,091 |
| Machinery and Equipment | | 1,505 | 1,257 | | | | 1,300 | 1,398 | 1,488 |
| Machinery and Equipment | | 1,505 | 1,257 | | | | 1,300 | 1,398 | 1,488 |
| Transport Assets | 9,843 | 8,290 | 8,384 | 9,500 | 9,500 | 9,500 | 9,500 | 10,213 | 10,876 |
| Transport Assets | 9,843 | 8,290 | 8,384 | 9,500 | 9,500 | 9,500 | 9,500 | 10,213 | 10,876 |
| Land | | 1,582 | 800 | 1,950 | 1,950 | 1,950 | 900 | 950 | 1,000 |
| Land | | 1,582 | 800 | 1,950 | 1,950 | 1,950 | 900 | 950 | 1,000 |
| Zoo's, Marine and Non-biological Animals | | | | | | | | | |
| Zoo's, Marine and Non-biological Animals | | | | | | | | | |
| Total Depreciation | 1 | 57,792 | 60,291 | 64,443 | 69,250 | 69,250 | 69,250 | 71,600 | 76,724 |

References

1. Depreciation based on write down values. Not including Depreciation resulting from revaluation.

Check

0

-

-

-

-

-

-

-

-

-

-

-

-

-

NC091 Sol Plaatje - Supporting Table SA34e Capital expenditure on the upgrading of existing assets by asset class

| Description | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Capital expenditure on upgrading of existing assets by Asset Class/Sub-class | | | | | | | | | | |
| Infrastructure | | - | - | - | 204,587 | 47,919 | 47,919 | 76,436 | 79,950 | 71,000 |
| Roads Infrastructure | | - | - | - | 151,699 | - | - | 53,436 | 55,000 | 55,000 |
| Roads | | - | - | - | 151,699 | - | - | 53,436 | 55,000 | 55,000 |
| Road Structures | | - | - | - | - | - | - | - | - | - |
| Road Furniture | | - | - | - | - | - | - | - | - | - |
| Capital Spares | | - | - | - | - | - | - | - | - | - |
| Storm water Infrastructure | | - | - | - | - | - | - | - | - | - |
| Drainage Collection | | - | - | - | - | - | - | - | - | - |
| Storm water Conveyance | | - | - | - | - | - | - | - | - | - |
| Attenuation | | - | - | - | - | - | - | - | - | - |
| Electrical Infrastructure | | - | - | - | 19,337 | 10,000 | 10,000 | 5,000 | 5,000 | - |
| Power Plants | | - | - | - | - | - | - | - | - | - |
| HV Substations | | - | - | - | 19,337 | 10,000 | 10,000 | 5,000 | 5,000 | - |
| HV Switching Station | | - | - | - | - | - | - | - | - | - |
| HV Transmission Conductors | | - | - | - | - | - | - | - | - | - |
| MV Substations | | - | - | - | - | - | - | - | - | - |
| MV Switching Stations | | - | - | - | - | - | - | - | - | - |
| MV Networks | | - | - | - | - | - | - | - | - | - |
| LV Networks | | - | - | - | - | - | - | - | - | - |
| Capital Spares | | - | - | - | - | - | - | - | - | - |
| Water Supply Infrastructure | | - | - | - | 33,551 | 18,494 | 18,494 | 3,000 | 13,000 | 13,000 |
| Dams and Weirs | | - | - | - | 20,000 | - | - | - | - | - |
| Boreholes | | - | - | - | - | - | - | - | - | - |
| Reservoirs | | - | - | - | - | - | - | - | - | - |
| Pump Stations | | - | - | - | - | - | - | - | - | - |
| Water Treatment Works | | - | - | - | - | - | - | - | 10,000 | 10,000 |
| Bulk Mains | | - | - | - | 10,551 | 15,494 | 15,494 | - | - | - |
| Distribution | | - | - | - | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Sanitation Infrastructure | | - | - | - | - | 19,425 | 19,425 | 15,000 | 6,950 | 3,000 |
| Pump Station | | - | - | - | - | - | - | - | - | - |
| Reticulation | | - | - | - | - | - | - | - | 6,950 | 3,000 |
| Waste Water Treatment Works | | - | - | - | - | - | - | - | - | - |
| Outfall Sewers | | - | - | - | - | 19,425 | 19,425 | 15,000 | - | - |
| Community Assets | | - | - | - | - | - | - | - | - | - |
| Community Facilities | | - | - | - | - | - | - | - | - | - |
| Testing Stations | | - | - | - | - | - | - | - | - | - |
| Other assets | | - | - | - | - | 2,000 | 2,000 | - | - | - |
| Operational Buildings | | - | - | - | - | 2,000 | 2,000 | - | - | - |
| Municipal Offices | | - | - | - | - | 2,000 | 2,000 | - | - | - |
| Pay/Enquiry Points | | - | - | - | - | - | - | - | - | - |
| Total Capital Expenditure on upgrading of existing assets | 1 | - | - | - | 204,587 | 49,919 | 49,919 | 76,436 | 79,950 | 71,000 |
| Upgrading of Existing Assets as % of total capex | | 0.0% | 0.0% | 0.0% | 61.4% | 21.6% | 21.6% | 41.5% | 44.3% | 33.9% |
| Upgrading of Existing Assets as % of deprecn" | | 0.0% | 0.0% | 0.0% | 295.4% | 72.1% | 72.1% | 106.8% | 104.2% | 86.9% |

References

1. Total Capital Expenditure on upgrading of existing assets (SA34e) plus Total Capital Expenditure on new assets (SA34a) plus Total Capital Expenditure on renewal of existing assets (SA34b) must reconcile to total capital exp

NC091 Sol Plaatje - Supporting Table SA35 Future financial implications of the capital b

| Vote Description | Ref | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|-----|---|------------------------|------------------------|
| | | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | | | | |
| Capital expenditure | 1 | | | |
| Vote 01 - Executive & Council | | - | - | - |
| Vote 02 - Municipal And General | | 82,105 | 71,000 | 90,000 |
| Vote 03 - Municipal Manager | | - | - | - |
| Vote 04 - Corporate Services | | - | - | - |
| Vote 05 - Community Services | | - | - | - |
| Vote 06 - Financial Services | | - | - | - |
| Vote 07 - Strategy Econ Development And Planning | | - | - | - |
| Vote 08 - Infrastructure And Services | | 102,180 | 109,497 | 119,266 |
| Vote 09 - | | - | - | - |
| Vote 10 - | | - | - | - |
| Vote 11 - | | - | - | - |
| Vote 12 - | | - | - | - |
| Vote 13 - | | - | - | - |
| Vote 14 - | | - | - | - |
| Vote 15 - Other | | - | - | - |
| <i>List entity summary if applicable</i> | | | | |
| Total Capital Expenditure | | 184,285 | 180,497 | 209,266 |
| Future revenue by source | 3 | | | |
| Property rates | | 578,654 | 625,994 | 674,739 |
| Service charges - electricity revenue | | 763,527 | 820,800 | 863,653 |
| Service charges - water revenue | | 286,042 | 302,997 | 324,944 |
| Service charges - sanitation revenue | | 69,517 | 73,766 | 78,731 |
| Service charges - refuse revenue | | 53,898 | 57,317 | 60,690 |
| Rental of facilities and equipment | | 11,810 | 12,307 | 12,983 |
| <i>List other revenues sources if applicable</i> | | 15,000 | 21,000 | 22,000 |
| <i>List entity summary if applicable</i> | | | | |
| Total future revenue | | 1,778,448 | 1,914,181 | 2,037,742 |
| Net Financial Implications | | (1,594,163) | (1,733,684) | (1,828,476) |

References

1. Summarise the total capital cost until capital project is operational (MFMA s19(2)(a))
2. Summary of future operational costs from when projects operational (present value until the end of each asset's us
3. Summarise the future revenue from when projects are operational, including municipal tax and tariff implications, (t

NC091 Sol Plaatje - Supporting Table SA36 Detailed capital budget

| R thousand | | | | | | | | | | | | 2019/20 Medium Term Revenue & Expenditure Framework | | | | |
|--|---|-----------------|-----------|--|----------------------|--------------------------|---------------------------------|------------------------------------|---------------------------|---------------|--------------|---|---|---------------------|------------------------|------------------------|
| Function | Project Description | Project Number | Type | MTSF Service Outcome | IUDF | Own Strategic Objectives | Asset Class | Asset Sub-Class | Ward Location | GPS Longitude | GPS Latitude | Audited Outcome 2017/18 | Current Year 2018/19 Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Parent municipality: | | | | | | | | | | | | | | | | |
| <i>List all capital projects grouped by Function</i> | | | | | | | | | | | | | | | | |
| Finance And Administration | Infrastructure Existing Renewal Roads Infrastru | - | RENEWAL | competitive and responsive economic infrastru | Inclusion and Access | | Roads Infrastructure | Roads | WHOLE OF THE MUNICIPALITY | | 0 | 12,016 | 15,661 | - | - | - |
| Finance And Administration | Capital Infrastructure Existing Renewal Storm | - | RENEWAL | competitive and responsive economic infrastru | Inclusion and Access | | Storm Water Infrastructure | Storm Water Conveyance | WHOLE OF THE MUNICIPALITY | | 0 | - | 58,000 | - | - | - |
| Finance And Administration | Capital Infrastructure Existing Upgrading Rd | - | UPGRADING | competitive and responsive economic infrastru | Inclusion and Access | | Roads Infrastructure | Roads | WHOLE OF THE MUNICIPALITY | | 96,872 | - | 53,436 | 55,000 | 55,000 | |
| Finance And Administration | Capital Infrastructure New Storm Water Infr | - | NEW | competitive and responsive economic infrastru | Growth | | Storm Water Infrastructure | Storm Water Conveyance | WHOLE OF THE MUNICIPALITY | | 0 | 11,436 | - | - | - | - |
| Finance And Administration | Capital Non-Infrastructure Existing Renewal | - | RENEWAL | ent: effective and development-oriented public | Inclusion and Access | | Community Facilities | Halls | WHOLE OF THE MUNICIPALITY | | 0 | 0 | - | - | - | - |
| Finance And Administration | Infrastructure Existing Renewal Community | - | RENEWAL | A long and healthy life for all South Africans | Inclusion and Access | | Sport And Recreation Facilities | Outdoor Facilities | WHOLE OF THE MUNICIPALITY | | 0 | 8,144 | 4,717 | - | - | - |
| Finance And Administration | Capital Non-Infrastructure Existing Upgradin | - | UPGRADING | ent: effective and development-oriented public | Inclusion and Access | | Community Facilities | Halls | WHOLE OF THE MUNICIPALITY | | 0 | 0 | - | - | - | - |
| Finance And Administration | Capital Non-Infrastructure Existing Upgradin | - | UPGRADING | ent: effective and development-oriented public | Inclusion and Access | | Community Facilities | Testing Stations | WHOLE OF THE MUNICIPALITY | | 0 | 75 | - | - | - | - |
| Finance And Administration | Capital Non-Infrastructure New Computer E | - | NEW | ent: effective and development-oriented public | Growth | | Computer Equipment | Computer Equipment | WHOLE OF THE MUNICIPALITY | | 0 | 864 | 3,000 | 5,000 | 5,000 | 20,000 |
| Finance And Administration | Capital Non-Infrastructure New Furniture An | - | NEW | ent: effective and development-oriented public | Growth | | Furniture And Office Equipment | Furniture And Office Equipment | WHOLE OF THE MUNICIPALITY | | 0 | 548 | 1,000 | 3,000 | 3,000 | 3,000 |
| Finance And Administration | Capital Non-Infrastructure New Heritage As | - | NEW | South Africa and contribute to a better Africa a | Growth | | Heritage Assets | Monuments | WHOLE OF THE MUNICIPALITY | | 0 | 0 | - | - | - | - |
| Finance And Administration | Capital Non-Infrastructure New Intangible A | - | NEW | ent: effective and development-oriented public | Growth | | Licences And Rights | Computer Software And Applications | WHOLE OF THE MUNICIPALITY | | 0 | 11,340 | - | - | - | - |
| Finance And Administration | Capital Non-Infrastructure New Intangible A | - | NEW | ent: effective and development-oriented public | Growth | | Licences And Rights | Unspecified | WHOLE OF THE MUNICIPALITY | | 0 | 0 | - | - | - | - |
| Finance And Administration | Capital Non-Infrastructure New Investment | - | NEW | | Growth | | Revenue Generating | Improved Property | WHOLE OF THE MUNICIPALITY | | 0 | 813 | 2,500 | 2,000 | 2,000 | 2,000 |
| Finance And Administration | Capital Non-Infrastructure New Machinery A | - | NEW | | Growth | | Machinery And Equipment | Machinery And Equipment | WHOLE OF THE MUNICIPALITY | | 0 | 578 | - | - | - | - |
| Finance And Administration | Capital Non-Infrastructure New Transport A | - | NEW | | Growth | | Transport Assets | Transport Assets | WHOLE OF THE MUNICIPALITY | | 0 | 6,003 | 1,000 | 6,000 | 6,000 | 10,000 |
| Finance And Administration | Capital Non-Infrastructure Existing Upgradin | - | UPGRADING | ent: effective and development-oriented public | Governance | | Operational Buildings | Municipal Offices | WHOLE OF THE MUNICIPALITY | | 0 | 2,000 | - | - | - | - |
| Finance And Administration | Capital Non-Infrastructure New Community | - | NEW | rsive, responsive and sustainable social prote | Growth | | Community Facilities | Fire/Ambulance Stations | WARD 3 | -28709908 | 24789752 | 364 | 2,473 | 12,668 | - | - |
| Environmental Protection | Capital Infrastructure Existing Renewal: Soki | - | RENEWAL | competitive and responsive economic infrastru | Inclusion and Access | | Solid Waste Infrastructure | Landfill Sites | WHOLE OF THE MUNICIPALITY | | 0 | 0 | - | - | - | - |
| Energy Sources | Capital Infrastructure Existing Upgrading Elek | - | UPGRADING | competitive and responsive economic infrastru | Inclusion and Access | | Electrical Infrastructure | Hv Substations | WARD 26 | | 0 | 6,476 | 5,000 | - | - | - |
| Energy Sources | Capital Infrastructure Existing Upgrading Elek | - | UPGRADING | competitive and responsive economic infrastru | Inclusion and Access | | Electrical Infrastructure | Hv Substations | WARD 29 | -28709092 | 24755325 | 3,854 | 8,000 | 5,000 | 5,000 | - |
| Energy Sources | Capital Infrastructure Existing Upgrading Elek | - | UPGRADING | competitive and responsive economic infrastru | Inclusion and Access | | Electrical Infrastructure | Mv Switching Stations | WHOLE OF THE MUNICIPALITY | | 0 | 1,489 | - | - | - | - |
| Energy Sources | Capital Infrastructure New Electrical Infrastr | - | NEW | competitive and responsive economic infrastru | Growth | | Electrical Infrastructure | Lv Networks | WARD 1 | | 0 | 12,721 | - | - | - | - |
| Energy Sources | Capital Infrastructure New Electrical Infrastr | - | NEW | competitive and responsive economic infrastru | Growth | | Electrical Infrastructure | Lv Networks | WARD 19 | -28518562 | 24698019 | - | - | 18,920 | - | - |
| Energy Sources | Capital Infrastructure New Electrical Infrastr | - | NEW | competitive and responsive economic infrastru | Growth | | Electrical Infrastructure | Lv Networks | WARD 21 | -28731896 | 24745646 | - | - | 1,823 | - | - |
| Energy Sources | Capital Infrastructure New Electrical Infrastr | - | NEW | competitive and responsive economic infrastru | Growth | | Electrical Infrastructure | Lv Networks | WARD 28 | -28758241 | 24737008 | - | - | 3,753 | - | - |
| Energy Sources | Capital Infrastructure New Electrical Infrastr | - | NEW | competitive and responsive economic infrastru | Growth | | Electrical Infrastructure | Lv Networks | WARD 4 | -28752799 | 22575188 | - | - | 2,374 | - | - |
| Energy Sources | Capital Infrastructure New Electrical Infrastr | - | NEW | competitive and responsive economic infrastru | Growth | | Electrical Infrastructure | Lv Networks | WARD 7 | -28702212 | 24709958 | - | - | 4,128 | - | - |
| Energy Sources | Capital Infrastructure New Electrical Infrastr | - | NEW | competitive and responsive economic infrastru | Growth | | Electrical Infrastructure | Lv Networks | WHOLE OF THE MUNICIPALITY | | 0 | - | 24,987 | - | 16,000 | 15,880 |
| Energy Sources | Capital Infrastructure Existing Renewal: Elec | - | RENEWAL | competitive and responsive economic infrastru | Inclusion and Access | | Electrical Infrastructure | Lv Networks | WHOLE OF THE MUNICIPALITY | | 0 | 7,000 | 5,000 | 5,000 | 5,000 | 6,000 |
| Energy Sources | Capital Infrastructure Existing Renewal: Elec | - | RENEWAL | competitive and responsive economic infrastru | Inclusion and Access | | Electrical Infrastructure | Capital Spares | WHOLE OF THE MUNICIPALITY | | 0 | 565 | 3,000 | 3,000 | 3,000 | 3,000 |
| Water Management | Capital Infrastructure Existing Renewal: Wat | - | RENEWAL | competitive and responsive economic infrastru | Inclusion and Access | | Water Supply Infrastructure | Reservoirs | WHOLE OF THE MUNICIPALITY | | 0 | 6,562 | - | - | - | - |
| Water Management | Capital Infrastructure Existing Renewal: Wat | C123 | RENEWAL | competitive and responsive economic infrastru | Inclusion and Access | | Water Supply Infrastructure | Water Treatment Works | WHOLE OF THE MUNICIPALITY | | 0 | 5,585 | - | - | - | - |
| Water Management | Capital Infrastructure Existing Renewal: Wat | Distrib010 | RENEWAL | competitive and responsive economic infrastru | Inclusion and Access | | Water Supply Infrastructure | Distribution | WHOLE OF THE MUNICIPALITY | | 0 | 0 | 3,000 | - | - | - |
| Water Management | Capital Infrastructure Existing Renewal: Wat | - | RENEWAL | competitive and responsive economic infrastru | Inclusion and Access | | Water Supply Infrastructure | Distribution Points | WHOLE OF THE MUNICIPALITY | | 0 | 573 | - | - | - | - |
| Water Management | Capital Infrastructure Existing Upgrading: Wat | - | UPGRADING | competitive and responsive economic infrastru | Inclusion and Access | | Water Supply Infrastructure | Dams And Weirs | WARD 32 | | 0 | - | - | - | - | - |
| Water Management | Capital Infrastructure Existing Upgrading: Wat | - | UPGRADING | competitive and responsive economic infrastru | Inclusion and Access | | Water Supply Infrastructure | Water Treatment Works | WARD 29 | -28518562 | 24698019 | - | - | - | 10,000 | 10,000 |
| Water Management | Capital Infrastructure Existing Upgrading: Wat | - | UPGRADING | competitive and responsive economic infrastru | Inclusion and Access | | Water Supply Infrastructure | Bulk Mains | WARD 27 | | 0 | 22,662 | 14,494 | - | - | - |
| Water Management | Capital Infrastructure Existing Upgrading: Wat | - | UPGRADING | competitive and responsive economic infrastru | Inclusion and Access | | Water Supply Infrastructure | Bulk Mains | WHOLE OF THE MUNICIPALITY | | 0 | - | - | - | - | - |
| Water Management | Capital Infrastructure Existing Upgrading: Wat | - | UPGRADING | competitive and responsive economic infrastru | Inclusion and Access | | Water Supply Infrastructure | Distribution | WHOLE OF THE MUNICIPALITY | | 0 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Water Management | Capital Infrastructure New Water Supply Inf | - | NEW | competitive and responsive economic infrastru | Growth | | Water Supply Infrastructure | Reservoirs | WARD 11 | -28692480 | 24584183 | - | - | - | 10,000 | 4,750 |
| Water Management | Capital Infrastructure New Water Supply Inf | - | NEW | competitive and responsive economic infrastru | Growth | | Water Supply Infrastructure | Reservoirs | WARD 14 | -28747806 | 24482747 | - | - | - | - | 1,406 |
| Water Management | Capital Infrastructure New Water Supply Inf | - | NEW | competitive and responsive economic infrastru | Growth | | Water Supply Infrastructure | Pump Stations | WARD 29 | | 0 | 26,387 | 3,148 | - | - | - |
| Water Management | Capital Infrastructure New Water Supply Inf | PA2_SDO3_OS04_W | NEW | competitive and responsive economic infrastru | Growth | | Water Supply Infrastructure | Bulk Mains | WARD 28 | -286937622 | 24774488 | - | - | 377 | - | - |
| Water Management | Capital Infrastructure New Water Supply Inf | PA2_SDO3_OS04_W | NEW | competitive and responsive economic infrastru | Growth | | Water Supply Infrastructure | Bulk Mains | WHOLE OF THE MUNICIPALITY | | 0 | - | - | - | 1,547 | 11,200 |
| Water Management | Capital Infrastructure New Water Supply Inf | - | NEW | competitive and responsive economic infrastru | Growth | | Water Supply Infrastructure | Distribution | WARD 28 | | 0 | 3,064 | 16,807 | - | - | - |
| Water Management | Capital Infrastructure New Water Supply Inf | - | NEW | competitive and responsive economic infrastru | Growth | | Water Supply Infrastructure | Distribution Points | WHOLE OF THE MUNICIPALITY | | 0 | 0 | - | - | 6,000 | 3,030 |
| Waste Water Management | Capital Infrastructure Existing Renewal: Wat | - | RENEWAL | competitive and responsive economic infrastru | Inclusion and Access | | Water Supply Infrastructure | Pump Stations | WHOLE OF THE MUNICIPALITY | | 0 | - | - | - | - | - |
| Waste Water Management | Capital Infrastructure Existing Renewal: San | - | RENEWAL | competitive and responsive economic infrastru | Inclusion and Access | | Sanitation Infrastructure | Pump Station | WARD 27 | -28595847 | 24498463 | - | - | - | 3,000 | 3,000 |
| Waste Water Management | Capital Infrastructure Existing Renewal: San | - | RENEWAL | competitive and responsive economic infrastru | Inclusion and Access | | Sanitation Infrastructure | Pump Station | WHOLE OF THE MUNICIPALITY | | 0 | 0 | 2,500 | 5,000 | 20,000 | 20,000 |
| Waste Water Management | Capital Infrastructure Existing Renewal: San | - | RENEWAL | competitive and responsive economic infrastru | Inclusion and Access | | Sanitation Infrastructure | Reticulation | WARD 17 | -28748242 | 24735855 | - | - | - | - | 5,000 |
| Waste Water Management | Capital Infrastructure Existing Renewal: San | - | RENEWAL | competitive and responsive economic infrastru | Inclusion and Access | | Sanitation Infrastructure | Reticulation | WHOLE OF THE MUNICIPALITY | | 0 | - | - | - | 15,000 | 25,000 |
| Waste Water Management | Capital Infrastructure Existing Renewal: San | - | RENEWAL | competitive and responsive economic infrastru | Inclusion and Access | | Sanitation Infrastructure | Waste Water Treatment Works | WHOLE OF THE MUNICIPALITY | | 0 | - | - | - | - | - |
| Waste Water Management | Capital Infrastructure Existing Renewal: San | - | RENEWAL | competitive and responsive economic infrastru | Inclusion and Access | | Sanitation Infrastructure | Toilet Facilities | WARD 17 | -28748242 | 24735855 | - | - | 10,000 | 5,000 | 5,000 |
| Waste Water Management | Capital Infrastructure Existing Renewal: San | - | RENEWAL | competitive and responsive economic infrastru | Inclusion and Access | | Sanitation Infrastructure | Toilet Facilities | WHOLE OF THE MUNICIPALITY | | 0 | 11,100 | - | - | - | - |
| Waste Water Management | Capital Infrastructure Existing Upgrading: Sa | - | UPGRADING | competitive and responsive economic infrastru | Inclusion and Access | | Sanitation Infrastructure | Reticulation | WARD 24 | -28649832 | 24469382 | - | - | - | 6,950 | 3,000 |
| Waste Water Management | Capital Infrastructure Existing Upgrading: Sa | - | UPGRADING | competitive and responsive economic infrastru | Inclusion and Access | | Sanitation Infrastructure | Sanitation Infrastructure | WARD 19 | | 0 | 6,766 | 14,850 | - | - | - |
| Waste Water Management | Capital Infrastructure Existing Upgrading: Sa | - | UPGRADING | competitive and responsive economic infrastru | Inclusion and Access | | Sanitation Infrastructure | Outfall Sewers | WARD 5 | -28334518 | 24693873 | - | - | 15,000 | - | - |
| Waste Water Management | Capital Infrastructure Existing Upgrading: Sa | - | UPGRADING | competitive and responsive economic infrastru | Inclusion and Access | | Sanitation Infrastructure | Outfall Sewers | WARD 28 | -28701635 | 24725448 | - | 22,865 | 24,806 | - | - |
| Total Capital expenditure | | | | | | | | | | | | 245,758 | 231,113 | 184,285 | 180,497 | 209,266 |

References

Must reconcile with Budgeted Capital Expenditure

Projects that fall above the threshold values applicable to the municipality as identified in regulation 13 of the Municipal Budget and Reporting Regulations must be listed individually. Other projects by Function Asset class as per table A9 and asset sub-class as per table SA34

GPS coordinates correct to seconds. Provide a logical starting point on networked infrastructure.

Distinguish projects approved in terms of MFMA section 19(1)(b) and MRRR Regulation 13

Project Number consists of MSCOA Project Longcode and seq No (sample PC00100206002_00002)

check

4,699

-

-

-

-

NC091 Sol Plaatje - Supporting Table SA37 Projects delayed from previous financial year/s

| R thousand | Function | Project name | Project number | Type | MTSF Service Outcome | IUDF | Own Strategic Objectives | Asset Class | Asset Sub-Class | Ward Location | GPS Longitude | GPS Latitude | Previous target year to complete | Current Year 2018/19 | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|----------|----------------------------|----------------|------|----------------------|------|--------------------------|-------------|-----------------|---------------|---------------|--------------|----------------------------------|----------------------|--------------------|---|------------------------|------------------------|
| | | | | | | | | | | | | | | Original Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Parent municipality: List all capital projects grouped by Function | | | | | | | | | | | | | | | | | | |
| | | No Projects delayed | | | | | | | | | | | | | | | | |

References
 List all projects with planned completion dates in current year that have been re-budgeted in the MTREF
 Asset class as per table A9 and asset sub-class as per table SA34
 GPS coordinates correct to seconds. Provide a logical starting point on networked infrastructure.

NC091 Sol Plaatje - Supporting Table SA38 Consolidated detailed operational projects

| R thousand | Function | Project Description | Type | MTSF Service Outcome | IUDF | Asset Class | Asset Sub-Class | Ward Location | Prior year outcomes | | 2019/20 Medium T |
|------------|---|---|---------------------------------|---|----------------------|----------------------------------|--------------------------------|--------------------------|-------------------------|---|---------------------|
| | | | | | | | | | Audited Outcome 2017/18 | Current Year 2018/19 Full Year Forecast | Budget Year 2019/20 |
| | | | | | | | | | | | |
| | Parent municipality: | | | | | | | | | | |
| | List all operational projects grouped by Function | | | | | | | | | | |
| | Executive And Council | Operational:Municipal Running Cost | Municipal Running Cost | <i>Sustainable human settlements and improved quality of household life</i> | Government | | | WHOLE OF THE MUNICIPALIT | 59,166 | 60,828 | 66,929 |
| | Executive And Council | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Furniture And Of | Preventative Maintenance | <i>An efficient, effective and development-oriented public service</i> | Government | Furniture And Office Equipment | Furniture And Office Equipment | WHOLE OF THE MUNICIPALIT | 1 | 8 | 5 |
| | Finance And Administration | Operational:Municipal Running Cost | Municipal Running Cost | <i>Sustainable human settlements and improved quality of household life</i> | Government | | | WHOLE OF THE MUNICIPALIT | 477,793 | 494,449 | 549,620 |
| | Finance And Administration | Operational:Typical Work Streams.Capacity Building Training And Development.Capacity Building Council | Work Streams | <i>A skilled and capable workforce to support an inclusive growth path</i> | Government | | | WHOLE OF THE MUNICIPALIT | - | - | - |
| | Finance And Administration | Operational:Typical Work Streams.Capacity Building Training And Development.Centre Of Excellence Mul | Work Streams | <i>A skilled and capable workforce to support an inclusive growth path</i> | Government | | | WHOLE OF THE MUNICIPALIT | - | - | - |
| | Finance And Administration | Operational:Typical Work Streams.Capacity Building Training And Development.Leadership Development | Work Streams | <i>A skilled and capable workforce to support an inclusive growth path</i> | Government | | | WHOLE OF THE MUNICIPALIT | - | - | - |
| | Finance And Administration | Operational:Typical Work Streams.Capacity Building Training And Development.Municipal Minimum Compet | Work Streams | <i>A skilled and capable workforce to support an inclusive growth path</i> | Government | | | WHOLE OF THE MUNICIPALIT | - | - | - |
| | Finance And Administration | Operational:Typical Work Streams.Capacity Building Training And Development.Workshops; Seminars And | Work Streams | <i>A skilled and capable workforce to support an inclusive growth path</i> | Government | | | WHOLE OF THE MUNICIPALIT | - | - | - |
| | Finance And Administration | Operational:Typical Work Streams.Community Development.Community Initiatives | Work Streams | <i>A comprehensive, responsive and sustainable social protection system</i> | Inclusion and Access | | | WHOLE OF THE MUNICIPALIT | - | 15,000 | 10,000 |
| | Finance And Administration | Operational:Typical Work Streams:Elections | Work Streams | <i>Sustainable human settlements and improved quality of household life</i> | Inclusion and Access | | | WHOLE OF THE MUNICIPALIT | 2,433 | 2,000 | 2,000 |
| | Finance And Administration | Operational:Typical Work Streams:Expanded Public Works Programme:Project | Work Streams | <i>An efficient, effective and development-oriented public service</i> | Inclusion and Access | | | WHOLE OF THE MUNICIPALIT | 4,762 | 3,137 | 3,608 |
| | Finance And Administration | Tws:Community Development:Community Development Initiatives | Work Streams | <i>A comprehensive, responsive and sustainable social protection system</i> | Inclusion and Access | | | WHOLE OF THE MUNICIPALIT | - | - | 20,000 |
| | Finance And Administration | Operational:Maintenance:Infrastructure:Preventative Maintenance:Interval Based:Electrical Infrastruc | Preventative Maintenance | <i>An efficient, competitive and responsive economic infrastructure network</i> | Inclusion and Access | Electrical Infrastructure | Hv Switching Station | WHOLE OF THE MUNICIPALIT | 250 | 220 | 220 |
| | Finance And Administration | Default Transactions | Default Transactions | <i>Responsive, accountable, effective and efficient local government</i> | Government | Financial Performance Indicators | Revenue Items | WHOLE OF THE MUNICIPALIT | 483 | - | - |
| | Finance And Administration | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Furniture And Of | Preventative Maintenance | <i>An efficient, effective and development-oriented public service</i> | Government | Furniture And Office Equipment | Furniture And Office Equipment | WHOLE OF THE MUNICIPALIT | 1,269 | 3,382 | 1,603 |
| | Finance And Administration | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Machinery And Eq | Preventative Maintenance | | Government | Machinery And Equipment | Machinery And Equipment | WHOLE OF THE MUNICIPALIT | 13,967 | 17,568 | 20,158 |
| | Finance And Administration | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:Machinery And Equ | Preventative Maintenance | | Government | Machinery And Equipment | Machinery And Equipment | WHOLE OF THE MUNICIPALIT | 9 | 20 | 20 |
| | Finance And Administration | Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Other Assets:Operational B | Corrective Maintenance | <i>An efficient, effective and development-oriented public service</i> | Government | Operational Buildings | Municipal Offices | WHOLE OF THE MUNICIPALIT | 10,534 | 11,723 | 9,910 |
| | Finance And Administration | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Other Assets:Ope | Preventative Maintenance | <i>An efficient, effective and development-oriented public service</i> | Government | Operational Buildings | Municipal Offices | WHOLE OF THE MUNICIPALIT | 1 | 40 | 40 |
| | Finance And Administration | Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Other Assets:Operational B | Corrective Maintenance | <i>An efficient, effective and development-oriented public service</i> | Government | Operational Buildings | Workshops | WHOLE OF THE MUNICIPALIT | - | - | - |
| | Finance And Administration | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Other Assets:Ope | Preventative Maintenance | <i>An efficient, effective and development-oriented public service</i> | Government | Operational Buildings | Workshops | WHOLE OF THE MUNICIPALIT | 1,731 | 1,310 | 1,000 |
| | Finance And Administration | Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Roads Infrastructure | Preventative Maintenance | <i>An efficient, competitive and responsive economic infrastructure network</i> | Inclusion and Access | Roads Infrastructure | Road Furniture | WHOLE OF THE MUNICIPALIT | 6,437 | 6,000 | 6,000 |
| | Finance And Administration | Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Solid Waste Disposal | Preventative Maintenance | <i>An efficient, competitive and responsive economic infrastructure network</i> | Inclusion and Access | Solid Waste Infrastructure | Landfill Sites | WHOLE OF THE MUNICIPALIT | - | - | - |
| | Finance And Administration | Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Emergency:Transport Assets | Corrective Maintenance | | Government | Transport Assets | Transport Assets | WHOLE OF THE MUNICIPALIT | 223 | 260 | 280 |
| | Finance And Administration | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Transport Assets | Preventative Maintenance | | Government | Transport Assets | Transport Assets | WHOLE OF THE MUNICIPALIT | 348 | 687 | 655 |
| | Finance And Administration | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:Transport Assets | Preventative Maintenance | | Government | Transport Assets | Transport Assets | WHOLE OF THE MUNICIPALIT | 156 | 469 | 3,856 |
| | Internal Audit | Operational:Municipal Running Cost | Municipal Running Cost | <i>Sustainable human settlements and improved quality of household life</i> | Government | | | WHOLE OF THE MUNICIPALIT | 5,194 | 5,784 | 6,479 |
| | Internal Audit | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Furniture And Of | Preventative Maintenance | <i>An efficient, effective and development-oriented public service</i> | Government | Furniture And Office Equipment | Furniture And Office Equipment | WHOLE OF THE MUNICIPALIT | 1 | 3 | 3 |
| | Community And Social Services | Operational:Municipal Running Cost | Municipal Running Cost | <i>Sustainable human settlements and improved quality of household life</i> | Government | | | WHOLE OF THE MUNICIPALIT | 34,602 | 37,611 | 40,394 |
| | Community And Social Services | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Community Assets | Preventative Maintenance | <i>A comprehensive, responsive and sustainable social protection system</i> | Inclusion and Access | Community Facilities | Cemeteries/Crematoria | WHOLE OF THE MUNICIPALIT | 360 | 396 | 400 |
| | Community And Social Services | Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Community Assets:Community | Corrective Maintenance | <i>An efficient, effective and development-oriented public service</i> | Inclusion and Access | Community Facilities | Halls | WHOLE OF THE MUNICIPALIT | 133 | 100 | 150 |
| | Community And Social Services | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Community Assets | Preventative Maintenance | <i>Quality basic education</i> | Inclusion and Access | Community Facilities | Libraries | WHOLE OF THE MUNICIPALIT | 53 | 75 | 75 |
| | Community And Social Services | Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Machinery And Equipment | Corrective Maintenance | | Government | Machinery And Equipment | Machinery And Equipment | WHOLE OF THE MUNICIPALIT | - | 2 | 2 |
| | Community And Social Services | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Transport Assets | Preventative Maintenance | | Government | Transport Assets | Transport Assets | WHOLE OF THE MUNICIPALIT | 128 | 184 | 158 |
| | Sport And Recreation | Operational:Municipal Running Cost | Municipal Running Cost | <i>Sustainable human settlements and improved quality of household life</i> | Government | | | WHOLE OF THE MUNICIPALIT | 47,182 | 51,148 | 55,663 |
| | Sport And Recreation | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Community Assets | Preventative Maintenance | <i>An efficient, effective and development-oriented public service</i> | Inclusion and Access | Community Facilities | Parks | WHOLE OF THE MUNICIPALIT | 1,223 | 1,929 | 1,850 |
| | Sport And Recreation | Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Machinery And Equipment | Corrective Maintenance | | Government | Machinery And Equipment | Machinery And Equipment | WHOLE OF THE MUNICIPALIT | 978 | 1,162 | 1,178 |
| | Sport And Recreation | Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Community Assets:Sport And | Corrective Maintenance | <i>A long and healthy life for all South Africans</i> | Inclusion and Access | Sport And Recreation Facilities | Indoor Facilities | WHOLE OF THE MUNICIPALIT | 335 | 330 | 370 |
| | Sport And Recreation | Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Community Assets:Sport And | Corrective Maintenance | <i>A long and healthy life for all South Africans</i> | Inclusion and Access | Sport And Recreation Facilities | Outdoor Facilities | WHOLE OF THE MUNICIPALIT | 67 | 69 | 70 |
| | Sport And Recreation | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Community Assets | Preventative Maintenance | <i>A long and healthy life for all South Africans</i> | Inclusion and Access | Sport And Recreation Facilities | Outdoor Facilities | WHOLE OF THE MUNICIPALIT | - | - | - |
| | Sport And Recreation | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Transport Assets | Preventative Maintenance | | Government | Transport Assets | Transport Assets | WHOLE OF THE MUNICIPALIT | 502 | 858 | 744 |
| | Public Safety | Operational:Municipal Running Cost | Municipal Running Cost | <i>Sustainable human settlements and improved quality of household life</i> | Government | | | WHOLE OF THE MUNICIPALIT | 43,358 | 47,059 | 51,325 |
| | Public Safety | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Community Assets | Preventative Maintenance | <i>A comprehensive, responsive and sustainable social protection system</i> | Inclusion and Access | Community Facilities | Cemeteries/Crematoria | WHOLE OF THE MUNICIPALIT | 101 | 245 | 240 |
| | Public Safety | Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Community Assets:Community | Corrective Maintenance | <i>A comprehensive, responsive and sustainable social protection system</i> | Inclusion and Access | Community Facilities | Fire/Ambulance Stations | WHOLE OF THE MUNICIPALIT | 192 | 200 | 200 |
| | Public Safety | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Community Assets | Preventative Maintenance | <i>A comprehensive, responsive and sustainable social protection system</i> | Inclusion and Access | Community Facilities | Fire/Ambulance Stations | WHOLE OF THE MUNICIPALIT | - | - | - |
| | Public Safety | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Community Assets | Preventative Maintenance | <i>An efficient, effective and development-oriented public service</i> | Inclusion and Access | Community Facilities | Public Open Space | WHOLE OF THE MUNICIPALIT | 184 | 195 | 195 |
| | Public Safety | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Machinery And Eq | Preventative Maintenance | | Government | Machinery And Equipment | Machinery And Equipment | WHOLE OF THE MUNICIPALIT | 282 | 290 | 290 |
| | Public Safety | Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Solid Waste Disposal | Preventative Maintenance | <i>An efficient, competitive and responsive economic infrastructure network</i> | Inclusion and Access | Solid Waste Infrastructure | Landfill Sites | WHOLE OF THE MUNICIPALIT | 14,543 | 16,838 | 18,888 |
| | Public Safety | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Transport Assets | Preventative Maintenance | | Government | Transport Assets | Transport Assets | WHOLE OF THE MUNICIPALIT | 1,425 | 958 | 956 |
| | Housing | Operational:Municipal Running Cost | Municipal Running Cost | <i>Sustainable human settlements and improved quality of household life</i> | Government | | | WHOLE OF THE MUNICIPALIT | 20,485 | 20,078 | 21,096 |
| | Housing | Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Capital Spares | Preventative Maintenance | <i>An efficient, competitive and responsive economic infrastructure network</i> | Inclusion and Access | Coastal Infrastructure | Capital Spares | WHOLE OF THE MUNICIPALIT | 4 | 6 | 6 |
| | Housing | Default Transactions | Default Transactions | <i>Responsive, accountable, effective and efficient local government</i> | Government | Financial Performance Indicators | Revenue Items | WHOLE OF THE MUNICIPALIT | - | - | - |
| | Housing | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Investment Prope | Preventative Maintenance | | Spatial Integration | Revenue Generating | Improved Property | WHOLE OF THE MUNICIPALIT | 5,132 | 5,181 | 5,380 |
| | Housing | Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Emergency:Investment Properties:Re | Corrective Maintenance | | Spatial Integration | Revenue Generating | Unimproved Property | WHOLE OF THE MUNICIPALIT | 124 | 500 | 500 |
| | Housing | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:Transport Assets | Preventative Maintenance | | Government | Transport Assets | Transport Assets | WHOLE OF THE MUNICIPALIT | 81 | 140 | 100 |
| | Health | Operational:Municipal Running Cost | Municipal Running Cost | <i>Sustainable human settlements and improved quality of household life</i> | Government | | | WHOLE OF THE MUNICIPALIT | 17,323 | 18,219 | 18,506 |
| | Health | Operational:Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Community Assets:Community | Corrective Maintenance | <i>An efficient, effective and development-oriented public service</i> | Inclusion and Access | Community Facilities | Halls | WHOLE OF THE MUNICIPALIT | - | - | - |
| | Health | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Furniture And Of | Preventative Maintenance | <i>An efficient, effective and development-oriented public service</i> | Government | Furniture And Office Equipment | Furniture And Office Equipment | WHOLE OF THE MUNICIPALIT | 99 | 70 | 40 |
| | Health | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Transport Assets | Preventative Maintenance | | Government | Transport Assets | Transport Assets | WHOLE OF THE MUNICIPALIT | 16 | 59 | 50 |
| | Planning And Development | Operational:Municipal Running Cost | Municipal Running Cost | <i>Sustainable human settlements and improved quality of household life</i> | Government | | | WHOLE OF THE MUNICIPALIT | 45,664 | 46,538 | 52,560 |
| | Planning And Development | Operational:Typical Work Streams:Expanded Public Works Programme:Project | Work Streams | <i>An efficient, effective and development-oriented public service</i> | Inclusion and Access | | | WHOLE OF THE MUNICIPALIT | 599 | 515 | - |
| | Planning And Development | Operational:Typical Work Streams:Local Economic Development:Project Implementation | Work Streams | <i>An efficient, effective and development-oriented public service</i> | Spatial Integration | | | WHOLE OF THE MUNICIPALIT | 375 | 770 | 820 |
| | Planning And Development | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Furniture And Of | Preventative Maintenance | <i>An efficient, effective and development-oriented public service</i> | Government | Furniture And Office Equipment | Furniture And Office Equipment | WHOLE OF THE MUNICIPALIT | 0 | 43 | 32 |
| | Planning And Development | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Transport Assets | Preventative Maintenance | | Government | Transport Assets | Transport Assets | WHOLE OF THE MUNICIPALIT | 2 | 14 | 10 |
| | Planning And Development | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:Transport Assets | Preventative Maintenance | | Government | Transport Assets | Transport Assets | WHOLE OF THE MUNICIPALIT | 13 | 33 | 33 |
| | Road Transport | Operational:Municipal Running Cost | Municipal Running Cost | <i>Sustainable human settlements and improved quality of household life</i> | Government | | | WHOLE OF THE MUNICIPALIT | 32,282 | 38,449 | 42,574 |
| | Road Transport | Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Capital Spares | Preventative Maintenance | <i>An efficient, competitive and responsive economic infrastructure network</i> | Inclusion and Access | Coastal Infrastructure | Capital Spares | WHOLE OF THE MUNICIPALIT | 349 | 240 | 400 |
| | Road Transport | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Furniture And Of | Preventative Maintenance | <i>An efficient, effective and development-oriented public service</i> | Government | Furniture And Office Equipment | Furniture And Office Equipment | WHOLE OF THE MUNICIPALIT | 6 | 25 | 25 |
| | Road Transport | Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Machinery And Eq | Preventative Maintenance | | Government | Machinery And Equipment | Machinery And Equipment | WHOLE OF THE MUNICIPALIT | 174 | 230 | 230 |
| | Road Transport | Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Roads Infrastructure | Preventative Maintenance | <i>An efficient, competitive and responsive economic infrastructure network</i> | Inclusion and Access | Roads Infrastructure | Road Furniture | WHOLE OF THE MUNICIPALIT | 328 | 560 | 560 |
| | Road Transport | Operational:Maintenance:Infrastructure:Corrective Maintenance:Planned:Roads Infrastructure:Roads Lan | Corrective Maintenance | <i>An efficient, competitive and responsive economic infrastructure network</i> | Inclusion and Access | Roads Infrastructure | Roads | WHOLE OF THE MUNICIPALIT | 3,361 | 2,725 | 2,180 |
| | Road Transport | Operational:Maintenance:Infrastructure:Corrective Maintenance:Planned:Roads Infrastructure:Roads Pav | Corrective Maintenance | <i>An efficient, competitive and responsive economic infrastructure network</i> | Inclusion and Access | Roads Infrastructure | Roads | WHOLE OF THE MUNICIPALIT | 65 | 160 | 80 |
| | Road Transport | Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Roads Infrastructure | Preventative Maintenance | <i>An efficient, competitive and responsive economic infrastructure network</i> | Inclusion and Access | Roads Infrastructure | Roads | WHOLE OF THE MUNICIPALIT | 29,701 | 28,991 | 31,660 |

| | | | | | | | | | | |
|---------------------------------------|--|--------------------------|--|----------------------|--------------------------------|--------------------------------|--------------------------|------------------|------------------|------------------|
| Road Transport | Operational/Maintenance:Infrastructure:Corrective Maintenance:Planned Storm Water Infrastructure:Dr | Corrective Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Storm Water Infrastructure | Drainage Collection | WHOLE OF THE MUNICIPALIT | 247 | 300 | 300 |
| Road Transport | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Storm Water Infrastr | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Storm Water Infrastructure | Drainage Collection | WHOLE OF THE MUNICIPALIT | 236 | 300 | 300 |
| Road Transport | Operational/Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Transport Assets | Preventative Maintenance | | Governance | Transport Assets | Transport Assets | WHOLE OF THE MUNICIPALIT | 137 | 210 | 200 |
| Road Transport | Operational/Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:Transport Assets | Preventative Maintenance | | Governance | Transport Assets | Transport Assets | WHOLE OF THE MUNICIPALIT | 5 | 15 | 5 |
| Environmental Protection | Operational/Municipal Running Cost | Municipal Running Cost | Sustainable human settlements and improved quality of household life | Governance | | | WHOLE OF THE MUNICIPALIT | 37,670 | 38,839 | 43,326 |
| Energy Sources | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Solid Waste Disposal | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Solid Waste Infrastructure | Waste Processing Facilities | WHOLE OF THE MUNICIPALIT | 41 | 1,750 | 250 |
| Energy Sources | Operational/Municipal Running Cost | Municipal Running Cost | Sustainable human settlements and improved quality of household life | Governance | | | WHOLE OF THE MUNICIPALIT | 620,551 | 616,467 | 669,649 |
| Energy Sources | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Capital Spares | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Coastal Infrastructure | Capital Spares | WHOLE OF THE MUNICIPALIT | 818 | - | 225 |
| Energy Sources | Operational/Maintenance:Non-Infrastructure:Corrective Maintenance:Planned:Community Assets:Community | Corrective Maintenance | An efficient, effective and development-oriented public service | Inclusion and Access | Community Facilities | Halls | WHOLE OF THE MUNICIPALIT | - | - | 700 |
| Energy Sources | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Electrical Infrastru | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Capital Spares | WHOLE OF THE MUNICIPALIT | 29,644 | 28,660 | 32,480 |
| Energy Sources | Operational/Maintenance:Infrastructure:Corrective Maintenance:Emergency:Electrical Infrastructure:Hv | Corrective Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Hv Substations | WHOLE OF THE MUNICIPALIT | 141 | 160 | 160 |
| Energy Sources | Operational/Maintenance:Infrastructure:Preventative Maintenance:Planned:Electrical Infrastructure:Hv S | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Hv Substations | WHOLE OF THE MUNICIPALIT | 100 | 160 | 160 |
| Energy Sources | Operational/Maintenance:Infrastructure:Preventative Maintenance:Interval Based:Electrical Infrastruc | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Hv Substations | WHOLE OF THE MUNICIPALIT | 5,213 | 700 | 1,000 |
| Energy Sources | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Electrical Infrastru | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Hv Switching Station | WHOLE OF THE MUNICIPALIT | 97 | - | 600 |
| Energy Sources | Operational/Maintenance:Infrastructure:Preventative Maintenance:Interval Based:Electrical Infrastruc | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Hv Switching Station | WHOLE OF THE MUNICIPALIT | 2,096 | 2,183 | 2,250 |
| Energy Sources | Operational/Maintenance:Infrastructure:Corrective Maintenance:Planned:Electrical Infrastructure:Lv | Corrective Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Lv Networks | WHOLE OF THE MUNICIPALIT | 1,763 | 1,900 | 2,000 |
| Energy Sources | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Electrical Infrastru | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Lv Networks | WHOLE OF THE MUNICIPALIT | 2,705 | 3,450 | 3,400 |
| Energy Sources | Operational/Maintenance:Infrastructure:Preventative Maintenance:Interval Based:Electrical Infrastru | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Lv Networks | WHOLE OF THE MUNICIPALIT | 397 | 450 | 440 |
| Energy Sources | Operational/Maintenance:Infrastructure:Corrective Maintenance:Planned:Electrical Infrastructure:Mv N | Corrective Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Lv Networks | WHOLE OF THE MUNICIPALIT | 16,232 | 7,200 | 9,200 |
| Energy Sources | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Electrical Infrastru | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Mv Networks | WHOLE OF THE MUNICIPALIT | 21 | 330 | 300 |
| Energy Sources | Operational/Maintenance:Infrastructure:Preventative Maintenance:Interval Based:Electrical Infrastru | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Mv Networks | WHOLE OF THE MUNICIPALIT | 838 | 1,150 | 300 |
| Energy Sources | Operational/Maintenance:Infrastructure:Corrective Maintenance:Emergency:Electrical Infrastructure:Mv | Corrective Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Mv Networks | WHOLE OF THE MUNICIPALIT | 650 | 700 | 700 |
| Energy Sources | Operational/Maintenance:Infrastructure:Preventative Maintenance:Planned:Electrical Infrastructure:Mv S | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Mv Substations | WHOLE OF THE MUNICIPALIT | 391 | 160 | 300 |
| Energy Sources | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Electrical Infrastru | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Mv Substations | WHOLE OF THE MUNICIPALIT | 100 | 211 | 300 |
| Energy Sources | Operational/Maintenance:Infrastructure:Preventative Maintenance:Interval Based:Electrical Infrastruc | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Mv Substations | WHOLE OF THE MUNICIPALIT | 873 | 1,000 | 1,000 |
| Energy Sources | Operational/Maintenance:Infrastructure:Corrective Maintenance:Planned:Electrical Infrastructure:Mv | Corrective Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Mv Switching Stations | WHOLE OF THE MUNICIPALIT | 2,612 | 2,620 | 2,870 |
| Energy Sources | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Electrical Infrastru | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Mv Switching Stations | WHOLE OF THE MUNICIPALIT | 1,150 | 1,020 | 1,620 |
| Energy Sources | Operational/Maintenance:Infrastructure:Preventative Maintenance:Interval Based:Electrical Infrastruc | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Mv Switching Stations | WHOLE OF THE MUNICIPALIT | 449 | 450 | 500 |
| Energy Sources | Operational/Maintenance:Infrastructure:Corrective Maintenance:Planned:Electrical Infrastructure:Mv | Corrective Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Mv Switching Stations | WHOLE OF THE MUNICIPALIT | 428 | 660 | 600 |
| Energy Sources | Operational/Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Investment:Prope | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Spatial Integration | Revenue Generating | Improved Property | WHOLE OF THE MUNICIPALIT | 807 | 1,000 | 1,000 |
| Energy Sources | Operational/Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:Transport Assets | Preventative Maintenance | | Governance | Transport Assets | Transport Assets | WHOLE OF THE MUNICIPALIT | - | - | - |
| Water Management | Operational/Municipal Running Cost | Municipal Running Cost | Sustainable human settlements and improved quality of household life | Governance | | | WHOLE OF THE MUNICIPALIT | 175,263 | 204,638 | 214,971 |
| Water Management | Operational/Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Machinery And Eq | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Machinery And Equipment | Machinery And Equipment | WHOLE OF THE MUNICIPALIT | 1,836 | 1,450 | 1,500 |
| Water Management | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Roads Infrastructure | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Roads Infrastructure | Roads | WHOLE OF THE MUNICIPALIT | 3,431 | 2,500 | 2,500 |
| Water Management | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Sanitation Infrastru | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Sanitation Infrastructure | Pump Station | WHOLE OF THE MUNICIPALIT | 95 | 750 | 750 |
| Water Management | Operational/Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:Transport Assets | Preventative Maintenance | | Governance | Transport Assets | Transport Assets | WHOLE OF THE MUNICIPALIT | 1,258 | 1,600 | 2,100 |
| Water Management | Operational/Maintenance:Infrastructure:Corrective Maintenance:Emergency:Water Supply Infrastructure: | Corrective Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Water Supply Infrastructure | Bulk Mains | WHOLE OF THE MUNICIPALIT | 3,018 | 750 | 3,750 |
| Water Management | Operational/Maintenance:Infrastructure:Preventative Maintenance:Planned:Water Supply Infrastructure:Ca | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Water Supply Infrastructure | Capital Spares | WHOLE OF THE MUNICIPALIT | 761 | 900 | 900 |
| Water Management | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Water Supply Infrastr | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Water Supply Infrastructure | Capital Spares | WHOLE OF THE MUNICIPALIT | 141 | 150 | 150 |
| Water Management | Operational/Maintenance:Infrastructure:Preventative Maintenance:Interval Based:Water Supply Infrastr | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Water Supply Infrastructure | Capital Spares | WHOLE OF THE MUNICIPALIT | 278 | 700 | 700 |
| Water Management | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Water Supply Infrastr | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Water Supply Infrastructure | Distribution | WHOLE OF THE MUNICIPALIT | 41,354 | 27,660 | 30,162 |
| Water Management | Operational/Maintenance:Infrastructure:Corrective Maintenance:Emergency:Water Supply Infrastructure: | Corrective Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Water Supply Infrastructure | Pump Stations | WHOLE OF THE MUNICIPALIT | 1,145 | 1,240 | 1,500 |
| Water Management | Operational/Maintenance:Infrastructure:Preventative Maintenance:Planned:Water Supply Infrastructure:Re | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Water Supply Infrastructure | Reservoirs | WHOLE OF THE MUNICIPALIT | 749 | 200 | 750 |
| Water Management | Operational/Maintenance:Infrastructure:Corrective Maintenance:Emergency:Water Supply Infrastructure:Re | Corrective Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Water Supply Infrastructure | Reservoirs | WHOLE OF THE MUNICIPALIT | 315 | 1,000 | 750 |
| Water Management | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Water Supply Infrastr | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Water Supply Infrastructure | Reservoirs | WHOLE OF THE MUNICIPALIT | 1,387 | 1,300 | 3,750 |
| Water Management | Operational/Maintenance:Infrastructure:Preventative Maintenance:Interval Based:Water Supply Infrastr | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Water Supply Infrastructure | Water Treatment Works | WHOLE OF THE MUNICIPALIT | 2,038 | 2,061 | 1,500 |
| Water Management | Operational/Maintenance:Infrastructure:Corrective Maintenance:Planned:Water Supply Infrastructure:Re | Corrective Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Water Supply Infrastructure | Water Treatment Works | WHOLE OF THE MUNICIPALIT | 36 | 750 | 750 |
| Water Management | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Water Supply Infrastr | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Water Supply Infrastructure | Water Treatment Works | WHOLE OF THE MUNICIPALIT | 47,476 | 39,975 | 51,602 |
| Waste Water Management | Operational/Municipal Running Cost | Municipal Running Cost | Sustainable human settlements and improved quality of household life | Governance | | | WHOLE OF THE MUNICIPALIT | 47,476 | 39,975 | 51,602 |
| Waste Water Management | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Capital Spares | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Coastal Infrastructure | Capital Spares | WHOLE OF THE MUNICIPALIT | 609 | 1,322 | 940 |
| Waste Water Management | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Electrical Infrastru | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Electrical Infrastructure | Hv Switching Station | WHOLE OF THE MUNICIPALIT | 1,550 | 2,678 | 1,000 |
| Waste Water Management | Operational/Maintenance:Infrastructure:Corrective Maintenance:Emergency:Sanitation Infrastructure:Pu | Corrective Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Sanitation Infrastructure | Pump Station | WHOLE OF THE MUNICIPALIT | 3,535 | 9,220 | 4,400 |
| Waste Water Management | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Sanitation Infrastru | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Sanitation Infrastructure | Pump Station | WHOLE OF THE MUNICIPALIT | 6,529 | 1,757 | 2,000 |
| Waste Water Management | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Sanitation Infrastru | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Sanitation Infrastructure | Reticulation | WHOLE OF THE MUNICIPALIT | 15,165 | 18,941 | 19,224 |
| Waste Water Management | Operational/Maintenance:Infrastructure:Preventative Maintenance:Interval Based:Sanitation Infrastru | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Sanitation Infrastructure | Toilet Facilities | WHOLE OF THE MUNICIPALIT | 576 | 1,555 | 1,000 |
| Waste Water Management | Operational/Maintenance:Infrastructure:Corrective Maintenance:Emergency:Sanitation Infrastructure:Wa | Corrective Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Sanitation Infrastructure | Waste Water Treatment Works | WHOLE OF THE MUNICIPALIT | 697 | 600 | 700 |
| Waste Water Management | Operational/Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based:Transport Assets | Preventative Maintenance | | Governance | Transport Assets | Transport Assets | WHOLE OF THE MUNICIPALIT | 838 | 1,800 | 1,800 |
| Waste Management | Operational/Municipal Running Cost | Municipal Running Cost | Sustainable human settlements and improved quality of household life | Governance | | | WHOLE OF THE MUNICIPALIT | - | 1,950 | - |
| Waste Management | Operational/Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Solid Waste Disposal | Preventative Maintenance | An efficient, competitive and responsive economic infrastructure network | Inclusion and Access | Solid Waste Infrastructure | Landfill Sites | WHOLE OF THE MUNICIPALIT | 2,428 | 3,518 | 4,958 |
| Other | Operational/Municipal Running Cost | Municipal Running Cost | Sustainable human settlements and improved quality of household life | Governance | | | WHOLE OF THE MUNICIPALIT | 10,444 | 10,333 | 11,736 |
| Other | Operational/Typical Work Streams:Tourism:Tourism Projects | Work Streams | An efficient, effective and development-oriented public service | Growth | | | WHOLE OF THE MUNICIPALIT | 453 | 450 | 400 |
| Other | Operational/Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Furniture And Of | Preventative Maintenance | An efficient, effective and development-oriented public service | Governance | Furniture And Office Equipment | Furniture And Office Equipment | WHOLE OF THE MUNICIPALIT | 2 | 64 | 50 |
| Other | Operational/Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Based:Other Assets:Ope | Preventative Maintenance | An efficient, effective and development-oriented public service | Governance | Operational Buildings | Municipal Offices | WHOLE OF THE MUNICIPALIT | 2 | 2 | 3 |
| Parent Operational expenditure | | | | | | | | 1,936,318 | 2,000,941 | 2,194,210 |
| Entities: | | | | | | | | | | |
| | List all Operational projects grouped by Entity | | | | | | | | | |
| Entity A | Water project A | | | | | | | | | |
| Entity B | Electricity project B | | | | | | | | | |
| Entity Operational expenditure | | | | | | | | | | |
| Total Operational expenditure | | | | | | | | 1,936,318 | 2,000,941 | 2,194,210 |
| References | | | | | | | | | | |
| | Must reconcile with Budgeted Operating Expenditure | | | | | | | | | |
| | Asset class as per table A9 and asset sub-class as per table SA34 | | | | | | | | | |
| | GPS coordinates correct to seconds. Provide a logical starting point on networked infrastructure. | | | | | | | | | |
| | Project Number consists of MSCOA Project Longcode and seq No (sample PO001001002001002001002_00066) | | | | | | | | | |

TARIFFS

That, in terms of Section 24(2) of the Local Government : Municipal Finance Management Act, 2003 (Act No. 56), the following levies, fees and tariffs for Sol Plaatje Municipality be levied, and a General Rate be recovered on the values appearing in the 2019 General Valuation Roll



**ALL TARIFFS ARE VAT INCLUSIVE WHERE APPLICABLE
ANY FUTURE CHANGES IN VAT WILL BE IMPLEMENTED ACCORDINGLY.**

1.1

LEVY OF RATES (FINANCE/VALUATIONS)

| | PRESENT TARIFFS <u>2019-07-01</u> R | PROPOSED TARIFFS <u>2019-07-01</u> R | PROPOSED TARIFFS <u>2020-07-01</u> R | PROPOSED TARIFFS <u>2021-07-01</u> R |
|---|--|---|---|---|
| Residential Property | 0.010834 | 0.009752 | 0.010734 | 0.011043 |
| Vacant Residential Property | 0.016251 | 0.014628 | 0.016101 | 0.016565 |
| Industrial Property | 0.034670 | 0.031206 | 0.034348 | 0.035338 |
| Vacant Industrial | 0.037920 | 0.034132 | 0.037568 | 0.038651 |
| Business and Commercial Property | 0.032069 | 0.029256 | 0.033274 | 0.034234 |
| Vacant Business and Commercial Property | 0.037920 | 0.034132 | 0.037568 | 0.038651 |
| Agricultural Property | 0.002709 | 0.002438 | 0.002683 | 0.002751 |
| Mining Property | 0.238354 | 0.214544 | 0.236141 | 0.242951 |
| Public Service Property | 0.054171 | 0.043884 | 0.042935 | 0.038651 |
| Property Used by Organ of State | 0.075840 | 0.058512 | 0.053669 | 0.049695 |
| Public Service Infrastructure | 0.000000 | 0.000000 | 0.000000 | 0.000000 |
| Public Benefit Activity Property | 0.000000 | 0.000000 | 0.000000 | 0.000000 |
| Place of Worship | 0.000000 | 0.000000 | 0.000000 | 0.000000 |
| Land Reform Beneficiary | 0.000000 | 0.000000 | 0.000000 | 0.000000 |
| Private Open Space | 0.010834 | 0.009752 | 0.010734 | 0.011043 |
| Municipal property used for Municipal Purposes | 0.000000 | 0.000000 | 0.000000 | 0.000000 |
| Independent Schools | 0.000000 | 0.002438 | 0.005367 | 0.011043 |
| Solar Farms | 0.021669 | 0.029256 | 0.033274 | 0.034234 |
| Sports Grounds and facilities operated for gain | 0.000000 | 0.000000 | 0.000000 | 0.000000 |
| University | 0.021669 | 0.029256 | 0.033274 | 0.034234 |
| Average rates tariff | 0.029011 | 0.016604 | 0.018014 | 0.019417 |

1.1.1 An allowance has been made for the inclusion of rebates for Pensioners, Disabled Persons, Bona Fide Agricultural Property, Rural Residential Properties, Rural Commercial, Rural Industrial, Creches and Guesthouse Properties meeting certain criteria. The proposed rebate for Pensioners and Disabled Persons is 60 % and the income threshold to qualify is R 140 000 in addition to criteria per the Policy. The proposed rebate for Rural Residential is 15%, bona fide Agricultural Property is 50 %, Rural Commercial and Industrial properties is 75% and Creches and Guesthouses is 30% subject to the requirements per the policy.

1.1.2 Public Service Infrastructure is no longer feasible to rate due to the regulated rating ratios. It is therefore zero (0) rated.

1.1.3 A special rebate has been introduced where property is affected by any natural disaster as defined by the Disaster Management Act, No 16 of 2015. This rebate is set at 50 % of the tariff of the particular category of the particular category of property affected by such natural disaster and is additional to any other rebates.

1.1.4 The next General Valuation Roll is set down for implementation on the 1st of July 2023.

1.1.5 There have been additions to the rating categories which have been brought about by recent amendments of the Local Government: Municipal Property Rates Act 6 of 2004.

1.1.6 The categories of property with zero rate tariffs are those that are impermissible to rate in terms of the MPRA, not feasible to rate, or for public benefit purposes not desirable to rate.

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R | |
|-------|--|--|--|--|-----------|
| 1.2 | <u>MUNICIPAL SWIMMING POOLS & SPORTS FIELDS (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)</u> | | | | |
| 1.2.1 | <u>Karen Muir Swimming Pool</u> | | | | |
| | Admission fees - Children | 10.00 | 12.00 | 12.72 | 13.48 |
| | Admission fees - Adults | 15.00 | 17.00 | 18.02 | 19.10 |
| | Season tickets - Children | 120.00 | 130.00 | 137.80 | 146.07 |
| | Season tickets - Adults | 210.00 | 225.00 | 238.50 | 252.81 |
| | Hire of pool | 1,750.00 | 1,900.00 | 2,014.00 | 2,134.84 |
| | Key / Loss / damage / breakage deposit | 1,500.00 | 1,600.00 | 1,696.00 | 1,797.76 |
| 1.2.2 | <u>Florianville Swimming Pool</u> | | | | |
| | Admission fees - Children | 10.00 | 12.00 | 12.72 | 13.48 |
| | Admission fees - Adults | 15.00 | 17.00 | 18.02 | 19.10 |
| | Season tickets - Children | 100.00 | 110.00 | 116.60 | 123.60 |
| | Season tickets - Adults | 160.00 | 180.00 | 190.80 | 202.25 |
| | Hire of pool | 1,750.00 | 1,800.00 | 1,908.00 | 2,022.48 |
| | Key / Loss / damage / breakage deposit | 1,500.00 | 1,600.00 | 1,696.00 | 1,797.76 |
| 1.2.3 | <u>Roodepan Swimming Pool</u> | | | | |
| | Admission fees - Children | 8.00 | 9.00 | 9.54 | 10.11 |
| | Admission fees - Adults | 15.00 | 17.00 | 18.02 | 19.10 |
| | Season tickets - Children | 90.00 | 100.00 | 106.00 | 112.36 |
| | Season tickets - Adults | 145.00 | 160.00 | 169.60 | 179.78 |
| | Hire of pool | 1,600.00 | 1,800.00 | 1,908.00 | 2,022.48 |
| | Key / Loss / damage / breakage deposit | 1,500.00 | 1,600.00 | 1,696.00 | 1,797.76 |
| 1.2.4 | <u>Galeshewe Swimming Pool</u> | | | | |
| | Admission fees - Children | 8.00 | 9.00 | 9.54 | 10.11 |
| | Admission fees - Adults | 15.00 | 17.00 | 18.02 | 19.10 |
| | Season tickets - Children | 90.00 | 100.00 | 106.00 | 112.36 |
| | Season tickets - Adults | 145.00 | 160.00 | 169.60 | 179.78 |
| | Hire of pool | 1,600.00 | 1,800.00 | 1,908.00 | 2,022.48 |
| | Key / Loss / damage / breakage deposit | 1,500.00 | 1,600.00 | 1,696.00 | 1,797.76 |
| | * Hire of pool for functions / commercial use (tariff applicable to all pools) | 2,500.00 | 4,000.00 | 2,650.00 | 2,809.00 |
| | * Key / Loss / damage / breakage deposit | 2,500.00 | 2,500.00 | 2,650.00 | 2,809.00 |
| 1.2.5 | <u>De Beers Stadium</u> | | | | |
| | Hire of athletics track | 1,340.00 | 1,340.00 | 1,420.40 | 1,505.62 |
| | Key / Loss / damage / breakage deposit | 1,340.00 | 1,340.00 | 1,420.40 | 1,505.62 |
| | Apparatus per day | 800.00 | 800.00 | 848.00 | 898.88 |
| | Key / Loss / damage / breakage deposit | 1,100.00 | 1,100.00 | 1,166.00 | 1,235.96 |
| | Training sessions (Schools/Clubs) per season | 185.00 | 185.00 | 196.10 | 207.87 |
| | Hire of sports field/preparation fee | 720.00 | 720.00 | 763.20 | 808.99 |
| | Key / Loss / damage / breakage deposit | 1,100.00 | 1,100.00 | 1,166.00 | 1,235.96 |
| | Preparation Fee | 720.00 | 720.00 | 763.20 | 808.99 |
| | VIP Lounge | 720.00 | 720.00 | 763.20 | 808.99 |
| | Lights :Fixed (plus hourly rate) | 1,540.00 | 1,540.00 | 1,632.40 | 1,730.34 |
| | : Hourly rate | 48.00 | 48.00 | 50.88 | 53.93 |
| | HIRE OF STADIUM | | | | |
| | Other than sport | 2,500.00 | 2,500.00 | 2,650.00 | 2,809.00 |
| | Key / Loss / damage / breakage deposit | 2,000.00 | 2,000.00 | 2,120.00 | 2,247.20 |
| | Music festivals/events /commercial use | 23,000.00 | 23,000.00 | 24,380.00 | 25,842.80 |
| | Key / Loss / damage / breakage deposit | 32,000.00 | 32,000.00 | 33,920.00 | 35,955.20 |
| | HIRE OF HALL NO. 4 | | | | |
| | Indoor sport | 160.00 | 160.00 | 169.60 | 179.78 |
| | Hire of cafeteria/bar | 320.00 | 320.00 | 339.20 | 359.55 |
| | Key / Loss / damage / breakage deposit | 1,100.00 | 1,100.00 | 1,166.00 | 1,235.96 |

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|--|-------------------------|--|--|--|
| PRACTICE SESSIONS FOR ATHLETICS | | | | |
| Season ticket for individuals | 170.00 | 170.00 | 180.20 | 191.01 |
| Individual per session | 43.00 | 43.00 | 45.58 | 48.31 |
| GROUPS: | | | | |
| 1 - 10 per session | 75.00 | 75.00 | 79.50 | 84.27 |
| 11 - 20 per session | 96.00 | 96.00 | 101.76 | 107.87 |
| 21 - 30 per session | 122.00 | 122.00 | 129.32 | 137.08 |
| 31 - 40 per session | 150.00 | 150.00 | 159.00 | 168.54 |
| 41 - 60 per session | 175.00 | 175.00 | 185.50 | 196.63 |
| 61 and more per session | 255.00 | 255.00 | 270.30 | 286.52 |
| 1.2.6 Galeshewe Stadium | | | | |
| Sport per day | 1,000.00 | 1,000.00 | 1,060.00 | 1,123.60 |
| Key / Loss / damage / breakage deposit | 1,350.00 | 1,350.00 | 1,431.00 | 1,516.86 |
| Other than sport | 4,500.00 | 4,500.00 | 4,770.00 | 5,056.20 |
| Key / Loss / damage / breakage deposit | 2,000.00 | 2,000.00 | 2,120.00 | 2,247.20 |
| Music festivals/events /commercial use | 18,000.00 | 18,000.00 | 19,080.00 | 20,224.80 |
| Key / Loss / damage / breakage deposit | 31,000.00 | 31,000.00 | 32,860.00 | 34,831.60 |
| Lights :Fixed (plus hourly rate) | 3,100.00 | 3,100.00 | 3,286.00 | 3,483.16 |
| : Hourly rate | 90.00 | 90.00 | 95.40 | 101.12 |
| 1.2.7 Galeshewe Arena | | | | |
| Hire of arena per day | 390.00 | 390.00 | 413.40 | 438.20 |
| Hire of hall per day | 200.00 | 200.00 | 212.00 | 224.72 |
| Key / Loss / damage / breakage deposit | 650.00 | 650.00 | 689.00 | 730.34 |
| Music festivals/events /commercial use | 5,900.00 | 5,900.00 | 6,254.00 | 6,629.24 |
| Key / Loss / damage / breakage deposit | 12,000.00 | 12,000.00 | 12,720.00 | 13,483.20 |
| Lights :Fixed (plus hourly rate) | 50.00 | 50.00 | 53.00 | 56.18 |
| : Hourly rate | 14.00 | 14.00 | 14.84 | 15.73 |
| 1.2.8 West-End Indoor Facility | | | | |
| <u>Competitive sport -</u> | | | | |
| Prior occupation per day | 685.00 | 733.00 | 776.98 | 823.60 |
| Main Hall (per day) | 1,610.00 | 1,723.00 | 1,826.38 | 1,935.96 |
| Key / Loss / damage / breakage deposit | 1,600.00 | 1,712.00 | 1,814.72 | 1,923.60 |
| Small Hall (per day) | 1,000.00 | 1,070.00 | 1,134.20 | 1,202.25 |
| Key / Loss / damage / breakage deposit | 1,000.00 | 1,070.00 | 1,134.20 | 1,202.25 |
| <u>Training sessions -</u> | | | | |
| Main Hall (per hour) | 165.00 | 177.00 | 187.62 | 198.88 |
| Key / Loss / damage / breakage deposit | 250.00 | 268.00 | 284.08 | 301.12 |
| Small Hall (per hour) | 120.00 | 128.00 | 135.68 | 143.82 |
| Key / Loss / damage / breakage deposit | 220.00 | 235.00 | 249.10 | 264.05 |
| <u>Other than sport -</u> | | | | |
| Prior occupation per day | 800.00 | 856.00 | 907.36 | 961.80 |
| Main Hall | 2,000.00 | 2,140.00 | 2,268.40 | 2,404.50 |
| Key / Loss / damage / breakage deposit | 2,000.00 | 2,140.00 | 2,268.40 | 2,404.50 |
| Small Hall | 1,120.00 | 1,198.00 | 1,269.88 | 1,346.07 |
| Key / Loss / damage / breakage deposit | 1,200.00 | 1,284.00 | 1,361.04 | 1,442.70 |
| <u>Commercial use -</u> | | | | |
| Prior occupation per day | 820.00 | 878.00 | 930.68 | 986.52 |
| Main Hall (per day) | 4,500.00 | 4,815.00 | 5,103.90 | 5,410.13 |
| Key / Loss / damage / breakage deposit | 13,300.00 | 14,231.00 | 15,084.86 | 15,989.95 |
| Small Hall (per day) | 2,000.00 | 2,140.00 | 2,268.40 | 2,404.50 |
| Key / Loss / damage / breakage deposit | 2,000.00 | 2,140.00 | 2,268.40 | 2,404.50 |
| Kitchen (per day) | 570.00 | 610.00 | 646.60 | 685.40 |
| Key / Loss / damage / breakage deposit | 1,000.00 | 1,070.00 | 1,134.20 | 1,202.25 |

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|--|-------------------------|--|--|--|
| Braai (per day) | 600.00 | 642.00 | 680.52 | 721.35 |
| Key / Loss / damage / breakage deposit | 1,000.00 | 1,070.00 | 1,134.20 | 1,202.25 |
| Conference room | 600.00 | 642.00 | 680.52 | 721.35 |
| Key / Loss / damage / breakage deposit | 700.00 | 749.00 | 793.94 | 841.58 |

1.2.9

West-End ClubCommercial use -

| | | | | |
|--|-----------|-----------|-----------|-----------|
| Prior occupation per day | 880.00 | 941.60 | 998.10 | 1,057.98 |
| Main Hall (per day) | 4,300.00 | 4,601.00 | 4,877.06 | 5,169.68 |
| Key / Loss / damage / breakage deposit | 10,500.00 | 11,235.00 | 11,909.10 | 12,623.65 |

Competitive sport -

| | | | | |
|--|----------|----------|----------|----------|
| Prior occupation per day | 750.00 | 802.50 | 850.65 | 901.69 |
| Main Hall (per day) | 1,000.00 | 1,070.00 | 1,134.20 | 1,202.25 |
| Key / Loss / damage / breakage deposit | 1,000.00 | 1,070.00 | 1,134.20 | 1,202.25 |

Training sessions -

| | | | | |
|---|------------------------|------------------------|------------------------|------------------------|
| Main Hall (per hour) | 165.00 | 176.55 | 187.14 | 198.37 |
| Key / Loss / damage / breakage deposit | 270.00 | 288.90 | 306.23 | 324.61 |
| Main Hall (other than specified) | 2,250.00 | 2,407.50 | 2,551.95 | 2,705.07 |
| Key / Loss / damage / breakage deposit | 2,250.00 | 2,407.50 | 2,551.95 | 2,705.07 |
| Kitchen | 570.00 | 609.90 | 646.49 | 685.28 |
| Key / Loss / damage / breakage deposit | 1,000.00 | 1,070.00 | 1,134.20 | 1,202.25 |
| Braai area | 600.00 | 642.00 | 680.52 | 721.35 |
| Key / Loss / damage / breakage deposit | 1,000.00 | 1,070.00 | 1,134.20 | 1,202.25 |
| Trog Bar | 800.00 | 856.00 | 907.36 | 961.80 |
| Key / Loss / damage / breakage deposit | 1,000.00 | 1,070.00 | 1,134.20 | 1,202.25 |
| Soccer Field | 570.00 | 609.90 | 646.49 | 685.28 |
| Key / Loss / damage / breakage deposit | 800.00 | 856.00 | 907.36 | 961.80 |
| Cricket field | 570.00 | 609.90 | 646.49 | 685.28 |
| Key / Loss / damage / breakage deposit | 800.00 | 856.00 | 907.36 | 961.80 |
| Air Conditioner | 650.00 | 695.50 | 737.23 | 781.46 |
| Deposit on hiring of facilities (Within 7 days of the request for the reservation) | 50% of total amount | 50% of total amount | 50% of total amount | 50% of total amount |

Cancellation

If a reservation is cancelled within 30 days of occupation the refund to the client will be 50% of the deposit amount paid.

If a reservation is cancelled within 10 days of occupation the client will forfeit the total deposit amount paid.

Conditions

1. Right of admission reserved.
2. Facility used at own risk.
3. Total reservation fee to be paid within 10 (ten) days of booking.
4. Payment to be made in relation to booking.
5. Facility may not be used unless payment is received in advance.
6. Use of the facility will not be allowed unless a contract has been completed and signed by the Lessee.
7. No equipment may be removed from the facility.
8. Facility to be left in same condition as it was found on occupation.
9. Lessee will be held responsible for any littering, damages or loss of any equipment of the property and strict action will be taken against such lessee.
10. Losses and breakages of any items brought onto the premises by the lessee will not be compensated by the lessor of this facility.
11. A pre occupation fee payable if the lessee needs to decorate the hall one day or more before the function.
12. Canceling of bookings - see cancellations.
13. No private liquor allowed on premises. No private bar allowed on premises. Strict adherence to the aforementioned can lead to arrest, prohibition from the facility and forfeiture of total deposit.

PRESENT
TARIFFS
R

PROPOSED
TARIFFS
2019-07-01
R

PROPOSED
TARIFFS
2020-07-01
R

PROPOSED
TARIFFS
2021-07-01
R

14. A market related corkage fee may be charged for wine and champagne.
 15. The playing of musical instruments, live musical performances and any other form of amplified music is prohibited outdoors. The playing of music will be allowed indoor only until 24:00.
 16. Ignorance of any of the above can lead to: Arrest, prohibition from the facility and forfeiture of total deposit.
 17. All reservations will be accommodated on the basis of first come first served.

18. Funerals to be charged as per item 1.9.5

If a request is received from the following organizations * to use the facilities at a reduced tariff ONLY the Municipal Manager may approve a reduced tariff. The relevant deposit, which is refundable, is payable.

* Registered Welfare Organisations

* Registered Non-profitable Organisations

* Schools and Churches

NB. Government Departments to pay full tariff.

If a contract is drawn up with a specific Provincial or National body for the hire of any of the facilities for sport (seasonal), the fee is R37 000-00 for the season

Deposit for reservation = 25% of total reservation fee to be paid within 7 days of booking.

Cancellation fee = 25% of total reservation fee.

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|---|-------------------------|--|--|--|
| 1.2.10 Open Mine Caravan Park | | | | |
| Caravans - (per Caravan) | 130.00 | 139.10 | 147.45 | 156.29 |
| - (per person) | 65.00 | 69.55 | 73.72 | 78.15 |
| Caravan Club | | | | |
| Minimum of 20 Caravans - (per Caravan) | 95.00 | 101.65 | 107.75 | 114.21 |
| - (per person) | 60.00 | 64.20 | 68.05 | 72.14 |
| Pensioners - (per Caravan) | 90.00 | 96.30 | 102.08 | 108.20 |
| - (per person) | 60.00 | 64.20 | 68.05 | 72.14 |
| Tent (per site) | 95.00 | 101.65 | 107.75 | 114.21 |
| (per person) | 75.00 | 80.25 | 85.07 | 90.17 |
| Day Visitors: | | | | |
| Car (per car) | 75.00 | 80.25 | 85.07 | 90.17 |
| (per person) | 80.00 | 85.60 | 90.74 | 96.18 |
| Bus (per bus) | 370.00 | 395.90 | 419.65 | 444.83 |
| (per person) | 65.00 | 69.55 | 73.72 | 78.15 |
| 1.3 BURIAL PLOT FEES (COMMUNITY & SOCIAL DEVELOPMENT SERVICES) | | | | |
| 1.3.1 West-End and Kenilworth Cemeteries | | | | |
| Re-opening (casket) | 950.00 | 1,020.00 | 1081.20 | 1146.07 |
| Re-opening (adults) | 775.00 | 830.00 | 879.80 | 932.59 |
| Re-opening (babies) | 620.00 | 660.00 | 699.60 | 741.58 |
| Burial of ashes | 200.00 | 220.00 | 233.20 | 247.19 |
| Grave fees (adult) | 1,300.00 | 1,400.00 | 1484.00 | 1573.04 |
| Grave fees (children under 7) | 1,000.00 | 1,070.00 | 1134.20 | 1202.25 |
| Special graves (casket) | 1,830.00 | 1,970.00 | 2088.20 | 2213.49 |
| Wall of Remembrance (per niche) | 900.00 | 2,070.00 | 2194.20 | 2325.85 |
| Two burials per grave | 1,920.00 | 3,000.00 | 3180.00 | 3370.80 |
| Reserved graves | 2,800.00 | 510.00 | 540.60 | 573.04 |
| Monument erection fee - single graves | 470.00 | 880.00 | 932.80 | 988.77 |
| Monument erection fee - double graves | 810.00 | 1,050.00 | 1113.00 | 1179.78 |
| Sundry payment - Saturday funerals | 950.00 | 1,016.50 | 1077.49 | 1142.14 |

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|-------|--|--|--|--|
| 1.3.2 | <u>Roodepan, Greenpoint and Galeshewe Cemeteries</u> | | | |
| | 820.00 | 880.00 | 932.80 | 988.77 |
| | 620.00 | 670.00 | 710.20 | 752.81 |
| | 540.00 | 580.00 | 614.80 | 651.69 |
| | 200.00 | 220.00 | 233.20 | 247.19 |
| | 800.00 | 880.00 | 932.80 | 988.77 |
| | 360.00 | 390.00 | 413.40 | 438.20 |
| | 1,580.00 | 1,700.00 | 1802.00 | 1910.12 |
| | 350.00 | 370.00 | 392.20 | 415.73 |
| | 1,970.00 | 2,100.00 | 2226.00 | 2359.56 |
| | 2,000.00 | 2,140.00 | 2268.40 | 2404.50 |
| | 470.00 | 510.00 | 540.60 | 573.04 |
| | 820.00 | 880.00 | 932.80 | 988.77 |
| | 970.00 | 1,050.00 | 1113.00 | 1179.78 |
| 1.3.3 | <u>Ritchie, Motswedimosa and Rietvale Cemeteries</u> | | | |
| | 820.00 | 880.00 | 932.80 | 988.77 |
| | 620.00 | 670.00 | 710.20 | 752.81 |
| | 540.00 | 580.00 | 614.80 | 651.69 |
| | 200.00 | 220.00 | 233.20 | 247.19 |
| | 800.00 | 880.00 | 932.80 | 988.77 |
| | 360.00 | 390.00 | 413.40 | 438.20 |
| | 1,580.00 | 1,700.00 | 1802.00 | 1910.12 |
| | 360.00 | 370.00 | 392.20 | 415.73 |
| | 1,970.00 | 2,100.00 | 2226.00 | 2359.56 |
| | 2,000.00 | 2,140.00 | 2268.40 | 2404.50 |
| | 470.00 | 510.00 | 540.60 | 573.04 |
| | 820.00 | 880.00 | 932.80 | 988.77 |
| | 970.00 | 1,050.00 | 1113.00 | 1179.78 |
| | <u>New Cemetery</u> | | | |
| | 950.00 | 1,020.00 | 1081.20 | 1146.07 |
| | 775.00 | 830.00 | 879.80 | 932.59 |
| | 620.00 | 660.00 | 699.60 | 741.58 |
| | 200.00 | 220.00 | 233.20 | 247.19 |
| | 1,300.00 | 1,400.00 | 1484.00 | 1573.04 |
| | 1,000.00 | 1,070.00 | 1134.20 | 1202.25 |
| | 1,830.00 | 1,970.00 | 2088.20 | 2213.49 |
| | 360.00 | 2,070.00 | 2194.20 | 2325.85 |
| | 1,930.00 | 3,000.00 | 3180.00 | 3370.80 |
| | 2,800.00 | 510.00 | 540.60 | 573.04 |
| | 470.00 | 880.00 | 932.80 | 988.77 |
| | 820.00 | 1,050.00 | 1113.00 | 1179.78 |
| | 940.00 | 380.00 | 402.80 | 426.97 |
| 1.3.4 | 320.00 | 340.00 | 360.40 | 382.02 |
| 1.4 | <u>PLEASURE RESORTS AND CARAVAN PARKS (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)</u> | | | |

50% Discount on school groups with a minimum of 30 day visitors (Riverton).

That a 10% levy be charged on the normal tariff on all one-day reservations during weekends and long weekends.

Accommodation cancellation

If a reservation is cancelled within 20 days of occupation the refund to the client will be 85% of the total amount paid.

If a reservation is cancelled within 10 days of occupation the client will forfeit the total deposit amount paid.

No refund will be made to a client who does not arrive or who departs prior to the departure date.

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|--|--|--|--|--|
| <u>Key / Loss / damage / breakage deposit</u> | | | | |
| Resort | 18,000.00 | 19,080.00 | 20224.80 | 21438.29 |
| Chalets | 500.00 | 530.00 | 561.80 | 595.51 |
| Rondavels | 500.00 | 530.00 | 561.80 | 595.51 |
| <u>Camping sites</u> | | | | |
| Tent 6 persons(per day) | 95.00 | 100.00 | 106.00 | 112.36 |
| Per person (per day) | 50.00 | 53.00 | 56.18 | 59.55 |
| <u>Caravans</u> | | | | |
| Per caravan (per day) | 110.00 | 117.00 | 124.02 | 131.46 |
| Per person (per day) | 60.00 | 64.00 | 67.84 | 71.91 |
| <u>Hall</u> | | | | |
| 24-hour period | 1,200.00 | 1,272.00 | 1348.32 | 1429.22 |
| Per person | 35.00 | 37.00 | 39.22 | 41.57 |
| Key / Loss / damage / breakage deposit | 500.00 | 530.00 | 561.80 | 595.51 |
| <u>Day visitors</u> | | | | |
| Per person | 40.00 | 42.00 | 44.52 | 47.19 |
| Cars | 30.00 | 32.00 | 33.92 | 35.96 |
| <u>Group accommodation</u> | | | | |
| Key / Loss / damage / breakage deposit | 1,500.00 | 1,590.00 | 1685.40 | 1786.52 |
| Per person per night (without bedding) | 100.00 | 106.00 | 112.36 | 119.10 |
| Per person per night (with bedding) | 120.00 | 127.00 | 134.62 | 142.70 |
| For calculation of tariffs, a day will be calculated from 15:00 - 11:00 the following day or a part thereof. In the event of these times being exceeded a pro-rata hourly rate of 10% of the tariff will be recovered from the deposit. If the occupier should choose to occupy the living unit before the stipulated time the abovementioned payment of 10% will be payable, subject to availability. | | | | |
| 1.4.3 | <u>Rekaofela and Transka Pleasure Resorts</u> | | | |
| | <u>Chalets : Rekaofela</u> | | | |
| Basic tariff per unit | 155.00 | 164.00 | 173.84 | 184.27 |
| Per bed available in the unit | 185.00 | 196.00 | 207.76 | 220.23 |
| (Amount converted to the nearest multiple of 5). | | | | |
| Key / Loss / damage / breakage deposit | 500.00 | 530.00 | 561.80 | 595.51 |
| | <u>Chalets : Transka</u> | | | |
| Basic tariff per unit | 125.00 | 135.00 | 143.10 | 151.69 |
| Per bed available in the unit | 125.00 | 135.00 | 143.10 | 151.69 |
| Key / Loss / damage / breakage deposit | 500.00 | 530.00 | 561.80 | 595.51 |
| | <u>Caravan Park :Transka</u> | | | |
| Caravan (per day) | 115.00 | 122.00 | 129.32 | 137.08 |
| Per person (per day) | 60.00 | 64.00 | 67.84 | 71.91 |
| | <u>Group accommodation</u> | | | |
| Transka - per person per night (with bedding) | 115.00 | 122.00 | 129.32 | 137.08 |
| Key / Loss / damage / breakage deposit | 1,500.00 | 1,590.00 | 1685.40 | 1786.52 |
| Rekaofela - per person per night | 135.00 | 143.00 | 151.58 | 160.67 |
| Key / Loss / damage / breakage deposit | 1,500.00 | 1,590.00 | 1685.40 | 1786.52 |

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|--|-------------------------|--|--|--|
| Hall - (24-hour period) Kopano | 1,050.00 | 1,113.00 | 1179.78 | 1250.57 |
| - (48-hour period) | 1,100.00 | 1,166.00 | 1235.96 | 1310.12 |
| - (72-hour period) | 1,150.00 | 1,219.00 | 1292.14 | 1369.67 |
| - (96-hour period) | 1,200.00 | 1,272.00 | 1348.32 | 1429.22 |
| (More than 96 hours) | 1,750.00 | 1,855.00 | 1966.30 | 2084.28 |
| Key / Loss / damage / breakage deposit | 1,500.00 | 1,590.00 | 1685.40 | 1786.52 |
| <u>Training Centre - Mongano Hall</u> | | | | |
| Per person per night | 135.00 | 143.00 | 151.58 | 160.67 |
| Key / Loss / damage / breakage deposit | 1,500.00 | 1,590.00 | 1685.40 | 1786.52 |
| Hall - (24-hour period) | 2,250.00 | 2,385.00 | 2528.10 | 2679.79 |
| - (48-hour period) | 2,350.00 | 2,491.00 | 2640.46 | 2798.89 |
| - (72-hour period) | 2,500.00 | 2,650.00 | 2809.00 | 2977.54 |
| - (96-hour period) | 2,600.00 | 2,756.00 | 2921.36 | 3096.64 |
| (More than 96 hours) | 4,450.00 | 4,717.00 | 5000.02 | 5300.02 |
| Key / Loss / damage / breakage deposit | 1,500.00 | 1,590.00 | 1685.40 | 1786.52 |
| Prior occupation | 1,000.00 | 1,060.00 | 1123.60 | 1191.02 |
| <u>Recreation Hall - Riverside Hall</u> | | | | |
| Hall - (24-hour period) | 5,600.00 | 5,936.00 | 6292.16 | 6669.69 |
| - (48-hour period) | 5,800.00 | 6,148.00 | 6516.88 | 6907.89 |
| - (72-hour period) | 5,900.00 | 6,254.00 | 6629.24 | 7026.99 |
| - (96-hour period) | 6,100.00 | 6,466.00 | 6853.96 | 7265.20 |
| (More than 96 hours) | 6,700.00 | 7,102.00 | 7528.12 | 7979.81 |
| Prior occupation (per day) | 570.00 | 604.00 | 640.24 | 678.65 |
| Key / Loss / damage / breakage deposit | 2,500.00 | 2,650.00 | 2809.00 | 2977.54 |
| <u>Meals and refreshments</u> | | | | |
| That a 10% levy be charged on all catering costs over weekends, long weekends and public holidays. | | | | |
| <u>Catering at Rekaofela Resort is compulsory</u> | | | | |
| <u>No outside Caterers are allowed to do catering at this facility</u> | | | | |
| Daily conference tariff per person per day for a minimum of 20-40 delegates. | 680.00 | 721.00 | 764.26 | 810.12 |
| Daily conference tariff per person per day for less than 20 delegates, | 800.00 | 848.00 | 898.88 | 952.81 |
| Breakfast | 52.00 | 55.00 | 58.30 | 61.80 |
| | 55.00 | 58.00 | 61.48 | 65.17 |
| | 66.00 | 70.00 | 74.20 | 78.65 |
| | 77.00 | 82.00 | 86.92 | 92.14 |
| | 88.00 | 93.00 | 98.58 | 104.49 |
| | 101.00 | 107.00 | 113.42 | 120.23 |
| | 135.00 | 143.00 | 151.58 | 160.67 |
| Lunch / Dinner | 66.00 | 70.00 | 74.20 | 78.65 |
| | 77.00 | 82.00 | 86.92 | 92.14 |
| | 83.00 | 88.00 | 93.28 | 98.88 |
| | 88.00 | 93.00 | 98.58 | 104.49 |
| | 83.00 | 88.00 | 93.28 | 98.88 |
| | 95.00 | 101.00 | 107.06 | 113.48 |
| | 100.00 | 106.00 | 112.36 | 119.10 |
| | 105.00 | 111.00 | 117.66 | 124.72 |
| | 110.00 | 117.00 | 124.02 | 131.46 |
| | 115.00 | 122.00 | 129.32 | 137.08 |
| | 121.00 | 128.00 | 135.68 | 143.82 |
| | 132.00 | 140.00 | 148.40 | 157.30 |
| | 140.00 | 148.00 | 156.88 | 166.29 |
| | 150.00 | 159.00 | 168.54 | 178.65 |
| | 176.00 | 187.00 | 198.22 | 210.11 |

| | PRESENT | PROPOSED | PROPOSED | PROPOSED |
|---|------------|------------|------------|------------|
| | TARIFFS | TARIFFS | TARIFFS | TARIFFS |
| | 2019-07-01 | 2019-07-01 | 2020-07-01 | 2021-07-01 |
| | R | R | R | R |
| Poeding | 30.00 | 32.00 | 33.92 | 35.96 |
| | 35.00 | 37.00 | 39.22 | 41.57 |
| | 45.00 | 48.00 | 50.88 | 53.93 |
| <u>Additional meals</u> | | | | |
| Finger lunch per person | 50.00 | 53.00 | 56.18 | 59.55 |
| | 66.00 | 70.00 | 74.20 | 78.65 |
| | 72.00 | 76.00 | 80.56 | 85.39 |
| | 95.00 | 101.00 | 107.06 | 113.48 |
| | 110.00 | 117.00 | 124.02 | 131.46 |
| Spitbraai per person | 220.00 | 233.00 | 246.98 | 261.80 |
| | 255.00 | 270.00 | 286.20 | 303.37 |
| | 290.00 | 307.00 | 325.42 | 344.95 |
| Weddings per person | 235.00 | 250.00 | 265.00 | 280.90 |
| | 255.00 | 270.00 | 286.20 | 303.37 |
| | 300.00 | 320.00 | 339.20 | 359.55 |
| | 340.00 | 360.00 | 381.60 | 404.50 |
| <u>Coffee/Tea & Refreshments</u> | | | | |
| Coffee/Tea (per person) | 20.00 | 22.00 | 23.32 | 24.72 |
| Coffee/Tea & refreshments (per person) | 50.00 | 54.00 | 57.24 | 60.67 |
| Coffee/Tea & muffens (per person) | 44.00 | 46.50 | 49.29 | 52.25 |
| Tableclothes (weddings) each | 55.00 | 58.00 | 61.48 | 65.17 |
| Crockery and cutlery (per day) | 330.00 | 350.00 | 371.00 | 393.26 |
| Overhead projector (per day) | 65.00 | 69.00 | 73.14 | 77.53 |
| Video machine (per day) | 60.00 | 64.00 | 67.84 | 71.91 |
| Television (per day) | 50.00 | 42.00 | 44.52 | 47.19 |
| Flip chart | 40.00 | 42.00 | 44.52 | 47.19 |
| Flip chart paper (per batch) | 275.00 | 291.50 | 308.99 | 327.53 |
| Cool room (24-hours) | 110.00 | 116.50 | 123.49 | 130.90 |
| Data Projector (per day) | 220.00 | 233.00 | 246.98 | 261.80 |
| <u>Printing charges and phone calls</u> | | | | |
| Paper prints - A4 | 9.00 | 10.00 | 10.60 | 11.24 |
| Paper prints - A3 | 13.00 | 14.00 | 14.84 | 15.73 |
| Fax - A4 | 22.00 | 23.00 | 24.38 | 25.84 |
| <u>Day Visitor Tariff</u> | | | | |
| Per person (Transka) | 40.00 | 23.00 | 24.38 | 25.84 |
| Per person Seasonal (Transka) Easter/ December till 10th of January | 60.00 | 63.50 | 67.31 | 71.35 |
| School children out of season (Transka) | 11.00 | 11.50 | 12.19 | 12.92 |
| Winter Period (1 May till 31st July | 11.00 | 11.50 | 12.19 | 12.92 |
| Buses (15 Seater and more) / Cars | 30.00 | 31.50 | 33.39 | 35.39 |
| Putt-Putt | 20.00 | 21.00 | 22.26 | 23.60 |

For calculation of tariffs, a day will be calculated from 15:00 - 11:00 the following day or part thereof. In the of these times being exceeded a pro-rata hourly rate of 10% of the tariff will be recovered from the deposit. If the occupier should choose to occupy the living unit before the stipulated time the abovementioned payment of 10% will be payable, subject to availability.

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|--|-------------------------|--|--|--|
| <u>Hire of Lapas</u> | | | | |
| Lapa A | 400.00 | 400.00 | 424.00 | 449.44 |
| Lapa B | 400.00 | 400.00 | 424.00 | 449.44 |
| Lapa C | 450.00 | 450.00 | 477.00 | 505.62 |
| Key / Loss / damage / breakage deposit | 500.00 | 500.00 | 530.00 | 561.80 |

Cancellation fee on Conferences, Seminars and Training sessions is 25% of the total reservation fee.

1.4.4

Adventure Centre

Course fees

| | | | | |
|---|--------|--------|--------|--------|
| Instruction (per activity, per person) | 450.00 | 450.00 | 477.00 | 505.62 |
| 1-Activity introduction (per person) - instruction, refreshments, equipment | 500.00 | 500.00 | 530.00 | 561.80 |

Instructor's fees

| | | | | |
|---|--------|--------|--------|--------|
| Instructor's fees per day (with OAA Level 2 training) | 450.00 | 450.00 | 477.00 | 505.62 |
| Instructor's fees per day (with OAA Level 3 training) | 500.00 | 500.00 | 530.00 | 561.80 |
| Instructor's transport costs (per Km) | 5.50 | 5.50 | 5.83 | 6.18 |

Cancellation fee is 25% of the total reservation fee.

CONDITIONS:

1. Right of admission reserved.
2. Entry at own risk.
3. Private parties are not allowed in any accommodation.
4. Noise or disturbing music is not allowed.
5. The refund of key deposits between 07:00 - 11:30, after the chalet has been checked by a member of the Resort Staff.
6. No refunds during weekends.
7. No parking on grass or paving areas.
8. No bedding and equipment may be removed from the chalets or may be used outside the chalet.
9. A day is calculated from 15:00 - 11:00 the next day.
10. No day visitors are allowed at the chalets without the knowledge of the Manager.
11. Day visitors must leave the premises at 18:00.
12. The amount of people will be determined by the amount of beds in the chalets.
13. No animals are allowed in the Resort.
14. Payment to be made in relation to the booking made.
15. If the chalets are evacuated later than 11:00, an additional tariff will be charged.
16. The chalets must be left in the same condition as it was found on occupation.
17. The visitors will be responsible for any damages or loss of any equipment in the chalets.
18. Strict action will be taken against any person who damages or removes any equipment or belongings of the Sol Plaatje Pleasure Resorts.
19. No visitor has the authority to choose his chalet or stand to be occupied.
20. Hotplates may only be used to cook on and not as heaters.
21. No tents may be erected next to accommodation units.
22. Ignorance or any of the above can lead to (*without refunding of any payment made in advance*) arrests, prohibitions from the Resort and no refunds on key deposits.
23. The management has the authority to determine whether any occupier's behaviour is acceptable to the Resort Manager.
24. Normal meal hours will be: 08:00 - 09:00; 13:00 - 14:00; 18:00 - 19:00. A levy of 10% will be charged on all meals taken outside the normal meal hours.
25. There will be no refund of the payment should the occupier cancel any time during their visit or should the person be prohibited from the resort.
26. All meals at weddings will be served not later than 20H00 and the kitchen will be closed at 22h30. A levy equal to the key deposit on the hall will be charged in the case of exceeding the prescribed hours.

**PRESENT
TARIFFS**
R

**PROPOSED
TARIFFS**
2019-07-01
R

**PROPOSED
TARIFFS**
2020-07-01
R

**PROPOSED
TARIFFS**
2021-07-01
R

- 27. No private caterers or private individuals are allowed to use any catering equipment or kitchen facilities or any resources of the Rekaofela Resort for personnel or private use.
- 28. The serving of meals in all cases will not exceed the 2.5 hour prescribed time frame.
- 29. In the event of catering at Rekaofela, all payments must be received 5 days prior to the actual reservation date. In the case of not receiving payment in the prescribed period no catering will be done, the reservation cancelled and the cancellation fee is applicable.
- 30. All individuals, private institutions, schools, political parties, private companies, wedding arrangements, family reunions etc. must pay upfront before any service are to be rendered.
- 31. In the event of outstanding accounts, no new reservations will be accepted before all outstanding payments have been received. Where state departments are involved, no service will be provided without an official order at least 4 days prior to the reservation.(see cancellation fee)
- 32. Preference would be given to all clients (reservations) who utilise accommodation for longer periods during high peak season. Such reservations will be accommodated well in advance of 1/2 day reservations with the provision that payments being received within the month the reservation has been done.
- 33. An application for hire of a resort to stage a festival / event should be made on the relevant application form, after which the Resort Manager will compile a quotation and submit same to the CFO for approval.

| | | | | | |
|-------|---|--|--|--|--|
| 1.4.5 | <u>PERSONAL HEALTH</u> <u>PATIENT INFORMATION FROM CLINICS</u> Per enquiry per person | 400.00 | 424.00 | 449.44 | 476.41 |
| 1.5 | <u>HOUSING (SERVICES & INFRASTRUCTURE)</u> That the rental on all Municipal Renting Schemes be increased as per National Housing Guidelines as per the following based on market related rentals: <u>Impala Court</u> 1 Bedroom 2 Bedroom <u>Hercules Court</u> 1 Bedroom 2 Bedroom <u>Holland Court</u> 1 Bedroom 2 Bedroom 3 Bedroom Bachelor <u>Newton Court</u> 1 Bedroom 2 Bedroom 3 Bedroom <u>Tiffany Court</u> 2 Bedroom <u>Eugenie Court</u> 1 Bedroom 2 Bedroom <u>Jonker Court</u> 1 Bedroom 2 Bedroom <u>Eureka Court</u> 1 Bedroom 2 Bedroom <u>Krisant Court</u> 1 Bedroom 2 Bedroom <u>Roodepan Flats</u> 1 Bedroom 2 Bedroom 3 Bedroom | 1,370.00 1,720.00 1,520.00 1,880.00 2,050.00 2,450.00 2,630.00 1,770.00 2,250.00 2,770.00 3,170.00 2,780.00 2,230.00 2,650.00 1,840.00 2,230.00 1,840.00 2,230.00 1,760.00 2,250.00 660.00 1,100.00 1,500.00 | 1,500.00 1,900.00 1,650.00 2,000.00 2,200.00 2,700.00 2,900.00 1,950.00 2,450.00 3,000.00 3,450.00 3,000.00 2,400.00 2,900.00 2,000.00 2,400.00 2,000.00 2,450.00 1,900.00 2,450.00 730.00 1,200.00 1,650.00 | 1590.00 2014.00 1749.00 2120.00 2332.00 2862.00 3074.00 2067.00 2597.00 3180.00 3657.00 3180.00 2544.00 3074.00 2120.00 2544.00 2120.00 2597.00 2014.00 2597.00 773.80 1272.00 1749.00 | 1685.40 2134.84 1853.94 2247.20 2471.92 3033.72 3258.44 2191.02 2752.82 3370.80 3876.42 3370.80 2696.64 3258.44 2247.20 2696.64 2247.20 2752.82 2134.84 2752.82 820.23 1348.32 1853.94 |

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|--|-------------------------|--|--|--|
| Flamingo Court | | | | |
| 1 Bedroom | 1,150.00 | 1,250.00 | 1325.00 | 1404.50 |
| 2 Bedroom | 1,450.00 | 1,600.00 | 1696.00 | 1797.76 |
| Bachelor | 1,050.00 | 1,150.00 | 1219.00 | 1292.14 |
| Carpports | | | | |
| Carpport with locking facility (per month) | 95.00 | 110.00 | 116.60 | 123.60 |
| Carpport without locking facility (per month) | 45.00 | 50.00 | 53.00 | 56.18 |
| Key deposit | 110.00 | 150.00 | 159.00 | 168.54 |
| Administration fee | 140.00 | 170.00 | 180.20 | 191.01 |
| By-pass houses | | | | |
| 7 Villiers street | 1,630.00 | 1,850.00 | 1961.00 | 2078.66 |
| 9 Villiers street | 1,550.00 | 1,700.00 | 1802.00 | 1910.12 |
| 27a St Augustines road | 1,700.00 | 1,850.00 | 1961.00 | 2078.66 |
| 28 St Augustines road | 1,940.00 | 2,100.00 | 2226.00 | 2359.56 |
| 29 St Augustines road | 1,535.00 | 1,650.00 | 1749.00 | 1853.94 |
| 20 Auction | 1,675.00 | 1,850.00 | 1961.00 | 2078.66 |
| 4 Marriott | 1,530.00 | 1,700.00 | 1802.00 | 1910.12 |
| 21 Diebel | 2,065.00 | 2,250.00 | 2385.00 | 2528.10 |
| 13 Fuller | 1,365.00 | 1,500.00 | 1590.00 | 1685.40 |
| 49 Jacobson | 2,335.00 | 2,500.00 | 2650.00 | 2809.00 |
| 183 Barkly | 970.00 | 1,050.00 | 1113.00 | 1179.78 |
| 185 Barkly | 1,155.00 | 2,300.00 | 2438.00 | 2584.28 |
| 30 Meyer | 3,115.00 | 3,400.00 | 3604.00 | 3820.24 |
| West end Nursery house | 1,695.00 | 1,850.00 | 1961.00 | 2078.66 |
| Pioneer cemetery house | 447.00 | 490.00 | 519.40 | 550.56 |
| 104a Waterworks street | 1,910.00 | 2,100.00 | 2226.00 | 2359.56 |
| Administration fee | 140.00 | 150.00 | 159.00 | 168.54 |
| Santa centre | | | | |
| Rental units | 60.00 | 70.00 | 74.20 | 78.65 |
| Dingaan family units | | | | |
| Bachelor | 265.00 | 290.00 | 307.40 | 325.84 |
| 1 Bedroom | 298.00 | 320.00 | 339.20 | 359.55 |
| Selling Scheme | | | | |
| Administration charges | 90.00 | 100.00 | 106.00 | 112.36 |
| Insurance | 43.00 | 45.00 | 47.70 | 50.56 |
| Informal housing | | | | |
| Occupation fee | 110.00 | 120.00 | 127.20 | 134.83 |
| 1.6 MARK (STRATEGY, ECONOMIC DEVELOPMENT & PLANNING SERVICES) | | | | |
| Hire | | | | |
| Office (per m2) per month | 30.00 | 31.46 | 33.35 | 35.35 |
| Cold rooms per month | | | | |
| Outsdie | 2,860.00 | 3001.14 | 3,181.21 | 3,372.08 |
| Inside | 5,700.00 | 5986.54 | 6,345.73 | 6,726.48 |
| Outside buildings (per m2) per month | | | | |
| Parking per month | 35.30 | 37.08 | 39.30 | 41.66 |
| Transaction fees per transaction | 60.00 | 64.05 | 67.89 | 71.97 |
| Ripening fees per pallet per day | 1.10 | 1.13 | 1.20 | 1.27 |
| Ripeninif fees per box per da | 18.40 | 19.50 | 20.67 | 21.91 |
| Hiring of the Lapa | 4.50 | 4.77 | 5.06 | 5.36 |
| Small trollies per day | | | | |
| Trolley | 1,200.00 | 1,272.00 | 1,348.32 | 1,429.22 |
| Trolley | 5.35 | 5.62 | 5.96 | 6.31 |
| Pallet jack | 25.70 | 26.97 | 28.59 | 30.30 |
| Storage (per m2) per month | 10.70 | 11.24 | 11.91 | 12.63 |
| Big trollies (plus refundable deposits of R10.00) | 10.00 | 10.6 | 11.236 | 11.91016 |

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R | |
|---------|---|--|--|--|----------|
| 1.7 | <u>SIDEWALK AND ROAD TARIFFS (SERVICES & INFRASTRUCTURE)</u> | | | | |
| | Lowered curbing per meter | 229.00 | 242.74 | 257.30 | 272.74 |
| | Per safety pole on sidewalk | 206.00 | 218.36 | 231.46 | 245.35 |
| | Tar patching work per m2 - area ÷ 30mm thickness installed | 344.00 | 364.64 | 386.52 | 409.71 |
| | Application fee for upgrading of sidewalk per square meter | 2.00 | 2.12 | 2.25 | 2.38 |
| | Application and advertisement for closure of road | 5,000.00 | 5,300.00 | 5618.00 | 5955.08 |
| | <u>Red soil and Gravel:</u> | | | | |
| | Sale of red soil and gravel to institutes, e.g. Schools, Churches, District Council etc | | | | |
| | - Collected at stockpile per 5 m3 (Truck) | 800.00 | 848.00 | 898.88 | 952.81 |
| | - Delivery in Kimberley per 5 m3 | 1,500.00 | 1,590.00 | 1685.40 | 1786.52 |
| | Lowered kerbs inspections | 80.00 | 84.80 | 89.89 | 95.28 |
| | Erf peg inspections (per inspection) | 135.00 | 143.10 | 151.69 | 160.79 |
| 1.8 | <u>URBAN PLANNING (STRATEGY, ECONOMIC DEVELOPMENT & PLANNING SERVICES)</u> | | | | |
| 1.8.1 | <u>Building Control Section</u> | | | | |
| | <u>Building Plan Inspection Fees</u> | | | | |
| | The fees for the approval of building plans of all buildings (including covered stoep, veranda's, carports and outbuildings) calculated along the external walls on each floor and excluding the areas of external staircases, chimney breasts, architectural features and eaves, are as follows: | | | | |
| | The minimum charge for any approval | | | | |
| | Minor building work as defined in the definitions of the NBR | 672.00 | 712.32 | 755.06 | 800.36 |
| | Swimming Pool | 672.00 | 712.32 | 755.06 | 800.36 |
| | Boundary Wall - Plan Submission | 672.00 | 712.32 | 755.06 | 800.36 |
| | Cellphone Mast - Plan Submission | 990.00 | 990.00 | 1049.40 | 1112.36 |
| | Re-inspection of defective work (every inspection more than two) | 672.00 | 712.00 | 712.32 | 755.06 |
| | Re-submission of lapsed plans | 1,210.00 | 1,282.60 | 1359.56 | 1441.13 |
| | Alterations to drainage systems | 550.00 | 583.00 | 617.98 | 655.06 |
| | For all new buildings per m2 | 17.15 | 18.18 | 19.27 | 20.43 |
| | For all as-built buildings, completed or under construction | 82.00 | 86.92 | 92.14 | 97.66 |
| | For new buildings over 500m2 (per m2) | 15.00 | 15.90 | 16.85 | 17.87 |
| | For all new buildings per m2 exceeding 1000m2 | 14.00 | 14.84 | 15.73 | 16.67 |
| | Per Government subsidized house | 67.00 | 71.02 | 75.28 | 79.80 |
| | For additions to any existing building per m2 | 17.00 | 18.02 | 19.10 | 20.25 |
| | For additions over 500m2 (per m2) | 15.00 | 15.90 | 16.85 | 17.87 |
| | For additions of buildings per m2 exceeding 1000m2 | 14.00 | 14.84 | 15.73 | 16.67 |
| | For business temporary structure/s per square meter | 10.00 | 10.60 | 11.24 | 11.91 |
| | For any government building/s per square meter | 17.00 | 18.02 | 19.10 | 20.25 |
| | For residential temporary structure per square meter | 5.00 | 5.30 | 5.62 | 5.96 |
| | <u>For internal alterations to existing buildings.</u> | | | | |
| | Between 0 & 250m2 any existing building | 1,010.00 | 1,070.60 | 1134.84 | 1202.93 |
| | Between 250 & 500m2 any existing building | 1,145.00 | 1,213.70 | 1286.52 | 1363.71 |
| | Between 500 & 750m2 any existing building | 1,950.00 | 2,067.00 | 2191.02 | 2322.48 |
| | Between 750 & 1000m2 any existing building | 3,740.00 | 3,964.40 | 4202.26 | 4454.40 |
| | Between 1000 & 5000m2 any existing building | 7,120.00 | 7,547.20 | 8000.03 | 8480.03 |
| | Between 5000 & 10000m2 any existing building | 11,756.00 | 12,461.36 | 13209.04 | 14001.58 |
| | Private Contractors - Council supervision per house type (over and above inspection fees) | 135.00 | 143.10 | 151.69 | 160.79 |
| | Postage of Plans less than weigh 1Kg | 201.00 | 213.06 | 225.84 | 239.39 |
| | Postage of Plans less than weigh 2Kg | 403.00 | 427.18 | 452.81 | 479.98 |
| | Postage of Plans less than weigh 5Kg | 806.00 | 854.36 | 905.62 | 959.96 |
| | Postage of Plans less than weigh 7Kg | 1,613.00 | 1,709.78 | 1812.37 | 1921.11 |
| | Postage of Plans exceeding weigh 7Kg | 2,688.00 | 2,849.28 | 3020.24 | 3201.45 |
| 1.8.1.2 | <u>Building Control Penalty and Fine schedule for Law-Enforcement (New)</u> | | | | |
| | Demolition Permit | 990.00 | 1,049.40 | 1112.36 | 1179.11 |
| | Temporary Occupancy | 990.00 | 1,049.40 | 1112.36 | 1179.11 |
| | Section 7 (6) Approval | 5,500.00 | 5,830.00 | 6179.80 | 6550.59 |
| | Accumulative daily fine CIB | 135.00 | 143.10 | 151.69 | 160.79 |
| | Under construction illegal work per m2 | 82.00 | 86.92 | 92.14 | 97.66 |

| | PRESENT TARIFFS | PROPOSED TARIFFS | PROPOSED TARIFFS | PROPOSED TARIFFS |
|---|----------------------------|-----------------------------|-----------------------------|-----------------------------|
| | 2019-07-01 | 2020-07-01 | 2020-07-01 | 2021-07-01 |
| | R | R | R | R |
| Submission fee for completed illegal work per m2 | 82.00 | 86.92 | 92.14 | 97.66 |
| Dumping building rubble exceed 30days per m3 | 270.00 | 286.20 | 303.37 | 321.57 |
| Dumping building rubble exceed 60days per m3 | 404.00 | 428.24 | 453.93 | 481.17 |
| Encroachment to council land (per day) | 135.00 | 143.10 | 151.69 | 160.79 |
| Failing to display building permit onsite | 672.00 | 712.32 | 755.06 | 800.36 |
| Aggressive FDBP (per day) | 135.00 | 143.10 | 151.69 | 160.79 |
| Structure as nuisance in terms of Section 10 | 135.00 | 143.10 | 151.69 | 160.79 |
| Aggressive structure as nuisance | 1,345.00 | 1,425.70 | 1511.24 | 1601.92 |
| Unauthorised erected public tent 500-1000m2 | 672.00 | 712.32 | 755.06 | 800.36 |
| Unauthorised erected public tent 1000-5000m2 | 1,345.00 | 1,425.70 | 1511.24 | 1601.92 |
| Unauthorised erected public tent 2000-10000m2 | 2,688.00 | 2,849.28 | 3020.24 | 3201.45 |
| Unauthorised erected public tent 10000-above | 6,720.00 | 7,123.20 | 7550.59 | 8003.63 |
| Unauthorised erected artist stage | 2,016.00 | 2,136.96 | 2265.18 | 2401.09 |
| Unauthorised demolishing of structure/s | 6,720.00 | 7,123.20 | 7550.59 | 8003.63 |
| Unauthorised occupying building/s | 3,360.00 | 3,561.60 | 3775.30 | 4001.81 |
| Services rendered: Application in terms of the Sol Plaatje Land Use By-Laws 2015 read together with SPLUM Act (Act 16 of 2013): Basic fee plus | 2,822.00 | 2,991.32 | 3170.80 | 3361.05 |
| Rezoning | 1,035.00 | 1,097.10 | 1162.93 | 1232.70 |
| Consent use / Conditional uses | 1,035.00 | 1,097.10 | 1162.93 | 1232.70 |
| Phasing of Layout Plan | 562.00 | 595.72 | 631.46 | 669.35 |
| All Departures to be approved by Council (except delegated departures) | 1,035.00 | 1,097.10 | 1162.93 | 1232.70 |
| Consolidation | 562.00 | 595.72 | 631.46 | 669.35 |
| Subdivision: | | | | |
| Basic subdivision fee | 1,035.00 | 1,097.10 | 1162.93 | 1232.70 |
| Thereafter: | | | | |
| 3-10 erven an additional R100-00 (per erf) | 112.00 | 118.72 | 125.84 | 133.39 |
| 11-50 erven an additional R50-00 (per erf) | 56.00 | 59.36 | 62.92 | 66.70 |
| 51 and above erven an additional R10-00 (per erf) | 12.00 | 12.72 | 13.48 | 14.29 |
| Advertising deposit per application (Local Newspapers) | 2,016.00 | 2,136.96 | 2265.18 | 2401.09 |
| Removal, Suspension or Amendment of Title Deed | 1,035.00 | 1,097.10 | 1162.93 | 1232.70 |
| Advertising: Government Gazette | 5,105.00 | 5,411.30 | 5735.98 | 6080.14 |
| Advertising: Local Newspaper (two placements) | 3,360.00 | 3,561.60 | 3775.30 | 4001.81 |
| Amendment of condition of approval/layout plan of previous Council decision without the basic fee | 1,035.00 | 1,097.10 | 1162.93 | 1232.70 |
| Extension of Council approval without basic fee | 1,035.00 | 1,097.10 | 1162.93 | 1232.70 |
| Cancellation Fee | 405.00 | 429.30 | 455.06 | 482.36 |
| Delegated Departures as per Zoning Scheme: | | | | |
| Delegated departures (coverage: Erven less than 500 500m² not exceeding 60%) | 605.00 | 641.30 | 679.78 | 720.56 |
| Delegated departures (second dwelling: max 75m²) (excluding electrical contribution fees) | 605.00 | 641.30 | 679.78 | 720.56 |
| Delegated departures (garages/carports: not exceeding 6m on Street Building Lines except title conditions for garages) | 605.00 | 641.30 | 679.78 | 720.56 |
| All departures excluding the above for Council approval | 1,750.00 | 1,855.00 | 1966.30 | 2084.28 |

| PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|---|--|--|--|
| Home business registration | 740.00 | 784.40 | 831.46 |
| Home business registration (Galeshewe) | 740.00 | 784.40 | 831.46 |
| Other: | | | |
| Information (without copy costs) | 34.00 | 36.04 | 38.20 |
| Zoning Certificate | 107.00 | 113.42 | 120.23 |
| CUP Reports/SDF/LUMS/IDP/GURP | 1,210.00 | 1,282.60 | 1359.56 |
| Building Plan research (without copy costs) | 34.00 | 36.04 | 38.20 |
| Building statistics - Monthly | 201.00 | 213.06 | 225.84 |
| - Annually | 1,480.00 | 1,568.80 | 1662.93 |

1.8.1.3 **RESIDENTIAL BUSINESS BYLAW 2011**

| OFFENCE | SECT | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|---|---------|-------------------------|--|--|--|
| Any person who contravenes or fails to comply with this: The owner/operator of every residential business shall be the dwelling unit on the premises in which the business operates. | 4.1 (i) | 2,000.00 | 2,120.00 | 2247.20 | 2382.03 |
| Any person who contravenes or fails to comply with this: All heavy equipment such as tractors trailers, semi-trailers, or construction equipment must be garaged screened with plantings or fencing to at least the height of the equipment | 4.2 | 1,000.00 | 1,060.00 | 1123.60 | 1191.02 |
| Any person who contravenes or fails to comply with this: One commercial vehicle which is not heavy equipment and which is not more than two tons in rated capacity may be parked outdoors on the property. Additional commercial vehicle must be garaged or screened as for heavy equipment. | 4.3 | 1,000.00 | 1,060.00 | 1123.60 | 1191.02 |
| Any person who contravenes or fails to comply with this: Any outdoors lighting fixture newly installed or replaced shall be shield so that it does not produce a strong, direct light beyond the property boundaries. Lighting must be compatible with the character of the district. | 4.6 (i) | 500.00 | 530.00 | 561.80 | 595.51 |
| Any person who contravenes or fails to comply with this: Hours of operation: In no case shall a residential business be open to the public, including non-resident employees, clients, visitors, deliveries, earlier than 07h00 nor later than 21h00 with the exception of Tuck Shops may operate from 06h00-22h00. | 4.7 | 1,000.00 | 1,060.00 | 1123.60 | 1191.02 |
| Any person who contravenes or fails to comply with this: General Nuisances: Any activity that might result in excessive noise, electrical interference, smoke, dust, odours, heat, or glare beyond that which is common to the residential character of the area is prohibited. | 4.8 | 2,000.00 | 2,120.00 | 2247.20 | 2382.03 |
| Any person who contravenes or fails to comply with this: Hazardous Materials: No highly toxic, explosive, Flammable, combustible, corrosive, radioactive or similar hazardous materials shall be used, stored, or manufactured on the premises in amounts exceeding those found in normal residential use. | 4.9 | 2,000.00 | 2,120.00 | 2247.20 | 2382.03 |
| Any person who contravenes or fails to comply with this: Retail sales: There shall be no sales of services or products on the premises which are not produced on the premises, except those sales which are incidental to the business. | 4.1 | 2,000.00 | 2,120.00 | 2247.20 | 2382.03 |
| Any person who contravenes or fails to comply with this: No more two (2) employees who do not live on the premises shall be permitted to work on the premises at any one time for residential business | 5.1 | 2,000.00 | 2,120.00 | 2247.20 | 2382.03 |
| Any person who contravenes or fails to comply with this: A residential business may not use more than of the gross floor area of the buildings for business purposes, as in accordance with the municipality's Land Use Management scheme, from time to time. | 5.2 | 1,000.00 | 1,060.00 | 1123.60 | 1191.02 |
| Any person who contravenes or fails to comply with this: Tuck shop shall serve a minimum of at least 60 household and least be at least 200m from formal business opportunity | 6.1 | 2,000.00 | 2,120.00 | 2247.20 | 2382.03 |
| Any person who contravenes or fails to comply with this: Tuck shop trade is restricted to general household consumables and liquor sales shall not be permitted. | 6.2 | 2,000.00 | 2,120.00 | 2247.20 | 2382.03 |
| Any person who contravenes or fails to comply with this: Tuck Shops shall only be allowed to operate between the hours of 06h00 to 22h00 | 6.3 | 1,000.00 | 1,060.00 | 1123.60 | 1191.02 |
| Any person who contravenes or fails to comply with this: Tuck Shops shall be of a separate, permanent structure and must be separated by a wall and/or door from other activities in the residential home, such as sleeping cooking or entertainment areas, if attached to the house | 6.4 | 1,000.00 | 1,060.00 | 1123.60 | 1191.02 |
| Any person who contravenes or fails to comply with this: Tuck shop must adhere to the conditions as prescribed by the Municipality's Environmental Health By-law and must comply with National Building Regulations and Building Standards Act, 1977 (103 of 1977) | 6.5 | 1,000.00 | 1,060.00 | 1123.60 | 1191.02 |

1.8.1.4

BED & BREAKFAST –AND GUESTHOUSE ESTABLISHMENT BYLAW 2011

OFFENCE

Any person who contravenes or fails to comply with this: no person may operate a bed and breakfast or a guesthouse facility on any premises unless he/she has comply with all applicable legislation, including:-

- (a) the National Building Regulations and Building Standards Act, 1977 (Act No. 103 of 1977) where all buildings constructed on the premises must comply with this Act and its by-laws;
- (b) the municipality's applicable Town Planning Scheme with specific reference to parking, floor area ratio, height, coverage and zoning, number or rooms, if prescribed by a Town Planning Scheme applicable to the area where the property is located and with municipality's Outdoor Advertising Signs Bylaws with reference to signage.
- (c) the Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act No 54 of 1972) as amended, and the By- laws governing general hygiene requirements for food premises and the transport of food, and the provisions of the National Health Act, 2003, (Act No 61 of 2003) in general.
- (d) the Broadcasting Act, 1999 (Act No 4 of 1999), as amended, if the lettable room is supplied with a television set;
- (e) the South African Music Rights Organisation (SAMRO) where a licence is required if background music is to be played to the guests;
- (f) the Northern Cape Liquor Act 4, 2008 (Act No 4 of 2008) read together with the Liquor Act 59, 2003, (Act 59 of 2003) if liquor, including complimentary drinks, are served to guests;
- (g) the Tobacco Products Control Amendment Act, 1999 (Act No 12 of 1999), as amended, where it is a requirement that signs are displayed in areas designated for smoking and no-smoking signs are displayed elsewhere;

2.1 (a)-
(g)

| | | | | | |
|---|---------|----------|----------|----------|----------|
| | | 2,000.00 | 2,120.00 | 2247.20 | 2382.03 |
| Any person who contravenes or fails to comply with this: The premises must provide: access to bedrooms and bathrooms at all the times for registered guests; | 2.2 (a) | 2,000.00 | 2,120.00 | 2247.20 | 2382.03 |
| Any person who contravenes or fails to comply with this: an area where breakfast can be served , adequate for the use of, and easily accessible to any guest on the premises | 2.2 (c) | 1,500.00 | 1,590.00 | 1685.40 | 1786.52 |
| Any person who contravenes or fails to comply with this: A bathroom and toilet for each lettable room suitably placed in a separate compartment which is close to the lettable room and is easily accessible to the guest/s of a lettable room and separate to that of the owner of the facility; | 2.2 (d) | 1,500.00 | 1,590.00 | 1685.40 | 1786.52 |
| Any person who contravenes or fails to comply with this: No kitchen facility may be provided to guests in the lettable rooms; | 2.3 | 1,500.00 | 1,590.00 | 1685.40 | 1786.52 |
| Any person who contravenes or fails to comply with this: The operation of the facility may not detract from the residential character and amenities of the property or the immediate surroundings; | 2.4 | 1,500.00 | 1,590.00 | 1685.40 | 1786.52 |
| Any person who contravenes or fails to comply with this: The facility may not include a place of public assembly or a place of public amusement. | 2.6 | 1,000.00 | 1,060.00 | 1123.60 | 1191.02 |
| Any person who contravenes or fails to comply with this: At least 20% of residential guest houses' site must be attributed to a garden area for common usage. | 2.7 | 1,000.00 | 1,060.00 | 1123.60 | 1191.02 |
| Any person who contravenes or fails to comply with this: At least 40% of the commercial guest houses' site must be attributed to a garden area for common usage. | 2.8 | 1,500.00 | 1,590.00 | 1685.40 | 1786.52 |
| Any person who contravenes or fails to comply with this: Effective, paved parking, together with the necessary maneuvering area shall be providing on the erf to the satisfaction of the municipality, in accordance to the following ratios: | 2.9 | 1,500.00 | 1,590.00 | 1685.40 | 1786.52 |
| (a) 1 parking space per bedroom or suite; plus | | | | | |
| (b) 1 parking space for staff; and | | | | | |
| (c) 1 parking space for visitors | | | | | |
| Any person who contravenes or fails to comply with this: A person who wants to operate a bed and breakfast or guest house facility must – | | | | | |
| (a) be resident on the property; | | | | | |
| (b) abide by all relevant health, fire, business, labour, town planning and media laws and by-laws; | | | | | |
| (c) ensure that the application for municipality's special consent to operate a bed and breakfast or guest house facility is accompanied by letters of consent from the registered owners of the adjoining properties; | | | | | |
| (d) keep all sanitary, ablation and water supply fittings in good working order; | 5 (a) – | | | | |
| (e) keep the premises and all furniture, fittings, appliances, equipment, containers, curtains, covers, hangings and other soft furnishings, table linen, bed linen and cloths of whatever nature used in connection with the facility in a clean, hygienic and good condition at all times; | (g) | | | | |
| (f) supply fresh linen and unused soap for each letting; and | | | | | |
| (g) Take adequate measures to eradicate pests on the premises. | | | | | |
| | | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 |

| PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|-------------------------|--|--|--|
|-------------------------|--|--|--|

1.8.1.5

CRECHES, CHILDCARE CENTRES AND NURSERY SCHOOLS BYLAW 2011**OFFENCE**

| | | | | | |
|--|------------------|----------|---------|---------|---------|
| No person or body of persons shall establish, erect, maintain or conduct a crèche, child care centre or facility, or a crèche-cum-nursery school unless such person or body is in possession of a license from the municipality authorizing him to do so, specifying the premises to which such license relates and stating the number and ages of children permitted to be kept on such premises. | 2.1 | 2,000.00 | 2120.00 | 2247.20 | 2382.03 |
| Any person who contravenes or fails to comply with this: A license shall not be granted in terms of subsection (1) unless a crèche, child care centre or crèche-cum-nursery school complies with the provisions of these by-laws to the satisfaction of the municipality's officer of health | 2.2 | 2,000.00 | 2120.00 | 2247.20 | 2382.03 |
| Any person who contravenes or fails to comply with this: A person, or in the case of crèche or crèches-cum-nursery school administered by a body of persons, such body, licensed in terms of subsection (1), shall be responsible for the care and supervision of the children specified in such license and shall at all times be responsible to the municipality for the satisfactory performance of his obligations in terms of such license. | 2.3 | 2,000.00 | 2120.00 | 2247.20 | 2382.03 |
| Any person who contravenes or fails to comply with this: A license issued in terms of this section shall not be transferable. | 2.4 | 1,000.00 | 1060.00 | 1123.60 | 1191.02 |
| Any person who contravenes or fails to comply with this: A license issued in the form of a certificate of approval must be displayed at all times on the inside of the main door of the child care facility, crèche or crèche-cum-nursery school. | 2.5 | 500.00 | 530.00 | 561.80 | 595.51 |
| Any person who contravenes or fails to comply with this: The following minimum accommodation and facilities shall be provided in respect of crèche, child care centres and crèches-cum-nursery schools admitting for all-day care children aged 3 years and over but under school-going age. | 3.1 (a) - (e) | | | | |
| (a) An office | | 500.00 | 530.00 | 561.80 | 595.51 |
| (b) A staff room provided that one room may, subject to the approval of the officer of health, be used as an office and staff room combined; | | 500.00 | 530.00 | 561.80 | 595.51 |
| (c) An isolation room with a minimum floor area of 2m x 3m, fitted with a built-in wash-hand basin with hot and cold running water and equipped with a first-aid cupboard and equipment and bed or stretcher | | 500.00 | 530.00 | 561.80 | 595.51 |
| (d) A playroom for play activities, serving of meals and sleeping purposes with a minimum free-playing area of 3m ² for every child, not more than one-third of the total indoor play area may consist of a covered veranda or stoep, which shall be protected against wind, rain and other inclement weather conditions. | | 500.00 | 530.00 | 561.80 | 595.51 |
| (e) A kitchen complying with the following requirements | | | | | |
| (i) The kitchen including scullery, shall have a minimum floor area of 14m ² for a maximum of 30 children accommodated with an additional 0,3 m ² per child for 30 to 100 children and a further 0.1 m ² per child for every child in excess of | | 1,000.00 | 1060.00 | 1123.60 | 1191.02 |
| (ii) The kitchen shall be provided with a double compartment sink, wash-hand basin, vegetable washing sink and where the officer of health deems it necessary; an approved pot-washing sink shall be installed on the premises | | 500.00 | 530.00 | 561.80 | 595.51 |
| (iii) In the discretion of the municipality and after due consideration having being given to the manner, amount and nature of cooking undertake on the premises, there shall be provided, immediately above every cooking stove, oven or similar apparatus, a hood or canopy of adequate size, having a flue at least 300mm in diameter and in addition such mechanical device as the Municipality shall deem necessary in these circumstances, exhausting to the atmosphere at such a position or manner as is necessary to prevent the discharge there from constituting a nuisance or annoyance to the neighbourhood: provided that where the municipality is satisfied that the purposes of this subsection will be effectively achieved thereby, a mechanical device may be provided instead of a hood or canopy as aforesaid: | | 1,000.00 | 1060.00 | 1123.60 | 1191.02 |
| (iv) The washbasins mentioned in paragraph (5)(b) shall be made of stainless steel or other approved impervious material and shall have an adequate and wholesome supply of hot and cold running water effectively distributed and laid over the sinks and wash-hand basins | | 500.00 | 530.00 | 561.80 | 595.51 |
| (v) Each bowl of the double -compartment sink shall have a minimum depth of 225mm and minimum capacity of 55 litres | | 200.00 | 212.00 | 224.72 | 238.20 |
| (vi) The draining boards of the sinks shall be fitted with 150 mm splash screens and installed 100mm from any wall surface, and every part of a wall surface within 600mm from any part of the sink or draining board so installed, shall be tiled or given some other approved finish having similar properties to a tiled surface, to a height at least 1.5 m from the floor. | | 1,000.00 | 1060.00 | 1123.60 | 1191.02 |
| (vii) The floor of the kitchen shall be of concrete or other similar impervious material | | 500.00 | 530.00 | 561.80 | 595.51 |
| (viii) Natural light and ventilation shall be provided in accordance with the municipality's building by-laws | | 800.00 | 848.00 | 898.88 | 952.81 |
| (ix) Wall surfaces shall be tiled or smooth-plastered and oil-painted in light-coloured oil | | 1,000.00 | 1060.00 | 1123.60 | 1191.02 |

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|--|-------------------------|--|--|--|
| (x) Ceilings shall be dust proof | 500.00 | 530.00 | 561.80 | 595.51 |
| (xi) All cupboards, shelves and other equipment for the storage of kitchen utensils and equipment shall be of metal and shall be so fitted or situated as to be easily cleaned and not for favour the harbourage of insects, rodents and other vermin; | 800.00 | 848.00 | 898.88 | 952.81 |
| (xii) All worktables shall be constructed of metal with a stainless steel top; | 500.00 | 530.00 | 561.80 | 595.51 |
| (xiii) The stove or other cooking units shall be so installed as to allow easy access between the stove or cooking unit and the adjoining wall surfaces to allow for cleaning; | 500.00 | 530.00 | 561.80 | 595.51 |
| (xiv) Facilities for the storage of vegetables shall be provided; | 500.00 | 530.00 | 561.80 | 595.51 |
| (xv) There shall be provided suitable refrigeration facilities for the storage of perishable foodstuffs | 1,000.00 | 1060.00 | 1123.60 | 1191.02 |
| (xvi) There shall be provided a sufficient number of metal bins with covers for the temporary storage of refuse pending disposal | 1,000.00 | 1060.00 | 1123.60 | 1191.02 |
| 1.8.2 Advertising | | | | |
| Application fee | 320.00 | 336.00 | 356.16 | 377.53 |
| Directional sign board single once off | 1,250.00 | 1,312.50 | 1,391.25 | 1,474.73 |
| Directional sign board double once off | 2,450.00 | 2,572.50 | 2,726.85 | 2,890.46 |
| LED - Digital Billboard displayed on municipal property per month | 1,880.00 | 1,974.00 | 2,092.44 | 2,217.99 |
| Per banner | 300.00 | 315.00 | 333.90 | 353.93 |
| Per Illegal Boards | 375.00 | 393.75 | 417.38 | 442.42 |
| Per Illegal Boards Additional fee if not removed within 2 (two) weeks | 250.00 | 262.50 | 278.25 | 294.95 |
| NGO's, Churches, Schools etc. deposit upfront and if the posters are removed within a week, the deposit is 100% refundable, if it is not removed within a week Council will be liable to clean the city and the deposit is then non-refundable | 1,250.00 | 1,312.50 | 1,391.25 | 1,474.73 |
| Political poster deposit upfront and if the posters are removed within a week, the deposit is 100% refundable, if it is not removed within a week Council will be liable to clean the city and the deposit is then non-refundable | 6,250.00 | 6,562.50 | 6,956.25 | 7,373.63 |
| The above advertising tariffs are subject to a 5% discount only when the following criteria are met: Five (5) or more boards must be placed. The application fee must exceed R1 500-00 for any particular advertising. | | | | |
| 1.8.3 Plan Printing Charges | | | | |
| <u>Paper prints:</u> | | | | |
| Size A4 | 85.00 | 90.10 | 95.51 | 101.24 |
| Size A3 | 11.00 | 11.66 | 12.36 | 13.10 |
| Size A2 | 14.00 | 14.84 | 15.73 | 16.67 |
| Size A1 | 55.00 | 58.30 | 61.80 | 65.51 |
| Size A0 | 81.00 | 85.86 | 91.01 | 96.47 |
| <u>Opaque Film Prints & Transparent Prints</u> | | | | |
| Size A4 | 21.50 | 22.79 | 24.16 | 25.61 |
| Size A3 | 40.00 | 42.40 | 44.94 | 47.64 |
| Size A2 | 106.00 | 112.36 | 119.10 | 126.25 |
| Size A1 | 148.00 | 156.88 | 166.29 | 176.27 |
| Size A0 | 229.00 | 242.74 | 257.30 | 272.74 |
| <u>Plans plotted by REGIS System</u> | | | | |
| Size A4 | 46.00 | 48.76 | 51.69 | 54.79 |
| Size A3 | 62.00 | 65.72 | 69.66 | 73.84 |
| Size A2 | 124.00 | 131.44 | 139.33 | 147.69 |
| Size A1 | 184.00 | 195.04 | 206.74 | 219.15 |
| Size A0 | 218.00 | 231.08 | 244.94 | 259.64 |

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|--|-------------------------|--|--|--|
| <u>Paper prints: Color</u> | | | | |
| Size A4 | 5.00 | 5.30 | 5.62 | 5.96 |
| Size A3 | 4.00 | 4.24 | 4.49 | 4.76 |
| Size A2 | 12.00 | 12.72 | 13.48 | 14.29 |
| Size A1 | 60.00 | 63.60 | 67.42 | 71.46 |
| Size A0 | 74.00 | 78.44 | 83.15 | 88.14 |
| <u>Opaque Film Prints & Transparent Prints Color</u> | | | | |
| Size A4 | 24.60 | 26.08 | 27.64 | 29.30 |
| Size A3 | 48.00 | 50.88 | 53.93 | 57.17 |
| Size A2 | 131.00 | 138.86 | 147.19 | 156.02 |
| Size A1 | 178.00 | 188.68 | 200.00 | 212.00 |
| Size A0 | 268.00 | 284.08 | 301.12 | 319.19 |
| <u>Plans plotted by REGIS System - Color</u> | | | | |
| Size A4 | 51.00 | 54.06 | 57.30 | 60.74 |
| Size A3 | 93.00 | 98.58 | 104.49 | 110.76 |
| Size A2 | 155.00 | 164.30 | 174.16 | 184.61 |
| Size A1 | 249.00 | 263.94 | 279.78 | 296.56 |
| Size A0 | 264.00 | 279.84 | 296.63 | 314.43 |
| <u>Other</u> | | | | |
| Information (without copy cart) | 26.50 | 28.09 | 29.78 | 31.56 |
| CUP Reports/SDF/LUMS/IDP/GURP | 128.00 | 135.68 | 143.82 | 152.45 |
| Building Plan search fee (without copy cart) | 1,340.00 | 1,420.40 | 1,505.62 | 1,595.96 |
| Building Statistics - Monthly | 128.00 | 135.68 | 143.82 | 152.45 |
| - Annually | 1,340.00 | 1,420.40 | 1,505.62 | 1,595.96 |
| Building Occupancy Certificate | 780.00 | 826.80 | 876.41 | 928.99 |
| Temporary Occupancy | 780.00 | 826.80 | 876.41 | 928.99 |
| Hoarding on Municipal property per square meter | 128.00 | 135.68 | 143.82 | 152.45 |
| Compulsory (removal executed by Municipal) of Building rubble per m3 load | 670.00 | 710.20 | 752.81 | 797.98 |
| Penalty on illegal building structure/s, per day and to be attached to account | 201.00 | 213.06 | 225.84 | 239.39 |
| Penalty on illegal encroaching to adjacent erf/erven, per day and to be attached to account | 201.00 | 213.06 | 225.84 | 239.39 |
| Penalty on Illegal usage of property other than as zoned, per day and to be attached to account | 201.00 | 213.06 | 225.84 | 239.39 |
| Penalty on Illegal closing of adjacent neighbour access, per day and to be attached to account | 201.00 | 213.06 | 225.84 | 239.39 |
| Penalty on Illegal closing for storm water flow allowance, per day and to be attached to account | 201.00 | 213.06 | 225.84 | 239.39 |
| Penalty on deviation from approved building plan/s, per day and to be attached to account | 201.00 | 213.06 | 225.84 | 239.39 |
| Penalty on illegal encroaching to municipality land or property, per day and to be attached to account | 201.00 | 213.06 | 225.84 | 239.39 |
| Unauthorised sewer connection | 1,345.00 | 1,425.70 | 1,511.24 | 1,601.92 |
| Unauthorised water connection | 1,345.00 | 1,425.70 | 1,511.24 | 1,601.92 |
| Unauthorised electrical connection | 1,345.00 | 1,425.70 | 1,511.24 | 1,601.92 |
| Commencing building work or statutory stages controlled without council authorisation | 671.00 | 711.26 | 753.94 | 799.17 |
| Unauthorised erection of structures for event | 20,000.00 | 21,200.00 | 22,472.00 | 23,820.32 |
| 1.9 <u>PARKS & RECREATION (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)</u> | | | | |
| 1.9.1 <u>TARIFFS FOR RECREATION HALL</u> | | | | |
| <u>Development Sport</u> | | | | |
| Training sessions (Monday - Thursday) | | | | |
| 07:45 - 16:30 (per hour) | 45.00 | 48.00 | 50.88 | 53.93 |
| Key / Loss / damage / breakage deposit | 110.00 | 118.00 | 125.08 | 132.58 |

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|---|-------------------------|--|--|--|
| <u>* Monday - Friday</u> | | | | |
| 07:00 - 12:00 (per session) | 320.00 | 342.00 | 362.52 | 384.27 |
| 12:00 - 17:00 (per session) | 320.00 | 342.00 | 362.52 | 384.27 |
| 17:00 - 07:00 (per hour) | 400.00 | 428.00 | 453.68 | 480.90 |
| <u>* Saturdays</u> | | | | |
| A basic fee is charged for 4 hours or part thereof | 650.00 | 695.00 | 736.70 | 780.90 |
| For every additional hour which the facility is used an additional tariff is payable | 320.00 | 342.00 | 362.52 | 384.27 |
| <u>* Sundays & Public Holidays</u> | | | | |
| A basic fee is charged for 4 hours or part thereof | 700.00 | 749.00 | 793.94 | 841.58 |
| For every additional hour which the facility is used an additional tariff is payable | 330.00 | 353.10 | 374.29 | 396.74 |
| <u>* All Dances</u> | | | | |
| A basic fee is charged for 4 hours or part thereof | 2,500.00 | 2,675.00 | 2,835.50 | 3,005.63 |
| For every additional hour which the facility is used an additional tariff is payable | 660.00 | 706.00 | 748.36 | 793.26 |
| <u>* Funerals - for 4 hours</u> | | | | |
| For every additional hour | 325.00 | 348.00 | 368.88 | 391.01 |
| Preparation fee (per hour) | 400.00 | 428.00 | 453.68 | 480.90 |
| <u>* Key / Loss / damage / breakage deposit</u> | | | | |
| | 1,100.00 | 1,177.00 | 1,247.62 | 1,322.48 |
| <u>TARIFFS FOR SOCIAL CENTRE, R C ELLIOTT HALL AND RITCHIE</u> | | | | |
| <u>Development Sport</u> | | | | |
| Training sessions (Monday - Thursday) | | | | |
| 07:45 - 16:30 (per hour) | 45.00 | 48.00 | 50.88 | 53.93 |
| Key / Loss / damage / breakage deposit | 110.00 | 118.00 | 125.08 | 132.58 |
| <u>* Monday - Friday</u> | | | | |
| 07:00 - 12:00 (per session) | 320.00 | 342.00 | 362.52 | 384.27 |
| 12:00 - 17:00 (per session) | 320.00 | 243.00 | 257.58 | 273.03 |
| 17:00 - 07:00 (per hour) | 400.00 | 428.00 | 453.68 | 480.90 |
| <u>* Saturdays</u> | | | | |
| A basic fee charged for 4 hours or part thereof | 650.00 | 695.00 | 736.70 | 780.90 |
| For every additional hour which the facility is used an additional tariff is payable | 330.00 | 353.00 | 374.18 | 396.63 |
| <u>* Sundays & Public Holidays</u> | | | | |
| A basic fee is charged for 4 hours or part thereof | 700.00 | 749.00 | 793.94 | 841.58 |
| For every additional hour which the facility is used an additional tariff is payable | 330.00 | 353.00 | 374.18 | 396.63 |
| <u>* All Dances</u> | | | | |
| A basic fee is charged for 4 hours or part thereof | 2,500.00 | 2,675.00 | 2,835.50 | 3,005.63 |
| For every additional hour which the facility is used an additional tariff is payable | 660.00 | 706.00 | 748.36 | 793.26 |
| <u>* Funerals - for 4 hours</u> | | | | |
| For every additional hour | 325.00 | 348.00 | 368.88 | 391.01 |
| Preparation fee (per hour) | 400.00 | 428.00 | 453.68 | 480.90 |
| <u>* Key / Loss / damage / breakage deposit</u> | | | | |
| | 1,100.00 | 1,177.00 | 1,247.62 | 1,322.48 |

1.9.2

| PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|-------------------------|--|--|--|
|-------------------------|--|--|--|

1.9.3 **TARIFFS FOR FLORIANVILLE HALL**

Development Sport

Training sessions (Monday - Thursday)
07:45 - 16:30 (per hour)
Key / Loss / damage / breakage deposit

| | | | |
|--------|--------|--------|--------|
| 45.00 | 48.00 | 50.88 | 53.93 |
| 110.00 | 118.00 | 125.08 | 132.58 |

* Monday - Friday

07:00 - 12:00 (per session)
12:00 - 17:00 (per session)
17:00 - 07:00 (per hour)

| | | | |
|--------|--------|--------|--------|
| 320.00 | 342.00 | 362.52 | 384.27 |
| 320.00 | 342.00 | 362.52 | 384.27 |
| 400.00 | 428.00 | 453.68 | 480.90 |

* Saturdays

A basic fee charged for 4 hours or part thereof
For every additional hour which the facility is used an additional tariff is payable

| | | | |
|--------|--------|--------|--------|
| 650.00 | 696.00 | 737.76 | 782.03 |
| 330.00 | 353.00 | 374.18 | 396.63 |

* Sundays & Public Holidays

A basic fee is charged for 4 hours or part thereof
For every additional hour which the facility is used an additional tariff is payable

| | | | |
|--------|--------|--------|--------|
| 700.00 | 749.00 | 793.94 | 841.58 |
| 320.00 | 742.00 | 786.52 | 833.71 |

* All Dances

A basic fee is charged for 4 hours or part thereof
For every additional hour which the facility is used an additional tariff is payable

| | | | |
|----------|----------|----------|----------|
| 2,500.00 | 2,675.00 | 2,835.50 | 3,005.63 |
| 660.00 | 706.00 | 748.36 | 793.26 |

* Funerals - for 4 hours

For every additional hour
Preparation fee (per hour)

| | | | |
|--------|--------|--------|--------|
| 600.00 | 642.00 | 680.52 | 721.35 |
| 325.00 | 348.00 | 368.88 | 391.01 |
| 400.00 | 428.00 | 453.68 | 480.90 |

* Key / Loss / damage / breakage deposit

| | | | |
|----------|----------|----------|----------|
| 1,100.00 | 1,177.00 | 1,247.62 | 1,322.48 |
|----------|----------|----------|----------|

1.9.4 **GARDNER WILLIAMS HALL, GREENPOINT HALL
AND GALESHEWE CENTRE (ABATHO BANTU HALL)**

Development Sport

Training sessions (Monday - Thursday)
07:45 - 16:30 (per hour)
Key / Loss / damage / breakage deposit

| | | | |
|--------|--------|--------|--------|
| 45.00 | 48.00 | 50.88 | 53.93 |
| 110.00 | 118.00 | 125.08 | 132.58 |

* Monday - Friday

07:00 - 12:00 (per session)
12:00 - 17:00 (per session)
17:00 - 07:00 (per hour)

| | | | |
|--------|--------|--------|--------|
| 215.00 | 230.00 | 243.80 | 258.43 |
| 215.00 | 230.00 | 243.80 | 258.43 |
| 215.00 | 230.00 | 243.80 | 258.43 |

* Saturdays

A basic fee charged for 4 hours or part thereof
For every additional hour which the facility is used an additional tariff is payable

| | | | |
|--------|--------|--------|--------|
| 600.00 | 642.00 | 680.52 | 721.35 |
| 300.00 | 321.00 | 340.26 | 360.68 |

* Sundays & Public Holidays

A basic fee is charged for 4 hours or part thereof
For every additional hour which the facility is used an additional tariff is payable
* Key / Loss / damage / breakage deposit

| | | | |
|----------|----------|----------|----------|
| 620.00 | 663.00 | 702.78 | 744.95 |
| 330.00 | 353.00 | 374.18 | 396.63 |
| 1,100.00 | 1,177.00 | 1,247.62 | 1,322.48 |

* All Dances

A basic fee is charged for 4 hours or part thereof
For every additional hour which the facility is used an additional tariff is payable

| | | | |
|----------|----------|----------|----------|
| 2,500.00 | 2,675.00 | 2,835.50 | 3,005.63 |
| 660.00 | 706.00 | 748.36 | 793.26 |

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|--|-------------------------|--|--|--|
| * Funerals - for 4 hours | 600.00 | 642.00 | 680.52 | 721.35 |
| For every additional hour | 325.00 | 348.00 | 368.88 | 391.01 |
| Preparation fee (per hour) | 400.00 | 428.00 | 453.68 | 480.90 |
| * Key / Loss / damage / breakage deposit | 1,100.00 | 1,177.00 | 1,247.62 | 1,322.48 |
| 1.9.5 CITY HALL | | | | |
| <u>* Monday - Friday</u> | | | | |
| 07:00 - 12:00 (per session) | 960.00 | 1,028.00 | 1,089.68 | 1,155.06 |
| 12:00 - 17:00 (per session) | 960.00 | 1,028.00 | 1,089.68 | 1,155.06 |
| 17:00 - 07:00 (per hour) | 580.00 | 620.00 | 657.20 | 696.63 |
| <u>* Saturdays</u> | | | | |
| A basic fee charged for 4 hours or part thereof | 1,500.00 | 1,605.00 | 1,701.30 | 1,803.38 |
| For every additional hour which the facility is used an additional tariff is payable | 400.00 | 428.00 | 453.68 | 480.90 |
| <u>* Sundays & Public Holidays</u> | | | | |
| A basic fee is charged for 4 hours or part thereof | 1,650.00 | 1,765.00 | 1,870.90 | 1,983.15 |
| For every additional hour which the facility is used an additional tariff is payable | 580.00 | 620.00 | 657.20 | 696.63 |
| * Key / Loss / damage / breakage deposit | 1,200.00 | 1,284.00 | 1,361.04 | 1,442.70 |
| <u>** All Dances</u> | | | | |
| A basic fee is charged for 4 hours or part thereof | 2,500.00 | 2,675.00 | 2,835.50 | 3,005.63 |
| For every additional hour which the facility is used an additional tariff is payable | 690.00 | 738.00 | 782.28 | 829.22 |
| ** Key / Loss / damage / breakage deposit | 1,500.00 | 1,605.00 | 1,701.30 | 1,803.38 |
| <u>*** Supper Room</u> | | | | |
| 07:00 - 12:00 (per session) | 750.00 | 803.00 | 851.18 | 902.25 |
| 12:00 - 17:00 (per session) | 750.00 | 803.00 | 851.18 | 902.25 |
| 17:00 - 07:00 (per hour) | 550.00 | 590.00 | 625.40 | 662.92 |
| *** Funerals - for 4 hours | 1,500.00 | 1,605.00 | 1,701.30 | 1,803.38 |
| For every additional hour | 400.00 | 428.00 | 453.68 | 480.90 |
| <u>*** Key / Loss / damage / breakage deposit</u> | | | | |
| | 1,000.00 | 1,070.00 | 1,134.20 | 1,202.25 |
| Preparation fee (per hour) applicable to all activities | 440.00 | 470.80 | 499.05 | 528.99 |
| Aircon \ 8 hour session | 1,000.00 | 1,070.00 | 1,134.20 | 1,202.25 |
| If a request is received from a the following organizations * to use the facilities at a reduced tariff ONLY the Municipal Manager may approve a reduced tariff. The relevant deposit, which is refundable, is payable. | | | | |
| * Registered Welfare Organisations | | | | |
| * Registered Non-profitable Organisations | | | | |
| * Schools | | | | |
| * Churches | | | | |
| NB. Government Departments to pay full tariff. | | | | |
| 1.9.6 PROPERTY SERVICES | | | | |
| Administration costs for the sale of land (once-off) - 15% of the sale / hire price: | | | | |
| * Minimum | 600.00 | 600.00 | 636.00 | 674.16 |
| * Maximum | 1,810.00 | 1,810.00 | 1,918.60 | 2,033.72 |
| Administration costs for the leasing of land/property (with each renewal of contract) | 600.00 | 600.00 | 636.00 | 674.16 |
| Advertising for alienation or leasing of land | 800.00 | 800.00 | 848.00 | 898.88 |

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|-------|---|--|--|--|
| 1.9.7 | | | | |
| | TRAFFIC | | | |
| | FUNCTIONS, MARCHES & SPORT | | | |
| | <u>Monday to Saturday</u> | | | |
| | One or two Officers per event | 965.00 | 1,030.00 | 1,112.40 |
| | Three or four Officers per event | 1,905.00 | 2,040.00 | 2,203.20 |
| | More than four Officers per event | 2,375.00 | 2,540.00 | 2,743.20 |
| | <u>Sunday and Public Holidays</u> | | | |
| | Per Officer per hour or part thereof | 910.00 | 980.00 | 1,058.40 |
| | ESCORT OF ABNORMAL LOADS | | | |
| | <u>Monday to Saturday</u> | | | |
| | Per Officer per hour or part thereof | 560.00 | 600.00 | 648.00 |
| | <u>Sunday and Public Holidays</u> | | | |
| | Per Officer per hour or part thereof | 1,850.00 | 1,980.00 | 2,138.40 |
| | RENTAL OF ROAD SIGNS | | | |
| | Renting of temporary Road Signs - | 310.00 | 340.00 | 367.20 |
| | Deposit per sign | 200.00 | 200.00 | 216.00 |
| | HIRE OF PARKING BAY | | | |
| | Hiring of a Parking Bay per Parking Bay per Day | 215.00 | 230.00 | 248.40 |
| | SEARCH FEES | | | |
| | Service of Summonses for other Local Authorities (per Summons executed) | 105.00 | 110.00 | 118.80 |
| | WEIGHBRIDGE | | | |
| | 0 - 3500 kg | 120.00 | 130.00 | 140.40 |
| | 3500 - 9000 kg | 225.00 | 240.00 | 259.20 |
| | 9000 - 16000 kg | 330.00 | 355.00 | 383.40 |
| | Above 16000 kg | 550.00 | 590.00 | 637.20 |
| 1.9.8 | | | | |
| | LIBRARY | | | |
| | Videos, Fiksie en Nie-fiksie / DVD | 7.50 | 8.00 | 8.48 |
| | Damaged barcode | 4.00 | 5.00 | 5.30 |
| | Postal tariffs : reminders | 8.00 | 8.50 | 9.01 |
| | Fines : per week | 2.00 | 2.50 | 2.65 |
| | : per month | 8.00 | 10.00 | 10.60 |
| | Maximum fine per item | 35.00 | 40.00 | 42.40 |
| | Reservation fee | 5.00 | 5.00 | 5.30 |
| | Admin fee : Phone calls | 12.00 | 15.00 | 15.90 |
| | Admin fee : Cell phone calls | 18.00 | 18.00 | 19.08 |
| | Book record covers | 10.00 | 12.00 | 12.72 |
| | Duplicate computer membership card | 35.00 | 40.00 | 42.40 |
| | Photocopy charges - A4 | 0.50 | 0.50 | 0.53 |
| | - A3 | 1.00 | 1.00 | 1.06 |
| | Country members (per annum) | 150.00 | 160.00 | 169.60 |
| | Visitors - deposit | 160.00 | 170.00 | 180.20 |
| | - fee | 140.00 | 150.00 | 159.00 |

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|---|-------------------------|--|--|--|
| <u>Laminates:</u> | | | | |
| A4 | 8.00 | 8.00 | 8.48 | 8.99 |
| A3 | 14.00 | 15.00 | 15.90 | 16.85 |
| 85mm x 60 | 5.00 | 5.00 | 5.30 | 5.62 |
| A5 | 6.00 | 6.00 | 6.36 | 6.74 |
| Inter library loans | 85.00 | 90.00 | 95.40 | 101.12 |
| Books rebinding | 75.00 | 80.00 | 84.80 | 89.89 |
| Toilet tariff | 0.50 | 0.50 | 0.53 | 0.56 |
| CD container / DVD | 6.00 | 6.00 | 6.36 | 6.74 |
| Research fee (inter library loans) | 25.00 | 28.00 | 29.68 | 31.46 |
| <u>Fax facility:</u> | | | | |
| Local per page | 5.00 | 5.00 | 5.30 | 5.62 |
| National per page | 10.00 | 12.00 | 12.72 | 13.48 |
| International per page | 30.00 | 32.00 | 33.92 | 35.96 |
| Faxes received per page | 3.00 | 3.00 | 3.18 | 3.37 |
| Fax to mail (all 086 numbers) per page | 10.00 | 10.00 | 10.60 | 11.24 |
| <u>MAIN- AND GALESHEWE LIBRARIES</u> | | | | |
| <u>Non-profitable Organisations and Cultural Activities</u> | | | | |
| Per session | 160.00 | 170.00 | 180.20 | 191.01 |
| Kitchen facilities | 55.00 | 60.00 | 63.60 | 67.42 |
| Key / Loss / damage / breakage deposit | 450.00 | 480.00 | 508.80 | 539.33 |
| <u>Commercial Institutions and Political Parties</u> | | | | |
| Per session | 375.00 | 400.00 | 424.00 | 449.44 |
| Kitchen facilities | 55.00 | 60.00 | 63.60 | 67.42 |
| Key / Loss / damage / breakage deposit | 450.00 | 480.00 | 508.80 | 539.33 |
| Audio visual material (per item) | 75.00 | 80.00 | 84.80 | 89.89 |
| Data Projector (Main Library only) per session | 300.00 | 320.00 | 339.20 | 359.55 |
| <u>HALL RENTALS</u> | | | | |
| <u>SONNY LEON LIBRARY</u> | | | | |
| <u>Non-profitable organisations and Cultural Activities</u> | | | | |
| Per session | 95.00 | 100.00 | 106.00 | 112.36 |
| Kitchen facilities | 55.00 | 60.00 | 63.60 | 67.42 |
| Key / Loss / damage / breakage deposit | 450.00 | 480.00 | 508.80 | 539.33 |
| <u>Commercial Institutions and Political Parties</u> | | | | |
| Per session | 220.00 | 250.00 | 265.00 | 280.90 |
| Kitchen facilities | 55.00 | 60.00 | 63.60 | 67.42 |
| Key / Loss / damage / breakage deposit | 450.00 | 480.00 | 508.80 | 539.33 |
| Audio visual material (per item) | 75.00 | 80.00 | 84.80 | 89.89 |
| <u>HALL RENTALS</u> | | | | |
| <u>BEACONSFIELD AND JUDY SCOTT LIBRARIES</u> | | | | |
| <u>Non-profitable organizations and Cultural Activities</u> | | | | |
| Per session | 95.00 | 100.00 | 106.00 | 112.36 |
| Kitchen | 55.00 | 60.00 | 63.60 | 67.42 |
| Key / Loss / damage / breakage deposit | 450.00 | 480.00 | 508.80 | 539.33 |
| <u>Commercial Institutions and Political Parties</u> | | | | |
| Per session | 220.00 | 250.00 | 265.00 | 280.90 |
| Kitchen facilities | 55.00 | 60.00 | 63.60 | 67.42 |
| Key / Loss / damage / breakage deposit | 450.00 | 480.00 | 508.80 | 539.33 |
| Audio visual material (per item) | 75.00 | 80.00 | 84.80 | 89.89 |

| PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|-------------------------|--|--|--|
|-------------------------|--|--|--|

AFRICANA LIBRARY

Research fees

| | | | | |
|-----------------|----------|----------|----------|----------|
| * National | 840.00 | 880.00 | 932.80 | 988.77 |
| * International | 1,050.00 | 1,100.00 | 1,166.00 | 1,235.96 |

* Pro rata fees will be levied for partially research request

1.9.9

EMERGENCY SERVICES

Km Turnout fees

(Calculated per vehicle per Km traveled from turnout to the incident to return to the Fire Station)

| | | | | |
|-------------------------|-------|-------|-------|-------|
| * Fire fighting vehicle | 39.00 | 43.00 | 46.85 | 50.87 |
| * Assistance vehicle | 7.26 | 8.00 | 8.72 | 9.46 |

Turnout fees for the fire fighting vehicles, portable pumps and assistance vehicles

(Calculated per fire fighting vehicle, portable pump or assistance vehicle for the first two (2) hours from turnout to the incident to the time the vehicle return to the Fire Station)

| | | | | |
|--|----------|----------|----------|----------|
| Fire fighting vehicles / Rescue pumper | 1,880.00 | 2,068.00 | 2,253.09 | 2,446.63 |
| Portable pump | 940.00 | 1,034.00 | 1,126.54 | 1,223.31 |
| Assistance vehicle | 940.00 | 1,034.00 | 1,126.54 | 1,223.31 |
| Hazmat Pumps | 1,880.00 | 2,068.00 | 2,253.09 | 2,446.63 |

Turnout fees for the fire fighting vehicles, portable pumps and assistance vehicles

(Calculated per fire fighting vehicle, portable pump or assistance vehicle for every hour or part thereof after the first two (2) hours from the first minute from the first two (2) hours to the time the vehicle return to the Fire Station)

| | | | | |
|--|--------|----------|----------|----------|
| Fire fighting vehicles / Rescue pumper | 940.00 | 1,034.00 | 1,126.54 | 1,223.31 |
| Portable pump | 470.00 | 517.00 | 563.27 | 611.66 |
| Assistance vehicle | 470.00 | 517.00 | 563.27 | 611.66 |
| Hazmat Pumps | 940.00 | 1,034.00 | 1,126.54 | 1,223.31 |

Personnel tariffs

(Calculated per personnel member on duty at the incident for every hour or part thereof from the turnout to the incident to the time the vehicle return to the Fire Station)

| | | | | |
|---------------------------------------|--------|--------|--------|--------|
| Chief Emergency service or any member | 515.00 | 560.00 | 610.12 | 662.53 |
|---------------------------------------|--------|--------|--------|--------|

Specialized equipment

(Calculated per unit used)

| | | | | |
|---|----------------------|----------------------|----------------------|------------------|
| Chemical extinguisher | 390.00 | 429.00 | 467.40 | 507.54 |
| CO ² extinguisher | 390.00 | 429.00 | 467.40 | 507.54 |
| Breathing apparatus | 270.00 | 297.00 | 323.58 | 351.38 |
| Refill of SCBA/SCUBA cylinder : per cylinder | 31.00 | 34.00 | 37.04 | 40.22 |
| * Jaws of Life rescue equipment - per incident / use | 808.00 | 890.00 | 969.66 | 1,052.95 |
| * Rollgliss rescue equipment - per incident / use | 808.00 | 890.00 | 969.66 | 1,052.95 |
| * Medical equipment (consumables) - per patient | 390.00 | 429.00 | 467.40 | 507.54 |
| * Pneumatic Equipment - per incident / use | 808.00 | 890.00 | 969.66 | 1,052.95 |
| * Chemical suites - per suit per incident | Replacement cost+20% | Replacement cost+20% | Replacement cost+20% | Replacement cost |
| * Hazmat equipment (consumables) - per incident / use | Replacement cost+20% | Replacement cost+20% | Replacement cost+20% | Replacement cost |

Fire extinguishing material

(Calculated per unit state or part thereof)

| | | | | |
|--|-------------|-------------|-------------|-------------|
| Water - municipal tariff per Kl | | | | |
| CO ² - purchase tariff per Kg | Tarrif +20% | Tarrif +20% | Tarrif +20% | Tarrif +20% |
| Dry chemical powder - purchase tariff per Kg | Tarrif +20% | Tarrif +20% | Tarrif +20% | Tarrif +20% |
| Foam - purchase tariff per liter | Tarrif +20% | Tarrif +20% | Tarrif +20% | Tarrif +20% |

| PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|-------------------------|--|--|--|
|-------------------------|--|--|--|

Inspection fees

(Calculated per inspection or plan approved)

| | | | | |
|---|---------------|---------------|---------------|---------------|
| Fire prevention inspection, building plans and sites per project | 470.00 | 517.00 | 563.27 | 611.66 |
| Inspection of flammable liquids, solids and gasses installations: | | | | |
| * 1 liter - 2000 liter | 545.00 | 600.00 | 653.70 | 709.85 |
| * 2001 liter - 5000 liter | 705.00 | 775.00 | 844.36 | 916.89 |
| * 5001 liter - 50000 liter | 860.00 | 946.00 | 1,030.67 | 1,119.20 |
| * 50001 litre and more | 1,015.00 | 1,120.00 | 1,220.24 | 1,325.06 |
| *Tankers - irrespective the size and inspected at the Emergency Services - per registration certificate | 520.00 | 572.00 | 623.19 | 676.73 |
| Inspection and service of fire extinguishers for Municipal Sections - per extinguisher serviced. | as per tender | as per tender | as per tender | as per tender |
| Monitoring of fire alarms (per month per alarm) | 210.00 | 230.00 | 250.59 | 272.11 |

Training

As per Prospectus - calculated in terms of time and material used.

1.9.10 **DEVELOPMENT SERVICES**

Tram

| | | | | |
|---|-------|-------|-------|-------|
| Single trip (Adults) (Return Trip 2x single) | 10.00 | 10.00 | 10.60 | 11.24 |
| Single trip (Children - Primary School) (Return Trip 2x single) | 10.00 | 10.00 | 10.60 | 11.24 |

Regional Tourism Centre

| | | | | |
|--|----------|----------|----------|----------|
| Kiosk: | | | | |
| Minimum tender price/month - 12 month period | 1,250.00 | 1,250.00 | 1,325.00 | 1,404.50 |
| Cubicles: | | | | |
| Minimum tender price/month - 12 month period | 900.00 | 900.00 | 954.00 | 1,011.24 |
| Exhibition space per m ² per day | 16.00 | 16.96 | 17.98 | 19.06 |
| Hawkers shelter per day | 30.00 | 31.80 | 33.71 | 35.73 |

Informal Trade facilities

| | | | | |
|--|--------|--------|--------|--------|
| Stalls with storage facilities | 332.00 | 351.92 | 373.04 | 395.42 |
| Stalls without storage facilities | 159.00 | 168.54 | 178.65 | 189.37 |
| Fruits and Vegetable Structures | 216.00 | 228.96 | 242.70 | 257.26 |
| Pension Pay Points (Card Carrying Pensioners) | 63.00 | 66.78 | 70.79 | 75.03 |
| Caravans within CBD (Auction set-off price) | 420.00 | 445.20 | 471.91 | 500.23 |
| Caravans outside CBD | 211.00 | 223.66 | 237.08 | 251.30 |

1.9.11 **POUND SERVICES**

Impounding:

| | | | | |
|--|--------|--------|--------|--------|
| Horses, donkey's, cattle and pigs (each, once off payment) | 145.00 | 160.00 | 174.32 | 189.29 |
| Sheep and goat (each, once off payment) | 58.00 | 64.00 | 69.73 | 75.72 |

Maintenance

| | | | | |
|--|-------|-------|-------|-------|
| Horses, donkey's, cattle and pigs (each per day) | 58.00 | 64.00 | 69.73 | 75.72 |
| Sheep and goat (each per day) | 30.00 | 33.00 | 35.95 | 39.04 |

G.W.K rent tariff

| | | | | |
|------------------|-------|-------|-------|-------|
| Large stock unit | 58.00 | 64.00 | 69.73 | 75.72 |
| Small stock unit | 35.00 | 39.00 | 42.49 | 46.14 |

The tariff per kilometre will be applicable for animals brought to the pound by an individual with a (LCV) light commercial vehicle. The tariff paid will be in accordance with the AA Vehicle Rates Calculator.

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R | |
|---------------|---|--|--|--|----------|
| 1.10 | <u>LABORATORY TARIFFS (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)</u> | | | | |
| | <u>Chemical Analysis</u> | | | | |
| | Digester samples | 565.00 | 598.90 | 634.83 | 672.92 |
| | Waste activated sludge | 160.00 | 169.60 | 179.78 | 190.56 |
| | Sludge volume index | 81.00 | 85.86 | 91.01 | 96.47 |
| | Nitrates | 128.00 | 135.68 | 143.82 | 152.45 |
| | Potassium | 154.00 | 163.24 | 173.03 | 183.42 |
| | Sulfates | 154.00 | 163.24 | 173.03 | 183.42 |
| | Phosphate | 154.00 | 163.24 | 173.03 | 183.42 |
| | Fluoride | 154.00 | 163.24 | 173.03 | 183.42 |
| | Total solids | 154.00 | 163.24 | 173.03 | 183.42 |
| | Free Residual Chlorine | 81.00 | 85.86 | 91.01 | 96.47 |
| | Magnesium | 175.00 | 185.50 | 196.63 | 208.43 |
| | COD | 140.00 | 148.40 | 157.30 | 166.74 |
| | TKN = Total Kjeldahl Nitrogen | 175.00 | 185.50 | 196.63 | 208.43 |
| | NH-3/Ammonia | 175.00 | 185.50 | 196.63 | 208.43 |
| | Zinc | 175.00 | 185.50 | 196.63 | 208.43 |
| | Iron | 175.00 | 185.50 | 196.63 | 208.43 |
| | Manganese | 175.00 | 185.50 | 196.63 | 208.43 |
| | Plate Count | 160.00 | 169.60 | 179.78 | 190.56 |
| | Suspended solids | 160.00 | 169.60 | 179.78 | 190.56 |
| | Hardness | 160.00 | 169.60 | 179.78 | 190.56 |
| | Alkalinity | 160.00 | 169.60 | 179.78 | 190.56 |
| | Total Chloride | 160.00 | 169.60 | 179.78 | 190.56 |
| | Aluminium | 160.00 | 169.60 | 179.78 | 190.56 |
| | PH | 70.00 | 74.20 | 78.65 | 83.37 |
| | Conductivity | 70.00 | 74.20 | 78.65 | 83.37 |
| | Turbidity | 70.00 | 74.20 | 78.65 | 83.37 |
| | Dissolved Oxygen | 70.00 | 74.20 | 78.65 | 83.37 |
| | <u>Packets</u> | | | | |
| | Water Bacteriological E. coli and coli | 323.00 | 342.38 | 362.92 | 384.70 |
| 1.11 | <u>MISCELLANEOUS (FINANCIAL SERVICES)</u> | | | | |
| 1.11.1 | <u>Furnishing of information</u> | | | | |
| | (a) Search of any account | 65.00 | 90.00 | 95.40 | 101.12 |
| | (b) For the inspection of any Deed document or diagram or any details relating thereto | 65.00 | 90.00 | 95.40 | 101.12 |
| | (c) For the supply of any Certificate of Valuation or of the outstanding charges against property (excluding requests by the court for estate purposes or by attorneys) | 65.00 | 90.00 | 95.40 | 101.12 |
| | (d) In respect of any search or provision of information where a fee for such search has not been prescribed by (a), (b) or (c). | 175.00 | 200.00 | 212.00 | 224.72 |
| | NB. ABOVE - In respect of (a)(b) and (d) for every hour or portion thereof | | | | |
| 1.11.2 | Water - Reconnection fees | 950.00 | 1,000.00 | 1,060.00 | 1,123.60 |
| | Water - Disconnection fees | 950.00 | 1,000.00 | 1,060.00 | 1,123.60 |
| | Water - Temporary consumption (Funerals, etc.) | 180.00 | 200.00 | 212.00 | 224.72 |
| 1.11.3 | Special meter reading | 180.00 | 200.00 | 212.00 | 224.72 |
| 1.11.4 | Meter test - Electricity | 600.00 | 600.00 | 636.00 | 674.16 |
| | Electricity - Temporary consumption (Funerals, etc.) | 300.00 | 300.00 | 318.00 | 337.08 |
| 1.11.5 | Electricity - Non-payment penalty: | | | | |
| | * For Conventional meters | 600.00 | 650.00 | 689.00 | 730.34 |
| | * For Prepaid meters | 350.00 | 400.00 | 424.00 | 449.44 |

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R | |
|---------|--|--|--|--|----------------|
| 1.11.6 | Electricity - Reconnection fees (Controller Wire) | 600.00 | 700.00 | 742.00 | 786.52 |
| | Tampering administration fee | 1,500.00 | 1,700.00 | 1,802.00 | 1,910.12 |
| | Tamper disconnection fee | 3,000.00 | 3,250.00 | 3,445.00 | 3,651.70 |
| | Tamper reconnection fee | 3,000.00 | 3,250.00 | 3,445.00 | 3,651.70 |
| 1.11.7 | <u>Informal Housing - Erven with pails</u> | | | | |
| | Bulk refuse | 27.80 | 30.00 | 31.80 | 33.71 |
| | Pails | See sanitation | See sanitation | See sanitation | See sanitation |
| | High Mast | 26.75 | 28.00 | 29.68 | 31.46 |
| | Gravel road | 24.60 | 26.00 | 27.56 | 29.21 |
| | Stand pipe | 27.80 | 30.00 | 31.80 | 33.71 |
| 1.11.8 | <u>Informal Housing - Sewered Erven</u> | | | | |
| | Bulk refuse | 27.80 | 30.00 | 31.80 | 33.71 |
| | Sewerage | See sanitation | See sanitation | See sanitation | See sanitation |
| | High Mast | 26.75 | 28.00 | 29.68 | 31.46 |
| | Gravel road | 24.60 | 26.00 | 27.56 | 29.21 |
| | Stand pipe | 27.80 | 30.00 | 31.80 | 33.71 |
| 1.11.9 | Electricity availability | 215.00 | 250.00 | 265.00 | 280.90 |
| 1.11.10 | Water availability | 215.00 | 250.00 | 265.00 | 280.90 |
| 1.11.11 | Fixed electricity (limited supply - 2Amps) | 215.00 | 250.00 | 265.00 | 280.90 |
| 1.11.12 | <u>Deposits - Electricity and Water Supply</u> | | | | |
| | <u>Flats:</u> | | | | |
| | 1-Bedroom | 1,150.00 | 1,250.00 | 1,325.00 | 1,404.50 |
| | 2-Bedroom | 1,400.00 | 1,500.00 | 1,590.00 | 1,685.40 |
| | 3-Bedroom | 1,750.00 | 1,900.00 | 2,014.00 | 2,134.84 |
| | <u>Townhouses:</u> | | | | |
| | 2-Bedroom | 1,400.00 | 1,500.00 | 1,590.00 | 1,685.40 |
| | 3-Bedroom | 1,750.00 | 1,900.00 | 2,014.00 | 2,134.84 |
| | <u>Domestic Houses:</u> | | | | |
| | 2-Bedroom | 1,400.00 | 1,500.00 | 1,590.00 | 1,685.40 |
| | 3-Bedroom | 1,750.00 | 1,900.00 | 2,014.00 | 2,134.84 |
| | More than 3-bedrooms | 2,500.00 | 2,700.00 | 2,862.00 | 3,033.72 |
| | Builders water deposit | 2,500.00 | 2,700.00 | 2,862.00 | 3,033.72 |
| | <u>Business/Industries:</u> | | | | |
| | Small power users | 2,500.00 | 2,700.00 | 2,862.00 | 3,033.72 |
| | Large power users | 6,000.00 | 6,500.00 | 6,890.00 | 7,303.40 |
| | <u>Rural consumers</u> | | | | |
| | Informal housing | 73.00 | 75.00 | 79.50 | 84.27 |
| | <u>Businesses/Industries:</u> | | | | |
| | Bulk water supply | 6,000.00 | 6,500.00 | 6,890.00 | 7,303.40 |
| | Indigents - Water deposit | 60.00 | 70.00 | 74.20 | 78.65 |
| 1.11.13 | Valuation Roll (CD or Disk) | 4,500.00 | 4,750.00 | 5,035.00 | 5,337.10 |
| 1.11.14 | Address List (CD or Disk) | 4,500.00 | 4,750.00 | 5,035.00 | 5,337.10 |

| | | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R | |
|---------|--|-------------------------|--|--|--|------------------|
| 1.11.15 | <u>Penalty for an unmetered</u> (official) | | | | | |
| | Water connection | 11,800.00 | 12,000.00 | 12,720.00 | 13,483.20 | |
| | Thereafter a daily penalty until meter is installed (per day) | 1,200.00 | 1,300.00 | 1,378.00 | 1,460.68 | |
| | Consumption per house | 6,000.00 | 6,500.00 | 6,890.00 | 7,303.40 | |
| 1.11.16 | Electricity and water availability for Business/Industries/State. | 215.00 | 250.00 | 265.00 | 280.90 | |
| 1.11.17 | <u>Late objection to General Valuation Roll or Supplementary Valuation Roll</u> | | | | | |
| | Prescribed application fee for consideration of late objection and review | 310.00 | 350.00 | 371.00 | 393.26 | |
| 1.11.18 | A basic tariff for services which are impractical to be metered as per the Tariff Policy | 130.00 | 150.00 | 159.00 | 168.54 | |
| 1.11.19 | All financial transactions on services or other, billed by the municipality attracting interest will be charged such interest at a rate of prime (bank rate) plus 1 %. | | | | | |
| 1.12 | <u>WATER TARIFFS (SERVICES & INFRASTRUCTURE)</u> | | | | | |
| 1.12.1 | <u>Water Connections</u> | | | | | |
| | Size of Connection (mm) | Size of Meter (mm) | | | | |
| | 20 | 15 | 8,125.74 | 8,613.29 | 9,124.05 | 9,784.63 |
| | 25 | 20 | 8,444.68 | 8,951.36 | 9,482.18 | 10,168.68 |
| | 40 | 32 | 16,678.68 | 17,679.40 | 18,727.79 | 20,083.68 |
| | 50 | 40 | 19,629.64 | 20,807.42 | 22,041.30 | 23,637.09 |
| | 80 | 50 | 32,024.54 | 33,946.01 | 35,959.01 | 38,562.44 |
| | | | Additional costs | Additional costs | Additional costs | Additional costs |
| | 100 | 75 | 37,354.40 | 39,595.66 | 41,943.68 | 44,980.41 |
| | | | Additional costs | Additional costs | Additional costs | Additional costs |
| | 150 | 100 | 44,271.67 | 46,927.97 | 49,710.80 | 53,309.86 |
| | | | Additional costs | Additional costs | Additional costs | Additional costs |
| | 250 | 150 | 44,271.67 | 46,927.97 | 49,710.80 | 53,309.86 |
| | | | Additional costs | Additional costs | Additional costs | Additional costs |
| | 300 | 150 | 44,271.67 | 46,927.97 | 49,710.80 | 53,309.86 |
| | | | Additional costs | Additional costs | Additional costs | Additional costs |
| | <u>Builders Water</u> | | | | | |
| | These connections are temporary connections supplied for the purpose of providing construction water during the period when building activities are taking place. The cost of this connection will be 50% of the initial cost of a similar size connection for general use but in the case of larger meters, any additional cost required to install the meter will be payable in full. A deposit (refundable on closure of account) is payable. | | | | | |
| | | 1,194.67 | 1,266.35 | 1,341.44 | 1,438.56 | |
| 1.12.2 | <u>Testing of Water Meters</u> | | | | | |
| | Tariff per meter tested | 1,212.95 | 1,285.72 | 1,361.97 | 1,460.57 | |
| 1.12.3 | <u>Exposure of Services</u> | | | | | |
| | Tariff per service exposure | 602.89 | 639.06 | 676.96 | 725.97 | |
| 1.12.4 | <u>Water</u> (Normal tariff structure) | | | | | |
| | Schools, Sports fields and Parks | 18.21 | 19.31 | 20.45 | 21.93 | |
| | Charities/Churches | 18.21 | 19.31 | 20.45 | 21.93 | |
| | Business - Commercial | 30.93 | 32.78 | 34.73 | 37.24 | |
| | Business - Industrial | 25.27 | 26.78 | 28.37 | 30.42 | |
| | Indigents (0 - 6 Kl) | 5.94 | 6.30 | 6.67 | 7.15 | |
| | Residential (0 - 6 Kl) | 5.94 | 6.30 | 6.67 | 7.15 | |
| | Residential (7 - 20 Kl) | 25.25 | 26.77 | 28.36 | 30.41 | |
| | Residential (21 - 40 Kl) | 28.43 | 30.13 | 31.92 | 34.23 | |
| | Residential (41 - 60 Kl) | 30.06 | 31.87 | 33.75 | 36.20 | |
| | Residential (more than 60 Kl) | 32.12 | 34.05 | 36.07 | 38.68 | |

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|---------------------------------|-------------------------|--|--|--|
| Flats (0 - 6 KI) | 5.94 | 6.30 | 6.67 | 7.15 |
| Flats (7 - 20 KI) | 25.27 | 26.78 | 28.37 | 30.42 |
| Flats (21 - 40 KI) | 28.43 | 30.13 | 31.92 | 34.23 |
| Flats (more than 40 KI) | 32.12 | 34.05 | 36.07 | 38.68 |
| Prepaid water per KI Households | New | 16.20 | 17.16 | 18.40 |
| Builders Water | 35.56 | 37.70 | 39.93 | 42.82 |
| Rural consumers: as above plus | 4.00% | 4.00% | 4.00% | 4.00% |

1.12.5 **Water restriction tariffs**

- **Stage/Level one:** Restrictions are intended to enforce sensible use of water and to prevent inefficient water use practices, by reducing non-essential use of water by 20%. These restrictions are meant to minimize unnecessary water consumption during peak daily demand periods, but to have little impact on amenity of community and residential assets. This may be achieved by enforcing water restrictions tariffs and other related measures as approved by Council.
- **Stage/Level two:** Restrictions are designed to reduce non-essential water use by 40% of average consumption. Non-essential residential and commercial use is limited to alternative days, and watering of lawns and filling of swimming pools is banned.
- **Stage/Level three:** Non-essential use is reduced by 70% of average consumption. Watering of residential, commercial and public gardens is limited to levels intended to prevent long term vegetation damage. Normal watering of lawns is banned.
- **Stage/Level four:** Restrictions only allow the consumption of water for essential public health purposes. All non-essential uses are banned.
- **Stage/Level Five:** Water Conservation Notice. Water restrictions are imposed to effect emergency water conservation (Emergency Management). No non-essential water use is permitted at any time during the restriction. Only essential domestic, industrial and commercial use may be permitted under strict monitoring.

level 1 - 20% saving

| | | | | |
|----------------------------------|-------|-------|-------|-------|
| Residential/Indigents (0 - 6 KI) | 5.94 | 6.30 | 6.67 | 7.15 |
| Residential (7 - 20 KI) | 26.52 | 28.12 | 29.78 | 31.94 |
| Residential (21 - 40 KI) | 31.28 | 33.15 | 35.12 | 37.66 |
| Residential (41 - 60 KI) | 34.57 | 36.65 | 38.82 | 41.63 |
| Residential (more than 60 KI) | 38.55 | 40.86 | 43.29 | 46.42 |
| Flats (0 - 6 KI) | 5.94 | 6.30 | 6.67 | 7.15 |
| Flats (7 - 20 KI) | 26.52 | 28.12 | 29.78 | 31.94 |
| Flats (21 - 40 KI) | 31.28 | 33.15 | 35.12 | 37.66 |
| Flats (more than 40 KI) | 38.55 | 40.86 | 43.29 | 46.42 |
| Schools,sport, parks | 20.94 | 22.20 | 23.51 | 25.22 |
| Churches | 20.94 | 22.20 | 23.51 | 25.22 |
| Builders water | 40.90 | 43.35 | 45.92 | 49.24 |
| Industries | 35.56 | 37.70 | 39.93 | 42.82 |
| Commercial | 29.05 | 30.79 | 32.62 | 34.98 |

level 2 - 40% saving

| | | | | |
|----------------------------------|-------|-------|-------|-------|
| Residential/Indigents (0 - 6 KI) | 5.94 | 6.30 | 6.67 | 7.15 |
| Residential (7 - 20 KI) | 27.79 | 29.45 | 31.20 | 33.46 |
| Residential (21 - 40 KI) | 34.12 | 36.17 | 38.31 | 41.08 |
| Residential (41 - 60 KI) | 37.58 | 39.83 | 42.20 | 45.25 |
| Residential (more than 60 KI) | 44.98 | 47.67 | 50.50 | 54.16 |
| Flats (0 - 6 KI) | 6.24 | 6.61 | 7.00 | 7.51 |
| Flats (7 - 20 KI) | 30.31 | 32.13 | 34.04 | 36.50 |
| Flats (21 - 40 KI) | 34.12 | 36.17 | 38.31 | 41.08 |
| Flats (more than 40 KI) | 44.98 | 47.67 | 50.50 | 54.16 |
| Schools,sport, parks | 21.85 | 23.16 | 24.54 | 26.31 |
| Churches | 21.85 | 23.16 | 24.54 | 26.31 |
| Builders water | 42.67 | 45.23 | 47.92 | 51.39 |
| Industries | 37.11 | 39.33 | 41.67 | 44.68 |
| Commercial | 30.31 | 32.13 | 34.04 | 36.50 |

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|----------------------------------|-------------------------|--|--|--|
| level 3 - 70% saving | | | | |
| Residential/Indigents (0 - 6 KI) | 6.53 | 6.93 | 7.34 | 7.87 |
| Residential (7 - 20 KI) | 30.31 | 32.13 | 34.04 | 36.50 |
| Residential (21 - 40 KI) | 35.54 | 37.67 | 39.91 | 42.80 |
| Residential (41 - 60 KI) | 39.08 | 41.43 | 43.89 | 47.06 |
| Residential (more than 60 KI) | 48.19 | 51.08 | 54.11 | 58.03 |
| Flats (0 - 6 KI) | 6.53 | 6.93 | 7.34 | 7.87 |
| Flats (7 - 20 KI) | 30.31 | 32.13 | 34.04 | 36.50 |
| Flats (21 - 40 KI) | 36.96 | 39.18 | 41.50 | 44.51 |
| Flats (more than 40 KI) | 48.19 | 51.08 | 54.11 | 58.03 |
| Schools,sport, parks | 23.67 | 25.09 | 26.58 | 28.51 |
| Churches | 23.67 | 25.09 | 26.58 | 28.51 |
| Builders water | 46.23 | 49.00 | 51.91 | 55.67 |
| Industries | 40.20 | 42.61 | 45.14 | 48.41 |
| Commercial | 32.84 | 34.81 | 36.87 | 39.54 |
| level 4 - survival | | | | |
| Residential/Indigents (0 - 6 KI) | 6.53 | 6.93 | 7.34 | 7.87 |
| Residential (7 - 20 KI) | 37.89 | 40.17 | 42.55 | 45.63 |
| Residential (21 - 40 KI) | 42.65 | 45.21 | 47.89 | 51.35 |
| Residential (41 - 60 KI) | 54.12 | 57.36 | 60.76 | 65.16 |
| Residential (more than 60 KI) | 57.83 | 61.30 | 64.93 | 69.63 |
| Flats (0 - 6 KI) | 6.53 | 6.93 | 7.34 | 7.87 |
| Flats (7 - 20 KI) | 37.89 | 40.17 | 42.55 | 45.63 |
| Flats (21 - 40 KI) | 51.18 | 54.25 | 57.47 | 61.63 |
| Flats (more than 40 KI) | 57.83 | 61.30 | 64.93 | 69.63 |
| Schools,sport, parks | 32.78 | 34.75 | 36.81 | 39.47 |
| Churches | 32.78 | 34.75 | 36.81 | 39.47 |
| Builders water | 64.01 | 67.85 | 71.87 | 77.08 |
| Industries | 55.66 | 59.00 | 62.50 | 67.02 |
| Commercial | 45.47 | 48.20 | 51.06 | 54.75 |
| level 5 - emergency | | | | |
| Residential/Indigents (0 - 6 KI) | 6.53 | 6.93 | 7.34 | 7.87 |
| Residential (7 - 20 KI) | 50.52 | 53.55 | 56.73 | 60.84 |
| Residential (21 - 40 KI) | 56.86 | 60.28 | 63.85 | 68.47 |
| Residential (41 - 60 KI) | 60.13 | 63.74 | 67.52 | 72.40 |
| Residential (more than 60 KI) | 64.25 | 68.11 | 72.15 | 77.37 |
| Flats (0 - 6 KI) | 6.53 | 6.93 | 7.34 | 7.87 |
| Flats (7 - 20 KI) | 50.52 | 53.55 | 56.73 | 60.84 |
| Flats (21 - 40 KI) | 56.86 | 60.28 | 63.85 | 68.47 |
| Flats (more than 40 KI) | 64.25 | 68.11 | 72.15 | 77.37 |
| Schools,sport, parks | 36.42 | 38.61 | 40.90 | 43.86 |
| Churches | 36.42 | 38.61 | 40.90 | 43.86 |
| Builders water | 71.12 | 75.39 | 79.86 | 85.64 |
| Industries | 61.85 | 65.56 | 69.44 | 74.47 |
| Commercial | 50.52 | 53.55 | 56.73 | 60.84 |

1.12.6 **DEFINITIONS FOR THE PURPOSE OF WATER CONSUMPTION CATEGORIZATION**

Residential

Any consumer located in a stand-alone house with associated ground surrounding the house.

Flat

Any consumer located in a dwelling grouped with other dwellings and not having grounds associated with that specific dwelling even when there is ground associated with the dwelling complex.

Charity/Church

Any consumer which carries out **bona fide** charity work and which is registered as a charitable non-profit organization will be classified as charity.

Any consumer where the property is used for the primary purpose of religious gatherings and where the property is situated on an Erf zoned as "Church".

Parks, Schools and Sports Fields

A Park is defined as a municipal park where vegetation is grown for the purpose of beautifying the City.

A School is a property where the primary activity is educational.

Sports fields are organizations where the primary activity is the playing of sports requiring grassed surfaces and where the area of grassed surface exceeds 1000m².

Business : Industrial

Any consumer where the primary activity is manufacturing or processing and where water is either a component of the manufactured product or is used in the process for cleaning, cooling or similar purposes.

Business : Commercial

Any consumer where the primary activity is commercial or retail and the primary activity is not water-based cleaning.

Rural Consumers

Any consumer located outside the municipal boundaries.

Builders Water

Any water supplied through a builders connection.

1.13 **CLEANSING SERVICES (SERVICES & INFRASTRUCTURE)**

For the removal of refuse the tariff of charges shall be at the following rates:

1.13.1 All premises other than private dwelling houses:

(a) Payable by the owner -

One regular removal of refuse not exceeding 0,8m³ per week per month

652.15 694.54 736.97 786.57

(b) Payable by the owner or occupier at the discretion of the Council for each additional removal of removal of 0,8m³ of refuse per week per month

652.15 694.54 736.97 786.57

(c) where the owner or occupier provides containers for the removal of refuse by bulk which can be mechanically emptied in the Council's vehicle and of which the volume does not exceed 1,6m³ per one removal per week per month

652.15 694.54 736.97 786.57

Where more than one removal is necessary payment must be made monthly in advance.

(d) Where the owner or occupier provides containers for the removal of refuse in bulk which can be loaded by the Council's mechanical handling vehicles and of which the volume does not exceed 6m³ per one removal per week the tariff for each removal shall be

2,447.95 2,607.06 2,766.35 2,952.53

Where more than one removal is necessary payment must be made monthly in advance.

(e) Where the owner or occupier hires a 1,54m³ bulk container from the City Council - that hire shall be 6,0m³ container hire

397.49 423.33 449.20 479.43
572.95 610.19 647.48 691.05

(f) Where special garden refuse is removed the tariff per per m² applicable shall be

63.51 67.64 71.78 76.61

(g) All premises pay the tariff of one regular refuse removal per week where the actual removal is undertaken by the business itself.

652.15 694.54 736.97 786.57

(h) Payable by the owner of a small business that generates one container or bag of refuse per week and that such concession only be implemented on receipt of a written application from such business

329.61 351.04 372.49 397.55

1.13.2 Private dwellings

Payable by the indigent for one regular removal of refuse per week - the tariff shall be

110.76 117.96 125.16 133.59

Payable by the owner for one regular removal of refuse per week - the tariff shall be

110.76 117.96 125.16 133.59

1.13.3 Flats

1.13.4 Availability charge

A basic monthly charge - Indigent

55.38 58.98 62.58 66.79

A basic monthly charge - Residential

55.38 58.98 62.58 66.79

- Business

329.61 351.04 372.49 397.55

1.14 **SANITATION TARIFFS (SERVICES & INFRASTRUCTURE)**

1.14.1 Sewerage

Private dwelling houses and premises (excluding flats, semi-detached dwellings, hotels, boarding and lodging houses and hostels):

Basic monthly charge for indigents

155.15 165.24 175.34 187.14

Basic monthly charge (two sanitary convenience)

155.15 165.24 175.34 187.14

Additional monthly charge (each additional connection, excluding private dwellings)

93.11 99.16 105.22 112.30

Flats and semi-detached dwellings:

Basic monthly charge (first living unit)

155.15 165.24 175.34 187.14

Additional monthly charge (each additional unit)

93.11 99.16 105.22 112.30

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|--|-------------------------|--|--|--|
| <u>Hotel, Boarding Houses, Lodging Houses and Hostels</u> | | | | |
| Basic monthly charge (two sanitary conveniences) | 155.15 | 165.24 | 175.34 | 187.14 |
| Additional monthly charge (each additional connection) | 93.11 | 99.16 | 105.22 | 112.30 |
| A basic monthly charge (availability charge) in terms of Section 5 of the By-law to Sewerage and Sanitary charges (PN 140 dated 01/02/1974) as amended | 136.27 | 145.13 | 154.00 | 164.36 |
| <u>1.14.2 Conservancy Tank and Night-soil Removals</u> | | | | |
| <u>Removal of slops from conservancy tanks by vacuum tanker:</u> | | | | |
| A. Within 10km of CBD | | | | |
| (Monday - Friday between 08:00 and 16:00) | | | | |
| Basic charge (first 5Kl) | 257.90 | 274.67 | 291.45 | 311.06 |
| Additional charge (per 1Kl or part thereof) | 42.56 | 45.33 | 48.10 | 51.34 |
| Vacuum tanker transport charge (per call) | 212.81 | 226.65 | 240.49 | 256.68 |
| B. Within 10km of CBD | | | | |
| (After hours, Monday - Friday & Saturdays) | | | | |
| Basic charge (first 5Kl) | 403.81 | 430.06 | 456.34 | 487.05 |
| Additional charge (per 1Kl or part thereof) | 69.16 | 73.66 | 78.16 | 83.42 |
| Vacuum tanker transport charge (per call) | 297.94 | 317.30 | 336.69 | 359.35 |
| C. Within 10km of CBD | | | | |
| (Sundays and Public Holidays) | | | | |
| Basic charge (first 5Kl) | 531.24 | 565.77 | 600.33 | 640.74 |
| Additional charge (per 1Kl or part thereof) | 82.47 | 87.83 | 93.19 | 99.46 |
| Vacuum tanker transport charge (per call) | 418.98 | 446.21 | 473.47 | 505.34 |
| D. Further than 10km from CBD | | | | |
| (Per km further) | | | | |
| As above (A to C) plus km charge | | | | |
| Any tanker/km | 48.08 | 51.21 | 54.34 | 57.99 |
| The number of calls made by the vacuum tanker each month will be governed by the capacity of the owner's conservancy tank. | | | | |
| A surcharge of 50% will be levied on the tariffs in the case of premises which can be connected to the sewerage system after the period allowed in terms of the connection notice has expired. | | | | |
| <u>Removal of night-soil:</u> | | | | |
| Basic monthly charge (two night-soil pails, five times per fortnight) | 121.17 | 129.05 | 136.93 | 146.15 |
| Additional monthly charge (each additional pail removal, five times per fortnight) | 66.50 | 70.83 | 75.15 | 80.21 |
| Occasional hire of bucket (per day per bucket) | 33.25 | 35.41 | 37.58 | 40.11 |
| Removal of night-soil from building premises and contractor's sites (surcharge not applicable) | | | | |
| Basic monthly charge (one pail, three times a week) | 835.76 | 890.08 | 944.47 | 1,008.03 |
| Basic monthly charge (one pail, six times a week) | 1,239.50 | 1,320.07 | 1,400.73 | 1,495.00 |
| <u>1.14.3 Blockages and Portable Toilets</u> | | | | |
| <u>Internal sewer blockages:</u> | | | | |
| Basic charge (Monday - Friday between 08:00 - 16:00) | 512.08 | 545.37 | 578.69 | 617.64 |
| Basic charge after hours (Monday - Saturdays) | 625.14 | 665.77 | 706.45 | 754.00 |
| Basic charge (Sundays and Public holidays) | 931.06 | 991.58 | 1,052.16 | 1,122.97 |
| Service will only be provided to clients presenting a valid municipal account. Category B clients will be entitled to the percentage discounts to which they are entitled. | | | | |
| <u>Portable Toilets:</u> | | | | |
| Hire rate per day on site | 232.76 | 247.89 | 263.04 | 280.74 |
| Transport charge (per vehicle) | 498.78 | 531.20 | 563.66 | 601.59 |
| <u>Sewer Connections:</u> | | | | |
| Sewer connection (100mm) | 2,892.93 | 3,080.97 | 3,269.22 | 3,489.24 |
| Sewer connection (150mm) | 3,358.46 | 3,576.76 | 3,795.30 | 4,050.73 |
| Public convenience (Craven Street) | | | | |
| Shower plus usage of towel (per person) | 13.40 | 14.27 | 15.14 | 16.16 |

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|--------|--|--|--|--|
| 1.14.4 | <u>Purified effluent tariffs</u> | | | |
| | Basic Charge (Use in Excess of 1 Megalitre - 1000kl per billing cycle of approximately 30 days) | 60,750.46 | 64,699.24 | 68,652.36 |
| | Plus per KI | 0.1710 | 0.1821 | 0.19 |
| | Basic Charge (Use LESS than 1 Megalitre per billing cycle of approximately 30 days) | 0.000 | 0.0000 | - |
| | Plus per KI | 0.5712 | 0.6083 | 0.65 |
| 1.15 | <u>DISCOUNT EARLY PAYMENT</u> | | | |
| | A discount on the early payment of water, rates, sewerage and refuse services charges if the account is paid before or on the monthly deadline date. To be implemented from the first account run in July. | 10% | 10% | 10% |
| 1.16 | <u>ELECTRICITY (SERVICES & INFRASTRUCTURE)</u> | | | |
| 1.16.1 | <u>TARIFFS FOR SERVICE CONNECTIONS</u> | | | |
| | <u>SCALE 4 - STREET LIGHTS</u> | | | |
| | Cost of an additional street light | As per quote | As per quote | As per quote |
| | Cost to move a street light | As per quote | As per quote | As per quote |
| | Replacement of a damaged street light pole: | | | |
| | * 6m single cantilever | 22,552.89 | 25,123.93 | 27,008.22 |
| | * 9m single cantilever | 35,844.39 | 39,930.65 | 42,925.45 |
| | * 9m double cantilever | 36,296.44 | 40,434.24 | 43,466.81 |
| | * 12m single cantilever | 38,477.10 | 42,863.49 | 46,078.25 |
| | <u>SINGLE PHASE DIS- & RECONNECTION FEE WHEREBY AN ELECTRICIAN IS INVOLVED</u> | | | |
| | Disconnection fee for an O/H supply system | 2,469.23 | 2,750.73 | 2,957.03 |
| | Disconnection fee for an U/G supply system | 5,944.92 | 6,622.64 | 7,119.34 |
| | Reconnection fee for an P/H supply system | 2,509.04 | 2,795.07 | 3,004.70 |
| | Reconnection fee for an U/G supply system | 328.38 | 365.81 | 393.25 |
| | <u>3-PHASE DIS- & RECONNECTION FEE WHEREBY AN ELECTRICIAN IS INVOLVED</u> | | | |
| | Disconnection fee for an O/H supply system | 3,518.34 | 3,919.43 | 4,213.38 |
| | Disconnection fee for an U/G supply system | 6,126.88 | 6,825.35 | 7,337.25 |
| | Reconnection fee for an O/H supply system | 4,854.59 | 5,408.02 | 5,813.62 |
| | Reconnection fee for an U/G supply system | 6,126.88 | 6,825.35 | 7,337.25 |
| | <u>CALL OUT TO CONSUMER</u> | | | |
| | Call out to a fault on consumer's installation | 497.54 | 554.26 | 595.83 |
| 1.16.2 | <u>COSTS OF NEW SERVICE CONNECTIONS</u> | | | |
| | <u>60-AMP STANDARD SINGLE PHASE</u> | | | |
| | Airdac connection from O/H supply system with prepayment meter & ready board | 17,826.24 | 19,858.43 | 21,347.81 |
| | Airdac connection from O/H supply system with prepayment meter only | 15,651.27 | 17,435.51 | 18,743.18 |
| | Cable connection from U/G supply system with prepayment meter | 24,862.91 | 27,697.29 | 29,774.58 |
| | Cable connection from U/G supply system with conventional meter | 22,048.24 | 24,561.74 | 26,403.88 |
| | <u>60AMP STANDARD 3-PHASE</u> | | | |
| | Airdac connection from O/H supply system with prepayment meter & ready board | 21,685.75 | 24,157.92 | 25,969.77 |
| | Airdac connection from P/H supply system with prepayment meter only | 19,510.78 | 21,735.01 | 23,365.13 |
| | Cable connection from U/G supply system with prepayment meter | 26,995.24 | 30,072.70 | 32,328.15 |
| | Cable connection from U/G supply system with conventional meter | 32,304.73 | 35,987.47 | 38,686.53 |
| | <u>ALTERATIONS TO SERVICE CONNECTIONS</u> | | | |
| | Alterations on existing single phase connection | As per quote | As per quote | As per quote |
| | Alterations on existing 3-phase connection | As per quote | As per quote | As per quote |

| | PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|---|-------------------------|--|--|--|
| <u>Winter</u> | | | | |
| Block 1 (0 - 50 Kwh) (subsidised) | new | 1.6666 | 1.7916 | 1.8848 |
| Block 2 (51 - 350 Kwh) | new | 1.6666 | 1.7916 | 1.8848 |
| Block 3 (> 350 Kwh) | new | 2.3256 | 2.5000 | 2.6300 |
| 1.16.4.2 Public Benefit and Schools | | | | |
| Conventional and Prepayment Meter users | 2.0125 | | | |
| Summer | new | 2.2425 | 2.4107 | 2.54 |
| Winter | new | 2.2770 | 2.4478 | 2.58 |
| Basic Charge per month | 299.00 | 310.50 | 333.79 | 351.14 |
| 1.16.4.3 Business Tariff | | | | |
| 1.16.4.3.1 Small Power Users (Conventional and prepaid meters) | | | | |
| Energy charge per Kwhr | 2.3769 | | | |
| Basic Charge per month | 299.00 | 310.50 | 333.79 | 351.14 |
| <u>Summer</u> | | | | |
| Block 1 (0 - 1200 Kwh) | new | 2.4265 | 2.6085 | 2.7441 |
| Block 2 (> 1200 Kwh) | new | 2.7177 | 2.9215 | 3.0734 |
| <u>Winter</u> | | | | |
| Block 1 (0 - 1200 Kwh) | new | 2.5194 | 2.7084 | 2.8492 |
| Block 2 (> 1200 Kwh) | new | 2.8536 | 3.0676 | 3.2271 |
| 1.16.4.3.2 Time of Use Consumers | | | | |
| 1.16.4.3.2.1 NPO, NGO, SCHOOLS | | | | |
| Basic charge per month | | | | |
| <75 KVA | new | 1,380.00 | 1,483.50 | 1,560.64 |
| >75<100 KVA | new | 2,760.00 | 2,967.00 | 3,121.28 |
| >100 | new | 3,910.00 | 4,203.25 | 4,421.82 |
| Network Demand Charge R/kVA | new | 144.87 | 155.74 | 163.83 |
| Network Access Charge R/kVA | new | 49.11 | 52.79 | 55.54 |
| Energy Charges R/Kwh | | | | |
| Low Demand Season: (September - May) Summer | | | | |
| <u>Peak</u> | | | | |
| <75 KVA | new | 1.7455 | 1.8764 | 1.9740 |
| >75<100 KVA | new | 1.8327 | 1.9702 | 2.0726 |
| >100 | new | 1.9724 | 2.1203 | 2.2306 |
| <u>Standard</u> | | | | |
| <75 KVA | new | 1.2977 | 1.3950 | 1.4675 |
| >75<100 KVA | new | 1.3366 | 1.4368 | 1.5115 |
| >100 | new | 1.4274 | 1.5345 | 1.6143 |
| <u>Off-peak</u> | | | | |
| <75 KVA | new | 1.0463 | 1.1247 | 1.1832 |
| >75<100 KVA | new | 1.0672 | 1.1472 | 1.2069 |
| >100 | new | 1.1614 | 1.2485 | 1.3134 |
| High Demand Season: (June - August) Winter | | | | |
| <u>Peak</u> | | | | |
| <75 KVA | new | 3.5504 | 3.8167 | 4.0152 |
| >75<100 KVA | new | 3.5852 | 3.8541 | 4.0546 |
| >100 | new | 3.6201 | 3.8916 | 4.0939 |
| <u>Standard</u> | | | | |
| <75 KVA | new | 1.5847 | 1.7036 | 1.7921 |
| >75<100 KVA | new | 1.6164 | 1.7376 | 1.8280 |
| >100 | new | 1.7115 | 1.8398 | 1.9355 |
| <u>Off-peak</u> | | | | |
| <75 KVA | new | 1.1509 | 1.2372 | 1.3015 |
| >75<100 KVA | new | 1.1739 | 1.2620 | 1.3276 |
| >100 | new | 1.2775 | 1.3733 | 1.4447 |

| PRESENT TARIFFS R | PROPOSED TARIFFS 2019-07-01 R | PROPOSED TARIFFS 2020-07-01 R | PROPOSED TARIFFS 2021-07-01 R |
|-------------------------|--|--|--|
|-------------------------|--|--|--|

1.16.4.3.2.2 **INDUSTRIAL AND BUSINESSES**

Basic charge per month

<75 KVA

>75<100 KVA

>100

Network Demand Charge R/kVA

Network Access Charge R/kVA

| | | | |
|----------|----------|----------|----------|
| 1,150.00 | 1,840.00 | 1,978.00 | 2,080.86 |
| 2,300.00 | 3,047.50 | 3,276.06 | 3,446.42 |
| 3,910.00 | 4,232.00 | 4,549.40 | 4,785.97 |
| 153.31 | 170.79 | 183.60 | 193.14 |
| 51.97 | 57.89 | 62.24 | 65.47 |

Energy Charges R/Kwh

Low Demand Season: (September - May) Summer

Peak

<75 KVA

>75<100 KVA

>100

Standard

<75 KVA

>75<100 KVA

>100

Off-peak

<75 KVA

>75<100 KVA

>100

| | | | |
|--------|--------|--------|--------|
| 1.7457 | 1.9375 | 2.0828 | 2.1911 |
| 1.7457 | 1.9549 | 2.1015 | 2.2108 |
| 1.7457 | 1.9811 | 2.1297 | 2.2404 |
| 1.2632 | 1.3642 | 1.4665 | 1.5428 |
| 1.2632 | 1.3705 | 1.4733 | 1.5499 |
| 1.2632 | 1.4147 | 1.5208 | 1.5999 |
| 1.0463 | 1.2880 | 1.3846 | 1.4566 |
| 1.0463 | 1.4375 | 1.5453 | 1.6257 |
| 1.0463 | 1.5525 | 1.6689 | 1.7557 |

High Demand Season: (June - August) Winter

Peak

<75 KVA

>75<100 KVA

>100

Standard

<75 KVA

>75<100 KVA

>100

Off-peak

<75 KVA

>75<100 KVA

>100

| | | | |
|--------|--------|--------|--------|
| 4.6308 | 4.8624 | 5.2270 | 5.4988 |
| 4.6308 | 4.9087 | 5.2768 | 5.5512 |
| 4.6308 | 5.0476 | 5.4262 | 5.7083 |
| 1.5847 | 1.7115 | 1.8398 | 1.9355 |
| 1.5847 | 1.7210 | 1.8501 | 1.9463 |
| 1.5847 | 1.7749 | 1.9080 | 2.0072 |
| 1.0860 | 1.4168 | 1.5231 | 1.6023 |
| 1.0860 | 1.6100 | 1.7308 | 1.8207 |
| 1.0860 | 1.7388 | 1.8692 | 1.9664 |

1.16.4.4 **Street Lights**

Energy charge per Kwhr

| | | | |
|--------|--------|--------|--------|
| 1.5847 | 1.7654 | 1.8978 | 1.9964 |
|--------|--------|--------|--------|

1.16.4.5 **Electricity Feedback Tariffs - Small Scale Embedded Generation Photovoltaic Policy**

No more electricity may be fed back into the system than what is consumed by said consumer. Consequently the account holder must be a net consumer of electricity

Only Domestic/Residential consumers are liable for the basic charge and this cost is already included in the sale of kVA

Any liability for amounts payable to the generator for electricity fed back into the grid by SPM is subject to full compliance with the SSEG Policy and concomitant laws.

Basic charge per month - payable by the generator

| | | | |
|--------|--------|--------|--------|
| 348.75 | 388.51 | 417.65 | 439.45 |
|--------|--------|--------|--------|

Energy Charges R/Kwh - payable to the generator

Low Demand Season: (September - May)

Peak

Standard

Off-peak

High Demand Season: (June - August)

Peak

Standard

Off-peak

| | | | |
|--------|--------|--------|--------|
| 0.3504 | 0.3904 | 0.4197 | 0.4415 |
| 0.2412 | 0.2687 | 0.2889 | 0.3039 |
| 0.1530 | 0.1704 | 0.1832 | 0.1927 |
| 1.0739 | 1.1963 | 1.2860 | 1.3529 |
| 0.3254 | 0.3624 | 0.3896 | 0.4099 |
| 0.1767 | 0.1968 | 0.2116 | 0.2226 |

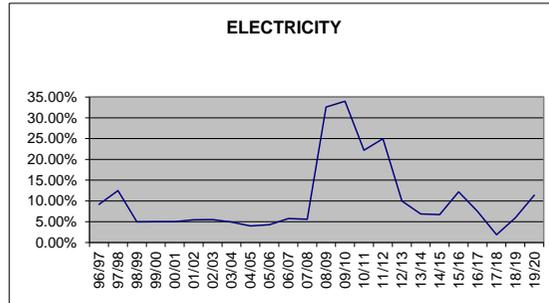
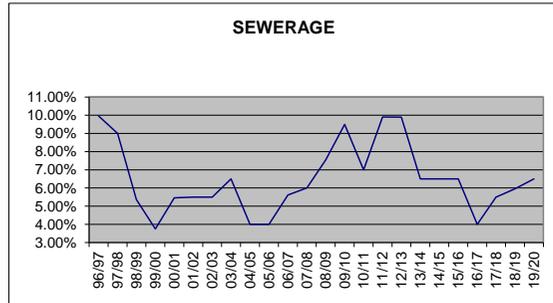
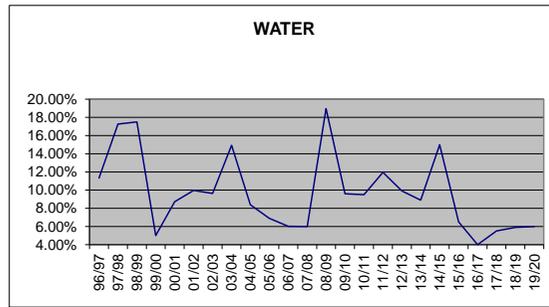
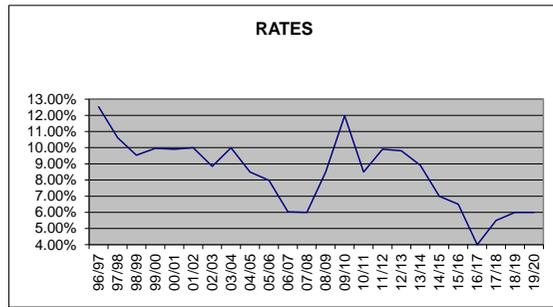
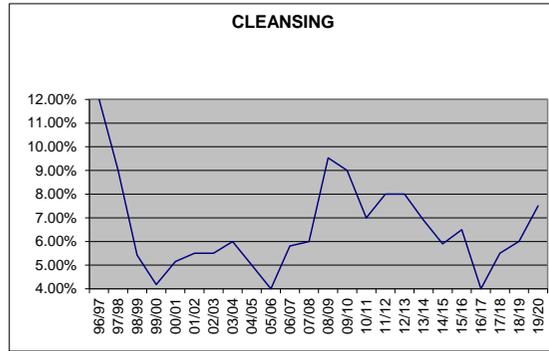
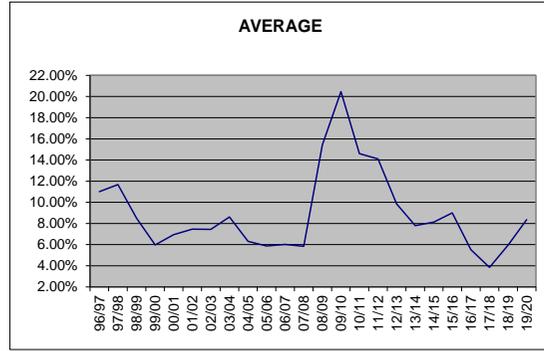
HISTORY OF TARIFFS

SOL PLAATJE MUNICIPALITY

TARIFF HISTORY

| | 96/97 | 97/98 | 98/99 | 99/00 | 00/01 | 01/02 | 02/03 | 03/04 | 04/05 | 05/06 | 06/07 | 07/08 | 08/09 | 09/10 | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 | 17/18 | 18/19 | 19/20 |
|--------------------|--------|--------|--------|-------|-------|-------|-------|--------|-------|-------|-------|-------|--------|--------|--------|--------|-------|-------|--------|--------|-------|-------|-------|--------|
| RATES | 12.53% | 10.62% | 9.53% | 9.96% | 9.91% | 9.99% | 8.85% | 9.99% | 8.50% | 7.98% | 6.03% | 6.00% | 8.50% | 11.97% | 8.50% | 9.91% | 9.80% | 8.91% | 6.99% | 6.50% | 4.00% | 5.50% | 6.00% | 6.00% |
| SEWERAGE | 9.96% | 9.00% | 5.36% | 3.75% | 5.46% | 5.50% | 5.50% | 6.50% | 4.00% | 4.00% | 5.61% | 6.00% | 7.54% | 9.50% | 7.00% | 9.90% | 9.90% | 6.50% | 6.50% | 6.50% | 4.00% | 5.50% | 5.95% | 6.50% |
| CLEANSING | 12.02% | 9.00% | 5.42% | 4.18% | 5.15% | 5.50% | 5.50% | 6.00% | 5.00% | 4.00% | 5.81% | 6.00% | 9.53% | 9.00% | 7.00% | 8.00% | 8.00% | 6.90% | 5.90% | 6.50% | 4.00% | 5.50% | 6.00% | 7.50% |
| WATER | 11.33% | 17.26% | 17.50% | 5.00% | 8.72% | 9.97% | 9.63% | 14.92% | 8.40% | 6.90% | 6.01% | 6.00% | 18.96% | 9.60% | 9.50% | 11.95% | 9.90% | 8.90% | 14.99% | 6.50% | 4.00% | 5.50% | 5.90% | 6.00% |
| ELECTRICITY | 9.18% | 12.50% | 4.98% | 5.00% | 4.99% | 5.50% | 5.51% | 4.93% | 4.00% | 4.30% | 5.78% | 5.60% | 32.60% | 34.00% | 22.22% | 24.98% | 9.99% | 6.90% | 6.72% | 12.20% | 7.50% | 1.88% | 5.95% | 11.40% |
| AVERAGE | 11.00% | 11.68% | 8.50% | 5.97% | 6.95% | 7.46% | 7.44% | 8.61% | 6.31% | 5.88% | 6.03% | 5.84% | 15.43% | 20.46% | 14.60% | 14.09% | 9.85% | 7.79% | 8.13% | 9.00% | 5.53% | 3.85% | 5.96% | 8.36% |

SOL PLAATJE MUNICIPALITY



**INTEGRATED
DEVELOPMENT
PLAN
OVERVIEW**



SOL PLAATJE MUNICIPALITY

Integrated Development Plan (IDP)

FINAL IDP REVIEW 2018/19

PLANNING 2019/20

TABLE OF CONTENTS

| | |
|---|-----------|
| PREFACE | 7 |
| VISION AND MISSION OF SOL PLAATJE MUNICIPALITY | 7 |
| STRATEGIC PRIORITIES..... | 8 |
| CHAPTER 1: EXECUTIVE SUMMARY | 13 |
| 1.1 INTRODUCTION | 13 |
| 1.2 LEGAL BACKGROUND | 13 |
| 1.3 IDP REVIEW PROCESS..... | 15 |
| CHAPTER 2: STRATEGIC ANALYSIS | 16 |
| 2.1 MUNICIPAL PROFILE | 16 |
| 2.1.1 Person Statistics | 16 |
| 2.1.2 Labour market and Educational statistics | 20 |
| 2.1.3 Household Statistics | 24 |
| 2.1.4 Economic Statistics..... | 33 |
| 2.1.5 South African Perspective | 34 |
| 2.2 CONTEXTUALISING THE ISSUES RELATING TO DEMOGRAPHIC AND SOCIO-ECONOMIC INFORMATION..... | 38 |
| CHAPTER 3: SITUATIONAL ANALYSIS | 41 |
| 3.1 STATUS QUO PER KEY PERFORMANCE AREA | 41 |
| 3.1.1 STRATEGIC ECONOMIC DEVELOPMENT AND PLANNING..... | 41 |
| 3.1.1.1 Local Economic Development | 41 |
| 3.1.1.2 Spatial Development and Urban Planning | 52 |
| 3.1.2 BASIC AND SUSTAINABLE SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT | 60 |
| 3.1.3 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT..... | 104 |
| 3.1.4 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | 112 |
| 3.1.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION | 116 |
| 3.2 GOVERNANCE FRAMEWORK..... | 120 |
| 3.2.1 LOCAL GOVERNMENT MANAGEMENT IMPROVEMENT MODEL..... | 123 |

| | |
|---|------------|
| CHAPTER 4: INTEGRATION OF THE IDP | 124 |
| 4.1 LINKAGE OF THE IDP TO OTHER STRATEGIC DOCUMENTS..... | 124 |
| 4.1.1 Sustainable Development Goals (SDGs)..... | 124 |
| 4.1.2 African Union Agenda 2063 | 124 |
| 4.1.3 National Development Plan (NDP)..... | 124 |
| 4.1.4 Back to Basics programme | 128 |
| CHAPTER 5: SECTORAL PLANS | 130 |
| 5.1 EXISTING SECTORAL PLANS AND THE RELEVANCE THEREOF | 130 |
| 5.2 THE LOGIC OF SECTOR PLANS | 138 |
| CHAPTER 6: MONITORING OF THE IDP AND BUDGET | 142 |

ANNEXURES

| | |
|--------------|------------------------------|
| ANNEXURE 1 : | HIGH LEVEL PROCESS PLAN |
| ANNEXURE 2 : | PUBLIC PARTICIPATION PROGRAM |
| ANNEXURE 3 : | MULTI-YEAR CAPITAL PLAN |

TABLES

| | |
|---|----|
| Table 1: National KPA's and IDP Objectives | 9 |
| Table 2: Key Statistics Summary..... | 16 |
| Table 3: Total population - Sol Plaatje, Frances Baard, Northern Cape and National Total, 2005-2015 [Numbers percentage] | 18 |
| Table 4: Population projections - Sol Plaatje, Frances Baard, Northern Cape and National Total, 2015-2020 [Numbers percentage] | 18 |
| Table 5: Capital projects (SEDP)..... | 60 |
| Table 6: Water losses – Action plan | 66 |
| Table 7 Current Housing Projects (2018/19)..... | 70 |
| Table 8: Planned Housing Projects | 70 |
| Table 9: Future Housing Projects | 70 |
| Table 10: Electricity mitigation strategies..... | 71 |
| Table 11: Electricity losses – Action plan..... | 71 |
| Table 12: Registered middle- income areas with no service | 76 |
| Table 13: Informal areas identified for relocation and upgrading | 76 |
| Table 14: Backlogs per service | 78 |
| Table 15 Capital Infrastructure projects..... | 79 |
| Table 16: Capital projects (Community services)..... | 80 |

| | |
|--|-----|
| Table 17: Capital funding sources over the MTREF | 81 |
| Table 18: Ward Priorities | 82 |
| Table 19: State of the Budget – 2019/20 Tariff increases | 104 |
| Table 20: Main cost drivers | 106 |
| Table 21: Roles and responsibilities of political structures | 121 |
| Table 22: Existing Sectoral Plans | 131 |

FIGURES

| | |
|--|-----|
| Figure 1: Municipal Financial Sustainability | 40 |
| Figure 2: Municipal Financial Sustainability | 43 |
| Figure 3: Kimberley 66 Kv Network | 68 |
| Figure 4: IDP/Budget/SDBIP Process | 119 |
| Figure 5: Governance Structure | 120 |
| Figure 6: Governance Structure | 122 |
| Figure 7: The National Development Plan – Vision 2030..... | 126 |
| Figure 8: NDP Outcomes Based Approach | 127 |
| Figure 9: The GDS in the Planning (IDP) and Budgeting Context..... | 127 |
| Figure 10: Logic of Sectoral Plans..... | 138 |
| Figure 11: Alternative Funding Methodologies..... | 141 |
| Figure 12: IDP/Budget/PMS Linkage..... | 143 |

CHARTS

| | |
|--|----|
| Chart 1: Population Community Survey 2016 | 17 |
| Chart 2: Population structure 2015 vs 2020..... | 19 |
| Chart 3: Labour Market and Education Statistics 2011 compared to 2001..... | 20 |
| Chart 4: Highest level of Education 15+ (2005 vs. 2015) | 21 |
| Chart 5: Involvement in the economy | 22 |
| Chart 6: EAP as a percentage of total population | 22 |
| Chart 7: Unemployment Rates | 23 |
| Chart 8: Labour force and Unemployment Rates..... | 24 |
| Chart 9: Types of dwellings | 25 |
| Chart 10: Households by type of toilet..... | 26 |
| Chart 11: Sanitation backlog | 27 |
| Chart 12: Households by level of access to water | 28 |
| Chart 13: Households by level of access to water | 29 |
| Chart 14: Households by electricity usage..... | 29 |
| Chart 15: Electricity Connections..... | 30 |

| | |
|---|-----|
| Chart 16: Households by access to refuse removal..... | 31 |
| Chart 17: Households by access to refuse removal..... | 32 |
| Chart 18: GVA – Broad sector composition, 2015 | 33 |
| Chart 19: Gross Domestic Product (GDP) Forecast, 2005 - 2015..... | 34 |
| Chart 20: The “Poverty-Gap” | 39 |
| Chart 21: Average tariff increases | 105 |
| Chart 22: Rates tariff increases | 105 |
| Chart 23: Current value of G.V. Roll – R 35 447 774 070.00 | 107 |
| Chart 24: Growth in Number of properties in SPLM..... | 107 |
| Chart 25: Billing Trends (2018-2019) Monthly trends..... | 108 |

List of Acronyms

| | |
|----------------|--|
| B2B | Back To Basics |
| BBBEE | Broad-Based Black Economic Empowerment |
| BNG | Breaking New Ground |
| CBD | Central Business District |
| CLCB | Centre for Local Capacity Building |
| COGHSTA | Department of Co-operative Governance, Human Settlement and Traditional Affairs |
| DMS | Disaster Management Framework |
| DTI | Department of Trade and Industry |
| DOE | Department of Energy |
| DWA | Department of Water Affairs |
| EAP | Employee Assistance Programme |
| EEDSM | Energy Efficiency and Demand Side Management |
| EPWP | Expanded Public Works Programme |
| EU | European Union |
| FBDM | Frances Baaard District Municipality |
| FY | Financial Year |
| GDP | Gross Domestic Product |
| GDS | Growth and Development Strategy |
| GV | General Valuation |
| GVA | Gross Value Added |
| HRM | Human Resource Management |
| IDP | Integrated development Plan |
| IGR | Inter-Governmental Relations |
| INEP | Integrated National Electrification Programme |
| IPP | Independent Power Producer |
| ISDG | Infrastructure Skills Development Grant |
| IT | Information Technology |
| IUDF | Integrated Urban Development Framework |
| KPA | Key Performance Area |
| LA | Local Administation |
| LED | Local Economic Development |
| LGMIM | Local Government Management Improvement Model |
| LUMS | Land Use Management Scheme |
| MAYCO | Mayoral Committee |
| MIIF | Municipal Infrastructure Investment Framework |
| MPC | Monetary Policy Committee |
| MSA | Municipal Structures Act |
| MTREF | Medium Term Revenue Expenditure Framework |
| NDP | National Development Plan |
| NDPG | Neighbourhood Development Partnership Grant |
| NERSA | National Energy Regulator of South Africa |
| OPCAR | Operational Clean Audit Report |
| PMS | Performance Management System |

| | |
|---------------|---|
| RDP | Reconstruction and Development Programme |
| RBIG | Regional Bulk Infrastructure Grant |
| SARB | South African Reserve Bank |
| SCM | Supply Chain Management |
| SDBIP | Service Delivery Budget Implementation Plan |
| SDF | Spatial Development Framework |
| SDG | Sustainable Development Goals |
| SECCU | Sustainable Energy and Climate Change Unit |
| SLP | Social Labour Plans |
| SMME | Small, Medium and Micro-Sized Enterprise |
| SPLM | Sol Plaatje Local Municipality |
| SPLUMA | Spatial Planning and Land Use Management Act |
| SSEG | Small Scale Embedded Generators |
| TOD | Transit Orientated Development |
| UDS | Urban Network Strategy |
| UDZ | Urban Development Zone |
| WSA | Water Service Authority |
| WWTW | Waste Water Treatment Works |

PREFACE

VISION AND MISSION OF SOL PLAATJE MUNICIPALITY

The strategic focus and direction for the municipality have been set out for five years to:

- Transform the city spatially
- Support Inclusive economic growth
- Provide services to all
- Govern well

The SDF NDP, IUDF, SDG, provincial and district strategies were looked at and these provided the development principles.

The strategic development agenda of SPLM is aimed at giving effect to the vision of the Municipality, namely:

TOWARDS A LEADING AND MODERN CITY

The vision set out for the Sol Plaatje Municipality to work towards a leading and modern city was announced by the Executive Mayor in August 2016 post elections. The strategic path to be forged is presented in the IDP. It is a programme to unlock the value of land to create economic opportunities and liveable human settlements with the foundation of quality and reliable infrastructure to deliver access to basic services. The vision – *Towards a Leading and Modern City* – underpins the idea of thinking in new ways, doing in new ways, being forward looking and innovative. As such this vision does not necessarily refer to the implementation of new projects, but rather *rethinking the way* in which we implement existing projects.

In order to achieve this vision, it will be important for SPLM to ensure growth in the local economy in order to be sustainable. The SPLM also needs to improve on the efficiency of its service delivery, the sustainability of its finances and the effectiveness of its administration.

Achieving a developmental state is not the responsibility of just the government – let alone local municipalities. In the spirit of the National Planning Commission's "National Development Plan - Vision 2030", stronger social partnerships between government, organised labour,

organised business and the community constituency are needed to address investment, employment and poverty challenges our country faces.

The Key Tasks achieving a local developmental state as identified during the preparation of the IDP are:

- Include all in society – consultations and programmes
- Include all in the economy – rich and poor
- Develop post-apartheid settlements and pride of place
- Provide for universal coverage to deliver access to basic services

STRATEGIC PRIORITIES

Sol Plaatje is a pilot for the “new deal” - the Integrated Urban Development Framework. This is a unique opportunity for the municipality and the residents of Sol Plaatje. In the course of making the “Back to Basics” programme of local government a reality, a new vision “Towards a leading and modern city” is presented in the current IDP. The Future is a new deal wherein all stakeholders will work towards developing a:

- Clean city
- City that attracts investment, manufacturers and tourists
- City with good infrastructure
- Safe and secure City - A city that cares
- City where there is security- jobs, shelter
- City that facilitates the creation of jobs
- City that houses people
- City with youth involved productively
- City that harnesses integrated development
- City that facilitates skills development
- City that invests in public participation, is connected with the people
- City that works together
- City with good IGR harnessed to build integrated human settlements

The goal is to lead the city towards modernization. To achieve this, the following strategic objectives will guide the city towards the future:

Spatial Transformation:

To transform the spatial structure of the City towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well-connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities

And therefore, the overarching strategy for development of the Sol Plaatje Municipality proposes looking at the IDP through the lens of geographical “space-economy”.

The “space-economy” means the geographic distribution of settlements (large and small), the activities within them (residential, commercial, institutional, recreational, etc.) and the relationship of these settlements and activities to the infrastructure that connects and supports them and links in turn to surrounding agriculture and nature areas.

People live their lives in geographic space; how activities and infrastructure are organized in space fundamentally impacts on people’s access to economic and social opportunities. For example, locating housing for the poor far away from work opportunities, impacts on disposable income, work productivity and transport infrastructure provision. People have to pay a disproportionately high percentage of their incomes to move to and from work, journeys take a long time, and infrastructure and vehicles have to be provided and maintained to transport them. Also, locating business opportunities far from infrastructure increases the cost of products and diminishes the chances of success for large and small businesses. An informal trader or small café owner cannot hope to succeed without basic necessities such as water or a reasonable flow of passers-by.

The apartheid spatial legacy is the foundation for much of the inequity in society. A primary strategy of Apartheid was to manipulate the space-economy of towns, to provide good opportunities for whites and the rich and to deny opportunities for blacks and the poor. The best land and most viable locations, the best infrastructure and networks, have traditionally been offered to the minority of citizens. Only through restructuring the space-economy of our settlements can we hope to overcome our divided legacy.

Secondly, municipal strategy has over the last decade taken a strong “sectoral” approach. The approach looks at development in sectors such as Local Economic Development Plans, plans for ‘creative industries’, small enterprises, tourism, and so on. Unfortunately, much of this work is silent on the impact of space on specific sectors and has assisted to hide spatial inequity in

our settlements. For example, very few, if any, Local Economic Development Plans will look at the relationship between transport infrastructure, economic opportunity and job creation.

Thirdly, municipal government has considerable influence over the space economy of settlements. By virtue of its mandate, local government can determine the nature and location of key infrastructure and where settlement is to occur and where not. Local government cannot grow the economy, but it impacts on economic success through the provision and maintenance of infrastructure and how activities are organized in space

Inclusive Growth:

To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs.

Service Provision:

To plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports:

- transformed spatial structure
- economic growth objectives
- universal access to basic services,
- differentiated service requirements of households and human settlements and economic activity

Governance:

- To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.
- To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.

The municipality has taken steps over the past years to rebuild and stabilize the internal processes of delivery and build financial sustainability but due to the temporary suspension of the Municipal Manager and the Chief Financial Officer in June 2018 as well as strike actions it contributed to the decline in investments and financial constraints.

The removal of the Executive Mayor due to political issues led to the non-function of Committee and Council meetings. Council and Committee meetings only commenced after the appointment of a new Executive Mayor, Ald PS Mabilo in November 2018.

Even though the current situation is not ideal for the institution Sol Plaatje Municipality is still committed to exploit its full potential to:

- Reverse inefficient land use patterns
- Tackle the aging infrastructure of the city
- Deal with the results of the relatively stagnant economic landscape in a systematic way

Although the current needs are not fully funded, it is envisaged that a momentum on delivery will be developed to attract funding and additional investments to reach the goal and strategic objectives set out.

The focus is on developing thriving township economies and integrating the various organic urban nodes and economic corridors to make the appropriate linkages between urban and rural settlements. Once this strategic spatial vision is planned, implementation will follow through the development of urban management mechanisms and precinct developments.

At present land locked spaces and sprawling informal settlements dominate the spatial landscape. The land use patterns within the urban centres are not conducive to investment and robustness. This situation has led to crime, grime and dilapidation. This IDP places a higher value and importance on spatial governance and local economic development programmes playing a bigger role in transforming the spatial landscape and resultant consequences.

The strong elements of inequality in the form of racial or class exclusion in the spatial form will be attended to through programmes of public participation and intergovernmental relations. Community involvement will include participation in developing pride of place and in income generating projects. The areas of highest population densities in locations furthest away from economic opportunities with the least access to basic services will be targeted for inclusion. In achieving inclusion, subsidized housing and provision thereof will be located close to the urban core. This will require robust intergovernmental relations as the government housing developments provide platforms for people to develop and exit the trap of intergenerational poverty. Low density areas enjoy the privilege of owning large tracts of land that are located in very close proximity to economic opportunities. The divide between high and low density areas will be linked through a coordinated effort of spatial planning, local economic development and access to services.

The programme to eradicate the housing backlogs will be undertaken in a manner that creates integrated human settlements. In this respect a partnership with the province and national department of Human Settlements will be the main focus of intergovernmental relations. 30% of the Northern Cape housing backlog exists in Sol Plaatje, thus the focus would be to ramp up the planning and delivery of houses, with clear economic spin offs to boost the local economy.

Housing developments that will build the future should take pride in creating spaces for recreation, sports, and community gathering. These developments should encompass elements that combat crime, promote social cohesion and improve the quality of life for the poor. The stubborn problem of the inability to reach universal coverage on basic services to all will be tackled with integrated infrastructure plans that link to spatial planning and local economic development potentials.

A special attempt will be made to attract investment to grow the economy over time with the tourism being developed as the anchor. At the same time, the informal sector and small and micro enterprises will be supported to participate in the industrial value chain. A substantial number of households are dependent on social grants. These households will be targeted to be involved in a range of income generating activities to enable community development, social upliftment and personal growth. These efforts will begin to fundamentally address the challenges of poverty, vulnerability, inequality and social exclusion.

The biggest challenge confronting many municipalities in South Africa including the Sol Plaatje Municipality is on addressing service delivery backlogs whilst at the same time meeting the demands arising from continuous local population growth (combination of natural growth and in-migration) with the concomitant growth in the number of households.

The historical backlog together with the resultant demand from growth for new infrastructure, services and housing surpasses the fiscal capacity of many municipalities. The equitable share and conditional financial grants as well as own revenue generation are insufficient to meet infrastructure investment requirements. Own revenue generation by municipalities is constrained by weak local fiscal bases due to low economic growth and very low employment and household income levels.

- As the local state is a developmental state, a special focus on the involvement of all stakeholders will be developed. All communities will be involved in working to make Sol Plaatje a clean, livable and vibrant city. The future focus is about

leaving a legacy for the next generation, the building blocks of skills, leveraging local resources and maintaining active engagements with all citizens will modernize the city and provide the necessary platform for Sol Plaatje leaders to lead the “new deal” for all citizens.

SPLM’s IDP Objectives and strategies are indicated in the table below:

Table 1: National KPA's and IDP Objectives

| National KPA | National Outcome 9: A responsive, accountable, effective and efficient local government system | Strategic Objectives to reach the Vision "Towards a Leading and Modern City" | Key Strategic Focus | IDP Strategies | Detail Project related objectives as per the SDBIP |
|---|--|--|--|--|--|
| Strategic Economic Development and Planning | Outcome: A spatially transformed, equitable and productive city | <p>Inclusive Growth: To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs.</p> <p>Spatial Transformation: To transform the spatial structure of the City towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities</p> | Land Development | Accelerate preparation, approvals and release of land for development supporting integrated human settlement, agricultural production, redevelopment of mining land and regional economic targets | To develop sustainable living through job creation (EPWP and other initiatives) |
| | | | Skills Development and Income Generation | Facilitate skills development, encourage incubation hubs for enterprise development and employment placement programmes in partnership with the private sector. Facilitate household income generating activity linked to various sectors in the economy | To capacitate SMME's and local entrepreneurs |
| | | | Place Marketing | Undertake a rigorous and consistent investment facilitation and place marketing programme to attract investment and promote tourism underpinned by strongly positioned and managed Brand | Marketing the municipality as premier destination for tourism and investment |
| | | | City Centre | Create an activity spine with a number of mixed use land uses that will extend upon the corridor emerging from the Kimberly CBD | To ensure effective spatial planning and development in order to establish a competitive economic position |

| | | | | | |
|---|--|---|---|---|---|
| | | | New urban nodes | Identify and develop new urban nodes as mixed use sustainable human settlements that will integrate the City. | |
| | | | Galeshewe to become a post-apartheid town | Undertake upgrading, formalisation and institute better spatial governance so that majority of people are able to carry out income generating activity and live work and play in an integrated human settlement | |
| | | | Economic nodes | Massively expand agricultural production and agro-processing by developing an agro-export corridor, unlock the value of degraded mining land and heritage and tourist attractions. | To promote agricultural development within the Sol Plaatje municipal area through agricultural support initiatives; To place marketing as a productive and profitable section of the municipality |
| Basic and Sustainable Service delivery and Infrastructure Development | Outcome: Access to quality and affordable basic services for all | Service Provision: To plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports: <ul style="list-style-type: none"> • transformed spatial structure • economic growth objectives • universal access to basic services, • differentiated service requirements of households and human settlements and economic activity | Basic Services | Install adequate and well managed infrastructure and deliver basic services in a consistent and sustainable manner | To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure |
| | | | Community Services | Provide and operate community services according to sustainable human settlement norms and standards | To ensure the adequate provision, upgrading and maintenance of solid waste services infrastructure |
| | | | Social Services | Work with provincial and national government for adequate provisioning of social services | To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services |
| | | | Production | Provide necessary infrastructure for economic production purposes and for income generating activity in households including city-wide as well as regional connectivity | To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure. |

| | | | | | |
|--|--|--|----------------------|--|--|
| | | | Economic Sectors | Raise the contribution of each sector to the local economy according to agreed plans and targets in respect of growth and job creation with the private sector | To improve public transport system and services |
| | | | Basic Services | | To address the poor condition of the roads in the Sol Plaatje area through maintenance and upgrading projects |
| | | | | | Development of suitably located and affordable housing (shelter) and decent human settlements; |
| | | | | | To build equitable, cohesive, sustainable and caring communities with improved access to work and social amenities, including sports and recreational facilities (community development and optimal access/inclusion). |
| | | | | | To ensure sustainable delivery of community services (including environmental health, emergency and traffic services) to all residents of SPLM. |
| | | | | | To ensure the availability of critical service delivery tools at all times (fleet management) |
| Municipal Financial Viability and Management | Outcome: Improved financial sustainability and | Governance: To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency | Financial Governance | Revenue enhancement and operational efficiency | Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management |

| | | | | | |
|--|--|---|-------------------------------|--|--|
| | administrative capacity | | | Grow the rates base and grow revenue collection; and undertake municipal functions in a cost effective manner | Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams |
| Municipal Institutional Development and Transformation | Outcome: Implemented differentiated approach to financial planning and support | Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration. To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency. | Spatial Governance | Regulate the entire City space according to a common spatial development vision and single land use management system | To provide a basis for sustainable municipal performance improvement |
| | | | IGR and Stakeholder Relations | Improve IGR and stakeholder relations targeted towards developing integrated human settlements and local economic growth | To improve effective human resource development to staff and Councillors |
| | | | | | To ensure continuous maintenance and replacement of furniture, office and computer equipment and create a secure environment within the municipality |
| | | | | | To enable effective training and skills development through various initiatives and partnering with the private sector. |
| Good Governance and Public Participation | Outcome: Good Governance and public participation | Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration. To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency. | Ward Committees | Focus on outreach and meaningful involvement of the wards in improving the quality of life | To promote community participation and communication |
| | | | | | To facilitate and promote Inter-governmental relations programmes and projects on a continuous basis. |
| | | | - | | To ensure an improved audit opinion through continuous assessment of risk. |

CHAPTER 1: EXECUTIVE SUMMARY

1.1 INTRODUCTION

The Sol Plaatje Municipal (SPLM) Council adopted its 5-year Integrated Development Plan for its term of office on 31 May 2017. This is the second review of the 2017/18 – 2021/22 IDP and is therefore not a “new” IDP. This reviewed IDP indicates the changes to the adopted IDP and the implementation of the Plan thus far – at mid-year 2018/19 as well as new information, both internal and external that will have an effect on the further implementation of the IDP. The IDP will also be reviewed in terms of the relevance of its strategic objectives in line with shifts in national and provincial policies and plans.

1.2 LEGAL BACKGROUND

The IDP process is guided by various legislation, policies and guidelines which require careful consideration when the document is compiled. These include amongst others the following:

- SA Constitution, Act 108 of 1996 White paper on Local Government
- Municipal Structures Act, 117 of 1998, Municipal Systems Act, 32 of 2000
- Municipal Planning & PMS Regulations (2001) Municipal Finance Management Act, Act 56 of 2003
- Intergovernmental Relations Framework Act, Act 13 of 2006

The ***Constitution of the Republic of South Africa*** outlines the type of local government needed. Sections 152 and 153 of the Constitution prescribe local government being in charge of the development process and municipal planning, and describe the following objectives of local government:

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

The ***Municipal Structures Act (MSA) Act 32 of 2000*** requires municipalities to develop Integrated Development Plans that should be single, inclusive and strategic in nature. Once adopted, the IDP of a municipality will guide development within the relevant council's area of jurisdiction, and should also be reviewed annually. In addition, the Act also stipulates the IDP process and the components to be included.

The Local Government: Municipal Planning and Performance Management Regulations of 2001 set out the minimum requirements for an Integrated Development Plan

Section 21(2) of the ***Municipal Finance Management Act (Act 56 of 2003) (MFMA)*** states that, when preparing the annual budget, the Mayor of a municipality must:

- Take into account the municipality's Integrated Development Plan;
- Take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;
- Take into account the national budget, the relevant provincial budget, the national government's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum;

Consult-

- the relevant district municipality and all other local municipalities within the area of the district municipality, if the municipality is a local municipality;
- the relevant provincial treasury, and when requested, the National Treasury; and
- any national or provincial organs of state, as may be prescribed; and

Provide, on request, any information relating to the budget-

- to the National Treasury; and subject to any limitations that may be prescribed, to
- the national departments responsible for water, sanitation, electricity and any other service as may be prescribed;
- any other national and provincial organ of states, as may be prescribed; and
- another municipality affected by the budget.

1.3 IDP REVIEW PROCESS

According to Section 28(1) of the Municipal System Act, 32 of 2000, a municipal council must adopt a process set out in writing to guide the planning, drafting and review of its IDP. The Process Plan and the schedule for IDP Public Engagement Sessions adopted by Council on 28 November 2018 are attached as **Annexures 1 and 2**.

The process plan enhances integration and alignment between the IDP and the Budget, thereby ensuring the development of an IDP-based budget.

Public participation

Measures will be taken to ensure that municipalities engage with their communities. Municipalities must develop affordable and efficient communication systems to communicate regularly with communities and disseminate urgent information. The basic measures to be monitored include:

- The existence of the required number of functional Ward committees.
- The number of effective public participation programmes conducted by Councils.
- The regularity of community satisfaction surveys carried out.

CHAPTER 2: STRATEGIC ANALYSIS

2.1 MUNICIPAL PROFILE

Below are some key statistics relating to demographic and socio-economic trends in the Sol Plaatje Municipality. This information comes from STASSA 2011 Census, the 2016 Community Survey and the Sol Plaatje Statistical Overview performed by IHS Information and Insight in 2015. The statistics included in the IDP document were obtained mainly from the Census 2011 outcomes. However, for the purposes of the IDP review, and taking cognisance of the fact that the Community Survey 2016 is used as a basis for the budget assumptions, this chapter also includes statistical information from these two additional sources. At the end of this section some conclusions and contextual issues are mentioned relating to this information.

2.1.1 Person Statistics

The table below presents relevant assumptions that were used in the development of the IDP and IDP review.

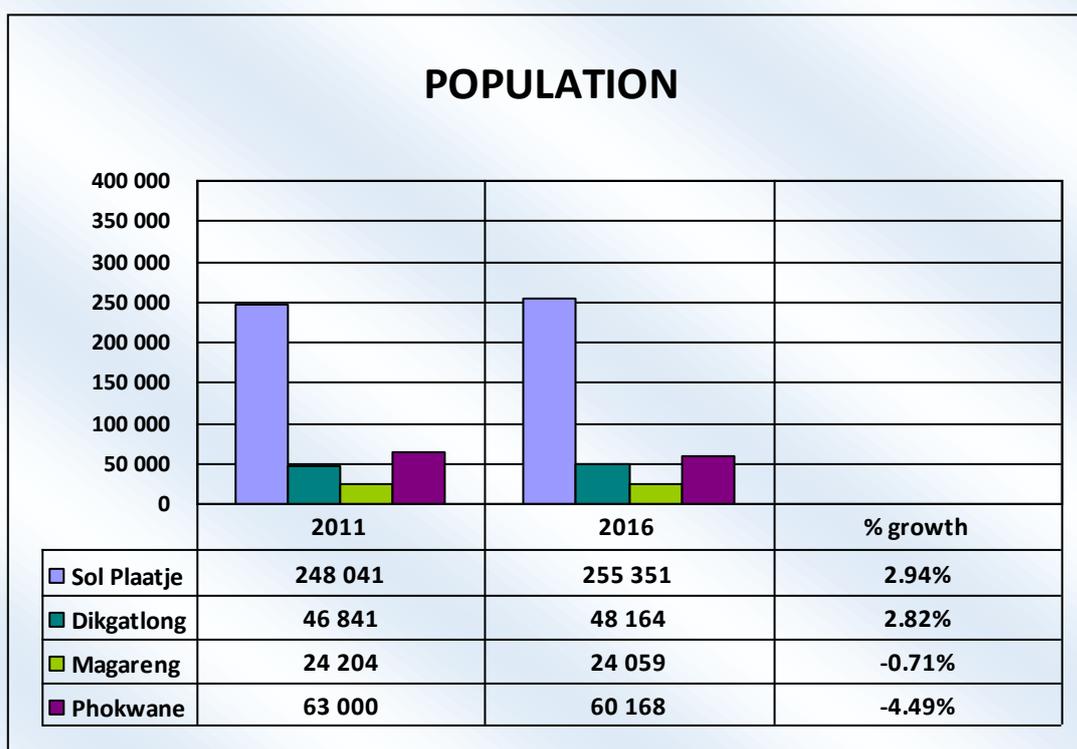
Table 2: Key Statistics Summary

| Key Statistics summary | | |
|---|-------------|---------|
| People | 2011 Census | 2016 CS |
| Region area (sq km) | 3 145 | 3 160 |
| Population | 248 041 | 255 351 |
| Population density (nr of people per sq km) | 79 | 81 |
| Population growth rate (pa 2001-2011) | 2.04% | 0.6% |
| Economically active population (as % of total pop.) | 66,2% | |
| No schooling age 20+ | 10% | |
| Higher education aged 20+ | 9% | |
| Matric aged 20+ | 21% | 72 593 |
| Households | | |
| No of households | 60 297 | 72 012 |
| Average household size | 3.9 | 3.5 |
| Percentage female headed households | 41% | n.a |
| Formal Dwellings | 81.6% | 85.9% |
| Houses owned/paying off | 61.2% | n.a |
| Flush toilet connect to sewerage | 82.8% | 88.1% |
| Weekly refuse removal | 84.3% | n.a |
| Piped water inside dwelling | 61.9% | n.a |
| Electricity for lighting | 84.9% | 91.8% |
| Disposable income (Rand, current prices) | 10 824 | n.a |

| Key Statistics summary | | |
|---|-------------|---------|
| People | 2011 Census | 2016 CS |
| Economy | | |
| Formal sector employment estimates | 60 457 | n.a |
| Informal sector employment estimates | 15 297 | n.a |
| Unemployment rate (official) | 31.9% | n.a |
| Youth unemployment rate (official) 15-34 | 41.7% | n.a |
| Economic output in 2013 (GDP, R' million current prices) | 16 531 | 23 170 |
| Share of economic output (GDP% of SA in current prices) | 0.6% | 0.58% |
| Gross domestic fixed investment (Rm constant prices) | 1904 | n.a |
| Economic growth performance 1995-2013 (GVA at basic prices) | 0.6% | 1.51% |
| Source: Stats SA and Quantec | | |

The chart below shows the population growth from 2011 to 2016 in the Sol Plaatje and surrounding municipal areas.

Chart 1: Population Community Survey 2016



The municipality has experienced a positive growth of 2.94% in the population from 2011 to 2016 while Magareng and Phokwane experienced a negative growth.

Table 3: Total population - Sol Plaatje, Frances Baard, Northern Cape and National Total, 2011-2016 [Numbers percentage]

| | Sol Plaatje | Frances Baard | Northern Cape | National Total | Sol Plaatje as % of district municipality | Sol Plaatje as % of province | Sol Plaatje as % of national |
|------------------------------|-------------|---------------|---------------|----------------|---|------------------------------|------------------------------|
| 2011 | 238,000 | 364,000 | 1,120,000 | 51,500,000 | 65.5% | 21.3% | 0.46% |
| 2012 | 244,000 | 371,000 | 1,140,000 | 52,400,000 | 65.7% | 21.4% | 0.47% |
| 2013 | 250,000 | 379,000 | 1,160,000 | 53,200,000 | 65.9% | 21.5% | 0.47% |
| 2014 | 255,000 | 386,000 | 1,180,000 | 54,100,000 | 66.1% | 21.7% | 0.47% |
| 2015 | 260,000 | 393,000 | 1,200,000 | 54,900,000 | 66.2% | 21.8% | 0.47% |
| 2016 | 255,351 | 387,741 | 1,193,780 | 55,653,654 | 65.8% | 21.3% | 0.45% |
| Average Annual growth | | | | | | | |
| 2011-2016 | 0.6% | 0.3% | 0.9% | 1.6% | | | |

Source SA Community Survey, 2016

With almost 255,351 people, the Sol Plaatje Local Municipality housed 0.45% of South Africa's total population in 2016. Between 2011 and 2016 the population growth averaged 0.6% per annum which is lower than the growth rate of South Africa as a whole (1.6%). Compared to Frances Baard's average annual growth rate (0.3%), the growth rate in Sol Plaatje's population at 0.6% was slightly higher than that of the district municipality.

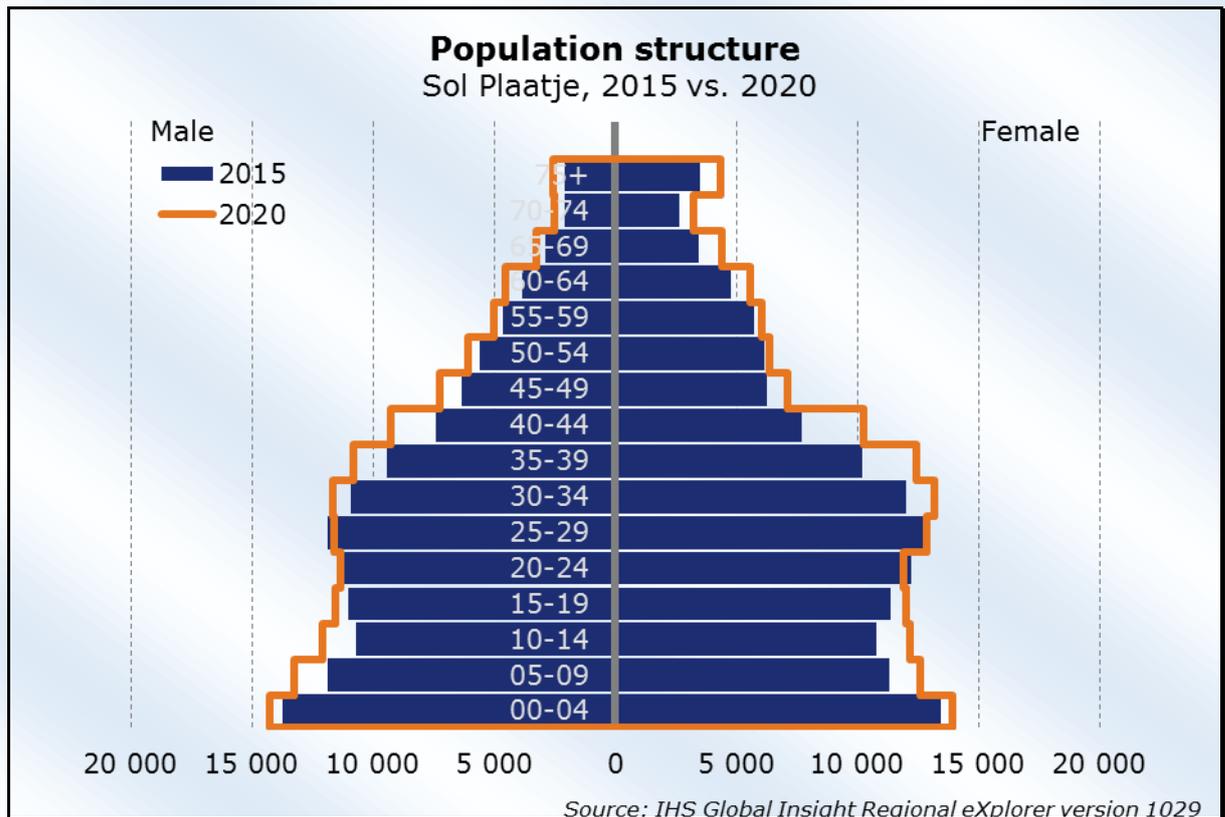
Table 4: Population projections - Sol Plaatje, Frances Baard, Northern Cape and National Total, 2015-2020 [Numbers percentage]

| | Sol Plaatje | Frances Baard | Northern Cape | National Total | Sol Plaatje as % of district municipality | Sol Plaatje as % of province | Sol Plaatje as % of national |
|------------------------------|--------------|---------------|---------------|----------------|---|------------------------------|------------------------------|
| 2015 | 260,000 | 393,000 | 1,200,000 | 54,900,000 | 66.2% | 21.8% | 0.47% |
| 2016 | 265,000 | 400,000 | 1,210,000 | 55,700,000 | 66.3% | 21.9% | 0.48% |
| 2017 | 271,000 | 407,000 | 1,230,000 | 56,500,000 | 66.5% | 21.9% | 0.48% |
| 2018 | 276,000 | 414,000 | 1,250,000 | 57,400,000 | 66.6% | 22.0% | 0.48% |
| 2019 | 281,000 | 421,000 | 1,270,000 | 58,100,000 | 66.6% | 22.1% | 0.48% |
| 2020 | 285,000 | 428,000 | 1,290,000 | 58,900,000 | 66.7% | 22.2% | 0.48% |
| Average Annual growth | | | | | | | |
| 2015-2020 | 1.85% | 1.70% | 1.46% | 1.42% | | | |

Source: IHS Global Insight Explorer Version 1029

The population projection of Sol Plaatje Local Municipality shows an estimated average annual growth rate of 1.9% between 2015 and 2020. The average annual growth rate in the population over the projection period for Frances Baard District Municipality, Northern Cape Province and South Africa is 1.7%, 1.5% and 1.4% respectively and is lower than that the average annual growth in Sol Plaatje Local Municipality.

Chart 2: Population structure 2015 vs 2020



The population pyramid reflects a projected change in the structure of the population from 2015 and 2020. The differences can be explained as follows:

In 2015, there is a significantly larger share of young working age people between 20 and 34 (27.4%), compared to what is estimated in 2020 (25.4%). This age category of young working age population will decrease over time.

The fertility rate in 2020 is estimated to be slightly higher compared to that experienced in 2015.

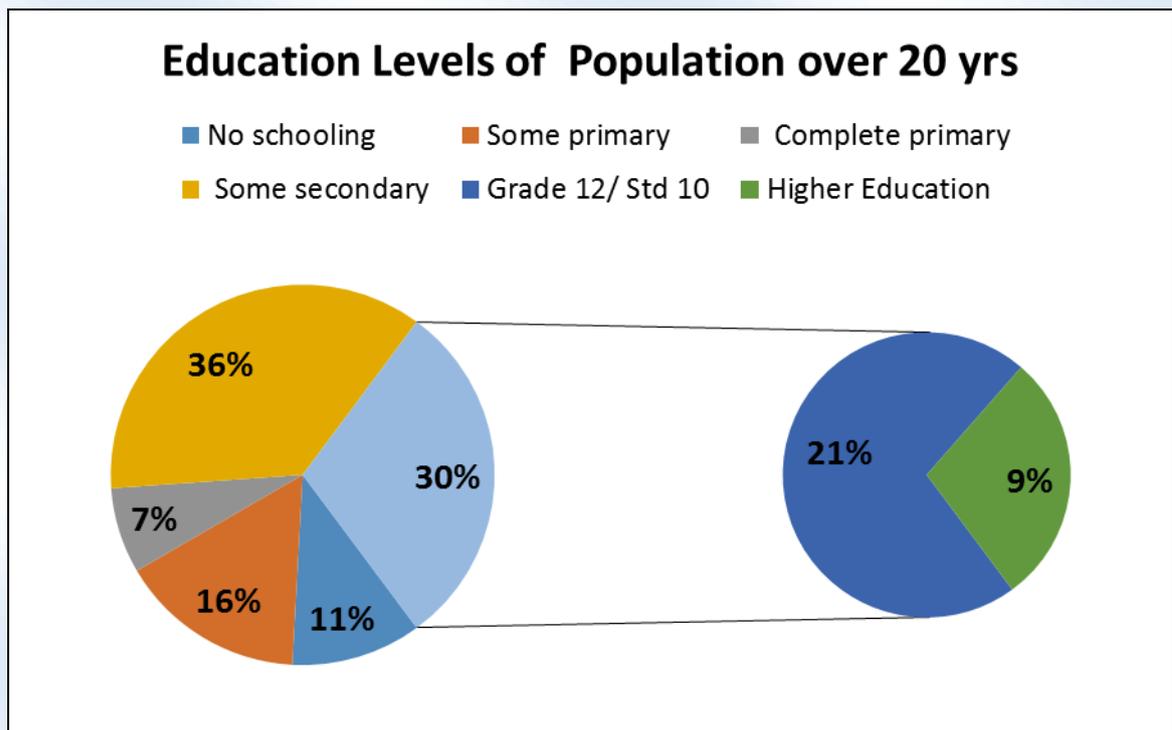
The share of children between the ages of 0 to 14 years is projected to be slightly smaller (27.4%) in 2020 when compared to 2015 (27.6%).

In 2015, the female population for the 20 to 34 years age group amounts to 14.3% of the total female population while the male population group for the same age amounts to 13.2% of the total male population. In 2020, the male working age population at 12.1% does not exceed that of the female population working age population at 13.3%, although both are at a lower level compared to 2015.

2.1.2 Labour market and Educational statistics

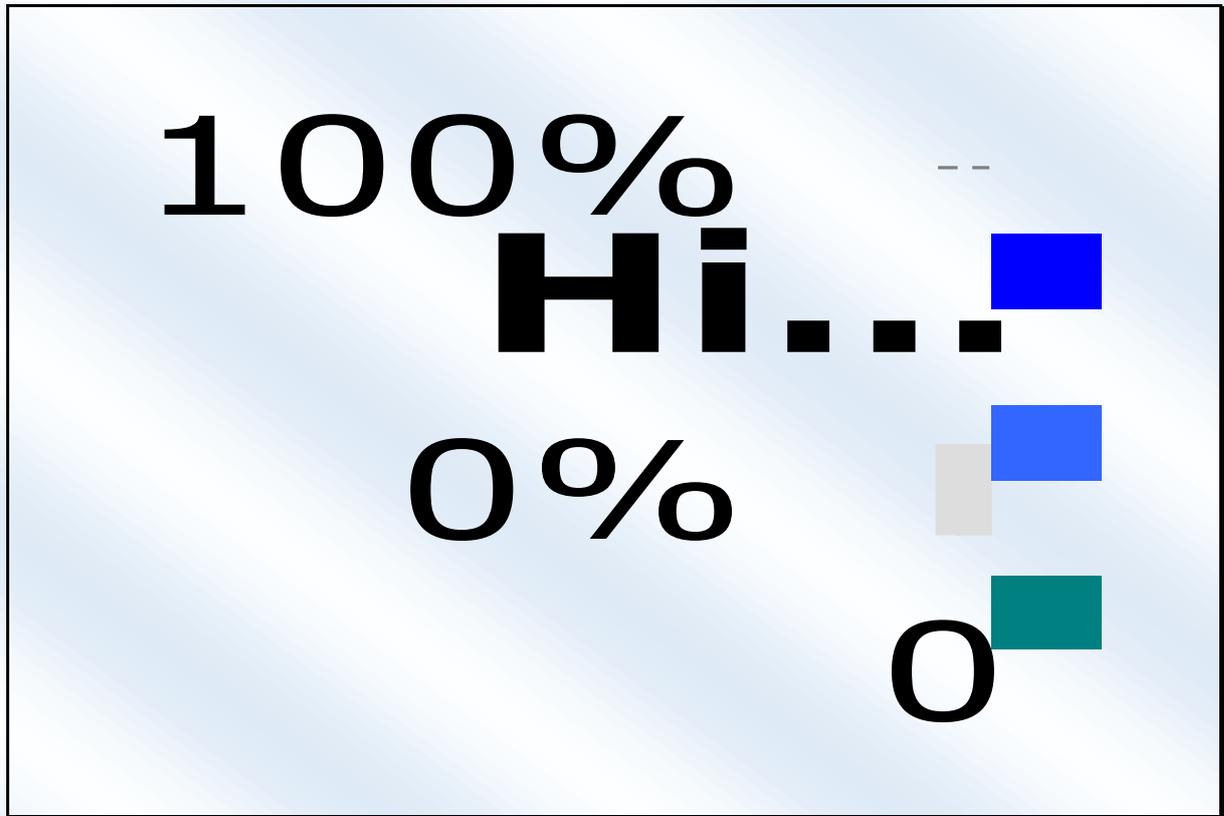
Of the population over 20 years, 30% have matric and higher education, while 10% indicate no schooling. The remaining 60% have some primary schooling and some secondary schooling. This will pose a serious problem for the future economic trajectory as skills will have to be built to suit the economic path and in the short-term skills will have to be brought in from skilled areas.

Chart 3: Labour Market and Education Statistics 2011 compared to 2001



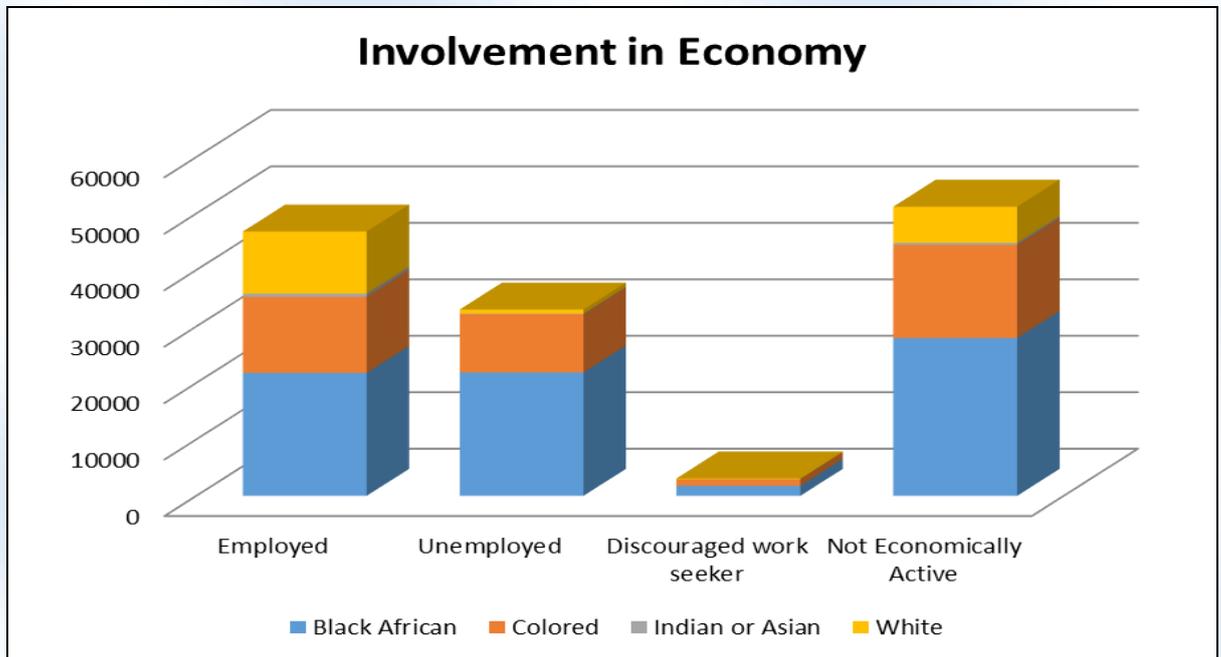
Source Stats SA & Quantec

Chart 4: Highest level of Education 15+ (2005 vs. 2015)



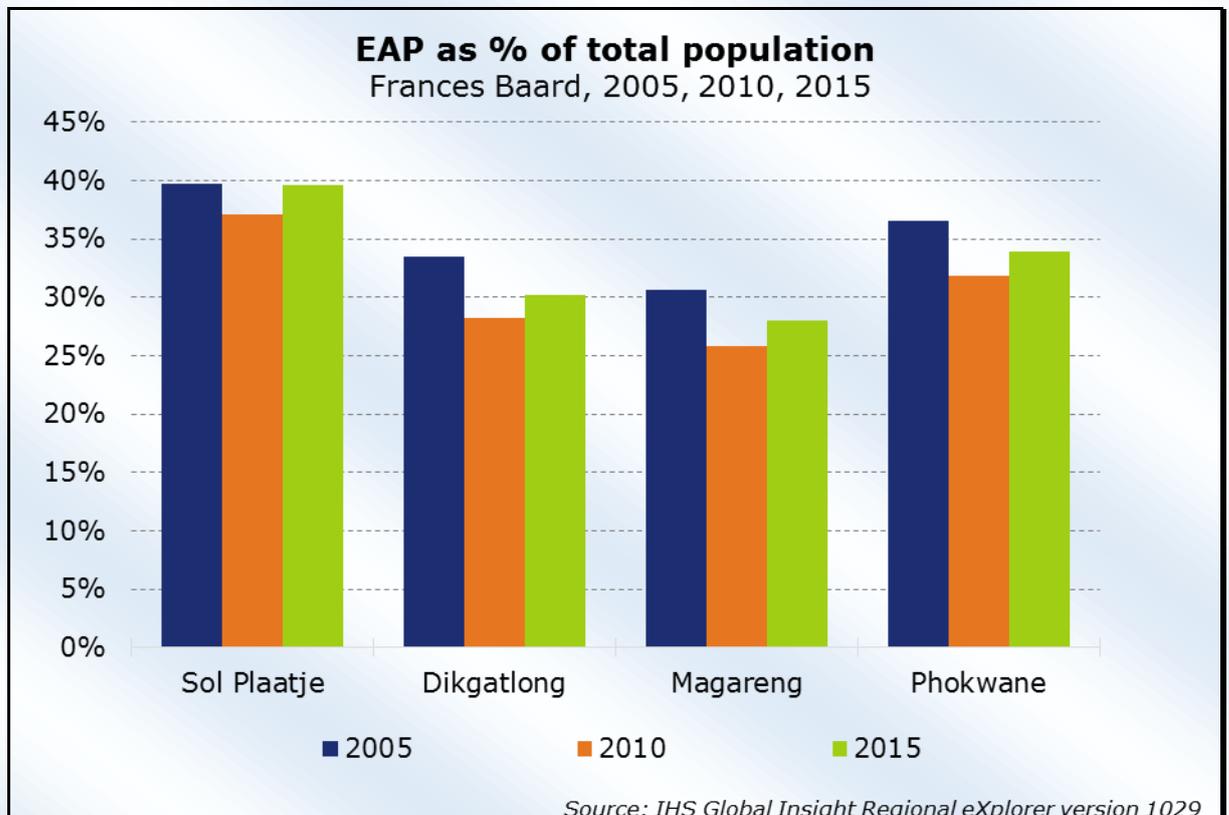
Within Sol Plaatje Local Municipality, the number of people without any schooling decreased from 2005 to 2015 with an average annual rate of -3.43%, while the number of people within the 'matric only' category, increased from 32,100 to 49,200. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 3.65%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 7.82%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

Chart 5: Involvement in the economy



Source Stats SA & Quantec

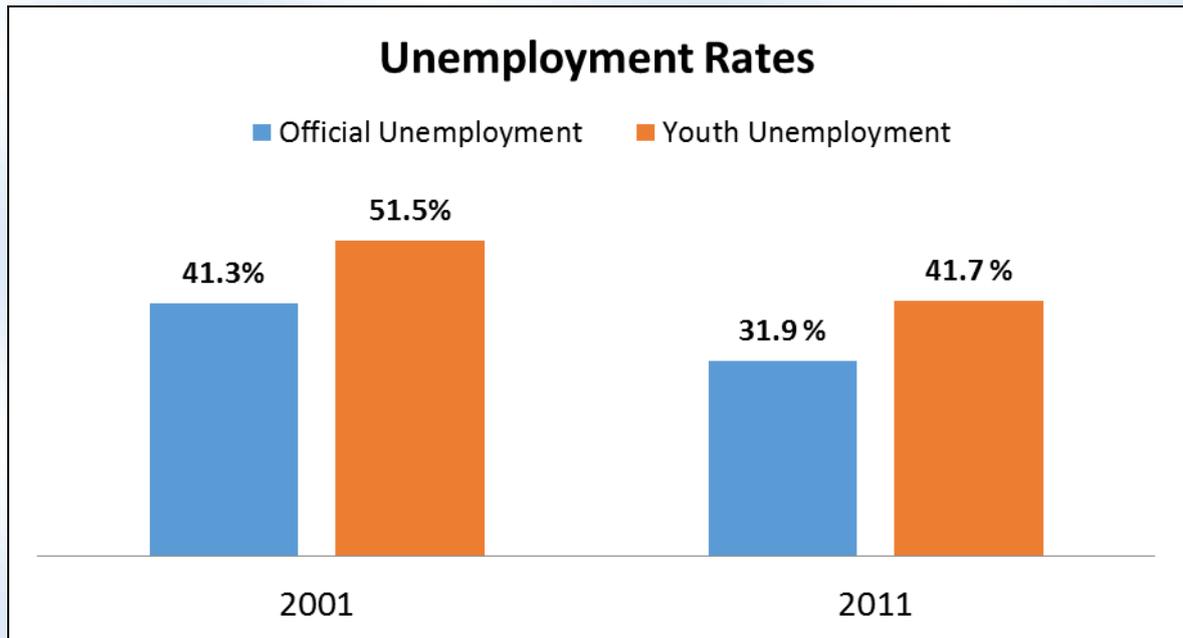
Chart 6: EAP as a percentage of total population



Source: IHS Global Insight Regional eXplorer version 1029

In 2005, 39.7% of the total population in Sol Plaatje Local Municipality were classified as economically active which decreased to 39.6% in 2015. Compared to the other regions in Frances Baard District Municipality, Sol Plaatje local municipality had the highest EAP as a percentage of the total population within its own region relative to the other regions. On the other hand, Magareng local municipality had the lowest EAP with 28.0% people classified as economically active population in 2015.

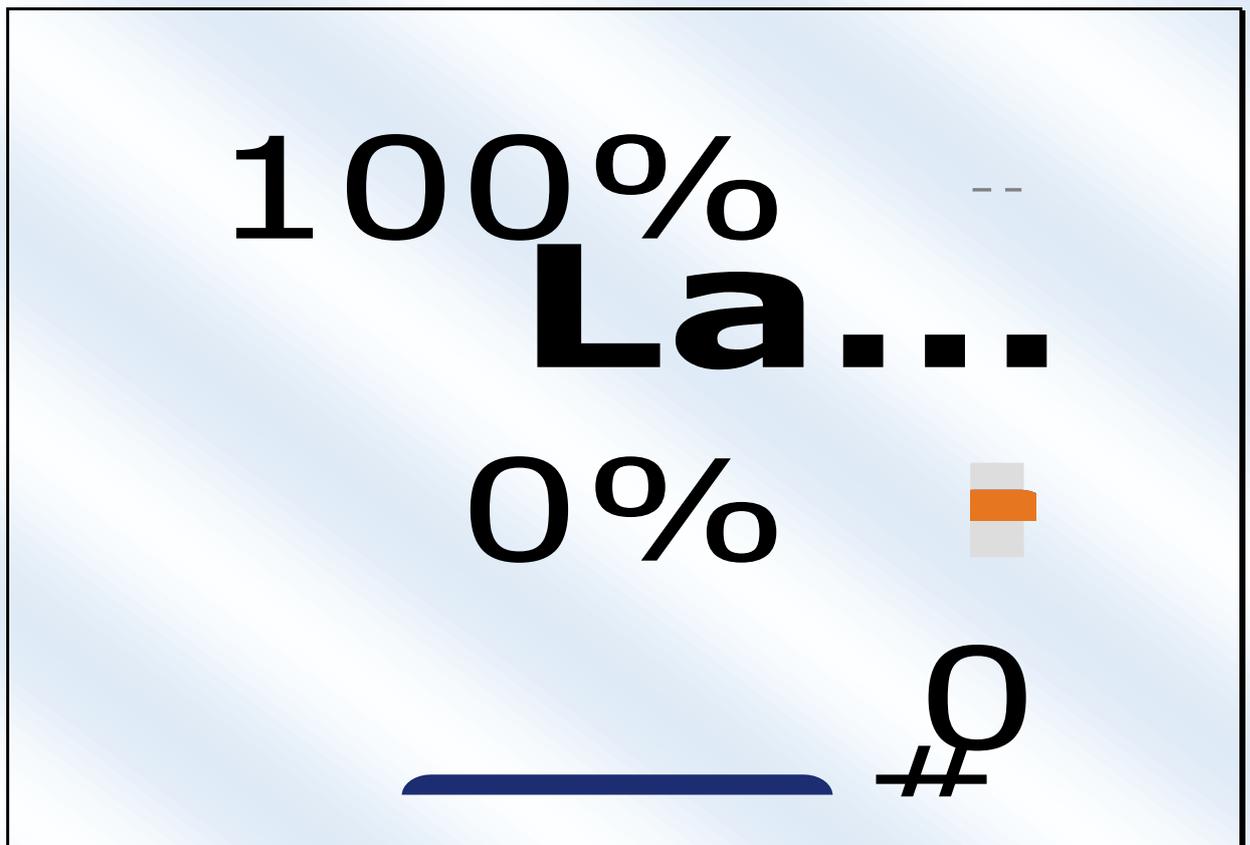
Chart 7: Unemployment Rates



Source Stats SA & Quantec

Of the economically active people in the municipality, 31.9% are unemployed (narrow definition of unemployment). 41.7% of the economically active youth (15 – 34 years) in the area are unemployed. This figure is compelling enough to direct a special focus on youth employment.

Chart 8: Labour force and Unemployment Rates



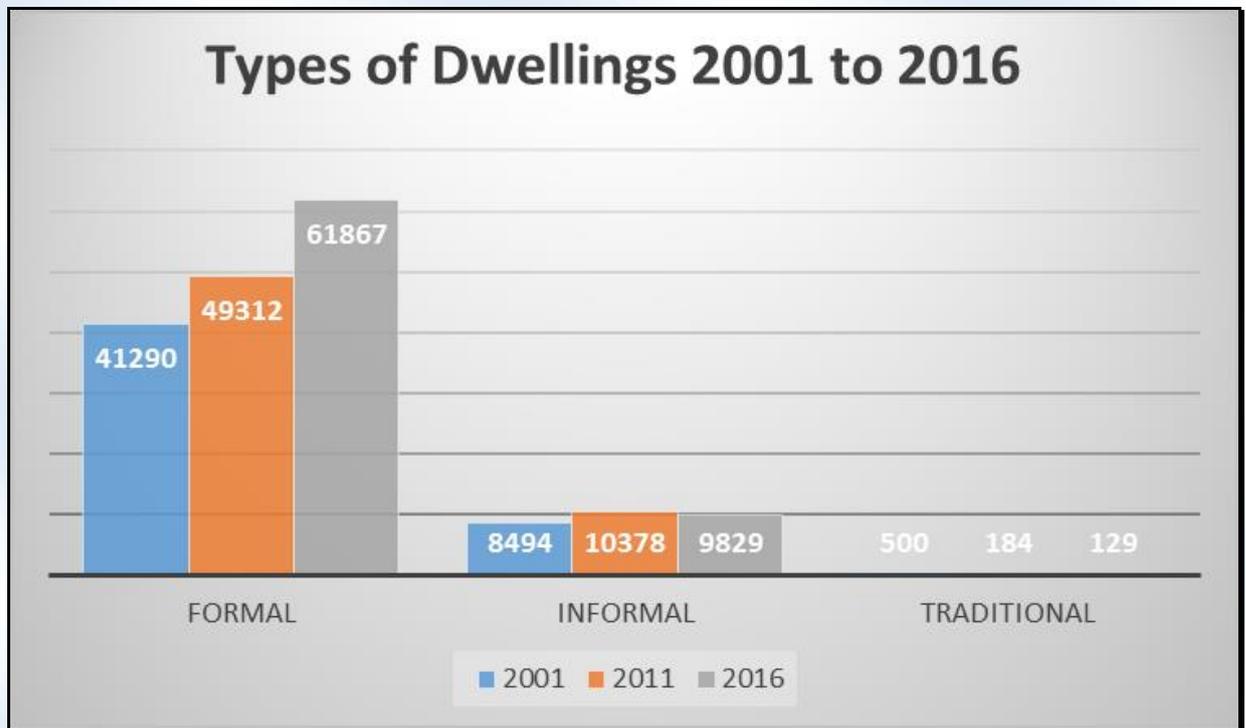
In 2015 the labour force participation rate for Sol Plaatje was at 60.0% which is very similar when compared to the 59.2% in 2005. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2005, the unemployment rate for Sol Plaatje was 36.6% and decreased overtime to 36.0% in 2015. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Sol Plaatje Local Municipality.

2.1.3 Household Statistics

Chart 9 shows a comparison between the number and types of dwellings in Sol Plaatje and surrounding municipal areas, from 2001 to 2016.

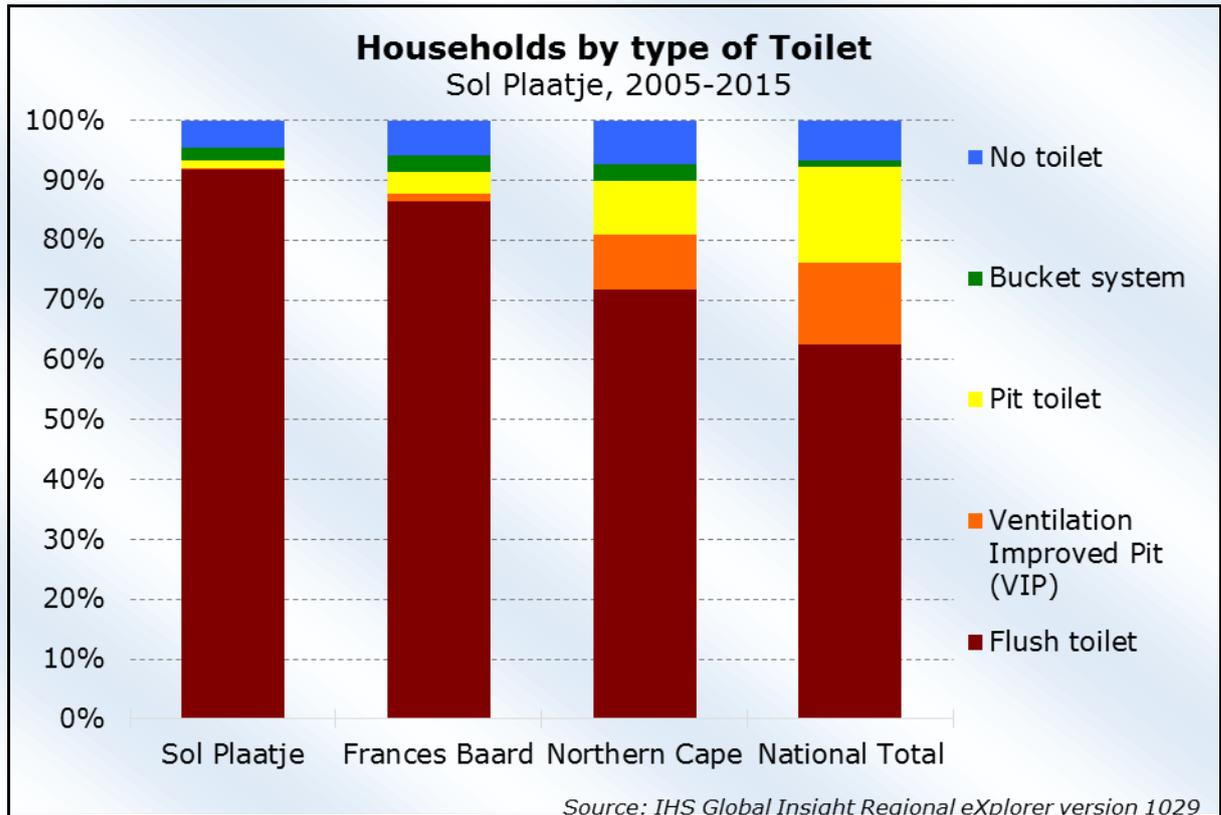
During the 2011 Census 10378 households lived in informal settlements. This number increased to 9829 by end of 2016, according to the Community Survey performed by STATS SA. Refer to chart 9 below for further detail.

Chart 9: Types of dwellings



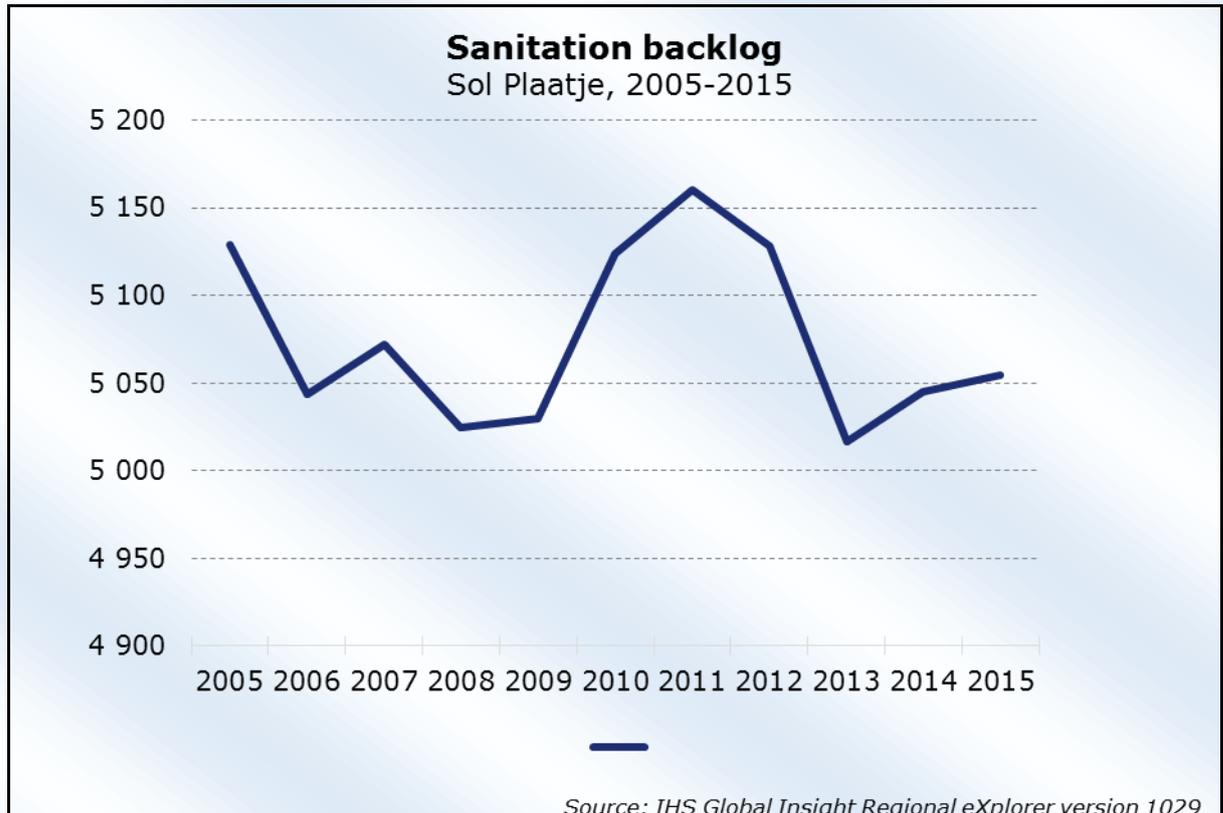
Source Stats SA & Quantec

Chart 10: Households by type of toilet



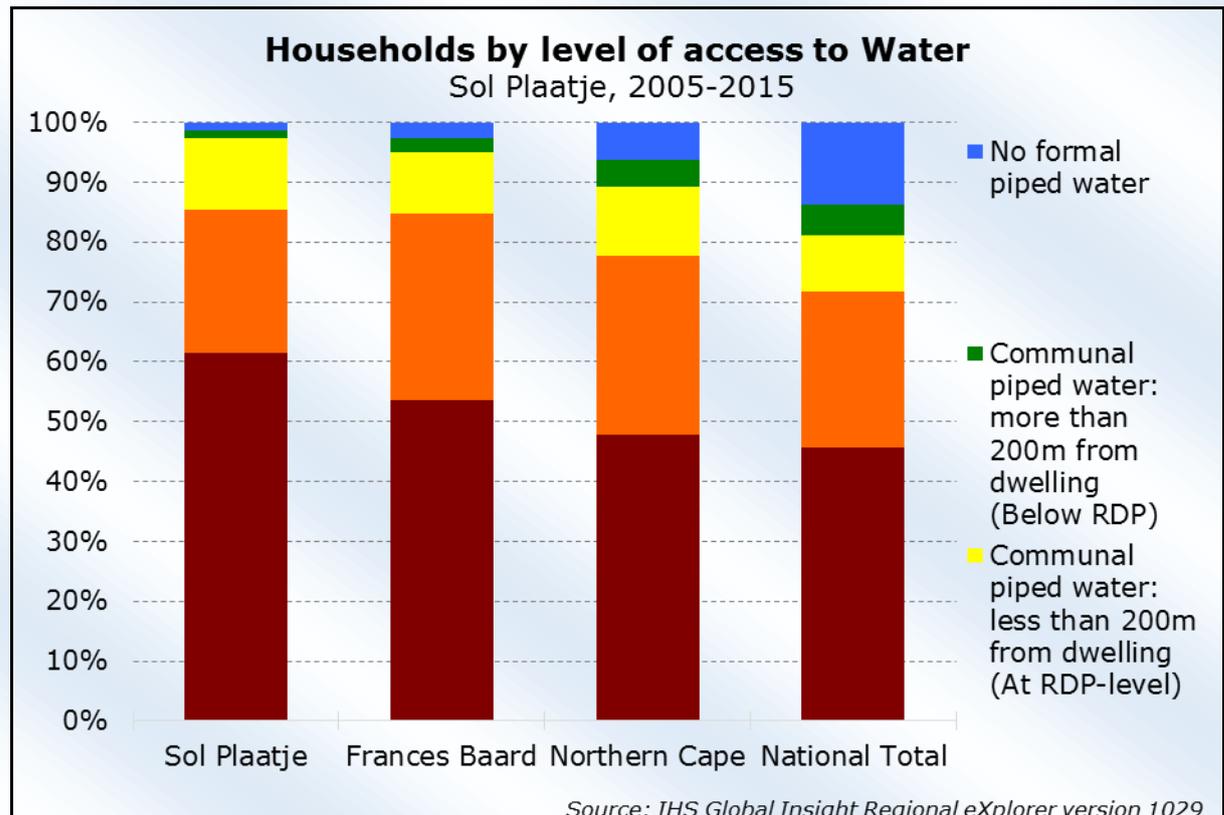
Sol Plaatje Local Municipality had a total number of 58 900 flush toilets (91.89% of total households), 144 Ventilation Improved Pit (VIP) (0.22% of total households) and 751 (1.17%) of total household's pit toilets.

Chart 11: Sanitation backlog



When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2005 the number of Households without any hygienic toilets in Sol Plaatje Local Municipality was 5 130, this decreased annually at a rate of -0.15% to 5 050 in 2015.

Chart 12: Households by level of access to water



Sol Plaatje Local Municipality had a total number of 39 400 (or 61.44%) households with piped water inside the dwelling, a total of 15 400 (24.05%) households had piped water inside the yard and a total number of 874 (1.36%) households had no formal piped water.

When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2005 the number of households below the RDP-level were 924 within Sol Plaatje Local Municipality, this increased annually at 6.50% per annum to 1 730 in 2015.

The total number of households within Sol Plaatje Local Municipality increased at an average annual rate of 1.67% from 2005 to 2015, which is lower than the annual increase of 1.86% in the number of households in South Africa.

Chart 13: Households by level of access to water

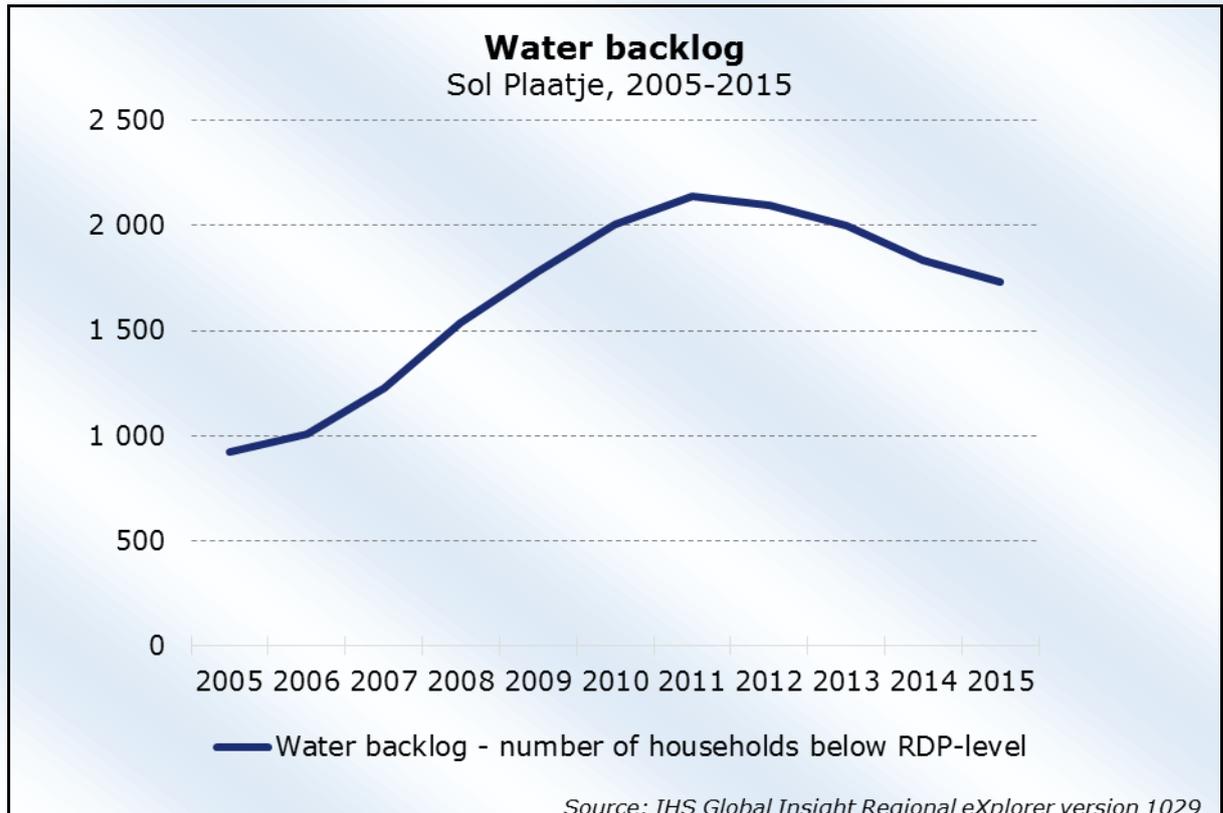
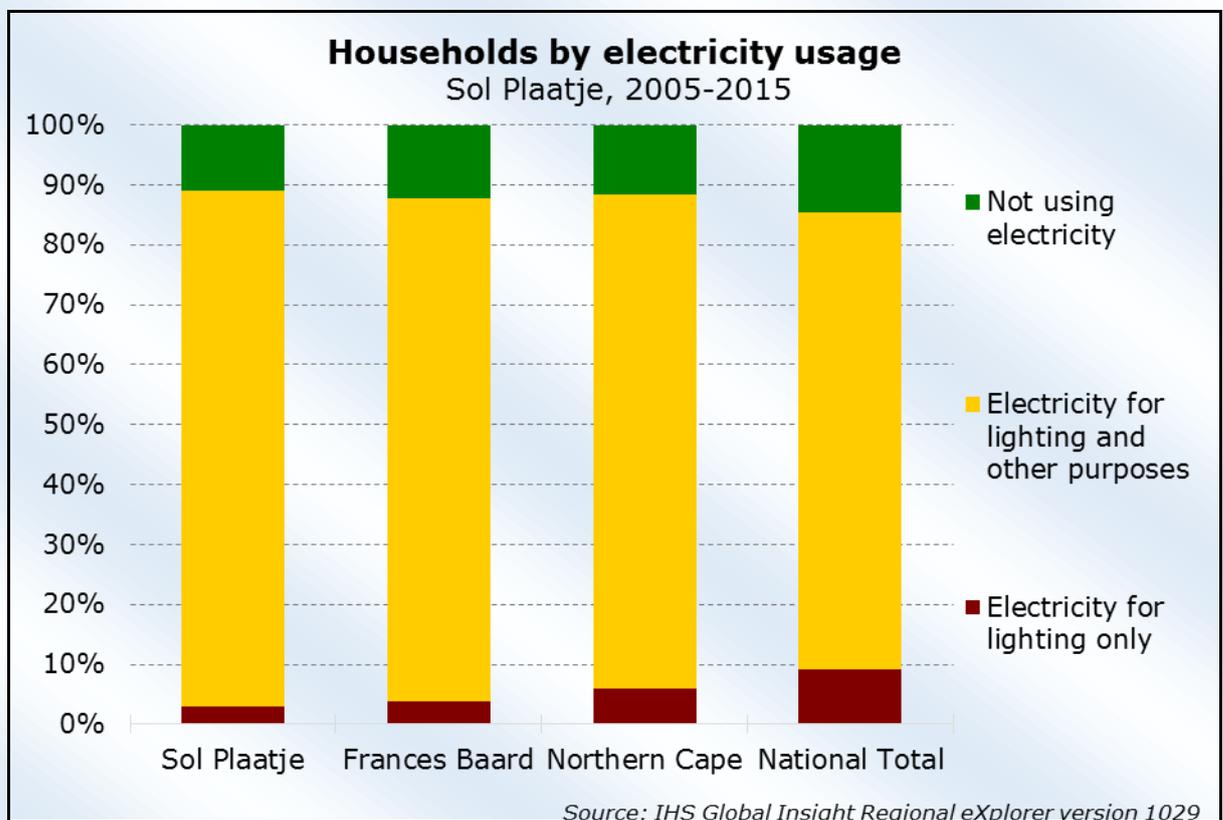
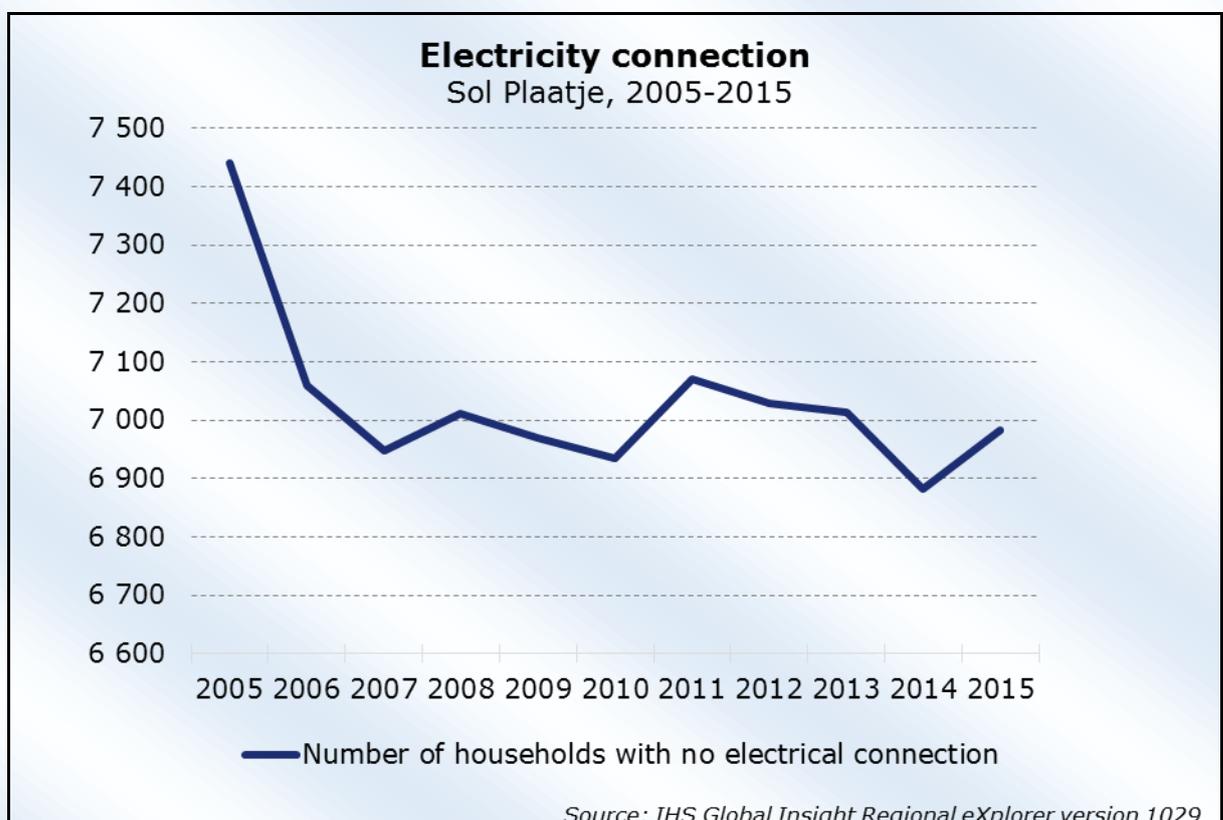


Chart 14: Households by electricity usage



Households are distributed into 3 electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Household using solar power are included as part of households with an electrical connection. This time series categorises households in a region according to their access to electricity (electrical connection). Sol Plaatje Local Municipality had a total number of 1 920 (3.00%) households with electricity for lighting only, a total of 55 200 (86.11%) households had electricity for lighting and other purposes and a total number of 6 980 (10.89%) households did not use electricity.

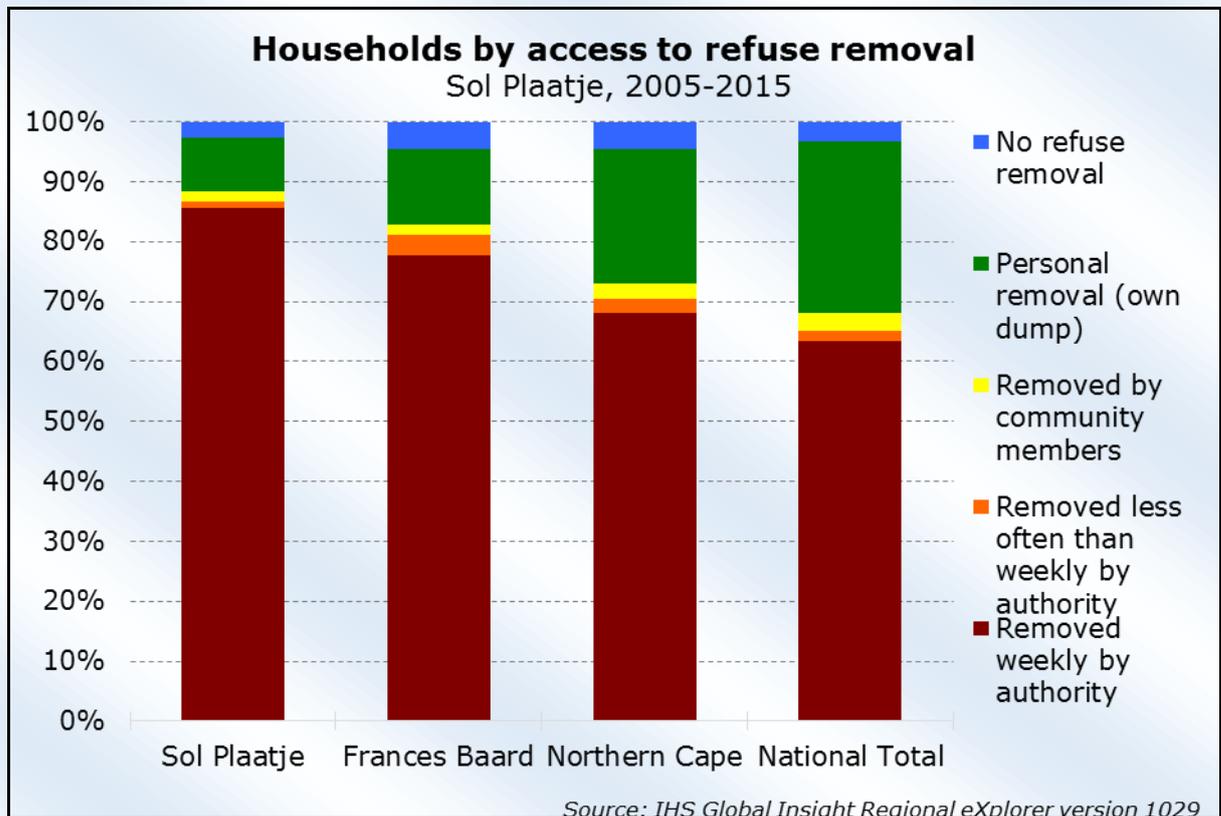
Chart 15: Electricity Connections



The region within Frances Baard with the highest number of households with electricity for lighting and other purposes is Sol Plaatje local municipality with 55 200 or a share of 66.36% of the households with electricity for lighting and other purposes within Frances Baard District Municipality. The region with the lowest number of households with electricity for lighting and other purposes is Magareng local municipality with a total of 5 100 or a share of 6.13% of the total households with electricity for lighting and other purposes within Frances Baard District Municipality.

When looking at the number of households with no electrical connection over time, it can be seen that in 2005 the households without an electrical connection in Sol Plaatje Local Municipality was 7 440, this decreased annually at -0.64% per annum to 6 980 in 2015.

Chart 16: Households by access to refuse removal



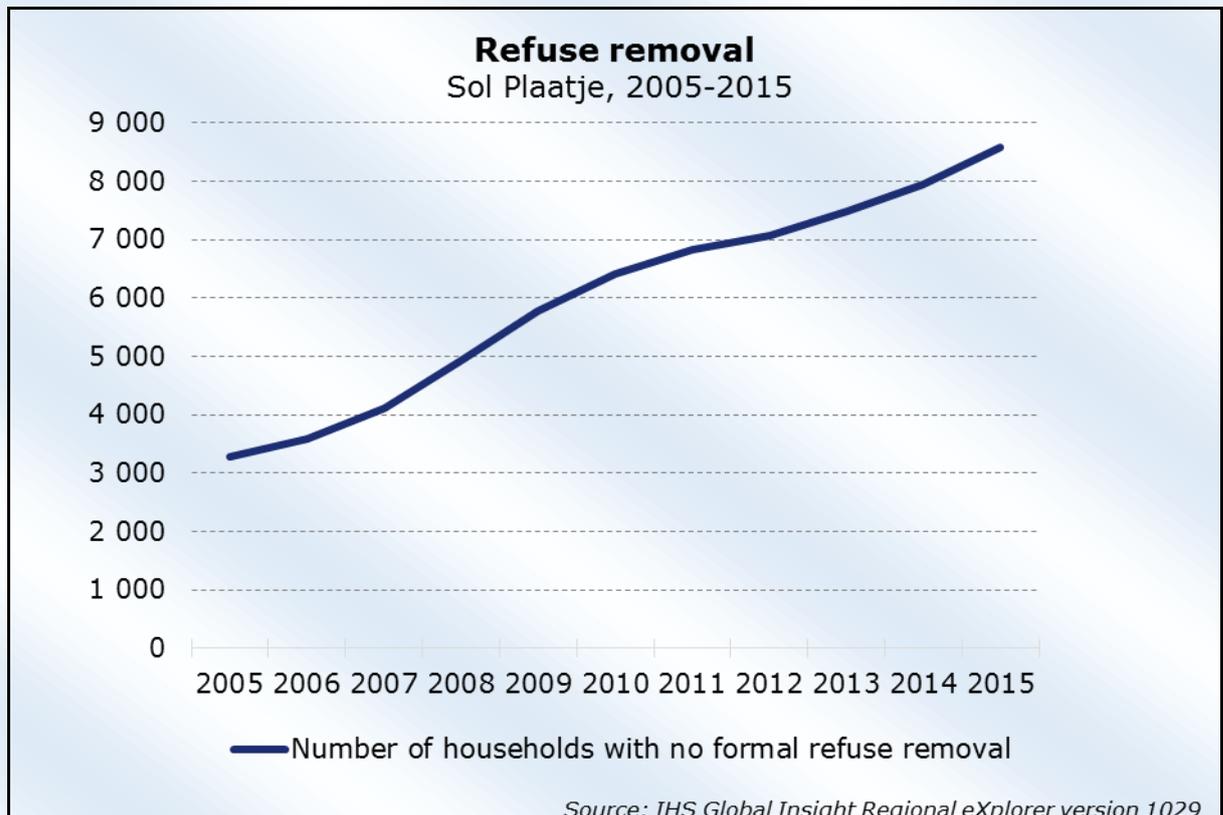
A distinction is made between formal and informal refuse removal. When refuse is removed by the local authorities, it is referred to as formal refuse removal. Informal refuse removal is where either the household or the community disposes of the waste, or where there is no refuse removal at all. A further breakdown is used in terms of the frequency by which the refuse is taken away, thus leading to the following categories:

- Removed weekly by authority
- Removed less often than weekly by authority
- Removed by community members
- Personal removal / (own dump)
- No refuse removal

Sol Plaatje Local Municipality had a total number of 54 800 (85.53%) households which had their refuse removed weekly by the authority, a total of 714 (1.11%) households had their refuse removed less often than weekly by the authority and a total number of 5 690 (8.88%) households which had to remove their refuse personally (own dump).

The region within Frances Baard with the highest number of households where the refuse is removed weekly by the authority is Sol Plaatje local municipality with 54 800 or a share of 71.19% of the households where the refuse is removed weekly by the authority within Frances Baard. The region with the lowest number of households where the refuse is removed weekly by the authority is Magareng local municipality with a total of 4 330 or a share of 5.63% of the total households where the refuse is removed weekly by the authority within the district municipality.

Chart 17: Households by access to refuse removal



When looking at the number of households with no formal refuse removal, it can be seen that in 2005 the households with no formal refuse removal in Sol Plaatje Local Municipality was 3 280, this increased annually at 10.07% per annum to 8 560 in 2015.

The total number of households within Sol Plaatje Local Municipality increased at an average annual rate of 1.67% from 2005 to 2015, which is higher than the annual increase of 1.86% in the number of households in South Africa. For the financial year of 2018/19 Sol Plaatje Municipality had a total number of 59 306 households which had their refuse removed on a weekly basis and a backlog of 9 000 with regard to informal settlements that are making use of bulk containers. There are 30 bulk containers with 170 removals per month.

2.1.4 Economic Statistics

As seen in chart 18 below, the tertiary sector employs relatively little unskilled labour compared to the primary and secondary sectors. Therefore, growth in the tertiary sector does not normally have a significant impact on unemployment as the majority of unemployed people are not highly skilled.

Chart 18: GVA – Broad sector composition, 2015

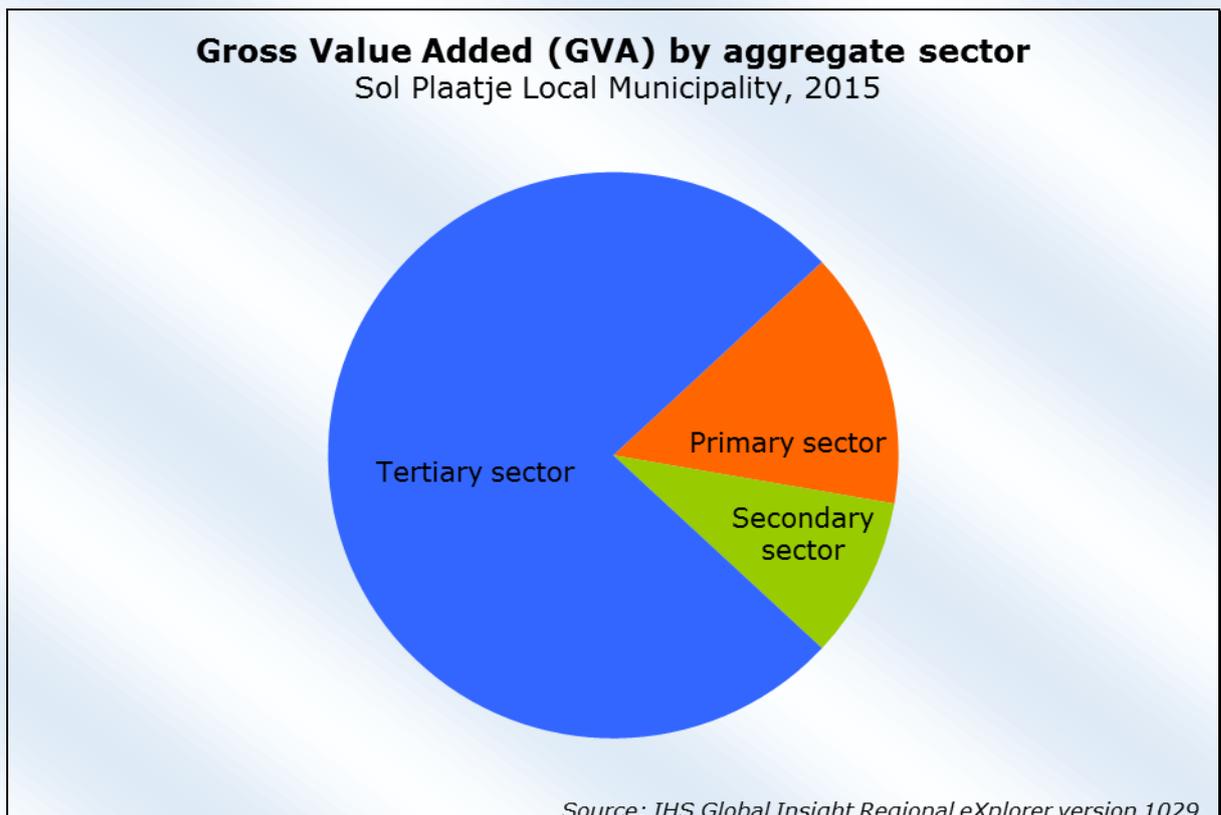
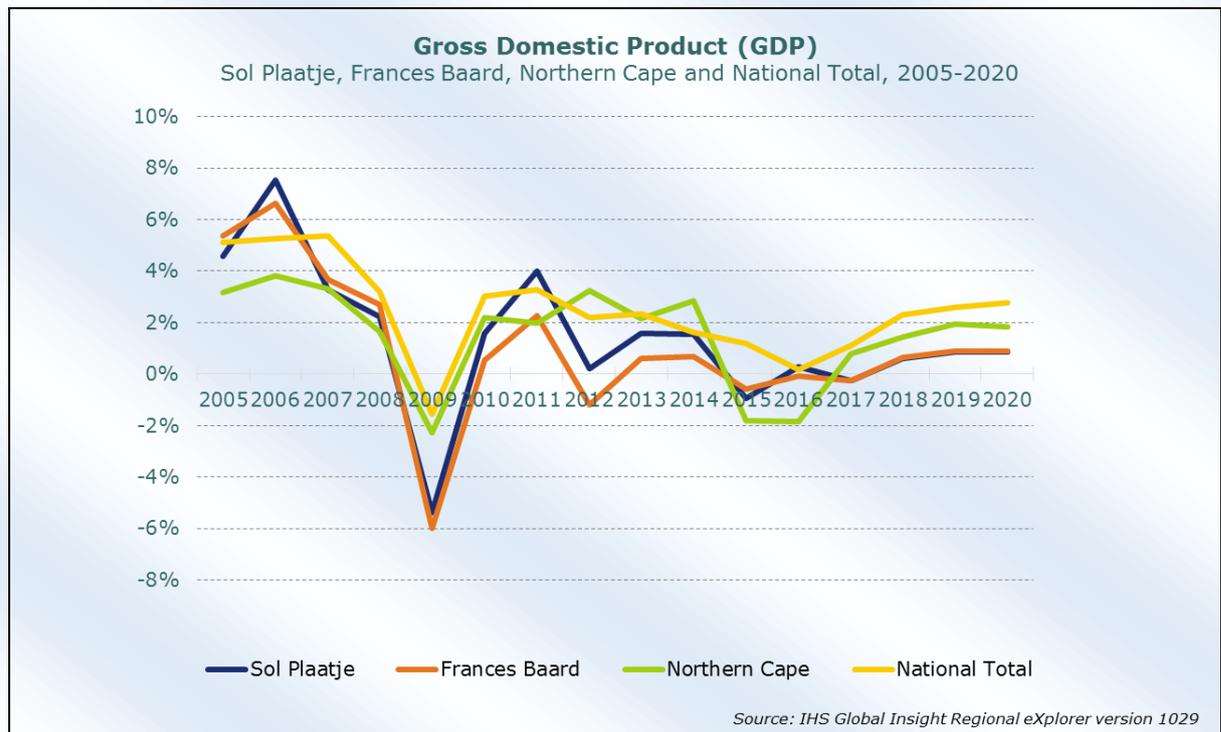


Chart 19: Gross Domestic Product (GDP) Forecast, 2005 - 2015



From the above chart it can be seen that when compared to the national economy of South Africa, Sol Plaatje Local municipality has a comparative advantage on community services and almost the same advantage on the transport industry. A slight advantage is also noted on financial services. However, when it comes to specifically manufacturing, Sol Plaatje has a significant comparative disadvantage relative to the country as a whole. In terms of trade the quotient of Sol Plaatje is relatively similar to that of South Africa. Generally speaking, Sol Plaatje has a very narrow economy.

2.1.5 South African Perspective

The “new dawn” as promised by President, Mr Cyril Ramaphosa faces dark clouds only after being just one year under his leadership. The expected growth of 0.7% for 2018 did not materialised due the technical recession following two consecutive quarters of negative growth. Unemployment is still at record levels and the debt of mismanaged state companies such as ESKOM is weighing on finances.

On a positive side, Foreign Direct Investments (FDI) into South Africa grew by 446% after sharp declines in FDI since 2014 and aims to attract about R1.4 trillion investment to South Africa by 2023. Despite the increase in FDI the World Bank expects that the South African economy will only grow by 1.3% in 2019.¹

The tabling of the 22nd Medium Term Budget Policy Statement by the New Finance Minister, Mr Tito Mboweni in October 2018 was given against the realisation of the staggering impact State Capture had on SA's economy, strained fiscal numbers and ongoing concerns regarding the risks of further credit rating downgrades.²

SA's economy is shrinking with the unemployment rate at a 14-year high of 27.7%. National Treasury forecasts the GDP growth will slow to 0.7% in 2018, down from 1.3% in 2017, before rising to 1.7% in 2019 and 2.1% in 2020. The global economy is expected to continue growing at 3.7% in 2018 and 2019, although global risks are becoming more pronounced. For the first time since the 2008 global financial crisis, tax revenue growth did not exceed GDP growth.

Reducing of corporate tax would stimulate the South African economy, as it should entice businesses to invest in new products, new projects and new ventures. The longer term benefits would be significant if SA wants to attract more investment. SA is currently ranked number 82 out of 190 countries on the 2019 World Bank's ease of doing business index. According to Ian Matthews, head of business development at Bravura "Investment is necessary to promote economic progress and stability, while stability is an important condition for investment."

The government debt is expected to increase to 55.8% of GDP in 2018/19 and to stabilise at 59.6% of GDP in 2023/24 showing that SA's fiscal position is substantially weaker than in 2008 when the gross debt-to-GDP ratio was just above 26%.

State-owned enterprises like Eskom and SAA have been an enormous drain on government resources. The financial recovery of SOE's is the key to getting economic growth and investor

¹ Provided by Business Insider, SA

² Provided by Bravura Independent Investment Banking Firm

confidence back on track. The quality of public expenditure is often poor and governance problems are often severe, particularly in provincial and local government and SOE's, which imposes risks to public finances.

The 2019 Budget speech delivered on 20 February 2019 by Mr Tito Mboweni took place against a stark and sobering set of factors according to comments made by Bravura, an independent investment banking firm specialising in corporate finance. Public sector debt has more than doubled over the past ten years. Eskom is in crises and needs public funds and significant restructuring to survive. An election is around the corner and public spending demands are rising. Corruption and state capture led to very weak economic growth.

South Africa's best credit rating comes from Moody's and their reaction after the delivering of the budget speech was that the minister highlighted the country's "limited fiscal flexibility".³ The words of the Senior Credit Manager of Moody's "*This budget highlights the government's limited fiscal flexibility amid a challenging economic environment. The budget shows a further erosion in fiscal strength after the October medium-term budget policy statement already pointed to wider deficits for longer.*"

The exchange rate of the rand before the budget speech was R14.12 to the dollar, during the budget speech it plummeted by 2.27% to R14.36 when mentioning the tax revenue shortfalls and after the speech the rand shored on to R14.07 to the dollar.

Outlook⁴

The economic and revenue outlook has deteriorated since the October 2018 Medium Term Budget Policy Statement (MTBPS). Funding pressures from state-owned companies have increased and require government financial support. Given these developments, the 2019 Budget proposes large-scale expenditure reprioritisation and tax measures that narrow the deficit from 4.5 per cent of GDP in 2019/20 to 4 per cent by 2021/22.

The 2018 MTBPS noted that weak economic performance and revenue shortfalls had contributed to some slippage in fiscal projections. Since then, economic growth has remained subdued and the domestic GDP outlook has been revised down. In the current year, tax

³ The South African

⁴ National Treasury

revenue will be R15.4 billion below the 2018 MTBPS estimate. Funding pressures from Eskom and other financially distressed state-owned companies have increased, with several requesting state support to continue operating. In this context, the 2019 Budget proposes a series of tax and expenditure measures aimed at narrowing the deficit and stabilising the debt-to-GDP ratio. Additions to spending amount to R75.3 billion over the medium term, consisting mainly of transfers to support the reconfiguration of Eskom. These additions are partially offset by reductions to expenditure baselines and proposed savings from compensation adjustments totalling R50.3 billion. Tax measures raise an additional R15 billion in 2019/20 and R10 billion in 2020/21.

In combination, these measures are expected to narrow the consolidated budget deficit from a projected 4.5 per cent of GDP in 2019/20 to 4 per cent of GDP in 2021/22. Gross national debt is projected to stabilize at 60.2 per cent of GDP in 2023/24. Net loan debt (gross loan debt excluding government's cash balances) stabilises at 57.3 per cent of GDP in 2024/25.

The GDP growth rate is forecasted at 1.5 per cent in 2019, 1.7 per cent in 2020 and 2.1 per cent in 2021. The revisions take into account weaker investment outcomes in 2018, a more fragile recovery in household income and slower export demand than expected due to moderating global growth. Consumer inflation has also been revised down due to lower oil prices and food inflation than previously assumed.

The Consumer Price Index (CPI) is expected to average 4.7% and 5.2% in 2018 and 2019.

The main risks to the economic outlook are continued policy uncertainty and deterioration in the finances of state-owned entities. These factors, alongside continued high unemployment and slow growth will continue to exert pressure on municipal revenue generation and collection levels hence a conservative approach is advised for municipal revenue projections. Municipalities affected by the drought should also consider its impact on revenue generation. In this context, municipalities will have to improve their efforts to limit non-priority spending and to implement stringent cost-containment measures.

Moody's has South Africa's rating at **Baa3**, one notch above sub-investment grade, if SA is downgraded by Moody on 29 March 2019, it will be a severe warning to foreign powers that they must not invest in South Africa.

2.2 CONTEXTUALISING THE ISSUES RELATING TO DEMOGRAPHIC AND SOCIO-ECONOMIC INFORMATION

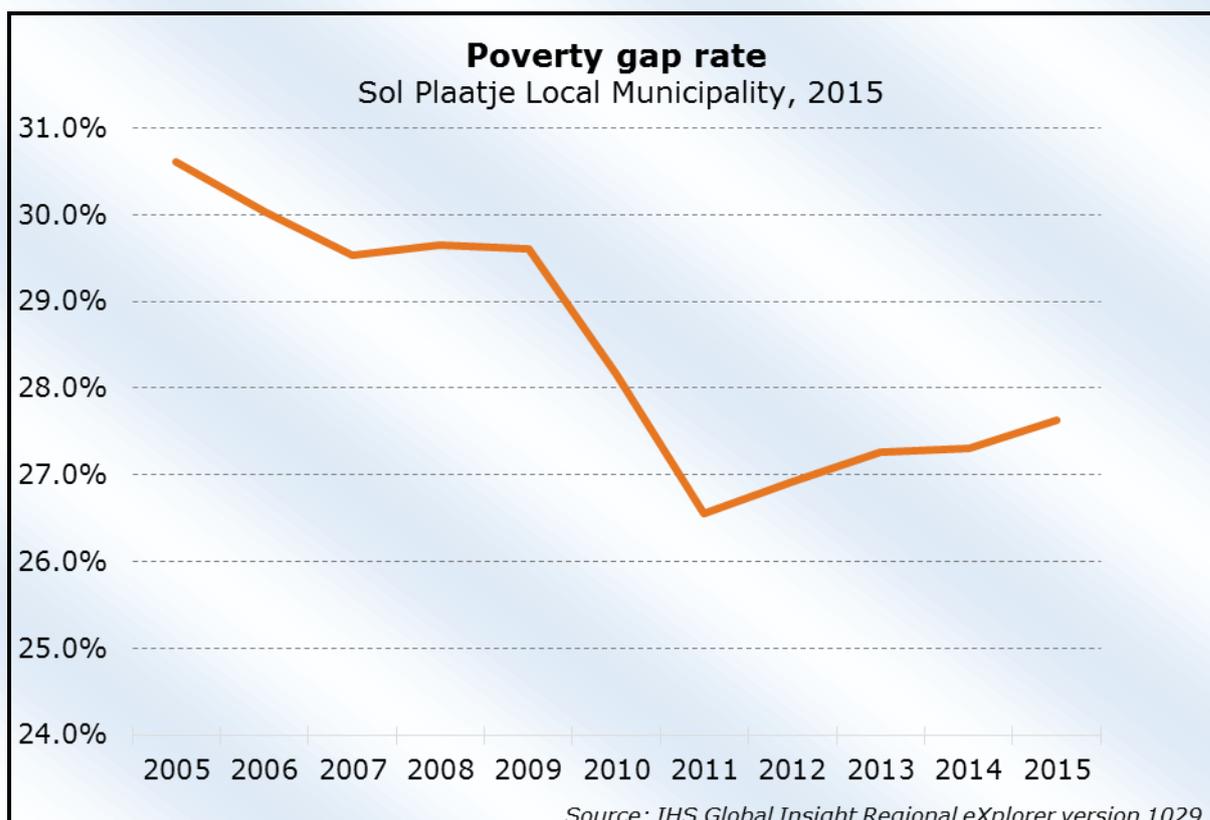
The issues identified above need to be considered when reviewing the IDP and preparing the budget for the 2019/20 MTREF. The SPLM's population growth is 2, 95% (between 2011 and 2016). A large proportion of this growth is in the lower income and indigent component of the population. The unemployment rate is 31,9% (youth unemployment 41,7%). Only 10% of SPLM's population has a higher education than matric. More than half (55%) of SPLM's population also has an income of R3, 000 or less per month. All this indicate that economic growth and job creation must (in line with the NDP) be a high priority in SPLM as well.

Realizing economic growth in its area and creating sustainable jobs is, however, a huge challenge for SPLM as it is in itself not a "big" role-player in this process.

This challenge becomes even greater considering the fact that the primary and secondary sectors is the actual job creating sectors within the economy - especially in an area, such as SPLM, where the skills levels are low (refer to level of education above). Unfortunately the primary sectors form a very small portion of the SPLM's economy – only 12%. The tertiary sector on the other hand forms 69% of the local economy and these are also the sectors where SPLM has a comparative.

The state of the economy (in SA at present) should also be considered. The economy grew by 2% in the 3rd quarter of 2017 (refer above). That being said, the many challenges facing Sol Plaatje Municipality and the country as a whole, need to be analyzed and understood, in order to create workable mitigation strategies and action plans.

Chart 20: The “Poverty-Gap”



The poverty gap is used as an indicator to measure the depth of poverty. The gap measures the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by StatsSA. The Poverty Gap deals with a major shortcoming of the poverty rate, which does not give any indication of the depth, of poverty. The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other.

It is estimated that the poverty gap rate in Sol Plaatje Local Municipality amounted to 27.6% in 2015 - the rate needed to bring all poor households up to the poverty line and out of poverty. In 2015, the poverty gap rate was 27.6% and in 2005 the poverty gap rate was 30.6%, it can be seen that the poverty gap rate decreased from 2005 to 2015, which means that there were improvements in terms of the depth of the poverty within Sol Plaatje Local Municipality.

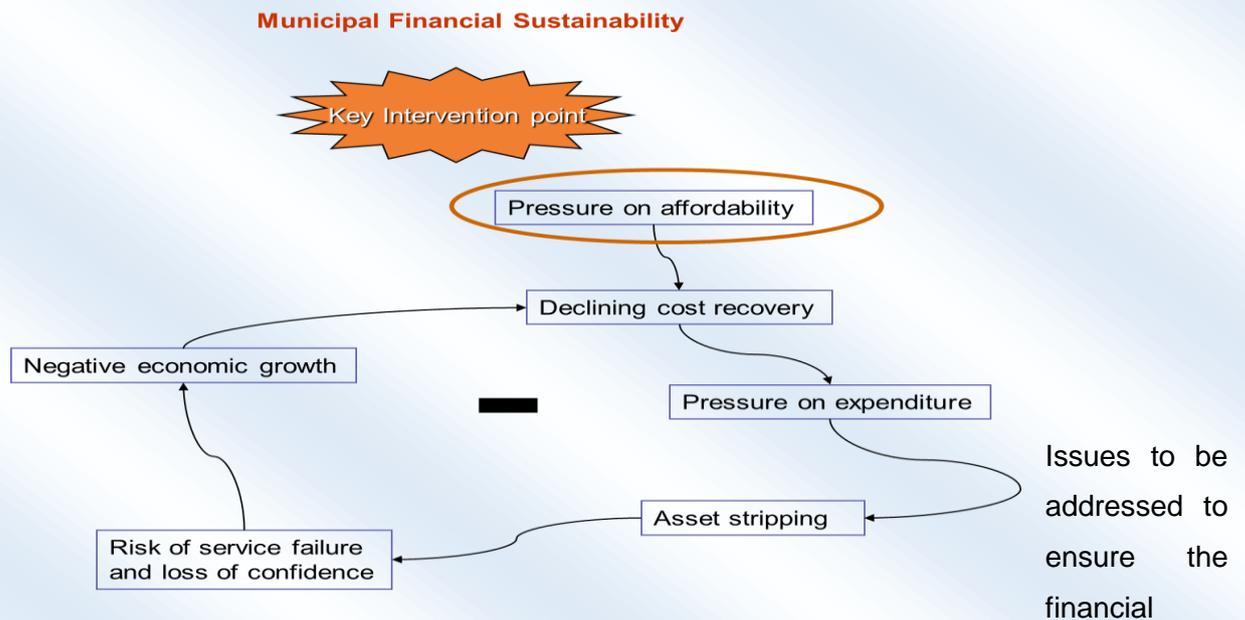
In order to deal with this gap a two-pronged approach is necessary, namely:

1. A job creation strategy for the indigent population in order for them to also contribute towards the creation and maintenance of the urban services and facilities, and

2. Create an enabling environment for private sector investment in order for this segment of the population to grow which will contribute towards sustainable economic growth.

It is of utmost importance to address the above issues as it also negatively influences the financial sustainability of the municipality who is tasked to ensure a livable City by providing and maintaining the necessary municipal services and facilities. This is illustrated by the figure below.

Figure 1: Municipal Financial Sustainability



sustainability of the SPLM include, but are not restricted to:

- Economic growth and job creation
- Affordable Municipal Rates
- Increase revenue collection
- Reduce billing lag after development has been completed.
- Differentiated service levels according to affordability
- Core vs Non-core functions – concentrate on core functions (B2B)
- Optimum cost-efficient service delivery
- Reliable and increased infrastructure capacity for growth and development, especially related to connector and reticulation networks – specifically Electricity
- Reduce “Red Tape” for investors who wishes to invest in development in Kimberley

1.1.1 STRATEGIC ECONOMIC DEVELOPMENT AND PLANNING

3.1.1.1 Local Economic Development

FOSTERING EFFECTIVE LOCAL SYSTEMS OF INNOVATION THROUGH LED UNIT OF THE SOL PLAATJE MUNICIPALITY

Firstly, there is disconnect between municipal LED strategy (2010 Council approved LED Strategy) and Science, Technology and Innovation policy. Secondly, it is important that our municipal LED Strategy should response to the challenge facing local municipality regarding how they can effectively respond to the questions of poverty, unemployment and inequality that are facing local inhabitants. Thirdly, Sol Plaatje Municipal LED Unit in our LED Strategy to be developed should recognises that solutions that originate from the local contexts, addressing local problems will be more successful and sustainable than those that originate from outside municipality. The mapping of local economic activities, the coordination of actors in the local systems of innovation, and the determination of the boundaries of the local system of innovation will be the first task in the course of strengthening the local system of innovation of the council of SPM.

Local systems of innovation are typically comprised of networks among the following actors, institutions of higher education (universities, TVET and community colleges), science councils, private sector innovation centres, community-based innovation spaces/living labs (who support grassroots innovators), businesses and government - especially the disconnect between innovators and science councils and universities. Sol Plaatje Municipality's LED Unit has concluded a relationship with Northern Cape Community Education and Training College. Out of this relationship we saw the birth of Northern mLab project being established at Galeshewe SMMEs Village which intends to strengthen the local system innovation of the Sol Plaatje Municipality.

Mobile Application Laboratory (mLab is a specialized mobile app business incubation and acceleration service providers; focus on mobile tech community building by convening stakeholder groups at informal gatherings. Underpinning the NC mLab model is the conviction that the enhancement of local innovation ecosystems—characterized by effective partnerships and coordination amongst stakeholder which would improve the enabling environment for

mobile entrepreneurship in the Sol Plaatje Municipality and the Northern Cape province. NC mLab will show a great potential to serve developers, innovators, start-ups, and the Sol Plaatje Municipality and Northern Cape mobile innovation ecosystem as a whole.

Innovation Systems

The adoption of the of LED pillar six as a policy and action plan by Sol Plaatje Municipal LED Unit, which placed science, technology and innovation (STI) at the centre of addressing major socio-economic challenges. This position is articulated by and supported through the policy positions of South Africa's Department of Science and Technology and most recently reaffirmed by the Organization for Economic Cooperation and Development (OECD, 2015). Therefore, LED strategy to be reviewed by municipality should poses new questions for STI to address in local contexts that vary both spatially and sectorally. Given the heterogeneity of these contexts, LED researchers, managers and practitioners need to understand how innovation is organised in varied local contexts. By focusing on what problems are addressed by STI in these diverse contexts, the roles of different actors will become more visible.

The LED strategy of the SPM should recognises the critical importance of STI as a vehicle to promote local economic growth and development. Accordingly, the strategies should encourages municipalities to draw on STI to improve production and productivity in agriculture, industries, and services. However, NC municipalities need to ensure that STI does not exacerbate inequalities. As part of the local policy agenda, innovation is expected to drive local economic growth and address challenges of socio-economic development such as poverty and health. It is expected that transformed local systems of innovation will be more able to address the broad challenges of development.

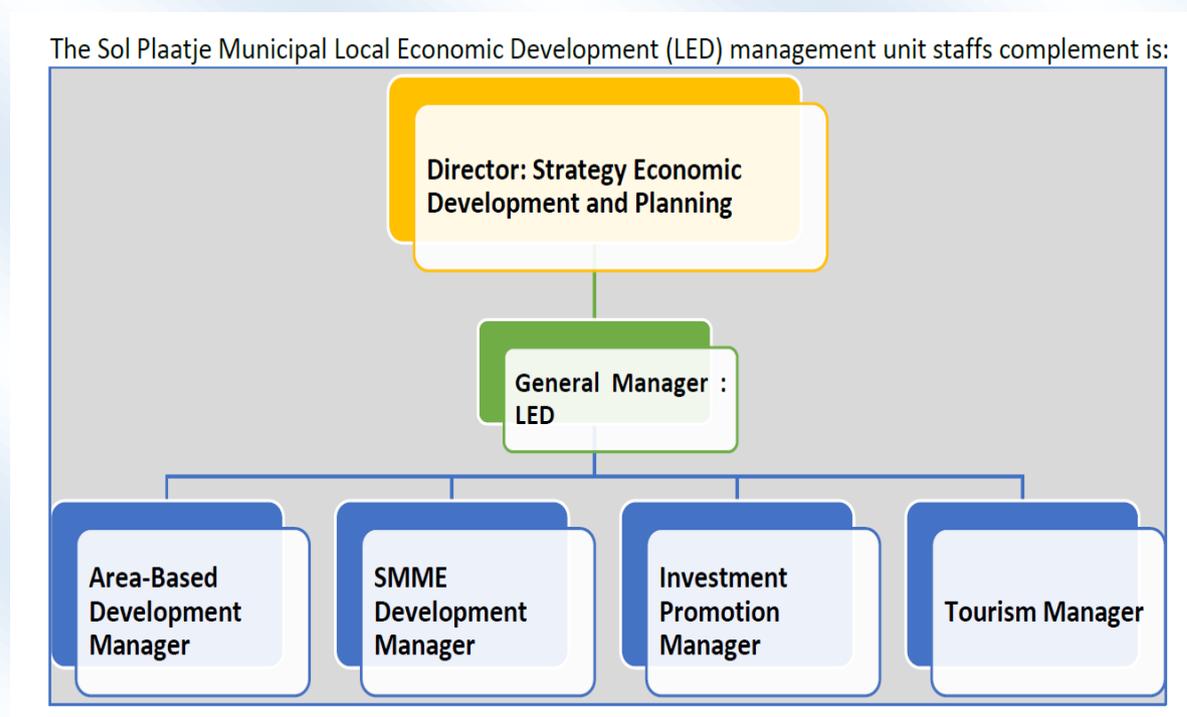
Therefore, the scope of innovation in LED needs to be extended beyond R&D and to incorporate local actors whose innovations are often the result of incorporating selective experiences, ideas, and beliefs. This is not to deny the role of Research and Development (R&D) in expanding and enhancing the capacities of people, firms and institutions to assimilate knowledge and put it to productive use. What is emphasised is that R&D needs to be contextualised especially in local development where R&D is expected to address a broad range of development challenges. In the framing of R&D, knowledge production needs to be strongly connected to the needs and capacities of local beneficiaries with knowledge exchange strategies that link knowledge producers with knowledge users.

Structure and System

The LED unit is responsible for Local Economic Development, Investment attraction, poverty alleviation, SMME development and tourism promotion. Currently there is a LED General Manager, who reports directly to the Director: Strategy Economic Development and Planning, undertaking Planning and Development for the municipality. The LED unit has 5 managers and a general staff complement.

Organogram

Figure 2: Municipal Financial Sustainability

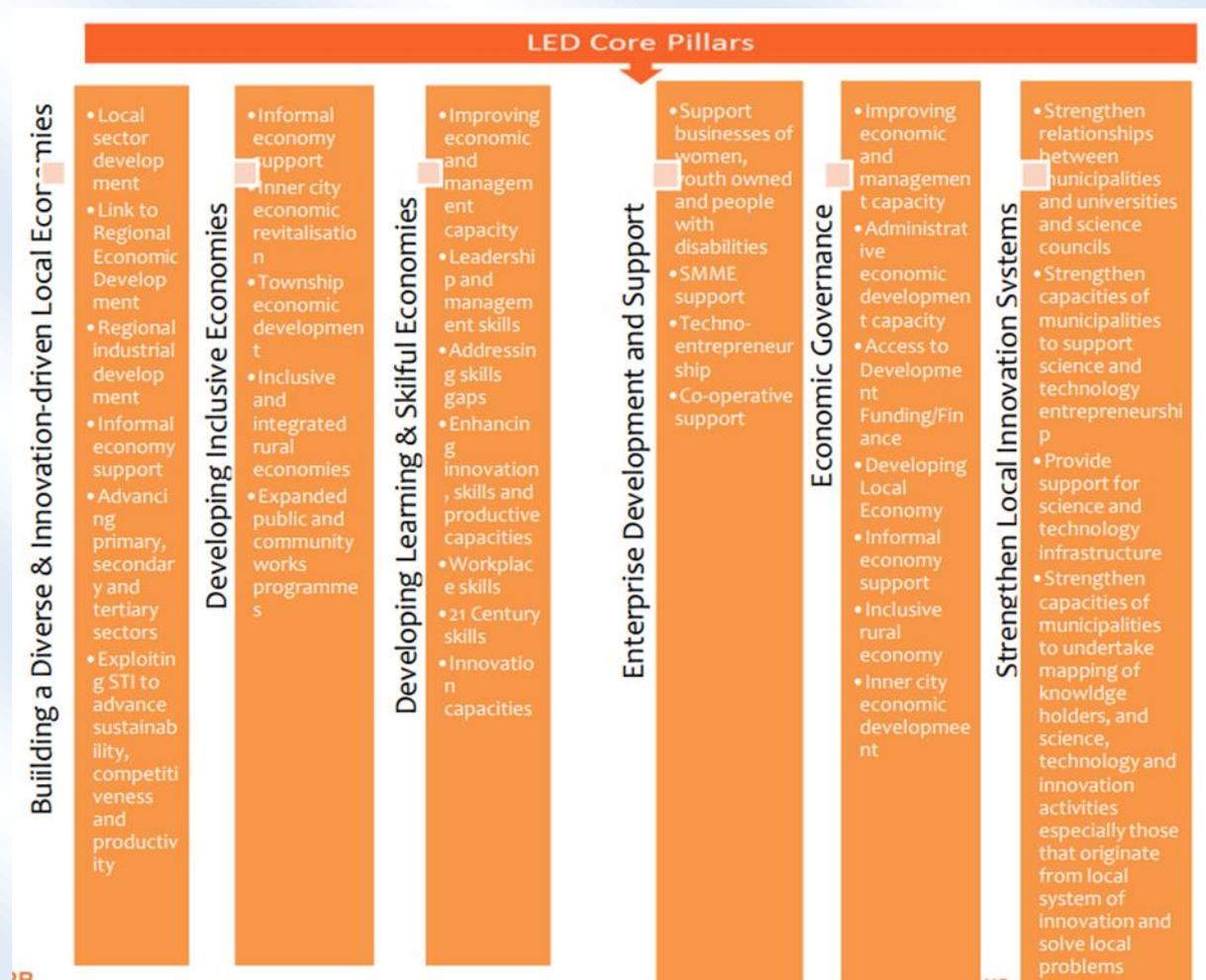


THE CORE POLICY PILLARS OF THE LED STRATEGY IN THE SOL PLAATJE MUNICIPALITY

Implementation of the LED Strategy of Sol Plaatje Municipality should be designed around six core policy pillars, which are consistent with driving the vision of the National LED Framework. These pillars are the central themes for LED in the period 2017-2022. SPM is encouraged to share these and to incorporate them into their IDP. Seen as objectives, the pillars reflect the aims of much of government's socio-economic policy agenda as well as the views of stakeholders during the process of consultation. By including these objectives in their IDPs, municipality will align LED to national policy objectives and at the same time will set in motion process to strengthen provincial local economies in line with the vision of the National LED Framework.

In summary, the pre-and-post 2006-2011 scenario is that of progressive development in the implementation of LED. South Africa, therefore, is regarded as one of the leading countries in the field of LED in Southern Africa (Wekwete, 2014). In spite of this progress, the overall assessment of LED implementation since the release of the 1998 White Paper on Local Government indicates that although there are pockets of good LED practice, the country must still intensify its focus on LED and build on the gains and lessons learnt.

LED Pillar Application Opportunities



Understanding the pillars

The first two pillars, building diverse innovation-driven local economies and developing inclusive economies respond to the twin imperatives of creating more jobs, as stated in the NDP and the need to foster growth that is more inclusive and exploitative of science, technology and innovation (STI).

The first pillar focuses on applying science, exploiting technological and other forms of innovations to build diverse local economies. For local governments to create more job opportunities, reduce poverty, increase and sustain their revenue base, robust, sustainable competitive and diverse economic bases must underpin their local economic development strategies as set out in the New Growth Path (NGP); the Industrial Policy Action Plan (IPAP) and other sector focused programmes of government.

Therefore, the programmes under this pillar- arise from both comparative and competitive nature of municipalities; focus on growing the local economies through industrial and sector-specific programmes in Tourism, Mining, Agriculture, Manufacturing, Water, Waste management, Ocean economy and Energy). Investment and development programmes through the spatial targeting of functional economic regions and other areas where economic activity is concentrated or projected (growth points) such as metros and secondary cities as well as localities that are lagging behind. Programmes under this pillar must be driven by private sector investment and supported by public sector. The primary role of local government is to provide strong economic governance through a supportive and enabling business environment, unblocking constraints to investment and providing regulatory certainty.

The second core Policy Pillar focuses on the role of LED in economic and spatial inclusivity. Again, it is premised on the NDP imperative to improve the living standards and ensure a dignified existence for all South Africans, the economy must create decent work and sustainable livelihoods. Therefore, the programmes underpinned in this pillar need to prioritise those that are marginalised. That includes support for the informal economy, sustainable livelihoods programmes, inner city economic revitalization, small town regeneration, township development, revitalisation of distressed and declining mining towns, youth and women empowerment and leveraging economic opportunities from the Expanded Public Works Programme, including the Community Work Programme. Deploying capacity for STI is an attempt to ensure that marginalised communities are not excluded from the knowledge economy and that existing spatial inequalities are not further entrenched.

Third Core Pillar: The 2006-2011 Framework as well as the 2017-2022 Framework recognize that the single most important asset of any local economy is its people. Therefore, increasing their capacity, skills and innovation can improve the prospects of the local economy, enable the local people to seize local opportunities and create more returns that are rewarding. Skills development must play a critical role in developing learning, competitive and adaptable local economies. The implementation of this policy pillar requires that all local Growth and Development Strategies must be accompanied by a clear skills development plan. With this

clarity provided by this National LED Framework, municipalities must be in a better position to engage relevant institutions and foster strategic collaborative partnerships with Sector Education and Training Authorities (SETAs), academic institutions, science councils, Technical and Vocational Education and Training (TVET) and community colleges, community-based innovation spaces/living labs and private service providers.

Five programmes singled out:

Tackling basic skills gaps, development of workforce skills including work readiness skills, enterprise and entrepreneurship programmes, developing economic leadership and management skills and, deploying STI resources to transform local economies and enhance inclusive growth.

Core Pillar 4: Almost all LED strategies recognize the central role of entrepreneurship and small business support in LED. Indeed, the International Labour Organisation (ILO) recognizes the critical role of SMME development in job creation. The existence of a large informal sector and the large numbers of SMMEs points to a need for a particular focus in this sector. In 2010, the Finscope South African Small Business Survey estimated the number of SMMEs operating in South Africa at 5.6 million. Similarly, the Department of Trade and Industry (the DTI) estimates the GDP contribution was 35% in 2007.

The programmes contemplated under this pillar 4 include enterprise incubation programmes; provision of enabling infrastructure for SMMEs; decentralisation of small business and cooperative development and support services, capacity building of SMMEs and LED officials, deployment of STI resources especially in value add activities, and in the commercialization of innovations. This pillar 4 is necessarily crosscutting as it complements programmes in other pillars such as Building diverse innovation-driven economies and Developing Inclusive Economies.

Core Pillar 5: The 2017-2022 Framework seeks to position local government as a significant contributor to the achievement of national economic development goals. This pillar directly linked to Outcome 9 in terms of promoting *an accountable, responsive, efficient and effective local government system*. In simple terms, this pillar unpacks the notion of an enabling environment for LED, and consists of institutional systems and processes that support the development of local economic activities. Programmes targeted under this pillar include the following:

- Improving the role of municipal leadership in LED in terms of capacity building and lobbying, and advocacy

- ❑ Efficient provisioning of land and land-use for economic development
- ❑ Efficient provisioning economic infrastructure through programmes such as Municipal Infrastructure Grant (MIG)
- ❑ Improving the regulatory environment and Reducing Red Tape and Promoting Public-Private Dialogue.

The successful implementation of this pillar will largely become the responsibility of local municipalities, though supported by other spheres of government.

Core Pillar 6: The role of localities as territories for advancing overall national economic growth and development has gained prominence across the globe, while innovation has been foregrounded in regional policy in the last three decades. In the innovation literature, there is widespread consensus that knowledge, learning, technological change and innovation are key to prosperity, productivity, economic growth and development as well as competitiveness of firms, regions and nations. The main contention in the National LED Framework is that science, technology and innovation activities are effectively generated and utilised within a network of actors (local and external) to leverage of and learn from each other. Therefore, one of the key focuses of the LED strategies should be ensuring that local systems of innovation are strengthened to fully exploit science, technology and innovation to support the development of local economies.

Sol Plaatje City Development Nodes

- Central Business District (Inner City Node)
- Residential and Retail mix,
- Municipal and Provincial Departments
- Expansion of the Sol Plaatje University.
- Big Hole Precinct and the Mittah Seperepere Convention Centre.
- Kimustria – Industrial firms, distributors and abattoirs,
- Fabricia – Retail and mix use developments,
- Ashburnham- Industrial area
- Moghul Park- Industrial area
- North Cape Mall and El Toro- Retail and residential,
- Beaconsfield- Residential and partially industrial area,
- Galeshewe /Greater No2 /Hulana Node- Mostly Residential densification,
- Roodepan - Mostly Residential,
- Ritchie – Communal Farms and Residential.

Township Development

Definition of Township Development

Township Development is a complex process of converting land into residential, commercial or industrial properties. This will enable access to entrepreneurial and employment opportunities. This process starts with a detailed planning process including people, resources, infrastructure, markets or market access in relation to the township and the opportunities that exist. The first step will be to establish and implement what will enable these investments in the townships.

Purpose of township development in the municipality

Township development is one of the thrusts that drive the economy. The municipalities should focus on breaking the burden of the inherited spatial development of the Apartheids era and work together with the stakeholders to stimulate the economy and bring services and entrepreneurial opportunities closer to the community. This will need to be enabled by services and infrastructure to provide access and advance local entrepreneurs.

Components of Township Development

As a municipality the goal to transition should start by developing local capital: Human, natural, financial, physical, and social.

The sustainable development to be realised in township require human capital and infrastructure investment and will enable economic development. Their components are as follows:

▪ Social

- An example would be investing in education and finding investors who are willing to invest in township schools, so that residence can be capacitated.
- In order to retain talent within the townships and address quality of life issues.
- Culture and sport initiatives must also be in cooperated into initiatives.

▪ Financial capital: Secure investment

- Need to give retail, health and banking services to the community.
- Township opportunities and entrepreneurs to start up their own businesses or get employed.
- Keep the money circulating within the townships by assisting and supporting local and existing businesses.

▪ Physical Infrastructure:

- Reduce transport costs and times for commuters and enhance intra-township mobility and accessibility,
- Intergrade communities spatially to break down segregation barriers and
- Increase access to facilities, goods and services in the township.

The economic activity in the townships is small and undiversified. Economy activity in many townships is generally limited to retail, trade, transportation and government services. Township residences have moved to other parts of the cities or use facilities outside the townships after the Apartheids era implying that the move to integrate has not met the quality of life standards of the residence. An example of this loss is the parents that can afford to take their children to schools outside the townships. Education, access to services, employment and entrepreneurial opportunities must be made through township development

The municipality should also focus on maximising on local spin offs from local development (e.g. mines and solar companies).

Partnership for Industrialisation

The key Local Economic Development (LED) focus for the Sol Plaatje municipality is about utilising the local resource base to create a comparative and competitive investment climate for retention and attraction, creating inclusiveness and partnerships for industrialisation and investment. The opportunities for action are:

- Agriculture and Agro – processing,
- Mining, Socio economic development through SLP funding,
- Tourism attraction and promotion,
- Manufacturing and beneficiation,
- SMME development and High growth SME development,
- Transport and transport logistics,
- Health services and health research,
- Knowledge economy and Information and Communication Technology(ICT).

Measures to support sectors and thrusts will improve the promotion of enterprise support measures i.e Incubators, shared infrastructure, enterprise advice and support access to national incentives schemes such as the Black Industrialist Scheme and the Agricultural Scheme from the DTI Shared Infrastructure.

The municipality has developed an Investment Incentive policy that aims to encourage investment in the municipal area and offers incentives for specific development areas. Primary and secondary sectors are focal points within the policy.

The municipality will also consider programmes such as the Shared Economic Infrastructure Facility of the Department of Small Business Development (DSBD) which intends to leverage public sector investment that will provide necessary infrastructure by creating an enabling environment for businesses to crowd in investment, mostly in townships, rural areas and the inner city and town centres where there is clear business activity taking place.

The SEIF is a 50:50 cost-sharing grant made available on a reimbursable basis, where the DSBD contributes 50% towards qualifying infrastructure projects upon the completion of agreed project milestones.

Identification of possible support and venues must be done in partnership with private partners.

Action Plan - LED

The action plan table tabulates all thrust opportunities identified, responsibilities and progress.

| Thrust | Activity | Responsibility | Progress |
|-------------------------------------|--|---|---|
| Mining | SLP projects Small Scale Miners Regulation | <ul style="list-style-type: none"> - Sol Plaatje Municipality - DMR | <ul style="list-style-type: none"> - SLP projects on-going - Small Scale Miners strategy was developed by FBDM. |
| Tourism | Tourism promotion | <ul style="list-style-type: none"> - Department of Economic Development and Tourism - Sol Plaatje Municipality - Frances Baard District Municipality - Northern Cape Tourism Authority. | Tourism Initiatives on going. |
| Agriculture | <ul style="list-style-type: none"> ▪ Agri Parks -The Agri-Park programme and other rural development projects should partner with the private / commercial farming industry to co-develop future agro-processing facilities as identified in the Agri-Park Business | <ul style="list-style-type: none"> - Department of Rural Development and Land Reform. - Sol Plaatje Local Municipality - Other government departments. - Private sector | Status quo can be obtained from Department of Rural Development and Land Reform as implementing agent. |
| | <ul style="list-style-type: none"> Plan. ▪ Agricultural cluster in support of Agri Parks program with Sol Plaatje as Rural Urban Market Centre and integration of surrounding towns. ▪ Support Small Scale Farming. | | |
| Manufacturing and SMME development. | Support Potential Manufacturing businesses and High growth SMME development Investment promotion and attraction. | Government Departments, Sol Plaatje Municipality, Stakeholders. | Support is on-going through-Grant Funding Business appraisals Mentorship and Training Linking to incentive packages |
| Knowledge Economy | Sol Plaatje University Precinct | Sol Plaatje University, Sol Plaatje Municipality, Stakeholders | University Construction underway |
| Transport and Transport logistics | Strengthen the transport network, Maintenance and upgrade of Roads, rail, network etc. | Sol Plaatje Municipality Government Departments | On - going |

| Support programmes | | | |
|---|---|--|------------------|
| Shared Economic Infrastructure Facility (SEIF) | Establishment and improvement of the SEIF to support businesses with an intention to improve access, create local economic benefits and optimise the performance of businesses operating in those facilities. | Sol Plaatje Municipality | On going |
| Red Tape Reduction | Continuous implementation of Red tape reduction | Sol Plaatje Municipality | On going |
| Area Based Development | CBD beautification Outdoor Advertising strategy | Sol Plaatje Municipality. | |
| Township Revitalisation | Galeshewe Urban Revitalisation Programme and beautification | Sol Plaatje Local Municipality | On-going |
| EPWP | EPWP and CWP programmes | Sol Plaatje Municipality Department of Economic Development and Tourism | On -going |

1.1.1.2 Spatial Development and Urban Planning

The Urban Planning Section is central in developing and promoting an integrated town committed to addressing spatial injustices and guides development towards a vibrant, resilient and sustainable urban & rural areas. In response to spatial transformation, the Urban Planning Section acknowledges that spatial restructuring is necessary to accelerate investment and create opportunities that will enhance the economy and achieve strategic goals of the Municipality

IUDF (INTEGRATED URBAN DEVELOPMENT FRAMEWORK)

Furthermore in order to achieve integration the Sol Plaatje Municipality have endorsed to participate in the IUDF (Integrated Urban Development Framework) programme which seeks to promote spatial transformation as one of the notable imperatives nationally and hence the Integrated Urban Development Framework (IUDF) was adopted by Cabinet in April 2016.

The Framework marks a new deal for South Africa's cities and towns as they respond to the challenges of economic growth and spatial transformation. The identified intermediate city municipalities are eligible to qualify for the Integrated Urban Development Grant (IUDG) in place of the Municipal Infrastructure Grant (MIG) subject to meeting certain minimum requirements

In support of the programme, the Directorate: SED&P invited representatives from Provincial and National DCOG on the 12 April 2018 in order to make a presentation to SPELUM Committee on the implementation of the IUDF and how to acquire the IUDG thereof. **Sol Plaatje Municipality will be the first pilot project for IUDF in the entire Northern Cape.**

SPLUMA (MUNICIPAL PLANNING TRIBUNAL):

Consequent to the endorsement and operational of the Sol Plaatje Land Use Management By-laws, 2015 and Municipal Planning Tribunal (MPT), the process has ensured that high-value developments are not subjected to lengthy land use processes and hence increased private sector investment and turnaround time for land use applications approvals.

UDZ (Urban Development Zone)

In 2004 through Government Gazette 27077, National Treasury promulgated the Urban Development Zone incentive scheme in various municipalities; including Sol Plaatje Local Municipality. This scheme is a tax incentive to promote and stimulate property development within the inner city and create economic spin-offs for adjacent areas.

The Urban Development Zone (UDZ) incentive scheme is meant to be the catalyst for general economic development, the creation of jobs and the attraction of more people to live and work in the inner-city.

- Introduced as an accelerated depreciation allowance
- Sunset clause has been extended to 31 March 2020
- UDZ allowance is applicable in respect of erection, extension, additions or improvement of any commercial or residential building or part of a building (1000m² requirement) which is owned by the tax payer and used solely for the purpose of that tax payers trade;

UDZ is one of SA's most effective incentives due:

- Very high private investment leverage ratio
- Contributes to citywide fiscal sustainability
- Contributes to compact and sustainable urban form
- Triggers market-led spill overs beyond CBD

Actions that the municipality need to take in order to get the UDZ application approved:

- Endorsement of boundary changes
- Council approval
- Treasury submission
- Public participation

- SPLM budget for infrastructure improvements
- Marketing and promotion of UDZ
- Resulting in improved inner city and job creation

A key document in this performance area is the Spatial Development Framework (SDF), which serves as a guiding document for future development. The SDF is therefore a spatial representation of the vision and strategic objectives. A key component for the SDF have been finalized being the Capital Expenditure Framework (10 year plan) which will outline proposed projects / programmes.

In addition to the above-mentioned review process, Maxlou Consulting (Pty) Ltd was appointed by Intersite Asset Investments, Sol Plaatje Municipality and National Treasury (herein after referred to as “Intersite”, “SPLM” and “NT”) to undertake the preparation of a Precinct Plan for Sol Plaatje CBD Urban Hub as part of the Neighbourhood Development Partnership Grant (NDPG) Urban Network Strategy (UNS). The ideas and concepts emanating from this project will also be incorporated into the reviewed SDF. The location of the proposed Urban Hub was originally at the Indian Centre of the CBD and after the Status Quo report extended around the City Hall also known as the Epicentre of the Urban Hub.

The preparation of the above “Precinct Plan” involved a methodology consisting of Eight Phases of which the focus was around Transit Orientated Development (TOD) and commercialization. The key phases included the following:

- 1) Phase 1 Draft Concept Framework and Status Quo Review with a Confirmation of the Study Area
- 2) Phase 2: Revised Concept Framework
- 3) Phase 3 & 4: Design Framework and Mixed use Commercialization model/s
- 4) Phase 5: Stakeholder and Investor Engagement
- 5) Phase 6: Programming, Scheduling and Costing
- 6) Phase 7 Project Programming and Plans
- 7) Phase 8: Precinct Management Framework

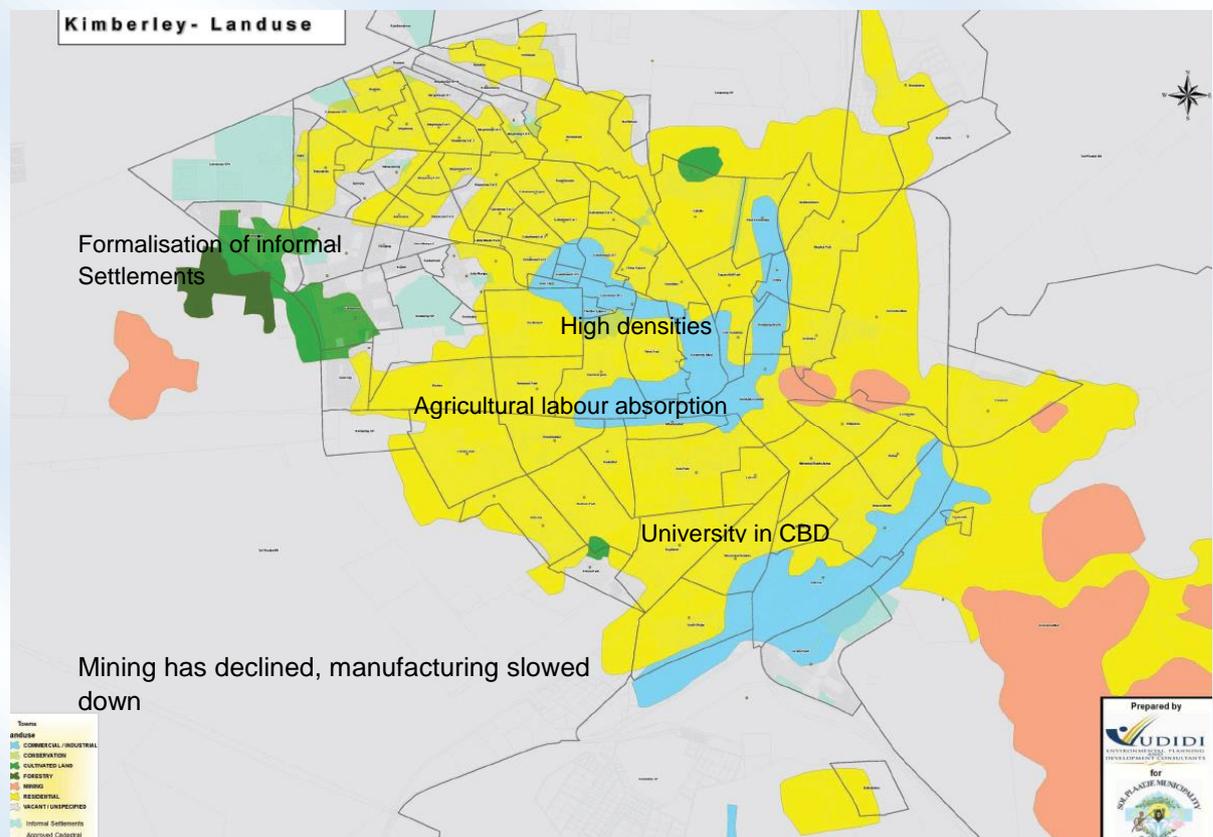
Private sector development will follow the transport access that connects people to places. Without connectivity there is isolation and the unknown. Connectivity is at the bottom layer of the Economic Growth and Enhancement. The Urban Network Strategy of the NDP identifies the Urban Hub’s transport connectivity to the CBD and Urban Hub as a means to stimulating private sector funding through public sector funding. Sol Plaatje Municipality is currently in the

process of resubmitting an application for and Urban Development Zone (UDZ) to National Treasury for subsequent approval by SARS.

The focus is on the connectivity of the Urban Hub with the RC Elliot Economic Node, also known as The Circle as well as the Shoprite Centre in Barkly Road, both the Secondary Node. The Legislature Precinct is also a Secondary Node that connects with the Urban Hub. The Planning of the Urban Hub will include some initial Implementation Projects that are “low hanging fruits” to ensure the success of the Urban Hub Precinct. Currently the CBD of Sol Plaatje is a place to work and then exit to residential areas after 5pm until returning on the next working day. The University development started construction in 2012 has opened for the second year with 265 students. This current new university project is valued at R6 billion with its vision of a University within the Kimberley city that will promote visits at night and weekends. Sol Plaatje University with the proposed Urban Hub development with its connectivity to the Secondary Nodes acts as a catalyst for future investment within the town and its secondary nodes.

The precinct plan for Sol Plaatje Urban Hub was completed in November 2016.

The map below represents the current land use in Kimberley (as contained in the draft SDF) with key observations included:



Achievements

When it comes to the area of Spatial planning, most projects are long-term by nature and takes place over a number of years.

In terms of spatial planning and development, the following key achievements over the past 2-3 years should be highlighted:

- ✓ Land preparation and release therefor resulted in approval for construction of SPU, hospitals, currently operational (Gariiep, Medi Clinic. Lenmed Hospital, CareLine Psychiatric Hospital).
- ✓ Property Growth was stimulated as a result of at least 8000 new erven/properties yielded and approved by Surveyor General – These range from general subdivisions (private sector) to BNG houses (government).
- ✓ A new industrial injection into the economy was made through promotion of Green Economy and Agro-processing sectors, i.e. the Droogfontein Solar Plant which has since been connected to Eskom as well as GWK Pasta and Biscuit Factory. Both are private sector initiatives with SPLM playing a spatial planning regulatory role.
- ✓ SPLUMA By-Laws have been promulgated and is implemented by the municipality.
- ✓ The land audit linked to billing system was completed.
- ✓ An Ad Hoc committee was established to deal with all quotes and tenders with the intention of giving SMME's preference with regards to their BBBEE scoring.
- ✓ SPLM and Community College have established a partnership skills development specifically for SMME and agricultural development. They are situated at the SMME village.

Challenges

The vast spatial imbalances in Kimberley present major challenges for urban management and social integration as different neighbourhoods are separated by physical barriers and buffer zones. Uneven densities are a source of inefficiency.

The 2011 Moratorium on sale of land and development had a major impact on the development of the city. Although the moratorium was subsequently lifted, its impact is still felt through the backlogs that was generated as a result of this situation

Another huge challenge is that adequate funding to support the development agenda is not available. Detail regarding funding sources and budget constraints will be dealt with in the chapter for Municipal Financial Viability.

The state of the bulk reticulation network remains concerning, with specific reference to the frequent pipe bursts and water interruptions as a result of the poor condition of the water and sanitation infrastructure.

Land invasion due to uncontrolled urbanisation is a problem which also impacts negatively on service delivery.

The lack of professionals (e.g. Town Planners) in the unit, as well as the use of a largely manual system to capture and monitor building plan processes are two other factors that may hamper the performance of this unit.

Mitigation Strategies/Projects

The area of Strategic Development and Planning closely interlinks with the area of Infrastructure and Services, and therefore it is important to mention some of the Infrastructure-related initiatives and proposed projects that will have a significant impact on the economic development in the municipal area:

SPLM must continue to extend its bulk infrastructure development programme through a Municipal Infrastructure Investment Framework (MIIF). During this process special attention should be given to fully implement the recommendations of the Non-Revenue Water Minimization Report's recommendation to address the excessive water losses and ensure an un-interrupted supply of water to all consumers. SPLM must strive to attain its water supply strategy which is: *Certainty of supply and water quality*.

Due to excessive pollution of the Vaal River the investigation, the use of the Orange River as an alternative source, needs to be expedited. The project entails the investigation of using the Orange River as the water source for Kimberley that will have a futuristic cost saving on the operation and maintenance of the Kimberley water supply system. Currently the water business of Sol Plaatje municipality is becoming unsustainable due to excessive costs of purification due to poor water quality. This initiative is in line with the municipality's strategy of ensuring sustainable water supply to its residents. The current technology at Riverton Water Purification is not designed to purify extreme poor quality water.

Road rehabilitation and development is still a priority. SPLM should, however, focus more on applying preventative maintenance to roads such as resurfacing and crack sealing. These methods have proven to be more effective than patching as they would increase the lifespan of roads and thereby cutting future maintenance costs, enabling SPLM to rather focus on the construction of new roads. Pothole patching is not an effective maintenance practice since it is reactive maintenance and does not contribute towards the structural enhancement of the pavement. Options need to be explored to source additional funding to maintain and upgrade the roads in SPLM.

Bulk Sewer infrastructure has been largely addressed with two sewer treatment works being completed (Beaconsfield 8-9ML and Ritchie 0.5-2.5ML) with Homevale WWTW completed during the 2016/17 financial year. This is clear evidence that bulk sewer is no longer a major crisis as it used to be in the past 5 years. However, the major remaining challenge is the sanitation reticulation network that needs major attention. Regular sewer blockages and sewer burst continues to be a health hazard to communities. This problem needs to be resolved through preventative and proactive maintenance strategies. To achieve the above, SPLM is currently in a process of procuring a second vacuum truck which will be used to unblock and maintain the municipal sewer system on an ongoing basis.

Similarly, the electricity bulk infrastructure has been upgraded and additional bulk has been procured from Eskom. However, the electricity reticulation system is not yet sufficient to accommodate development in certain areas and must be addressed as a matter of urgency. An Integrated Energy Plan should be developed as a matter of urgency to ensure the integrated and sustainable delivery of electricity.

Apart from its infrastructure initiatives SPLM should also build on its present partnership arrangements in moving towards a Green Economy. In this regard the energy saving programmes funded by the Eskom Demand Side Grant must be enhanced with the work presently being done on Climate Change through the SPLM's Sustainable Energy and Climate Change Unit (SECCU). A total of R16 000 000 has been allocated to the municipality through the EEDSM grant over the next three years. This becomes especially important with the electricity generating capacity crisis prevalent at present nationally. The conservation of energy has become a prominent focus in South Africa – which is also highlighted in the NDP's development goals. To achieve these goals SPLM should have clear plans and dedicated funding to implement projects and programmes which support the green economy. As such, SPLM will consider how the policies pertaining to urban development can be amended to

incorporate an element of mandatory contribution to green economy e.g. the use of solar panels and water harvesting will be a pre-requisite for future developments. Another innovative idea is the concept of two water sources for each house: “Cheap water” can be used for all purposes except drinking, whilst the “expensive” water will be used only for drinking. Benchmarking with leaders in the area of water and electricity conservation is a must.

SPLM should also make the most of the opportunities offered by the establishment and development of the Sol Plaatje University. The present inner city revival programme should continue, supporting the development of the inner city component of the University, in order to use it as a catalyst for private sector development. This should be augmented by well-defined and sustainable incentives for economic investment and to reduce “red tape” in development applications to ensure an enabling environment for economic development.

In pursuit of green economy and understanding of the impact this may have on supply and demand side management, the municipality has developed the Small Scale Embedded Energy Generation and Photo Voltaic Installations (SSEG policy). The purpose of the policy is to regulate the installations and connections onto the municipal grid as well as understand any installations with net generation. This will thus enable the estimation of income to be forfeited by the municipality and the tariff accordingly.

In order to address the financial constraints, partnerships with relevant stakeholders and role players must be strengthened. Intergovernmental Relations with FBDM, COGHSTA and National Treasury as major players e.g. on SDF, Urban Renewal projects and Urban Networks Strategy are key.

The human resource inadequacies may be redressed through ISDG with the appointment of Town Planning interns for 3 years until they are professionalised. Tourism internships placements are also done on an ongoing basis in partnership with Frances Baard District Municipality (FBDM).

A policy to address land invasion is being developed and should be finalized before the end of this financial year.

The table below summarizes the capital projects identified under this key performance area for the next three financial years. The most significant projects in this area are the development of intermodal transport, taxi ranks and stalls as part of the NDPG projects.

Table 5: Capital projects (SEDP)

| PROJECT DESCRIPTION | FUNDING SOURCE | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|--|----------------|-------------------|-------------------|-------------------|-------------------|
| P-CNIEUA-INVESTM PROP-RESEL OF ERVEN | CRR | 5 000 000 | 2 000 000 | 2 000 000 | 2 000 000 |
| P-CNIEUA-BUILDINGS-TRANSPORT LINKS/ stormwater | NDPG | 58 000 000 | 40 000 000 | 40 000 000 | 40 000 000 |
| TOTAL | | 63 000 000 | 42 000 000 | 42 000 000 | 42 000 000 |

The main focus in this area is the upgrade of various storm water channels in Galeshewe. Funding of R300 million has been allocated for this purpose through the NDPG.

3.1.2 BASIC AND SUSTAINABLE SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

ROADS AND STORMWATER

Status Quo

The core function of the Roads and Storm water section is to provide an effective, competitive and responsive infrastructure by ensuring continuous maintenance, refurbishment, upgrade and replacement of existing roads and storm water infrastructure assets in order to sustain service delivery and infrastructure development in the municipality. There is currently no national policy defining basic level of service for roads serving households in residential areas. However, the Municipal Infrastructure Framework refers to “all weather access to within 500m of dwelling.”

In the context of Sol Plaatje Municipality, all dwellings have access to roads, although some may not meet the above standard. Most roads within the municipality can be classified as being between fair to poor, with a very significant number being in a very poor state, in exception of those that were recently resealed, re-graveled or paved in the past three years or so. Excessive brittleness and premature ageing are clearly visible due to extreme weather conditions and insufficient preventative maintenance over the years. However, paved roads in different township areas seem to be holding well over time, with very little maintenance demand. Gravel roads are also in a fair to poor state due to inadequate maintenance.

Sol Plaatje Municipality has a road network of 812 km and flexible pavements constitute about 66% of the entire road infrastructure. The current backlog of gravel and earth roads are approximately 225 km which still need to be upgraded to a higher level of service, which would be more sustainable and weather adaptive. We are constantly trying to improve the condition

of roads by performing minor repairs on them, however due to the limited funds allocated for this purpose, allocated funds are not adequate to meet maintenance demand.

Notwithstanding the above scenario, the municipality has in the past financial year 2018/19 managed to make some strides into improving the roads and storm water condition in the municipality. Although the municipality has not performed any resurfacing or rehabilitation work in the last financial year due to lack of funding, it has managed do upgrades to residential roads from gravel to a paved surface from funds allocated through grant funding. These methods have proven to be more effective with a much longer life cycle than patching repairs and re-gravelling, and the municipality intends adopting these methods of asset management strategy in order to prolong and preserve our road infrastructure.

Some of the wards that benefitted from the paving of roads are wards 3, 6, 9, 15, 19, 14 and 28. This project saw approximately 6.7 km of roads being paved in financial year 2017/18.

A lot was done in 2017/18 Financial Year in regards to the actual upgrading of Storm water infrastructure on a project funded by National Treasury through NDPG Programme and a number of major Storm water canals and catch pits were also maintained in order to sustain the network and maintain an adequate level of Storm water management.

Challenges

Approximately one quarter of the value of the municipality's assets lies in the municipal streets and Storm water infrastructure. Hence preservation of these assets through implementation of proper maintenance and upgrading strategies is imperative.

However, as is the case with other local municipalities in the country, Sol Plaatje municipality is faced with extreme pressures on its limited resources in order to address backlog in provision of services to communities that were either under-serviced or not serviced at all while at the same time maintaining existing aging service infrastructure.

The biggest challenge in terms of roads infrastructure has always been to secure adequate funding that will enable the municipality to focus more on applying preventative measures as they have proven to be more effective than reactive maintenance. Planned preventative maintenance enormously increases the lifespan of the roads, thereby allowing us to ultimately spend less on maintenance and focus rather on the construction of new roads and new.

The estimated backlog of storm water drainage systems in Sol Plaatje Local Municipality is beyond the current achievable budget of SPLM. If one further takes into account that a large percentage of the existing storm water drainage systems is under capacity due to urban densification, and previously acceptable but currently outdated design criteria due to climate change. These become evident during the rainy seasons whereby rain patterns have enormously changed and resulting in roads and private properties flooded. There is therefore an immense and urgent need to upgrade our existing storm water infrastructure.

The rapid conversion of land to urban and suburban areas has profoundly altered how water flows during and following storm events. Storm water has long been regarded as a major culprit in flooding, damage to properties etc. within the boundaries of the Sol Plaatje Municipality. As witnessed in some areas within the SPLM boundaries, large volumes of rapidly moving storm water can destroy roads and properties.

Storm water discharges have emerged as a problem because the flow of water is dramatically altered as land is urbanized. Typically, vegetation and topsoil are removed to make way for buildings, roads, and other infrastructure, and drainage networks are installed. The loss of the water-retaining functions of soil and vegetation causes high storm water runoffs with residential areas.

Mitigations Strategies

To respond to the Roads and storm water challenges, the municipality has put in place long term strategic projects to rationalize planning and coordination of activities. This will assist having a more focused and aligned long-term spatial development objectives. These plans vigorously address the challenges and constraints that stand in a way of making our vision a reality. The six main plans are discussed below.

Integrated Transport Plan: This is a document that will guide the management, maintenance, rehabilitation and the improvement of the municipality's road network. This plan is meant to inform all roads infrastructure planning and its interaction with any future municipal developmental project. This will be an evolving planning tool that can be updated when changes occur to the development plans.

The transport sector in Kimberley is confronted with intensified demand for people and goods, especially in the already-congested CBD. Galeshewe is, however no exception as continuing economic growth accelerate the demand for transportation, and rising income generate a

desire for greater mobility. The Integrated Transport Plan will reflect an acute awareness, safeguard against adverse social and environmental impacts of transport and highlight issues of how transportation can stimulate economic growth.

Storm Water Master Plan: This is a plan that will consolidate all information on municipal formal and informal storm water infrastructure, inform all storm water infrastructure upgrades, frequency of maintenance and the protection of the infrastructure. It will also most importantly deal with elements of possible water capture and reuse, flood lines, analysis of catchment areas, and integration with road infrastructure.

Rehabilitation and Upgrading of Storm Water Infrastructure: Emanating from the Storm Water Master Plan, the municipality would be in a position to know what its current and future needs are so it can appropriately plan and coordinate maintenance, rehabilitation and upgrading programmes.

The municipality is already undertaking planning and implementation of storm water upgrading in Galeshewe as almost half the storm water runoff is collected from the Southern suburbs through pipe culverts and lined open channels, and get disposed at the attenuation pond in Thlageng. This pond falls under the most critical storm water sub-system within the Kimberley area since it conveys approximately 50% of the storm runoff.

Resealing of roads: Sol Plaatje Municipality finds itself as one of the main corridors between the North and South of the country, as well as a central hub for mining and transportation of commodities. As a result, this has had a negative impact on the road infrastructure as our roads have to carry heavy traffic volumes and excessive loads that they were not initially intended for, resulting in advanced deterioration. Most residential and arterial roads urgently need resurfacing as they are very old and show signs of brattling and cracking, later resulting into potholes. The municipality therefore acknowledges the unhealthy state of tarred roads and intends rolling out a resealing programme to prevent the roads from further deterioration and not lead to a state of disrepair.

Upgrading of roads: A number of streets in newly established townships as well as previously underdeveloped areas are either gravel roads or earth roads. Although acceptable, this is a low level of service and sustainability is a challenge. The municipality has therefore put as one of its priorities the upgrading of township roads to a paved surface in order to increase the level of service and accessibility in those areas.

Re-Alignment of N12: The effect of the closure of Bultfontein has a severe impact on the Municipality's budget and its ability to provide improved road infrastructure to its residents and the through traffic through Kimberley. This diversion is placing severe strain on the alternative routes as these routes were not designed for the number and for the loading of traffic that it must now carry. In addition to the structural strain, traffic congestion caused by the N12 traffic through the centre business area of Kimberley as a result of the closure of Bultfontein has already increased to a point where additional capacity is required to alleviate the problem. Due to all these, and in order to alleviate delays through the city, a bypass is seen as the most suitable solution.

The plans discussed above will assist the municipality in transforming its service delivery by undertaking a more aligned and focused planning approach, which derives from reliable information and is in line with spatial developmental objectives of the municipality.

WATER AND SANITATION INFRASTRUCTURE

Status Quo

The bulk capacity created by the municipality serves the current needs of the population but also determines the manner in which investments, developments and growth of the city can be directed. The current infrastructure for water reticulation is aged and bulk upgrade and refurbishment is required to ensure sustainable delivery of potable water.

The main source of raw water is from the Vaal River for Kimberley and the Modder River for Ritchie. The Municipality is both the water services provider and authority, thus the municipality is responsible to abstract, purify, and distribute water.

Sol Plaatje Municipality has adequate water sources to cater for the current and future demand for up to 10 years (All Town Study 2014). However, raw water quality in the Vaal River is deteriorating, which has a negative impact on treatment and operational costs. This has triggered investigations on sustainability and security of current water supply source, and possible alternative sources for the city.

Currently 2 680 Ml of water is supplied per month, while the current demand is 2 160 to 2 700 Ml per month, with an average of 2 300 Ml per month depending on the season.

In 2018, the Municipality has completed and approved the Water and Sanitation Master Plans, which will be used to guide planned maintenance and upgrading that will be required as a result of ageing infrastructure and development.

Achievements and Mitigation strategies

Sewer

The upgrading of the Gogga Outfall sewer line from Gogga pump station to Homevale WWTW is due for completion in the 2018/19 financial year. The purpose of the project is to replace the dilapidated line which was plague with frequent pipe collapses causing blockages. The end result after the completion of the project would be to minimise blockages in the surrounding areas and to alleviate the spillage of sewer at Gogga pump station.

Various sewer pipe projects have also been identified that needs to be upgraded and refurbished that will include the removal of midblock sewers and also the upgrading of the Seleke/ Homevale outfall line.

The design phase for the carters Ridge pump station has commenced in the 2018/19 financial year. The project will ensure that the increasing demand for reticulated sewer will be met by the municipality and this pump station will also encourage development in the area.

The sanitation master plan will also be incorporated to determine the projects that will required to ensure that the infrastructure will meet the required demand.

Water

Major refurbishment is being implemented to reinstate operational capacity, and minimise downtime at Riverton WTW. However, upgrading of the station was required to cater for future demand due to housing development within its catchment area

The new High Lift Pump Station, with four (4) pumps is under construction. This is aimed at ensuring sustainable and secured supply of water at all times and seasons. The project should be completed in 2018/2019 financial year.

The Ritchie bulk water augmentation project phase 2 is at practical completion stage. This project was incepted in 2014 with phase 1 of the project being completed in 2017. The project entailed the upgrading of the bulk infrastructure in Ritchie from the abstraction point (Modder river) to the plant and all pumps and fixtures at the purification works to ensure sustainable delivery of potable water in Ritchie.

Various pipe replacements projects has been identified to replace old pipe work and to increase capacity. This will ensure that current and future demands are catered for. Newton reservoir network is being upgraded to ensure security of supply. This is a follow-through project linked to Non-Revenue Water Minimisation strategy, initiated in 2012.

The municipality has invested in infrastructure development and upgrading in the past years. However, a need still exists due to old infrastructure, and growth due to normal population increase and immigration into the city.

The capital and related projects identified are aimed addressing these challenging conditions, progressively.

The excessive water losses reported over the past number of years necessitated the development of a practical action plan that identifies projects which would directly address these losses. The proposed plan is depicted in the table below:

Table 6: Water losses – Action plan

| Water Losses – Action Plan | | | | |
|--|---|--|---|--|
| Efficiencies at the purification plant (Riverton) | Catchment of purified water disposed during the back wash process | Upgrade of existing dam in Riverton that can be used to catch the water, ensuring that the already purchased and purified water is not flushed back into the river | Capital Budget or Maintenance as the asset exists already | It is estimated that 6% of water losses are as a result of this process |
| Unmetered consumers (farmers along the 900 and 630 lines from Riverton) | It is believed that there are farmers connected directly on the distribution line from Riverton that have no meters installed, and accordingly not being billed for the water. | Water Services Engineering must confirm the existence of such customers and ensure that these customers have a meter installed and are read and billed monthly | Part of day to day operations. | Depending on the number of customers found, it is estimated that this may be about 3% of the water losses reported. It will also improve on the monthly billing and receivables per month. |
| Major leaks identified in the distribution network. | There are apparent major leaks that need urgent attention of the Engineers. Some had been attended to. Pipe replacement projects have also be conceptualised in the current IDP Cycle. | Pipe replacement project as part of maintenance must be developed and funded within the available budget allocated. | Normal maintenance work or use of contractors to complete complex fixes required. A capital project was planned in phases from 2018/19 MTREF | Leaks and pipe bursts may be contributing about 5% to losses reported |
| Installation of bulk meters to all informal and formalised areas where household billing is not yet taking place | The municipality provides free basic water to formalised and illegal/unplanned settlements. However, water provided is not metered to determine amounts consumed for | Installation of meters in all areas that receive FBW immediately | Part of day to day operations of technicians and plumbers. | It is estimated that 1,584 cubic litres of water is distributed as FBW thus contributing about 3-5% to the water losses |

| | | | | |
|---|---|--|--|--|
| | billing of FBW purposes. This unmetered water is reported as part of losses. | | | |
| Covered meters | Inability of meter readers to read meters due to them being covered | Clearing of meters for reading purposes | Duties of Meter Readers and Meter Inspectors | Finance to provide a list of covered meters |
| Leaking meters and internal services | Many customers report leaking meters and leakages within the yard causing disputed bills | Establish a system to manage reported leaks and replacement of such meters | This work can be outsourced to ensure quick turnaround times to complete the list available | There is a budget for water meter replacement |
| Replacement of water meters with SMART meters at all Council Properties | No proper management of meters installed at all council occupied properties and the reading rate of such is very poor. | Procure and install SMART water meters for all council occupied properties for accurate measurement of consumption. | Capital Project funded as water meter replacement | Identify municipal properties, analyse functionality of these meters, or immediate replacement of meters. |
| Reading of meters | Access to water meters is a challenge. Customers with more than 6 months interim water readings as a result of access issues have their meters moved to the pavement | This job be co-sourced with the local plumbing company to assist with relocation of meters as well as installation of meters where we have straight connections. | Contracted services – meter replacement project | Interim readings impact the accuracy of estimating water losses as a result of journal corrections monthly |
| Review of meter reading routes and use of advance technology for reading purposes | The municipality ran a pilot to test meter reading using electronic devices. The project was successful and new device requires to be purchased. However, this project must be enhanced to include an integrate-able meter reading system and reading devices for water and electricity | Procurement has been completed. Tender processes must now be followed in this regard. Consider Section 32 if possible. | This has been budgeted for as part of meter replacement, however, upon award, the system installation, staff training, testing and implementation will be moved with budget for correct classification. Annual license fees shall be budgeted for under ICT. | A 100% reading rate is sought after for good performance by Meter reading Section |

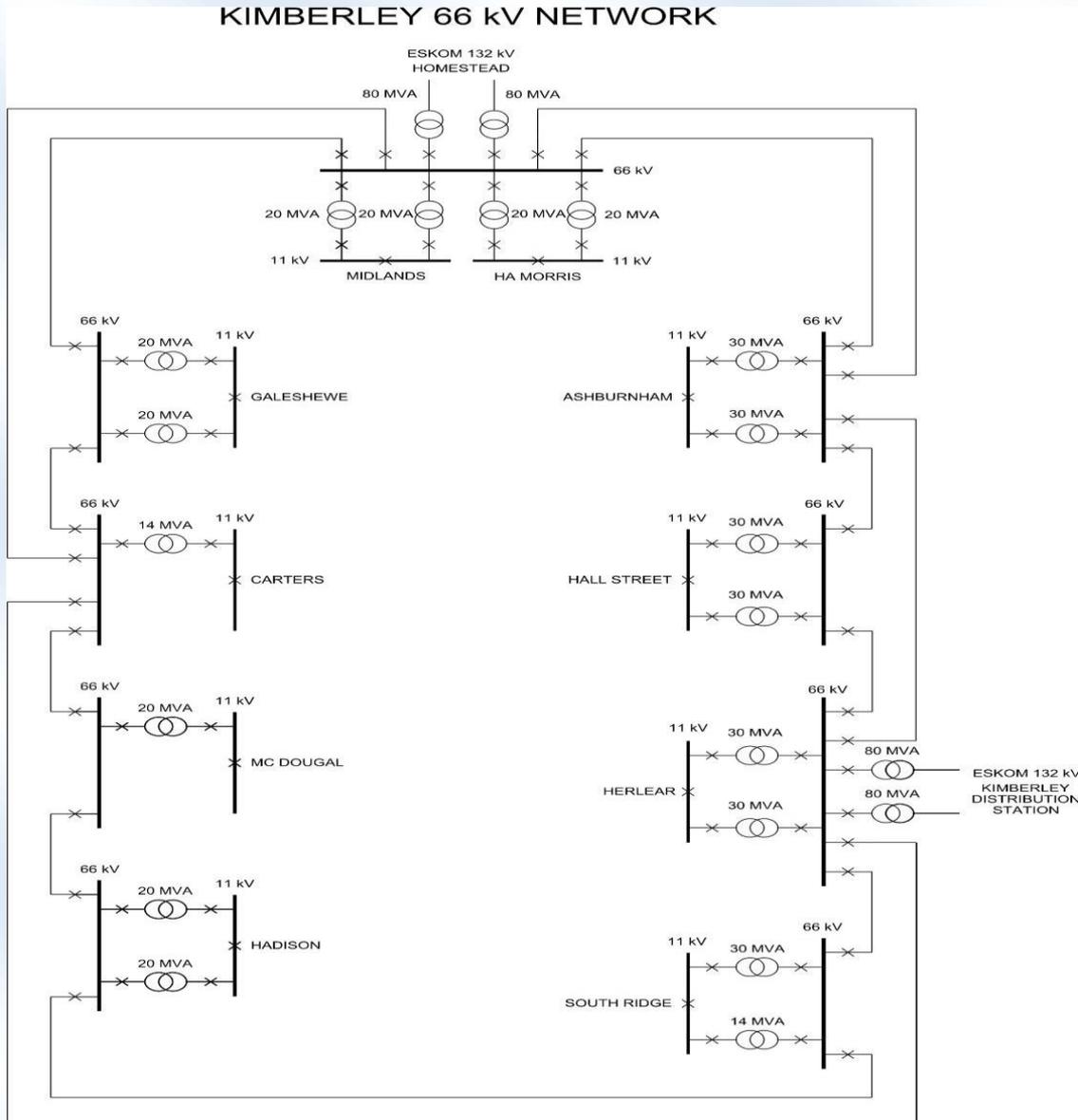
ELECTRICITY

Status Quo

In recent years our Eskom's Kimberley Distribution Station was upgraded in order to handle current and future developments electrical demand. This resulted in a firm 80 MVA supply, of which 60 MVA is available for Kimberley. This puts Sol Plaatje Municipality in a very favourable position in terms of supply from Eskom. A 66 kV ring network is the spine of the Kimberley network, supplying 10 x 66/11 kV substations (including Herlear and Homestead).

Refer to the Figure below for the 66 kV network layout.

Figure 3: Kimberley 66 Kv Network



Other areas of supply include the following:

PLATFONTEIN

Platfontein is supplied from Galeshewe Substation via an overhead 11 kV line.

RIVERTON

Riverton is supplied by SPLM municipality through two old 5 MVA transformers. Sustainable electrical supply at Riverton is crucial as any interruptions may directly affect the water supply from Riverton Water Purification Works to the entire Kimberley and Galeshewe.

MODDERRIVIER, RITCHIE, MOTSWEDIMOSA & RIETVALE

These areas are supplied by Eskom. The municipality is investigating the possibility of a single electricity distributor in future. Negotiations to this effect will need to take place between the relevant stakeholders.

Achievements

The Electricity Masterplan was completed during the year under review.

The previous financial year did not yield many capital projects, although there was one capital project which had a very high impact, which was funded by DOE through INEP funding. This project was the electrification of 586 stands in Snake Park.

The municipality secured R31 million funding from DOE for FY 2017/18 to supplement the above project, which is the electrification project as well as upgrading of Carters Glen Substation. Funding was also secured for the switchgear replacement at Herlear Substation and the replacement of the transformers at Riverton in for 2017/18 financial year.

Challenges

The two priority substations which require upgrading are Galeshewe and Hadison Park Substations, with their switchgears overloaded and requiring replacement in order to improve sustainability and the quality of supply. This was also supported by the audit finding done by NERSA, emphasizing on the switchgear at Herlear and power quality monitoring at other substations. The 11kV infrastructure is under strain as more power is being demanded from existing and new businesses.

Mitigation Strategies

To address the electrification backlog, the municipality has earmarked and planned the following projects in support of new human settlement developments, which would be funded by DOE and should be concluded in the next financial year or two.

Table 7: Current Housing Projects (2018/19)

| Development |
|---|
| Complete upgrading of Carters Glen substation with 1 x 20 MVA transformers |
| Complete 50% of the project to replace the 66KV oil circuit breakers at the Herlear Substation with SF6 |
| Complete 50% of the project to replace the 11 KV circuit breakers at Herlear substation |
| Complete the upgrading of Riverton substation equipment with 2 x 10 MVA transformers |
| To complete the electrification of 1591 houses (Snake Park, Platfontein, Ramorwa, Fluffy Park, Santa Centre and Kutlwanong) |

Table 8: Planned Housing Projects

| Development | Qty | Estimated Load | Cost |
|--|--------------|----------------|--------------------|
| | | | Estimate |
| Electrification of Donkerhoek | 111 | 278 kVA | 1 909 200 |
| Lerato Park Link Services : Network Strengthening Bulk Project | | | 1 844 000 |
| Electrification of Witdam | 138 | 345 kVA | 2 373 600 |
| Electrification of Golf Course | 1 100 | 2 750 kVA | 18 920 000 |
| Electrification of Waterloo | 240 | | 4 128 000 |
| Electrification of Ramorwa | 106 | | 1 823 200 |
| | 1 695 | | R30 998 000 |

Table 9: Future Housing Projects

| Development | Qty | Estimated Load | Cost Estimate |
|-----------------------------|-----|----------------|---------------|
| Riverton (formalise stands) | 174 | 435 kVA | R3 200 000 |
| Begonia | 102 | 255 kVA | R2 000 000 |

| | | | |
|----------------------|-------------|------------------|--------------------|
| Ritchie Erf 2 & 12 | 800 | (ESKOM) | R15 000 000 |
| Tshwaragano (160) | 160 | 400kVA | R3 000 000 |
| Phomolong (163) | 163 | 418kVA | R5 000 000 |
| Jacksonville (195) | 195 | 488kVA | R3 500 000 |
| Mlimba Street Shacks | 7 | 18kVA | R150 000 |
| | 4294 | 8 746 kVA | R80 700 000 |

The current 2 x 5 MVA transformers are planned to be upgraded to 2 x 10 MVA transformers. After this upgrade 4 MVA of firm supply will be available to any development that takes place in the area. This upgrade will also provide capacity for the electrification of households in Riverton.

The electrical master plan is a critical plan that looks at what is planned for the city in terms of developments, what is currently in the process of unfolding and pro-actively seeks to implement the required infrastructure in time, without negatively affecting the existing customers. The municipality has appointed a service provider to compile an Electrical masterplan.

Our mitigation strategy is captured in the table below:

Table 10: Electricity mitigation strategies

| Priority | Project | Explanation | Year |
|----------|---|---|------|
| 3 | Re-design of looping network in Galeshewe | Address the capacity problem created by installation of 60A SP breakers on a network that was not designed for this size of connection. Increase quality of life for all the customers on this antiquated system. | 2 |
| 4 | Upgrade of Hadison Park | Alleviate the severe overloading on the substation | 2 |

An action plan has also been compiled to curb the high electricity losses:

Table 11: Electricity losses – Action plan

| ELECTRICITY LOSSES - PROJECTS | | | | |
|-------------------------------|---|---|---|--|
| Faulty meters replacement | There are still faulty electricity meters that need to be replaced. | There is lack of supervision in as far as replacement of faulty meters is | There is a detailed report on faulty meters. All meters must be replaced by | Appointment of contractor may be necessary to complete the project |

| | | | | |
|---|--|---|--|---|
| | | concerned – this may contribute to the electricity losses suffered by the municipality. | 30 June 2019. | on time. |
| Replacement of all credit meters for residential customers. | The municipality has progressively replaced residential customer meters and there is less than 5 000 customers still on credit meters. | For revenue protection purposes, these customers must have their meters replaced as part of the meter replacement project | A report of residential customers with credit meters be obtained, customers on arrears for more than 90 days must have their meters replaced as a priority | Appointment of contractor may be necessary to complete the project on time. |
| Install of SMART electricity meters for large customers and ensure automated reading take place for accurate and efficient billing. | Project has been conceptualised. Out of 400 customers, over 250 customers have been installed with SMART meters. | Implement project to completion. | Accurate reading and reduction of customer queries that delays payment of accounts. | Billing and Electricity to meet and prepare a status quo report in this regard. CFO and ED I and S to guide immediately after the report is received. |

FLEET

Inadequate and unreliable fleet has always been one of the hinderers of effective service delivery. The municipality has over the years relied on the external hiring of fleet and machinery, but have recently taken a decision to revitalize own fleet by replacing old, unreliable and redundant fleet.

The challenge however remains that funds allocated for the Vehicle Fleet Replacement Plan are inadequate to satisfy the urgency and frequency that this fleet is required, hence the needs to align to the budget thereof to the annual Fleet Replacement Plan/Needs Analysis, taking into consideration financial constraints that may exist.

An amount of R4m was made available for the 18/19 financial year but during mid year the amount of adjusted downwards to R1m due to financial constraints. A projected budget of R4m per year was made available for the following three financial years.

HOUSING

Status Quo

It should be emphasised that the provision of housing is not the responsibility of the Local Municipality, but rather the Department of Cooperative Governance and Human Settlements (COGSTHA). The municipality had in the past acted as an implementing agent for the department, through appointing and monitoring of construction contractors. The function was however taken back by the department in its entirety. The municipality is responsible for the identification, planning and surveying of land suitable for human settlement.

That being said, housing remains a major challenge in Sol Plaatje municipality, with backlogs as per the housing applications currently at approximately 12 000 applications. This is evident by the number of illegal and informal settlements that have mushroomed over the past decade, sitting currently at 21 informal settlements. Nine of the 21 informal settlements have however been formally registered and declared as townships, although infrastructure provision remains a challenge.

The estimated number of families living in informal settlements is 12374, and this is something that through joint efforts between COGHSTA and SPLM is being resolved.

It is important that a progressive working agreement between the municipality and COGSTHA is maintained in order to deal with this issue in an effective manner.

The municipality is transferring title deeds to lawful owners, especially the pre- 1994 stock. This is in line with the budget speech from the National Minister of Human Settlement. The Minister emphasized how without the rightful owners, government is unable to revitalise old townships, which are in most cases in a state of decay. The municipality is looking at collaborating with department of Land Reform and the office of the Land Commission to create a dedicated unit to deal with fast tracking the issuing of these Title Deeds.

The municipality currently has a total rental stock of 1092 units in Kimberley, Roodepan Beaconsfield, Kenilworth and Galeshewe. This consists of municipal owned flats aimed at providing short-term accommodation to address the shortage of rental accommodation and affordable housing in the city. The municipality is also in possession of 77 units utilized specifically for the purpose of old age facility.

In addition to this, the department has also expressed its intention to donate the Community Rental Units (CRU's) in Lerato Park to the municipality. The municipality plans to outsource the management of these units – including the maintenance thereof.

Achievements

In an effort to deal with overcrowding and density challenges in informal settlements, the municipality also undertook a project to identify new pockets of land suitable for low cost housing, survey sites and relocate families.

Challenges

The illegal invasion of municipal land and sporadic mushrooming of illegal settlements remains the biggest challenge facing the Housing Division. The safeguarding of municipal land has always been a challenge, and eviction of illegal occupants is even a much more difficult challenge to overcome due to non-cooperation from SAPS and insufficient security personnel from the municipality to enforce evictions. This also negatively impacts on municipal efforts to eradicate the Housing backlog as in some instances the invasion of land impedes proper coordination to providing services. Land invasion also interferes with the Housing Needs Register as in most instances people who have illegally occupied land end up being permanent residents to the land they have occupied, thus interfering with the Planning and Development of the Implementation protocols of Human Settlements Development.

All the above are exacerbated by the shortage of suitable located land for BNG and the Gap Market potential beneficiaries, which are the two brackets most in need.

Maintenance of municipal rental stock is also a big challenge in the municipality as the municipal flats have drastically deteriorated over the years and are becoming more and more costly to maintain, of the revenue collected at the stock is far less than maintenance cost incurred. This needs to be investigated to look at possibilities of putting these flats/stock in being managed by a Social Housing Institute or a management company who can do that effectively on behalf of the Municipality.

The issuing of title deeds remains a challenge as the rightful owners have either left town, or do not attend organised meetings to have their details verified and to collect their title deeds. Difficulties in regards to transfers of deceased estate also adds to this predicament.

Mitigation Strategies

In order to address one of the biggest challenges that affect Housing in Sol Plaatje Municipality, the Housing Division will improve its interactions with town planning to ensure alignment in planning and exploring for land availability suitable for human settlement.

Subsequently this, the current waiting list would be converted to a National Housing Register and appropriately prioritized in order to consolidate and streamline the Housing Delivery value chain.

The Municipality has gone a long way in upgrading its bulk infrastructure to enable growth. It now has to prioritise the reticulation of services to business and households. In this process it is important to take cognisance of the spatial development taking place – both in terms of commercial development and residential development to ensure that the reticulation of services is aligned to the ‘space-economic’ development of the City.

One of the prevalent issues over the past number of year is the so-called gap-market or middle income group. This group of people earns too much to qualify for an RDP house but too little to qualify for a bond. This is something that need to be addressed. The proposed areas for relocation and informal settlement upgrading and middle- income erven registered with no services, are shown in the tables below:

The only project undertaken in the for the past year is the Diamond Park 300 houses built of the 892 sites in the area, of which Cogstha only budgeted for this amount.

Table 12: Registered middle- income areas with no service

| REGISTERED MIDDLE INCOME WITH NO SERVICES | | | | | | |
|---|--------------|--------------|-------------|-------------|----------------------|---------------------|
| NO. | LOCALITY | NO. OF ERVEN | OWNERSHIP | ZONING | AVERAGE SIZE PER ERF | ESTIMATED VALUATION |
| 1 | PHOMOLONG | 161 | SOL PLAATJE | Residential | +/-330m ² | +/-90 000.00 |
| 2 | MOGHUL PARK | 10 | SOL PLAATJE | Residential | +/-320m ² | +/-100 000.00 |
| 3 | SOUTH RIDGE | 100 | SOL PLAATJE | Residential | +/-590m ² | +/-300 000.00 |
| 4 | HERLEAR | 11 | SOL PLAATJE | Residential | +/-950m ² | +/- 360 000.00 |
| | TOTAL | 282 | | | | |

Table 13: Informal areas identified for relocation and upgrading

| LOCALITY | EXTENT OF ERF | NO. OF ERVEN FOR FUTURE DEVELOPMENT | CURRENT NO. OF INFORMAL STRUCTURES/SHACKS |
|--|---------------|-------------------------------------|---|
| Ivory Park Extension | ±7.1 Ha | ± 2000 | ± 600 |
| Ramorwa | ±3,6 Ha | ± 98 | ± 98 |
| Witdam | ±5 Ha | ± 138 | ± 138 |
| Homevale | | ± 112 | ± 112 |
| Erf 3052 Galeshewe Mathibe/ Fluffy Park | ±1,2 Ha | ± 50 | ± 50 |
| Erf 17177 Homevale | ±4 Ha | ± 55 | ± 0 |
| Portion of Erf 1318 Galeshewe (Santa Centre Extension) | ±1,5 Ha | ± 24 | ± 24 |
| Erf 17725 Begonia | ±62 Ha | ±100 | ± 112 |
| Back of Legislature | ±40 Ha | ± 800 | ± 2500 |
| Tshwaragano Shacks | ±3 Ha | ± 160 | ± 160 |

| LOCALITY | EXTENT OF ERF | NO. OF ERVEN FOR FUTURE DEVELOPMENT | CURRENT NO. OF INFORMAL STRUCTURES/SHACKS |
|---------------------------------|-----------------------|-------------------------------------|---|
| Riemvasmaak | ±135 Ha | ± 180 | ± 1000 |
| Ramorwa & Witdam Overflow. | ±3.5 Ha | ± 55 | ± 55 |
| Erf 1046 (Tswelelang) | ±9399.7 square metres | ± 90 | ± 90 |
| Erf 25151 Greenpoint | ±2.14 Ha | ± 120 | ± 500 |
| Jacksonville Extension | | ± 200 | ± 0 |
| Erf 30299 Green point | ±1.36 Ha | ±31 | ±20 |
| Erf 30058 Green Point | ±7207 square metres | ±07 | ±16 |
| Erf 30074 Green Point | ±1751 square metres | ±05 | ±04 |
| Erf 25105 Green Point | ±7400 square metres | ± 30 | ±100 |
| Erven 29272 &29257 | ±1.67 Ha | ±29 | ±250 |
| Green Point | | | |
| Waterloo | ±19.3 Ha | ±230 | ±800 |
| Erven 25151 & 30059 Green Point | ± 2.25 Ha | ±61 | ±300 |
| Total Planned | ±295.62 Ha | ± 4575 | |
| Total number of shacks | | ± 6929 | |

Table 14: Backlogs per service

| SERVICE | BACKLOG CENSUS 2011 | BACKLOG IHS SURVEY 2015 | SERVICES PROVIDED UP TO 30 JUNE 2015 | SERVICE PROVIDED UP TO 30 JUNE 2017 | NEW STRUCTURES - NO SERVICES MAY 2018 | CURRENT BACKLOG | PLANNED PROJECTS 2018/19 AND BEYOND |
|-----------------------|---------------------|-------------------------|--------------------------------------|-------------------------------------|---------------------------------------|-----------------|-------------------------------------|
| WATER | 8743 | 1730 | 7013 | none - COGHSTA | 7211 | 8941 | 870 - implemented by COGHSTA |
| SANITATION | 9343 | 5050 | 4293 | none - COGHSTA | 7211 | 12261 | 870 - implemented by COGHSTA |
| ELECTRICITY | 9127 | 6890 | 2237 | 3151 | 7211 | 1502 | 1502 |
| REFUSE REMOVAL | 9490 | 8560 | 930 | none | 7211 | 15771 | <i>Strategy to be developed</i> |

The table above shows the backlogs per service based on the data available at this point (taking cognisance of the latest informal settlement statistics shown above. Emphasis is placed on the fact that COGHSTA is responsible for the construction of houses as well as the installation of water and sanitation services. This is also funded by the department and as such, not included in the SDBIP of the municipality.

The table below details the funded infrastructure projects that the municipality has included in its capital budget for 2019/20.

Table 15: Capital Infrastructure projects

| Project Description | Asset Class | Total Project Estimate | 2019/20 Medium Term Revenue & Expenditure Framework | | | Project Information |
|---|---------------------------------------|------------------------|---|------------------------|------------------------|---------------------|
| | | | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 | Ward Location |
| Upgrading of storm water channels in Galeshewe | <i>Roads Infrastructure</i> | 120 000 | 40 000 | 50 000 | 60 000 | ALL |
| Upgrade gravel roads | <i>Roads Infrastructure</i> | 13 436 | 13 436 | 13 436 | 13 436 | 6, 7, 9, 10, 15 |
| Replacement of computer equipment | <i>Computer Equipment</i> | 30 000 | 5 000 | 5 000 | 20 000 | ALL |
| Replacement of loose equipment | <i>Furniture And Office Equipment</i> | 9 000 | 3 000 | 3 000 | 3 000 | ALL |
| Reselling of erven | <i>Revenue Generating</i> | 6 000 | 2 000 | 2 000 | 2 000 | ALL |
| Fleet Replacement programme | <i>Transport Assets</i> | 22 000 | 6 000 | 6 000 | 10 000 | ALL |
| Upgrade of Homevale Fire Station | <i>Community Facilities</i> | 12 668 | 12 668 | – | – | WARD 3 |
| Herlear 11 kV Switchgear | <i>Electrical Infrastructure</i> | 10 000 | 5 000 | 5 000 | – | WARD 29 |
| Electrification of golf course – 1100 houses | <i>Electrical Infrastructure</i> | 18 920 | 18 920 | – | – | WARD 7 |
| Electrification of Ramorwa – 106 houses | <i>Electrical Infrastructure</i> | 1 823 | 1 823 | – | – | WARD 4 |
| Electrification of Donkerhoek – 111 houses | <i>Electrical Infrastructure</i> | 1 909 | 1 909 | – | – | WARD 8 |
| Electrification of Witdam – 138 houses | <i>Electrical Infrastructure</i> | 2 374 | 2 374 | – | – | WARD 4 |
| Electrification of Waterloo – 240 houses | <i>Electrical Infrastructure</i> | 4 128 | 4 128 | – | – | WARD 33 |
| Lerato Park Line Services network strengthening | <i>Electrical Infrastructure</i> | 1 844 | 1 844 | – | – | WARD 30 |
| Upgrade of electrical infrastructure | <i>Electrical Infrastructure</i> | 31 880 | – | 16 000 | 15 880 | ALL |
| Upgrading of streetlights | <i>Electrical Infrastructure</i> | 16 000 | 5 000 | 5 000 | 6 000 | ALL |
| Replacement of pre-paid meters | <i>Electrical Infrastructure</i> | 9 000 | 3 000 | 3 000 | 3 000 | ALL |
| Upgrading of water treatment works | <i>Water Supply Infrastructure</i> | 20 000 | – | 10 000 | 10 000 | WARD 29 |
| Water Meter Replacement | <i>Water Supply Infrastructure</i> | 9 000 | 3 000 | 3 000 | 3 000 | ALL |
| Water supply Reservoirs | <i>Water Supply Infrastructure</i> | 14 750 | – | 10 000 | 4 750 | WARD 11 |
| Water Supply Reservoirs | <i>Water Supply Infrastructure</i> | 1 406 | – | – | 1 406 | WARD 14 |
| Lerato Park bulk water mains | <i>Water Supply Infrastructure</i> | 377 | 377 | – | – | WARD 28 |
| Bulk water mains | <i>Water Supply Infrastructure</i> | 12 747 | – | 1 547 | 11 200 | ALL |
| Water Infrastructure Distribution points | <i>Water Supply Infrastructure</i> | 9 030 | – | 6 000 | 3 030 | ALL |
| Renewal of Sewer pump station | <i>Sanitation Infrastructure</i> | 6 000 | – | 3 000 | 3 000 | WARD 27 |
| Carters Glen Sewer pump station | <i>Sanitation Infrastructure</i> | 45 000 | 5 000 | 20 000 | 20 000 | ALL |
| Renewal of sewer reticulation | <i>Sanitation Infrastructure</i> | 5 000 | – | – | 5 000 | WARD 17 |
| Renewal of sewer reticulation | <i>Sanitation Infrastructure</i> | 40 000 | – | 15 000 | 25 000 | ALL |
| Reconstruction of old sink toilets Kutlwanong | <i>Sanitation Infrastructure</i> | 20 000 | 10 000 | 5 000 | 5 000 | WARD 17 |
| Upgrading of sewer reticulation | <i>Sanitation Infrastructure</i> | 9 950 | – | 6 950 | 3 000 | WARD 24 |
| Upgrading of Seleke / Homevale sewer lines | <i>Sanitation Infrastructure</i> | 15 000 | 15 000 | – | – | WARD 5 |
| Lerato Park Bulk sewer mains | <i>Sanitation Infrastructure</i> | 24 806 | 24 806 | – | – | WARD 28 |
| | | 574 048 | 184 285 | 180 497 | 209 266 | |

As can be seen from the table above, the following flag ship projects currently receive priority at the municipality:

Galeshewe Storm Water Upgrade is implemented under the Urban Renewal Program (URP) as part of the Public Network Transport (PNT) mainly in Galeshewe and other areas in the city. The Galeshewe Storm Water Upgrade is currently the biggest project on the capital budget with a total allocation from Neighborhood Development Partnership Grant (NDPG) from National Treasury to the tune of R40 000 for 2019/20 and R110 000 over the MTREF. This project will replace most of the existing storm water drainage pipes and install box and pipes culverts where heavy floods are experienced in the greater Galeshewe and will significantly reduce the huge storm water problems experienced in both primary and secondary networks as well as reducing floods in private and business properties. This will create great water harvesting opportunities for municipality amidst national current water crisis.

The project is implemented for the total upliftment of the area as well as to facilitate improved drainage to a significant part of the city.

In addition to this, R13 436 371 has been allocated for the paving of roads in Galeshewe. As a result of paving being far more cost effective than tarring, over 20 kilometres will be paved.

An amount of R30 000 000 has been allocated over the MTREF (2019/20 R5 000 000) for the replacement and upgrading of computer equipment. The continuous upgrading of computer hardware and equipment is essential to keep abreast of technology especially with regard to mSCOA and SOLAR implementation in order for the systems to run optimally.

As a result of the housing development in the city, new areas are mushrooming and provision for the electrification of houses need to be made. An amount of R26 661 723 has been earmarked for these projects, with the areas mentioned in the table above for electrification during 2019/20.

Table 16: Capital projects (Community services)

| DESCRIPTION | FUNDING SOURCES | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|---------------------------------------|-----------------|------------------|-------------------|----------|----------|
| P-CNIEUA-BUILDINGS-SATELITE FIRE STAT | IUDG | 2 472 752 | 12 668 255 | 0 | 0 |
| Upgrade De Beers Stadium | MIG | 2 117 678 | 0 | 0 | 0 |
| Upgrade Galeshewe Stadium | MIG | 1 190 741 | 0 | 0 | 0 |
| Refurbish Florianville Swimming Pool | CRR | 1 409 021 | 0 | 0 | 0 |
| TOTAL | | 7 190 192 | 12 668 255 | 0 | 0 |

Planned capital funding sources for the next three financial years are shown in the table below. It is clear from this table that the funding mix for capital spending is not well balanced at this point, as it is funded only from internally generated funds and grants.

Table 17: Capital funding sources over the MTREF

| FUNDING | 2019/20 | 2020/21 | 2021/22 |
|----------------|--------------------|--------------------|--------------------|
| CRR | 27 000 000 | 27 000 000 | 41 000 000 |
| MIG | 0 | 0 | 0 |
| RBIG | 0 | 0 | 0 |
| NDPG | 40 000 000 | 40 000 000 | 40 000 000 |
| Tech-NDPG | 0 | 0 | 0 |
| INEP | 30 998 000 | 16 000 000 | 15 880 000 |
| Inep(esk) | 0 | 0 | 0 |
| WSIG | 30 000 000 | 40 000 000 | 50 000 000 |
| EEDSM | 5 000 000 | 5 000 000 | 6 000 000 |
| IUDG | 51 287 000 | 52 497 000 | 56 386 000 |
| ACIP | | | |
| DSAC | 0 | | |
| GURP | 0 | 0 | 0 |
| FBDM | | | |
| Prov | | | |
| | 184 285 000 | 180 497 000 | 209 266 000 |

The municipality has 33 wards. Ward priorities are received from the ward councilors in each ward. From these priorities it is evident that the main causes of concern are service delivery related. The condition of the roads and poor water and sanitation infrastructure is prevalent. Accordingly, these areas are also where the largest portion of the budget were allocated, Refer to Annexure 1 – Multi-year capital plan for a comprehensive list of funded and unfunded projects. Below is a list of ward priorities received:

Table 18: Ward Priorities

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|------------------------|---|-------------------------|--|---|--|---|----------------|
| 1 | Petunia Francis | Paving of untarred roads in Old Roodepan | Upgrade municipal flats | Community hall | Upgrade Sida Park | Electrification of Begonia and provision of High mast lights | Upgrade Camelia and Eagle street pump station including rising main and outfall | |
| 2 | Lucias Visagie | Paving of Weaver, Finch, Seeduif, Papegaai, Dikkop, Nightingale, Hoopoe, Parakiet and Pluto Streets | | Extension of current clinic or building of another clinic as 4 wards visits clinic on daily basis Upgrading of multi-purpose hall | Upgrading of park with swings, planting of trees) in Albatross Str currently being used as a dumping site | High mast light at Mahala Park | Replacement of water meters. Replacement of sewer mains. Communal water and sanitation services level 1. Installation of water and sanitation services for 55 sites. Replacement of sewer main in Spreeu and Seeduif Street Maintenance of Sewerage system in Eagle Str (RDP houses) | |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|----------|---|--|---|--|---|---|--|
| 3 | CB Lewis | <p>Resurface all tar roads in ward 3. Paving in Homevale ext., Porpoise, Pilchard, Sardine, Barracuda, Salmon, Anchovy, Sole Close, Bass Close, Hake Close, Gold Fish Close, Mackerel, Haddock, Whiting, Garrick Bream Str in Homelite, Marthennay Paving of Bream, Cyntrex Proman, Pilchard, Porpoise, Sardine, Barracuda, Anchovy, Salmon, Bream Drive, Whiting, Haddock and Mackerel Str in Homelite Upgrade gravel roads in Homevale shacks Upgrade all storm water drains. Clean all canals in Ward Pave all gravel roads in Homevale Extions 20, 21, 22, 24</p> | <p>Rectify Homevale Ext houses and Homevalley houses Provision for disable houses Provision for houses in Homevalley shacks</p> | <p>Build in door sport facility, multi-purpose recreation ahll, recycle projects in wards, regular removal of dumps, rubble, etc pavements, open areas, parks, build playground and stadium, build car wash</p> | <p>Upgrade of parks and build public swimming pool</p> | <p>Provision of high mast lights Electrification of Homevalley shacks, high mass, Sardine 2nd Street. Homevalley shacks, between Homevalley and Roodepan Road, 21st Street Replace all faulty transformers Replace house lightsand street lights in Homevalley and Homelite</p> | <p>Replacement of water meters. Replacement of sewer mains. Communal water and sanitation services level 1. Installation of water and sanitation services for 55 sites.</p> | <p>Survey of 350 sites for informal housing</p> |
| | | | <p>Build a paypoint and one stop centre, Buildt houses in all open spaces, build youth centre, build houses in open spaces next to Lerato Park, replace all asbestos roofs</p> | | <p>Recreational park next to Roodepan roads and Homevalley ext.</p> | | <p>Replace all water pipes in ward.</p> | <p>Rezoning and subdivision empty erven</p> |
| | | | | | <p>Upgrade soccer field Homevalley, 11th Str, 18th Str, Sandshark Str playgrounds, Baracuda in</p> | | | <p>Fully surveyed serviced erven for development and serving for housing formal and high income group due to</p> |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|-----------|---|--|--|--|----------------------------|--|---|
| | | | | | open space | | | influx of industrial workers for next year onwards thus boosting the municipality's revenue |
| | | | | | Build park in Homevale and Homevalley | | | |
| | | | | | Put up hockey fields Volley Ball pitch erect, Gym Park | | | |
| 4 | TH Mpanza | Uplifting of paving in Chris Hani Park (last street facing Waterloo Str Paving of roads in Peme, Botsang and Boikanyo Str and all streets in Santa Zone 2 and Otto Str Upgrading of s/w drainage system between Peme and Botsang Str Rehabilitation of retention dam between Peme and Botsang Str. | Provision of housing in Ramorwa and Witdam | Sickbay at old age home in Seochoareng Str Community Hall open space in Botsang Str | 2 Parks Mphela and Tholo Str | Electrification of Ramorwa | Upgrade of Gogga outfall sewer main Communal services for water and sanitation Household water and sanitation connections for informal areas | |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|--------------|---|--|---|--|--|--|----------------|
| 5 | M Mohapi | Paving of street in Vaalbos 1, Mathibe Old Vergenoeg, Mathibe extension (Madalane shacks) Baba Gopane, Madiba | Provision of housing in Fluffy Park | | | Electrification of Fluffy Park | Provision of basic water services in Fluffy Park | |
| | | | | | | | Upgrading of toilets in Thusano Unit | |
| 6 | D T Setlholo | Ramora & Blikkies dorp sloot, gully to be closed and s/w pipes to be installed | Audit to be conducted to establish damage done to slab houses | Need for a community hall for public gatherings site next to boikhutsong community creche | Recreational facility in Mathibe Str, Thutlo Str park to be upgraded | High Mast light Seleki Str in front of Tikke Bar at Erf 4004 to eliminate high crime | Sewerage overflowing in Maphuta Str constantly giving problems | |
| | | Themba Slood, gully to be closed and s/w pipes to be installed | Infill & Old cracked Vergenoeg houses | | | | | |
| | | Upgrade s/w next to Solly;s store, Maphutha Str opposite Deke Str, Boitsanape, Motlhaba and Masakhane Clinic | 6116, 6118, 6107, 6112 Maphuta Str, 6002 Seleki Str, 6566, 6573, 6913 Deke Str, 7031, 7032 Mathibe Str, 7033, 7056, 7057 Stamper Str | | | | | |
| | | Roads to be paved: Tshwene, Mathibe, Kgarebe, mmutla, Tlou Singel, Tshwene, Goitseone, Selebogo, Pulane, Moeti, Themba 1 & 2 Mokake, Cwaedi, Mcheta, Basadi, Ngobeni, Msekang, Matsebe, Tshipo, Maiteko, Legaga, Mmoledi, Str no name next to Solly's Store, Tlhabanelo, Kgalalelo, | | | | | | |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|---------------|--|---|---|--|--|---|---|
| | | Tsholofelo, Mochudi & Lekuku, Tau Streets | | | | | | |
| | | Speed bumps in Thutlo, Stamper, Deke, Goitsewang, Seleki and Moheta Str | | | | | | |
| 7 | PP Kwagile | Paving of entire Ubuntu, Malebe, Gaborone, Melesi, Kgopisho, Mojanaga, Maputle, Amakhuzane Streets and April Str connecting to Ramatshela Str. Upgrade minor roads connecting April to Ramatshela. Upgrade minor streets connecting Kesiamang to Moraladi. Paving of Solly Legodi. Construct Vehicular bridge connecting Solly Legodi & Dunston (Over the lined canal) | Solly Legodi cracked houses, disaster houses throughout ward. Solly Legodi 1 house without electricity since the day it was built Provision of housing in Riemvasmaak | Cleaning of Ramatshela Cemetery Provision of more bulk refuse bins and no dumping signs | Five April Park (Bambanani Park) no caretaker, park in bad state | Provision of electricity in Riemvasmaak High Mast Lights | No toilets at Riemvasmaak Provision of communal water and sanitation services in Riemvasmaak. Upgrade of Gogga outfall sewer main. 7 houses in Solly Legodi that still needs to be build still uses bucket system Sewer manholes to be lifted in Solly Legodi and Ubuntu/Danston | New Area Riemvasmaak still informal settlement no development only taps |
| 8 | Charles Ngoma | Pedestrian walkway from | Provision of | | Upgrade of | Provision of electricity and | Provision of | |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|----------|--|--|--------------------|---|---|---|----------------|
| | | Schmidtsdrift Rd to Freedom Rd Cleaning of s/w canal in Silson, Armstrong and Freedom Rd Resurfacing of Limpopo and Swanson Rd and patching of potholes Paving of Thesele, Thomas Morebudi, Peacock, Gans, Morubisi, Gaka, Kalkoen, Eshley Mothelesi and Nxumalo Extension, John Daka, Donkerhoek and 7de Laan | housing in Madiba Park and Donkerhoek Ext Maintenance of poorly constructed RDP houses with dangerous building problems in Donkerhoek | | parks in Armstron Rd and Donkerhoek Gulp Park | High Mast Lights | basic water and sanitation services | |
| 9 | DM Swazi | Paving of roads, Boitumelo, Mosamo, Chou, Solani, Mokonyama, Hlongwane, Lilian Mantsane, Jenkis Mothibedi, Maokeng Str | Provision of FLISP housing in Retswelele | | Fencing and greening (grass) for parks, Real Madrid soccer ground | Provision of electricity in Retswelele | Provision of water services in Retswelele | |
| 10 | JT Gomba | Paving/Upgrading of roads Dinokwane, Moagi & Molema Str (Unit 3) Obakeng, Moretele, Phetolo, Tladi Str, Sekate, Tlhapi, and Botlhale Str (Unit 1) Erection of speed bumps : Phajane, Modise, Ditake, Nkgare, Street no name between Phajane shops, Tetlanyou Secondary school, Mongale, Moagi, Letlhaku, Molema Unit 3, Gwele, Fish Crescent, Siwisa, Simino, Madibane, Leqwabe and | Provision of housing | | Upgrade of Tommy Morebudi Sports facility | Solar Geysers to be installed Installation of high mast light at area of Dingaan Str and Pick 'n Pay Centre, substation between Siwisa and Dingaan Str to be closed by council | Provision of basic services in Tshwaragano shacks, pipe replacement programme Nobengula | |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|------------|--|--|---|-----------------------------|---|--------------------------------------|----------------|
| | | Sontlaba Str Unit 2, Obakeng Str Unit 1 | | | | | | |
| | | Potholes to be fixed : Unit 2 consist of Sontlaba up until Fish Cres, and Unit 3 consist of Phajane up until Modise and Ditake Str | | | | Provision of electricity to shack currently at Tshwaragano shacks | | |
| 11 | IM Mojakwe | Paving in Arena, Badumedi, LM Mojake, Suzan Tlhalepe, Molemo and Thokoza | Agisang (Katima Molelo) residents extension of 2 rooms and asbestos | Job for youth | Cleaning of parks | | 15895 Mojakwe Str, meter box leakage | |
| | | | 15862 Elizaqbeth Manko Str, roof leagae and door broken, 15905 Mojakwe Str, door between kitchen and sitting room is loose, Roof leakage problem; 15860 Elizabeth Manko Str, toilet leakage, and roof leakage; 15837 Elizabeth Manko Str, roof, geyser | Playground at Stranger Nkosi open space | Upgrading of Agisanang Park | | | |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|--------------|--|---|---|--|---------------------------------|--|----------------|
| | | | and door needs replacements | | | | | |
| | | | Geysers are cracking roofs | Cleaning of graveyard | | | | |
| | | | Removal of asbestos | | | | | |
| | | | Greater Vergenoeg houses are cracked | | | | | |
| | | | Arena Residents want houses to be renovated, new toilets. | | | | | |
| | | | Refurbishment of hostels into CRU's | | | | | |
| 12 | LL Mocwagole | Unit 1 - Paving of roads (Mashilo, Magonare, vicinity at Peme Office and car wash), Witdam streets | Unit 4 - Dilapidated house in Phillip Mphiwa next to Faima Church should be renovated for Ward 12 | Unit 1 - Magonare big tree church side open area for small park for relaxation and gathering purposes | Unit 4 & 5 Upgrading of park in Phillip Mphiwa down to Phakedi Str | Maintenance needed at all units | Construction of brick toilets in Tyala Drive, Mocumi Str | |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|-----|---|---|---|-------|-------------|--------------------|----------------|
| | | Unit 2 Paving Tyala Drive & Jabula RDP houses, road signs, chromodeck signs (speeds bumps, reflectors paint each street 3) Khotso Str, Naledi Str, Chevron Rod sign between Khotso and Naledi, Tyala Drive, Redirile School speed bump and Bongani Str 4 way James Mandeu Dula Str to Jabula Street = C (Chromodeck Road sign; Jabula Str to Tyala-Phutane Str | consultation house causes rapes and robberies | Unit 2 - Building of libraryNext to African Church in Kwnobanthu | | | | |
| | | Unit 3 - Tyala- Kekane Str same | | Unit 4 & 5 Cutting of trees which causes a lot of rapes and robbery at Phillip Mphiwa down Phakedi Str | | | | |
| | | Ufnit 4 - Hulana str all internal streets Phakedi Str | | Develop food garden for the (jojo) community and create jobs at open space next to Salvation Creche at Nkoane Str | | | | |
| | | Unit 5 - Hulana Str internal streets to Montshiwa Rd, Street name signs for all units in Chromodech Road | | | | | | |
| | | Unit 4 & 5 S/w slope at Phakedi, Phillip Mphiwa to be cleaned up | | | | | | |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|-------------|---|-------------------------|--------------------|---|---|---|----------------|
| | | and restructured with tunnels for flow and safety of families | | | | | | |
| 13 | MK Molatudi | Paving of ext 6, Sesing 2, Maji, Methodist Str (next to St James Church), Methodis Str (in White City next to Methodist Church), Ncakani laan, Masiza, Maleka, Zone 2, China Square, Sesedi Str, Santa Santa, Seochoareng Str (behind Cashbuild), Potholes Zone 2 Upgrade storm water canal at Greater No 2, Zone 2, Chris Hani Park, Palweni, Malunga, Modiakgotla, Sol Plaatje | Santa Centre and Zone 2 | | Social centre park needs to be cleaned and revamped | Zone 2, electricity boxes needs to be transferred from shacks into the houses | Provision of basic services to Santa Centre & Zone 2 shacks | |
| | | | | | Galeshewe Stadium needs to be paved in the front entrance | Street lights in Long Str | | |
| | | Infrastructure Mahala Park, Santa Santa | | | | Electricity Santa Centre | | |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|--------------|--|---------|---|-------|-------------|--------------------|---|
| | LHS Pieterse | <p>Squarehill Park (Aster, Malfa, Carnation, Marigold, Cosmos and Verbena Str - maintenance)</p> <p>Florianville (Beechwood and Acacia Rd deteriorated due to overgrown water channel, resurfacing of Maple, Deodar, Cedar, Beech, Ash, Almond, Bloubos and Ganna Rd)</p> <p>Mint Village / Moghul Park (Potholes - Peach, Plum, Pear, Mango, Grape, Mandarin Str)</p> <p>Colville (Potholes - Omega and Margaret Rd)</p> <p>Homestead (Lynch, Harmse, Dawson, Varrie and Rabia Str - resurfacing)</p> <p>Northview (Edith, Riverton, Sussex, Neethling, Homestead, Association and Natasha Str - resurfacing)</p> <p>Access/ connecting roads Church Rd pavement to small for wheelchairs, road breaking up, Community Rd kerbing to be installed and regular cleaning of s/w canals, Karee/Cypress Rd - road breaking up and kerbing to be installed, Recreation Road from 4 way stop past Florianville and Square Hill Park to main road Barkly Rd to be resurfaced. Trees on pavement at William Pescod High school must be trimmed.</p> | | <p>Cleaning of suburbs:</p> <p>Squarehill Park (pavement around Lords Park in Aster Rd, around church c/o Marigold and Dahlia Ave, Behind Petunia Rd from Recreation between Apostolic & Baptist churches, Area Opposite Kemo Motel up to 4 way crossing in Church Rd, Area at Civic Centre, Judy Scott Library, Clinic & SPM Utility Payment office, pavement of Davidson Str)</p> <p>Florianville (Area opposite Baptist, Methodist Church up to 4 way stop at Karee Road, Area opposite Dr Wolfsons Creche in Recreation Rd up to Cypress Rd behind Endeavor Primary school, area between Baptist Church c/o Recreation Rd & Apostolic Church c/o Petunia Str, behind Squarehill Park, water furrow</p> | | | | <p>Formal settlement - area has to be subjected to a general engineering survey for an IDP faculty. Land had been pegged and allocated to shack residents with erven numbers for approval of MPAC committees.</p> |
| | | <p>Community Rd kerbing is breaking up to be replaced and cleaning of s/w drains. Karee/Cypress Rd is breaking up due to rainfalls. Homes are 1 m from edge of road, kerbing to be installed.</p> | | | | | | 92 Page |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|-----|-----------------------|---------|--|-------|-------------|--------------------|----------------|
| | | | | <p>Northview (Area from Varrie Rd into Natasha Str by Old Cader Brickworks up to Lutheran Church in Natasha Str, open veld allocated informally as a park regular brush cutting, Baptist Church leading to the sewage treatment facility, opposite side of Rhona Close up to 50 m from corner of last house, open area between Constance Rd and Barkly Rd on either side of Edith Road, pavements of Dpt of Education opposite Northview in Constance Rd and Barkly Rd)</p> <p>New Homestead opposite Shoprite/Santa Centre (Open veld 30 m from boundary of College Road embarked from St Pauls Rd opposite Dept of Education to 50m from last house in road.</p> | | | | |
| | | | | | | | | 93 Page |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|------------------|---|--|---|-------|-------------------------------------|---|----------------|
| 15 | M Keetile | Roads & S/w drainage for Phutanang & Phomolong, (Frank Chikane, M Goniwe, Winnie Jansen, Johannes Lekotla, Mocumi Maropong, Gwagwa Sidewalks and bicycle lanes in John Daka | Phomolong FLISP and low cost | | | Phomolong electrification | Provision of reticulation | |
| 16 | BJ Stout | Paving of Gugulethu, Nelson Moitsi, Mthengi, Paving of streets in Tswelelang | Snakepark & Promise Land. Provision of housing in Tswelelang | New Homestead (opposite Shoprite/Santa Centre (Open veld about 30 m from boundary of College Rd, from St Pauls Rd opposite Education Dpt up to 50 m from last house, area between New Homestead and AR Abass Stadium where inf settlement opposite the road next to Santa Centre, Island between Hugh & Orange Str overgrown) | | Complete Snake Park electrification | Provision of basic services Snake Park & Promise land | |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|-----------|---|--|--|--|--|--|----------------|
| 17 | GI Petoro | Unit 1 Club 2000 (Road in Peace/Khutsonong to be fixed, potholes to be patched, no s/w intakes in Tidimalo, Kakaretso, Khutsanong) | Unit 1, Club 2000 (cracked houses, roofs) | Gemdene (Buffer Area Ruby Str & Barkly Rd) | Unit 1 Club 2000 (Trees to be cutted in Peace Str and cleaning of ground) | Unit 1 - Club 2000 Refurbishment of all high mast lights | Unit 2 (Zink toilets Convention, Julia, Chabagae, Patric Mothelesi, Molete, Motlhanke, Matshidiso, Vanani, Mac Sebao Str) | |
| | | Unit 2 Paving of Nche, Julia, Chabagae, Gala Motheo, Gloria Mathebula, Tebogo Masen, Rebecca Motlwaeng, Bunny Mamba, Captain Matsi, Molete, Motlhanke, Convention, Vancini, Mac Seao, Patric Mothelesi, Peace, Thutsanong. Paving of Lathi Mabilo, Albert Luthuli, Manne Dipico, Edward Moeng, King Senare, Forest View, Trisano. Extension of Morris Lenyibi Main road too small for 2 cars, Patches to be repaired, no intakes) | Unit 2 (cracked houses and leaking roofs to be repaired) | Unit 2 (Close ground facility to be fixed has been vandalised, community hall, cleaning of veld) | Unit 2 (Park to be upgraded, security 24 hours, trees to be cutted in Kulia, Chabagae, Convention Str) | (3 street lights in every str, Khutsanang, Kakaretso/Tidimalo/Peace when high mast is off street lights must serve as back up) | Unit 1, 2, 3 (Zink toilets to be built with bricks, Khutsanong, Tidimalo, Kakaretso, Peace, Convention, Julia, Chabagae, Patric Mothelesi, Molete, Motlhanke, Matshidiso, Vanani, Mac Sebao, Nobengula Rd) | |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|-----|---|---|---|---|--|--|----------------|
| | | S/w drain in Patric Mothelesi to be cleaned and closed, no s/w intakes in Molete, Matshidiso, Convention, Vanani, Mac Sebao, Patric Mothelesi, Motlhanke, Nobengula Main road to assist retention dam). Bridge to be built over s/w canal | Unit 3 (cracked and leaking roofs to be repaired) | Kaghiso (School, library, clinic near ground in John Mampe, Kagiso, Tlhageng) | Kaghiso (Park and fencing to be upgraded, rubbish drums in Gala Mottheo, Tlhageng Unit, as well as at park) | Unit 2 - (3 Str lights in every streets, Molete, Motlhanke, Matshidiso, Patric Mothelesi, Convention, Vanani, Mac Sebao) | Unit 3 (King Senare, Phidisanang, Tirisano, Gabriel, Baremedi, Forest View, | |
| | | Extension of Morris Lenyibi Main road too small for 2 cars, Patches to be repaired, no intakes) | Kagiso (36 cracked houses built by Mulan Construction to be rectified, other cracked houses and leaking roofs to be repaired) | Ipeleng (Netball, basket ball fields to be provided) | John Mampe II (John Daka 2 and Kagiso Parks and fencing to be upgraded) | Unit 2 (High mast light in Moleteand at close ground to be fixed) | Kagiso (Zink toilets to be built with bricks Gala Moetheo, Morris Lenyibi, Rebecca Motlhwang, Bunny Mamba, Captain Matsie, George Molaolwa, Gloria Mathebula, Tebogo Maseng) | |
| | | John Mampe II (Patching of Albert Lethuli , short street in John Mampe II, Kagiso, Phakamile Mabija, Manne Dipico , Lathi Mabilo to be paved, no s/w intakes in John Daka 2) | Provision of housing in King Sengari | | Ipeleng (rubbish drum at Ipeleng Park and park and fencing to be upgraded) | Unit 3 (3 street lights Gabriel, Tirisano, Edward Moeng, King Senare, Tshidisanang) | Pipe replacement on sewer mains with an option of upgrading top structures. Point repairs on | |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|------------|---|--|--|-------|---|---|--|
| | | | | | | | sewer mains in Kagiso, basic services for King Sengari. | |
| | | Ipeleng (No s/w intakes Chris Marais, Masisi, Man Zana, potholes to be patched) | | | | Kagiso (3 street lights as back up in Rebecca Motllhwaeng, Gloria Mathebula, bunny Mamba, Morris Lenyibi, Gala Motheo, Captain Matsie, Tebogo Maseng,) | | |
| | | | | | | John Mampe II (3 street lights in John Daka, Mampe, Manne Dipico, Albert Lethuli, Phakamile Mabija for back up) | | |
| | | | | | | Ipeleng (High mast light at Ipeleng Park) | | |
| 18 | PR van Wyk | S/w system in whole ward (foculs also in Nxumalo as system is in back of yards) | Renovation of Heritage Houses (mud houses) Mlimba Str shacks + 7. | Development of small village - LED (Mayibuye Precinct - Robert Sobukwe office) | | Service and upgrade of electricty transformers Mlimba Str Shacks | Provision of services Mlimba Str shacks | Over population double packing of families |
| | | More speed bumps to be erected | Block brick houses in Greater No 2 and some houses in Nxumalo cracking because | Unemployment and lack of skills program for young people | | | | |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|-----------|--|--|--|--------------------|-----------------------------|---|----------------|
| | | | of poor workmanship | | | | | |
| | | Paving of streets Malat Str, Nxumalo cul-de-sac | Registration of Greater No 2 for the title deeds | Lack of library in this cluster ward | | | | |
| | | | Infill houses | | | | | |
| 19 | IA Lekoma | Klaas Moncho and Moroka Str to be paved. Paving of Sello Phiri, Snyman Rankane Str, Peter Thabile, Thabo Moyo. Resurfacing/paving of outstanding portion of Mampunye Str | Upgrading Kammerkies (72 houses) asbestos roofs incl leaking roofs, fixing of falling mud houses, cracked/sub-standard houses SAKA | Revamp of old age home | Upgrading of parks | | Toilets Lathi Mabilo Park (SAKA) | |
| 20 | CA Pearce | All main roads to be resurfaced and rehabilitated. Upgrade all main earth s/w cables All roads in CBD to be maintained Resealing of roads in West End, Kimberley North and Utility Partching of roads in other units in Ward 20. Visible street names S/w drains in West End, Utility and CBD, especially at Big Hole | Replace broken windows at 3 flats in New Park (Tiffany, Holland and Newton Courts). Maintenance as required at flats | Regular removal of dumped rubble in public spaces CBD, thorough cleaning in West End, Utility and New Park Making our CBD safe and installing working CCTV cameras | | Lighting in CBD and suburbs | Sewer diversion at flats, replacing pipes for water mains. Repairing sanitation probles at Tiffany, Holland and Newton Courts. Major sanitation problem at Tower Villas - Albertynshof | |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|---------------|--|------------------------------------|------------------------------------|------------------------------------|--|--|-----------------------|
| 21 | WA van Rooyen | Rehabilitation and resealing of Hull Str. Upgrade s/w management system in Hull Str and Diamantveld Primary School. Automize and upgrade s/w management at subways | Upgrading of Flamingo Court | | | | Pipe replacement for water mains | |
| 22 | ND Maditse | Paving of roads, Woodburn, Idutywa, Soga, Lemonwood, Ironwood, Denomthuli, Liphuku, Mokoalane, Thomspen, Magugu, Bonbani, Mohosh, Sneezewood and Witpad Streets | Provision of housing in Greenpoint | Elektra Park - no service delivery | Upgrading of sports ground | Greenpoint, investigation into lighting levels | Provision of basic services in Greenpoint, Point repairs on sewer reticulation | Land for new cemetery |
| | | Extension of s/w canal in Greenpoint | | | Development of parks in Southridge | | | |
| | | Maintenance of roads in Southridge and cleaning of s/w drains (Landbou Rd, Britten Close, Smart and Beddome Str - serious need) | | | | | | |
| | | Elektra Park (Paving of streets) | | | | | | |
| 23 | PJ Vorster | Taxi parking bays, move taxi's to industrial area Linking of s/w pipes Visible street names | | | | | | |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|--------------|--|--|--|---------------------------|---|---|----------------|
| 24 | Sharon Steyn | All main roads to be resurfaced and rehabilitated. Upgrade all main earth s/w cables All roads in CBD to be maintained Resealing of roads in Carters Glen, Rhodesdene, Lindene and Hadison Park Patching of roads in other units in Ward 24 Visible street names S/w drains in the whole Ward 24 especially in Selous Ave as well as the others in the Ward | | | | Street lights in Ward 24 to be replaced | Upgrading of sewerage pump station - New Hillcrest and Carters Glen Replace missing Sewerage drain covers | |
| 25 | OC Fourie | | Upgrading of flats, Krisant, Hercules, Jonker, and Eureka Courts | Provision of bulk refuse bins at municipal flats Bulk refuse bins at Diamond Park | | Highmast lights Diamond Park | Replace main water line in Dalham Rd, Broadway from Carrington Rd up to Old Cape Town Rd Replace waterline in Central Rd from Carrington Rd up to Old Free State Rd at Phoenix Hotel | |
| 26 | BJ Makhamba | Construction of V-drains: Shuping, Mokotoi, Moremi, Ratanang, Zepe Str | Rietvale informal settlement | Revamp community hall, pave and lights | Stadium and swimming pool | Electrification of informal settlements | Upgrade of bulk water infrastructure, | |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|-------------------------|--|--|--|---|--|---|--|
| | | Paving : Motsweding, Moremi, Shuping, Zepe, Kgabang, Morometssi, Kutlwano, Goolam Akharwaray, Ratanang, Matlhaku Zone, Pakes Dikgetsi Str | Rebuilding of Old Phelindaba houses in 3 phases | outside, 100 chairs, 8 tables. Stone guard doors and replace old door | | | replacement and upgrade of water pipes incl installation of bulk meters, provision of basic water services informal areas | |
| | | S/w Management for Ritchie, R | Repairing rooftops of Ikageng houses | | | | | |
| | | Paving sidewalk from Ritchie to Modderive | | | | | | |
| 27 | N Hammer | Paving of Fraser Moleketi and other bus & taxi routes, Seeduif, John Humphres, Van Riebeeck and Venus Str. | Riemvasmaak Moving of app 30 in Suiderkruis & Kleindam Str (fountain flooding), Houses to be developed for Rietvale, Houses for app 1000 houses. | Cleaning of illegal dumping sites. Purchase of refuse removal truck, Upgrading and maintenance of community hall (Paving and parking area) | Soccer and netball pitch develop, 3 Parks for Rietvale, Swimming Pool | Electrification of informal settlements | Upgrade of bulk water infrastructure, replacement and upgrade of water pipes incl installation of bulk meters, provision of basic water services in Riemvasmaak | Surveying 220 informal structures, 750 erven including complimenting facilities such as business, creche, government office, etc |
| | | Speed bumps for Opperman, Van Riebeeck, Stokroos, Pelikaan Str. | | | | | | |
| | | Underground s/w drains to river | | | | | | |
| 28 | Currently vacant | Upgrade of s/w in St Luke Rd and s/w sloot c/o Pine and Farm Roads | Community Road Settlement | Building of community hall (500 people) | | Electrification of Colville and bulk upgrade | Provision of basic services in Community Rd | |
| | | Resurfacing of St Luke, Epsolom and St James Str. Paving of Beta, Gamma, Cecelia, Agatha roads. Repair potholes and cleaning of s/w inlets 10 streets (Maple to Soutbos Str) | | | | | | |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|-------------|---|---|--|--------------------------------------|---------------------------------|--|----------------|
| | | Paving for pedestrians in Main Rd, St Pauls, Recreation, Pine, Farm and Community Rd Removal of mining dumps in Colville/Floors area to make way for development of houses | | | | | | |
| 29 | B Springbok | Paving and resurfacing of streets | Transfer of houses from municipality to owners. Provision of houses in Ivory Park | | | Electrification of Ivory Park | Provision of basic water services. Upgrading of sewer system in Riverton | |
| 30 | GP Kock | Completion of main s/w pipeline. Rehabilitation of Lerato Park main road. Paving of streets in Jacksonville with s/w system. | Lerato Park | Lerato Park shacks (sequence and services) Community Hall, Clinic Jacksonville (Indigents, clinic) | Park in Lerato Park and Jacksonville | Electrification of Jacksonville | Upgrade of pump stations. Bulk linking services. Upgrading of sewer outfall main | |
| 31 | BJ Keme | Upgrading of s/w drain system in Soul City. Resurfacing of roads. Paving of street (One street in Soul City, Ngwenyama, Ixcelishe) | Provision of FLISP housing in Nobengula Str. Provision of housing in Kutlwanong | | | Electrification of Kutlwanong | Upgrading of sewer pump station. Provision of basic water services. Upgrading of toilet top structure. | |

| Ward | Clr | Roads and Storm water | Housing | Community Services | Parks | Electricity | Water & Sanitation | Urban Planning |
|------|-----------|---|------------------------------------|--------------------|-------|--------------------------------|---|----------------|
| 32 | F Banda | Paving o Frank Chikane and Gerald Sekoto, Zef Motopheng, Ellen Khuzwayo Str. Upgrading and management of s/w discharge point | Provision of housing at Frans Farm | | | Electrification of Platfontein | Pipe replacement programme (sewer) with an option of upgrading top structures. Investigate alternate waterborne sewer system for Platfontein | |
| 33 | KM Sebegu | Paving of Kgatlane, Legodi and George Joseph Str Paving of Chris Hani 2 Streets Street names | | | | | | |

3.1.3 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Status Quo – Budget and Expenditure

Sound financial management deals with the management of financial resources in a manner that supports service delivery, good governance and institutional transformation, whilst at the same time ensuring compliance with the local government legislative framework and its supporting regulations and circulars.

When planning the road ahead for the municipality, it is imperative to analyse and understand the financial situation, trends and forecasts. This will aid in ensuring that the planning objectives are realistic and takes into consideration the funds available. Part of this KPA is also to identify new and innovative strategies to generate revenue as well as optimizing the effectiveness of the current revenue related plans and strategies.

The high cost of purchasing bulk electricity from Eskom, together with the increasing electricity losses have contributed this. In addition to this, NERSA did not grant the municipality any increase in rates for the 2017/18 financial year. All of the other services' proposed increases are in line with inflation

Table 19: State of the Budget – 2019/20 Tariff increases

| SUMMARY SERVICES | DEFICIT | AVERAGE |
|---------------------------|--------------------|--------------|
| SEWERAGE SERVICE | 4 243 347 | 6.50% |
| CLEANSING SERVICE | 3 762 229 | 7.50% |
| ELECTRICITY SERVICE | 78 142 270 | 11.40% |
| WATER SERVICE | 16 184 082 | 6.00% |
| RATES AND GENERAL SERVICE | 32 752 084 | 6.00% |
| | | |
| | 135 084 012 | 8.36% |

The figures below depict the trend in terms of tariff increases over the past 11 years, both on an average basis, and for the rates service specifically.

Chart 21: Average tariff increases

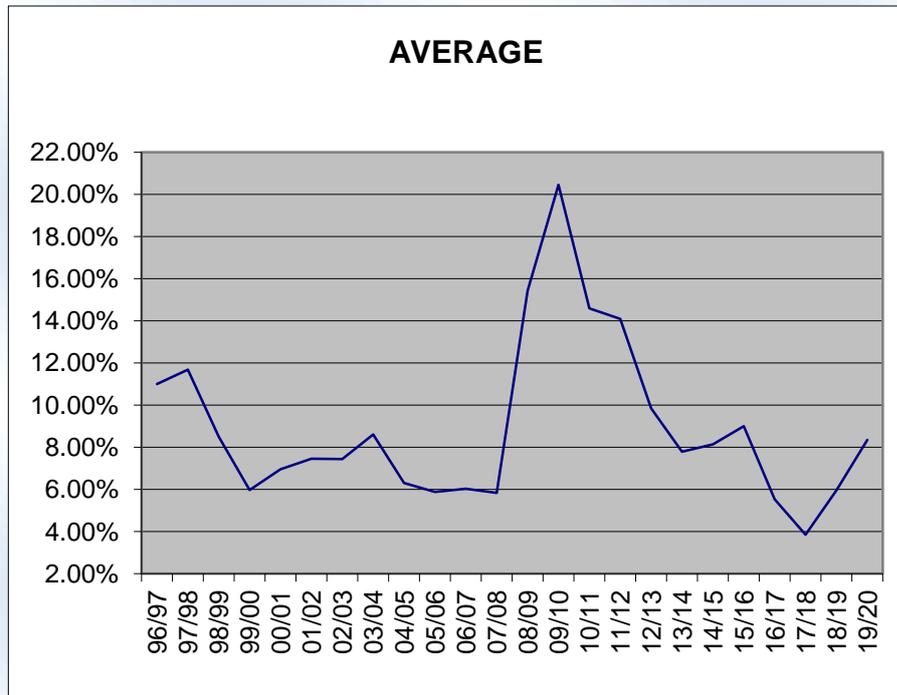
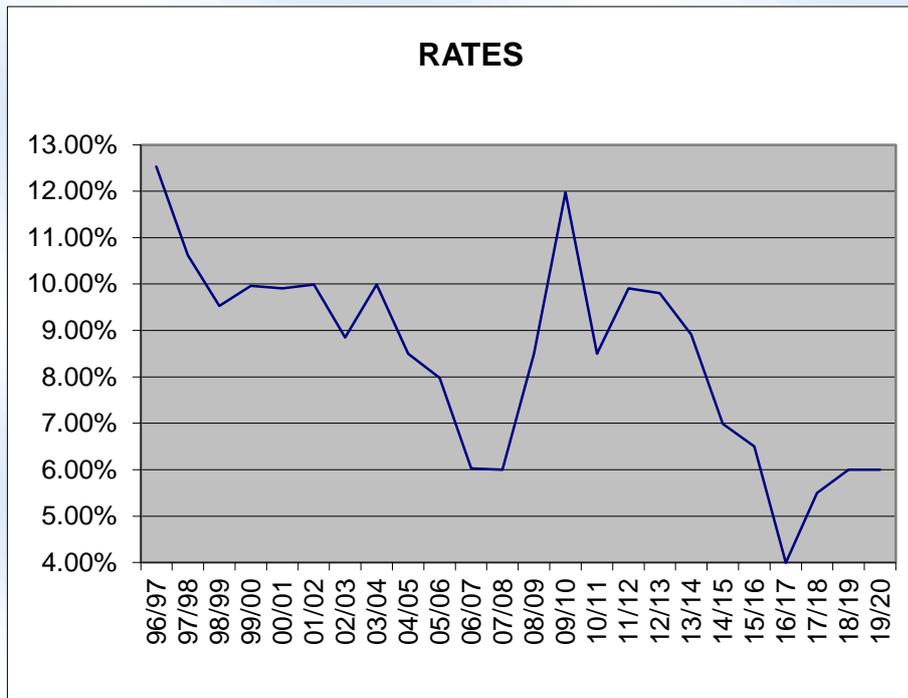


Chart 22: Rates tariff increases



The main cost drivers for the municipality over the past 7 years are shown in the table below:

Table 20: Main cost drivers

| Expenditure as a % of Total Expenditure | 2013/2014 Audited Outcome | 2014/2015 Audited Outcome | 2015/2016 Audited Outcome | 2016/2017 Audited Outcome | 2017/2018 Audited outcome | 2018/2019 Adjusted Budget | 2019/2020 Budget |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------|
| Employee costs | 35% | 32% | 39% | 35% | 37% | 36% | 35% |
| Other Materials | 4% | 10% | 8% | 7% | 7% | 7% | 7% |
| Bulk Purchases | 27% | 27% | 28% | 27% | 27% | 30% | 28% |
| Debt impairment | 9% | 9% | 10% | 10% | 10% | 12% | 10% |

It is clear from the information above that the largest part of operating expenditure relates to employee costs and bulk purchases of water and electricity. These costs are very difficult to reduce or contain and therefore it leaves very little room for leverage within the operating expenditure budget.

Status Quo – revenue

The process of review for the current General Valuation Roll (GVR) has been concluded by the 1st January 2019 and was submitted to the Accounting officer before 31st January 2019, and has since been published for objection processes in February 2019. The new General Valuation Roll will see the increase of valuation for 2019 to R35 447 774 070 from R30 061 766 637 (December 2018) with 53 993 properties (53 227: Sept 2017)

The current valuation roll is completed and the objection process is running with the closing date on 25 March 2019.

Below is a summary of the status of the General valuation roll:

Total number of registered properties as at December 2018: **53 993**

Valuation Modelling Progress: 100 %

Inspections Progress: 100 %

Capturing into valuation modelling: 100 %

Total Progress: 100 %

The G.V. 2019 is completed and lodging of objections has commenced.

Submission to the Accounting Officer – 30 January 2019

Chart 23: Current value of G.V. Roll – R 35 447 774 070.00

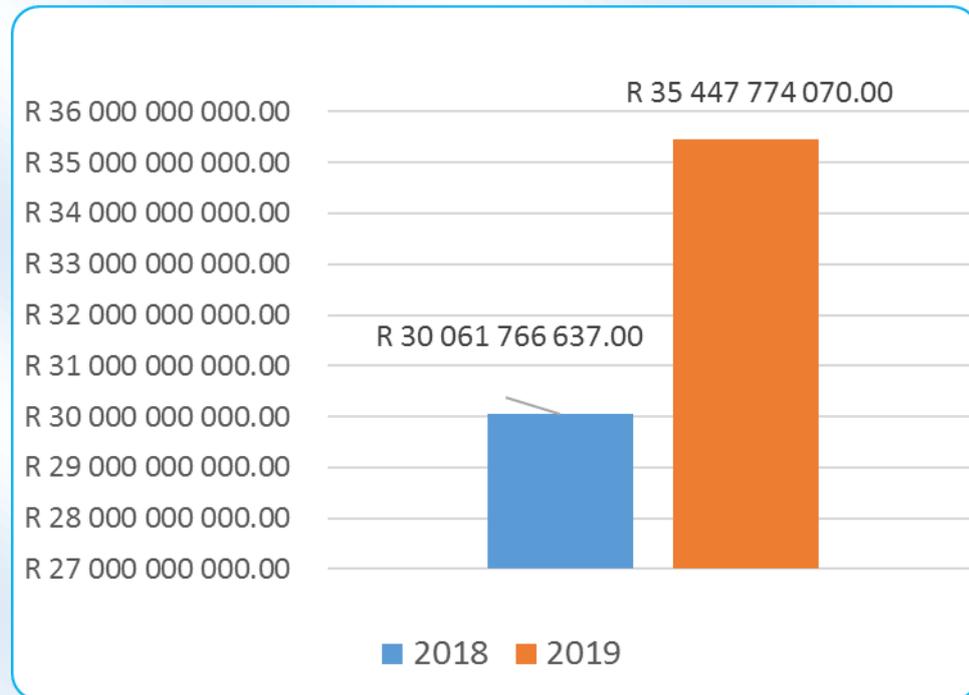
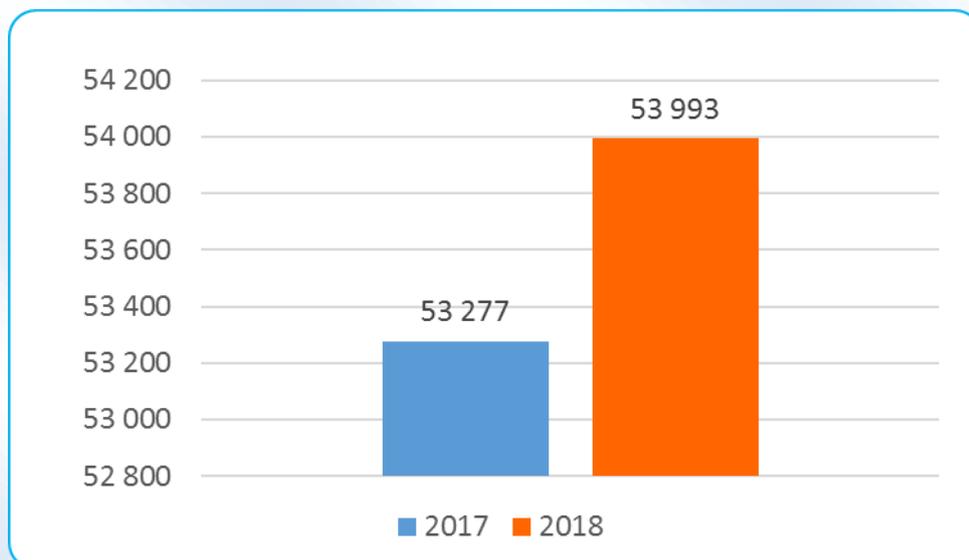


Chart 24: Growth in Number of properties in SPLM



It is further important to understand the trends in terms of billing, and the growth in account holders in order to plan and strategize for the future. The graph below depicts the movement in terms of number of accounts from January 2018 to February 2019:

Chart 25: Billing Trends (2018-2019) Monthly trends



Billing trends are in line with expectation, with a spike during July/August as a result of the annual billings that are done at the beginning of the financial year. It is therefore evident that the growth in debtors cannot be attributed to shortcomings of the billing system or procedures, but rather inability to collect money that has been billed.

Achievements

The municipality was a pilot site for the implementation of the municipal Standard Chart of Accounts (mSCOA) since 2015. The regulated date for final implementation was 1 July 2017. Sol Plaatje Municipality met this deadline and successfully implemented version 6.1 of the mSCOA chart during July 2017. Version 6.2 of mSCOA was implemented in July 2018 and version 6.3 will be implemented from 1 July 2019. All submissions of supporting documents and data was done as per the regulation.

In conjunction with implementation of mSCOA, the municipality also successfully upgraded from the E-Venus financial system to the SOLAR system. This upgrade will enable the municipality to better achieve seamless integration between the core financial system and other systems, as required by the mSCOA regulation.

The municipality has also managed, once again, to produce a budget that was assessed by the National Treasury to be credible and funded.

For the 2017/18 financial year Sol Plaatje municipality received a financially qualified audit report as well as for reporting on predetermined objectives.

New developments that will generate revenue in the form of rates and service charges include:

- Lenmed Hospital – Erf 43769
- Additions to both the North Cape mall and Diamond Pavillion mall – Erf 45831 and 33933
- SPU Building (University) – Erf 879 and 2503
- Goffee Manor (Sectional Title Complex – Theo Paton) – Erf 4459
- Corns Building (Van der Wall & Partners offices) – Erf 41179
- New Hill Manor (Hillcrest Residential Complex) – Erf 45720 – 45739
- Rhodesdene (New Residential Complex in Jameson Avenue) – Erf 24604
- The Palms – sectional title complex of 75 units – Erf 47963

Improved debt collection practices

Following the shortfall in revenue and concomitant cash flows early during the financial year due to resistance to R260 electricity basic charges on residential account holders, the municipality embarked on an improved method to implement the credit control policy to all categories of customers including Organs of State, resulting in a collection rate of 81.6% (Dec 2018) bringing municipality closer to realize its intended debt collection rate of 89.4%

Challenges

There are many factors that impact on this KPA, both directly and indirectly. These factors can be broadly divided into internal and external factors.

Internal factors that affect the financial sustainability of the municipality negatively include:

- Non-compliance with policies
- Municipal tariffs are perceived by the public to be too expensive and not competitive, not cost reflective
- Public perception that SPLM does not offer fair value for the cost of tariffs and taxes
- Rental charges are not market related
- Penalties do not deter transgression
- Incentives offered are not sufficient to attract the required investment.
- Project planning and project management need to be improved. Poor spending on grant funded projects may lead to a reduction in grant funding for future years. The trend of underspending, specifically during the first 6 months of the financial year,

should be curbed. Furthermore, additional or unplanned spending towards the end of a particular project causes unnecessary budgetary constraints.

External factors that play a role are described below:

- The biggest challenge this KPA faces remain the growth in debtors. This is largely attributable to the economic climate, the high unemployment rate and the consequential mushrooming of informal settlements. People are finding it increasingly difficult to settle their municipal bills.
- The rising costs of distribution and supply of electricity impacts negatively on the electricity tariffs. Increases applied for are not always approved by NERSA, placing even more strain on the already overstretched budget.
- Another stumbling block to financial sustainability is the unfunded mandates carried by the municipality, e.g. health services, library services and resorts. These services cost the municipality a significant amount of money, without any external funding being received. In addition to this the commission received from the Department of Transport as compensation for handling some of the vehicle licensing and registration function, are also to be forgone as the Department of Transport plans to take back that function. It is still unclear what the strategy around the municipal staff employed specifically for that function would be.

Mitigation Strategies

In an effort to address the factors mentioned above, a shared understanding and appreciation of the importance of Revenue, Expenditure and Budget Management needs to be created. The community does not have an unlimited supply of money and they deserve to be given the best service possible at the most cost effective prices. Revenue collection as an administrative function belongs to Finance. Revenue management and collection as a principle and lifeline of the community by way of provision of services is every person's responsibility. Two-way communication between the Municipality and its community is imperative. The municipality should strive to create pride in the city through education and campaigns. Children should know that it is their city.

Estimated readings for water and electricity should be kept to a minimum. This will promote accuracy of billing. 100 Percent billing coverage is the aim. Stringent measures should be

implemented when payments are not received and no arrangements were made. These measures should be consistently applied throughout the financial year.

Various avenues of obtaining readings should be possible. This includes automated readings, own readings, and prepayment metering. Access to account information can be made easier, with online account information (static and interactive).

Contents of existing policies and by-laws should be reviewed to determine the relevance and applicability thereof. Interpretation of provisions in policies and by-laws should also be reviewed and clarity provided where required. In doing so, existing sources of revenue will be optimized (including advertising and rental income).

In terms of tariff determination, the following key principles should continue to be applied:

- ✓ Transparency
- ✓ Efficiency
- ✓ Uniformity
- ✓ Parity

The following important considerations must be made in addition to the policy criteria and guidelines when considering tariffs and charges:

- What do we want the city to look like in 100 years?
- What do we want the city to be best known for: *Towards a leading and modern City?*
- What are the most pressing and immediate needs for the community?

Development of cycles of aggressive competitiveness, business and other sector maintenance, community relief, growth and development is key. The municipality should improve fluidity to maximize opportunity.

New sources of revenue that may be explored:

- ✓ Small Scale Embedded Electricity Generators (SSEG's). This involves the municipality buying excess energy from these electricity generators at a price lower than the ESKOM tariff.
- ✓ Independent Power Producers (IPP's): Similar to the above scenario, but on a larger scale. This may be more cumbersome as the IPP'S are more closely regulated.
- ✓ Land Development/Sales Partnerships should be encouraged
- ✓ Advertising income optimized

- ✓ Landfill Site – the upgrade of the landfill site will enable the municipality to develop charges for dumping of certain material.
- ✓ Purified Effluent can be sold to mining companies.
- ✓ Environmental Incentives and Partnerships

It is further important to look at the current IT Infrastructure, as a business enabler for the whole municipality, and ensure that it is capacitated through IT Capital Projects. The municipality should leverage off current system agreements to ensure that all functionalities that are available from these systems are optimally utilized, include for better information security capabilities, and promote efficient and effective service delivery before purchasing any additional systems.

3.1.4 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Status Quo

Institutional development and transformation focuses on the provision of strategic managerial leadership of the integrated business, transformation, development strategies and plans for the organisation. It provides the framework within which the municipality must function, the collaborative development thereof, inclusive corporate strategies. Objectives under this key performance area must ensure effective and appropriate use of organisational intelligence and information for strategic purposes for operational, planning purposes and enable reporting and compliance with the local government legislative framework.

It is also focusing on strategies aimed at building capacity for excellent performance and service delivery through developing and implementing sound recruitment policies and effective performance management framework. It aims at fostering synergies between various departments by developing workflows, clear job descriptions and organisational structure aimed at mobilising human capital that will match the organisational mission and vision and improve existing capital.

The Mission and Values that will guide the municipality over the five year term, as captured in the IDP:

Togetherness: there is no separation between Sol Plaatje municipality and community, we are intertwined.

Certainty: There is a clear plan of reaching out to every community in Sol Plaatje municipal area.

Availability: The services are available at different levels, everywhere.

Responsiveness: We will be innovative and embrace technology as means of communication

Appreciative: We are best placed in Sol Plaatje, and we choose to be here.

Relentlessness: We work, we serve, we do our best.

Legacy: We create heritage through legacy.

Ethical work: We will work in an ethical manner to be efficient, effective and ensure value for money.

Respect: We are family.

These values provide the backdrop for the approach to Human Resource's contribution to the achievement of municipal strategic objectives in the medium to long term. The Human Resource function of the Municipality must therefore be capable to perform its strategic human resource function and not only personnel management. As of November 2018, Sol Plaatje had a total of 2503 employees including:

- 1489 permanent employees
- 489 contract employees
- 130 interns
- 65 councilors
- 330 ward committee members

The approved organisational structure of the municipality provides for 2701 posts (excluding ward committee members and ad hoc contract workers. The rest of the vacant positions are not budgeted for. SPLM currently employs 0.7% of SPLM population, and could potentially employ 1% of the population in future.

In particular, key changes required in the management of Human Resources at SPLM include:

- A properly structured skills development plan, clearly indicating where the most critical skills gaps are and how they will be addressed.
- A Succession Management Plan needs to be put in place (specifically taking the age profile of key staff and managers into account).
- A Consequence Management Plan – The municipality is implementing consequence management as provided for in the Collective Agreement on disciplinary action. Cases of misconduct are processed as advised/requested by various departments.

Achievements

The nature of this KPA is largely driven by strategy, policy and legislation. It includes indicators such as the submission of the IDP and SDBIP documents, conducting of bi-annual performance assessments, and compliance with equity employment targets within the legislated timeframes. Performance assessments for the Municipal Manager and Managers reporting directly to the Municipal Manager was not done due to political instability in the organisation. A new date has been secured with the Service Provider as well as the Executive Directors for completing the annual (2017/2018) and mid-year (2018/2019) performance assessments.

Challenges

Many of the challenges faced by this directorate overlap with those already mentioned, including the economic climate, high unemployment rate and budget constraints. Internally, a lack of adequate strategic planning/direction may impact negatively on this KPA. An improvement in policy development is required. Leadership should be collective.

Mitigation Strategies

The approved organogram should be analysed and reviewed to ensure that it is as efficient and service delivery orientated as possible. Research should be conducted with regards to organizational restructuring in order to achieve mentioned objectives e.g. where certain departments are overstaffed, these employees should be re-trained/re-skilled to fill critical vacancies in other departments where possible. Open discussions in this regard must be held with the Labour Forums. Centralising the training budget to the Human Resources department will also assist in fast tracking skills development and training of staff.

The SPLM HR plan aims to align its Human Resources with the Municipal requirements by acquiring, developing and retaining the right staff with competencies that support SPLM's IDP objectives and creating a Human Resource framework that promotes efficiency and productivity.

In particular, key changes required in the management of Human Resources at SPLM include:

- A properly structured skills development plan, clearly indicating where the most critical skills gaps are and how they will be addressed.

- A Succession Management Plan needs to be put in place (specifically taking the age profile of key staff and managers into account).

Another critical HR deliverable is a culture change programme to reinvigorate the organization, establish a new code of conduct at all levels and positively enhance the profile of the municipality.

The present Individual Performance Management System (IPMS) must be fully institutionalized to all levels of staff and a Reward and Recognition Policy must be completed to ensure proper buy-in into the IPMS. A process to prepare Standard Operational Procedures for all functions should also be prioritized.

It is also important to enhance the project management skills and processes in the administration to ensure the delivery of capital projects on time, within budget and according to set qualities. In this process the Project Management Unit should play a central role.

In order to achieve the strategic objectives, set out for this KPA, it is imperative to look at the information technology support systems and functionalities required for this department to function optimally. Currently a number of tasks are still performed manually (paper-based). Modernisation in these areas should be prioritised.

It is also important to enhance the project management skills and processes in the administration to ensure the delivery of capital projects on time, within budget and according to set qualities. In this process the Project Management Unit should play a central role.

In order to achieve the strategic objectives, set out for this KPA, it is imperative to look at the information technology support systems and functionalities required for this department to function optimally. Currently a number of tasks are still performed manually (paper-based). Modernisation in these areas should be prioritised.

3.1.5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Status Quo

Accountability is a fundamental requirement of good governance, Municipalities have an obligation to report, explain and be answerable for the consequences of decisions it has made on behalf of the community it represents.

Good governance is also transparent, as it must enable people to follow and understand the decision making process, the information utilised to arrive at the decision, the advice received and consideration of the legal framework. Good governance is also responsive, and this is in line with the motto of the municipality of “We Serve”. According to the Back to Basics Programme good governance is at the heart of the effective functioning of municipalities. SPLM must therefore ensure that good governance is prioritised. This lies within the responsibility sphere of the political component of the Municipality and it will be constantly monitored and evaluated on its ability to carry out the following basics:

- The holding of Council meetings as legislated.
- The functionality of oversight structures, S79 committees, audit committees and District IGR Forums.
- The existence and efficiency of anti-corruption measures.
- The extent to which there is compliance with legislation and the enforcement of by-laws.
- The rate of service delivery protests and approaches to address them.

Public participation is another essential component of good governance namely, putting people first. Measures need to be taken to ensure that the Municipality engages with communities.

The Municipality must develop affordable and efficient communication systems to communicate regularly with communities and disseminate urgent information. The basic measures to be monitored include:

Achievements

In terms of achievement within this KPA, the following should be mentioned:

- The required number of ward committees have been established and are functional post the 2016 elections.
- Effective public participation programmes are conducted by Council.
- Functioning of council and committees is optimal.
- The audit opinion regress from an unqualified to a qualified opinion in 2017/18.on both financial statements and reporting on predetermined objectives. Compliance findings in all areas have reduced significantly.
- No claims of tender violations were in the past two years.
- National Treasury considers SPLM amongst better performing municipalities in the country (eg budget funded, reliable and credible)
- SPLM is also amongst more financially viable municipalities in South Africa
- General compliance on decision making processes and technical compliance matters is high in all sectors such as SCM, Financial Management, HRM, Town Planning, contracts management, safety procedures, conditional grants etc
- Reporting requirements strictly adhered to.
- The Budget, IDP, SDBIP, and financial statements are prepared and tabled timeously without exception.
- Health and safety compliance have improved.

Challenges

According to literature on identification of the developmental state, there are few challenges that every society, especially the developing economies, are faced with in accomplishment of good governance: they are weak institutions, lack of participation and democratization, lack of social etc.

In the developing countries, institutions concerning fined property rights, formal contracts and guarantees and enforcement rules are weak— either too weak or too predatory in their demands. This being so, to achieve good governance becomes difficult. Attributes of goods and services have to be clearly measured for proper exchange to take place and property rights enforced. All these activities have costs, which can be reduced only when these institutions are effective.

In fact, good governance is significantly related to issues of participation and democratization. For the people dependent on local resources, democracy means participation in managing them.

But in the face of the emergence of worldwide markets, the efficacy of local community tends to be destroyed and they seem to be powerless in facing new challenges. These local communities need to be strengthened to at least manage local resources and local affairs.

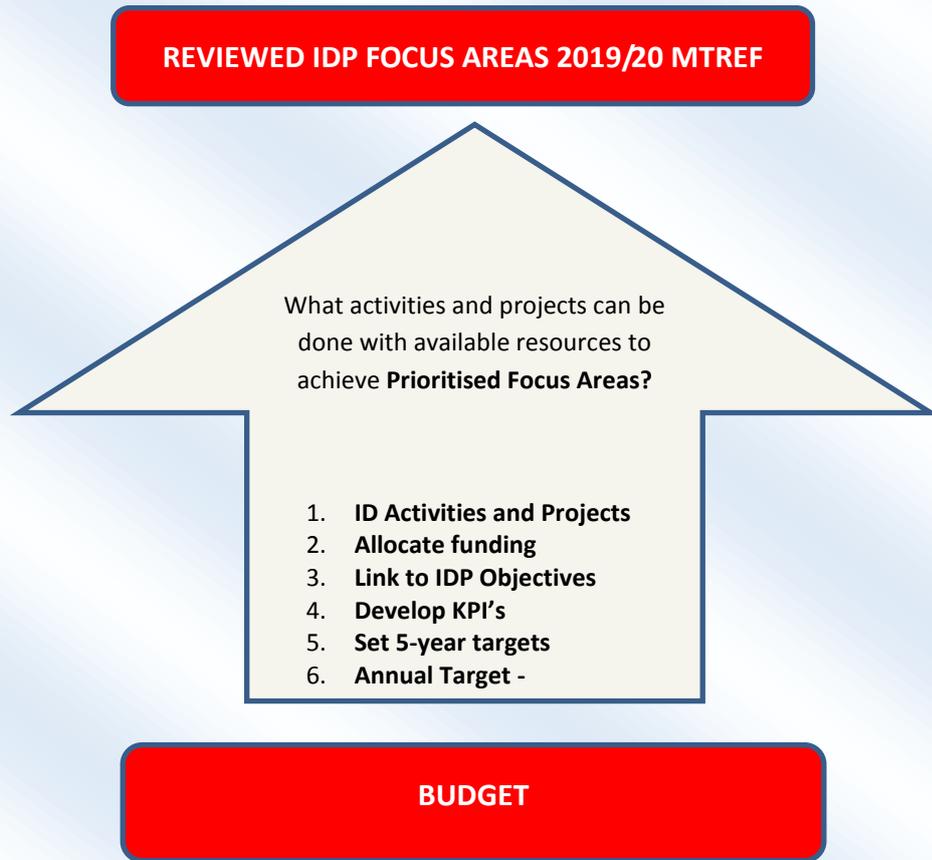
Other than weak institutions and absence of participation and democratization, lack of social capital poses a major challenge to approaching good governance. Social capital is viewed as emerging from the collection of norms, belief, attitudes and practices that govern relationship between individuals and groups in a society. It is the social capital that fosters trust in societies, and the societies that are marked by trust are industrialized and economically developed. The performance in the KPA is largely dependent on all other areas and departments in the municipality, as it is a collective effort to achieve fair and transparent processes and decision-making. Specifically, the KPA “municipal institutional development and transformation” directly impact on the area of good governance and therefore the challenges mentioned there may be replicated in the KPA of Good Governance.

Mitigation Strategies

SPLM needs to operationalize the above Strategic Development Agenda. This is achieved by prioritizing the IDP Objectives and the activities to achieve them as outlined above and to ensure that the resource allocation of the Municipality over the remaining period of this IDP cycle addresses these priorities. It is also important that it must be possible to monitor and measure whether this is in fact happening. This will only be possible if realistic Key Performance Indicators and Targets are developed for each IDP Objective. The operational resources are contained in the Operational Budget of the 2019/20 MTREF. Some of the line items in the Operational Budget need to address the IDP priorities indicated above – especially in light of the B2B programme as not all priorities relate to the capital programme.

Projects and activities must now be identified to address the key focus areas discussed above and must be resourced with the available financial resources from own confirmed funding and gazetted funding from National and Provincial Government. This process is diagrammatically indicated below:

Figure 4: IDP/Budget/SDBIP Process



3.2 GOVERNANCE FRAMEWORK

The Sol Plaatje Municipality is an organ of state within the local sphere of government exercising legislative and executive authority within its area of jurisdiction as specified by the Local Government: Municipal Demarcation Act 117 of 1998. It consists of the political segment, an administrative component and the community. Sol Plaatje Municipality is a category C Municipality. It has an Executive Mayoral System combined with a ward participatory system. After local government elections in 2016, a 66 member council was elected. There are 33 ward councilors and 33 proportional representatives nominated to council from the list of respective parties.

Figure 5: Governance Structure



Roles and responsibilities of political structures

The roles and responsibilities of the political structures and political office bearers are stipulated in section 53 of the Municipal Systems Act. The roles of the Council,

Executive Mayoral Committee and the Executive Mayor are summarised in the table below:

Table 21: Roles and responsibilities of political structures

| Council | Executive Mayor | Mayoral Committee |
|--|---|--|
| <p>Governs by making and administrating laws, raising taxes and taking decisions that affect people's rights.</p> <p>Is a tax authority that may raise property taxes and service levies</p> | <p>Is the executive and political leader of the Municipality and is in this capacity supported by the mayoral committee.</p> <p>Is the social and ceremonial head of the Municipality</p> <p>Must identify the needs of the Municipality and must evaluate progress against key performance indicators.</p> | <p>Its members are appointed by the Executive Mayor from the ranks of councillors, with the exception of the Deputy Executive Mayor who is elected by the council and is an ex officio member of the mayoral committee.</p> |
| <p>Is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political office bearers.</p> <p>Individual councillors or officials; can delegate responsibilities and duties for the purposes of fast and effective decision making.</p> <p>Must strive towards the constitutional objects of local government.</p> <p>Must consult the community with respect to local government matters.</p> <p>Is the only decision maker on non-delegated matters such as the approval of the IDP and budget.</p> | <p>Is the defender of the public's right to be heard</p> <p>Has many responsibilities with respect to the annual budget, the budget process, budget control and various other financial matters.</p> <p>Performs the duties and exercises the responsibilities delegated to her by the council.</p> | <p>Its functional responsibility is linked to that of the Executive Mayor to the extent that she must operate together with the members of the mayoral committee.</p> <p>Its primary task is to assist the Executive Mayor in the execution of her powers – it is in fact an extension of the office of Executive Mayor.</p> <p>The committee has no powers on its own, decision making remains that of the Executive Mayor.</p> |

The political structure and composition is based on the Executive Mayoral Committee (MayCo) system. The Mayoral Committee reports to the Municipal Council whose duties are defined so as to ensure proper decision making and appropriate allocation of funds. The Council must adhere to the Protocol of Corporate Governance in the Public Sector (1997) and a host of relevant legislation.

The MAYCO is appointed by the Executive Mayor. It exercises powers, functions and duties designated to it by the Executive Mayor and Council. These powers, functions and duties are performed and exercised by the Executive Mayor, Ald SP Mabilo together with the members of the MAYCO as follows.

Executive management structure

The Municipal Manager as head of the administration is responsible and accountable for tasks and functions as provided for in Section 55 of the Systems Act, other functions/tasks as provided for in legislation, as well as functions delegated by the Executive Mayor and Council. He is responsible for the implementation of the IDP under the direction and guidance of the Municipal Council. The Municipal Manager is supported by executive managers appointed in terms of Section 57 of the MSA. The Development Priorities of the municipality as contained in the IDP cannot be achieved without people (human resources) and therefore the effective management of human resources makes a vital contribution to achieving these goals. The Sol Plaatje Municipality, through its salary budget, human resource management policies, practices, systems, etc. recognizes that its employees are central in realizing the vision and mission of the organization. There is, therefore, close alignment between the way in which the administration is structured and resourced through its operational and salaries budget, the IDP objectives and the performance targets of the municipality.

Figure 6: Governance Structure



As such, there has to be a focus on building strong municipal administrative systems and processes. This includes ensuring that administrative positions are filled with competent and committed people whose performance is closely monitored. Targeted and measurable training and capacity building will be provided for councillors and municipal officials so that they are

able to deal with the challenges of local governance as well as ensuring that scarce skills are addressed through bursary and training programmes. The basic requirements to be monitored include:

- Ensuring that the top six posts (Municipal Manager, Finance, Infrastructure and Services, Corporate Services, Community and Social Development Services and Strategy, Economic Development and Planning) are filled by competent and qualified people.
- That the municipal organograms are realistic, underpinned by a service delivery model and affordable.
- That there are implementable human resources development and management programmes.
- There are sustained platforms to engage organised labour to minimise disputes and disruptions.
- Importance of establishing resilient systems such as billing.

The Municipality is attending to most of the above issues – albeit in an ad-hoc manner. These activities and actions should be done in a more integrated manner. It is therefore important that these issues should be incorporated in the IDP Objectives. SPLM is reporting on the B2B programme via provincial COGHSTA and therefore these issues should also form part of the SDBIP's KPI's and targets – this will result in attending to these issues continuously and in a more integrated manner – rather than only attending to these issues on a quarterly basis when reports are due.

3.2.1 LOCAL GOVERNMENT MANAGEMENT IMPROVEMENT MODEL

Linked to the above is the Local Government Management Improvement Model. The LGMIM assesses compliance and quality of management practices of municipalities. It serves two important purposes, namely, learning or improvement, and accountability. It also provides a holistic or integrated picture of the state of management practices within municipalities. Municipalities can then be benchmarked against each other and best practices can be exchanged in order to enhance local government in general.

The LGMIM does not include an assessment of actual deliverables against planned deliverables and it does not assess the performance of individual officials. It is therefore not a performance management system but measures the Municipality's compliance and management practices within the following key performance areas:

- o Integrated Planning and Implementation
- o Service delivery
- o Human Resource Management
- o Financial Management

- o Community Engagement
- o Governance

The LGMIM also does not duplicate existing legal, regulatory and prescribed best practices. It draws these together into a single coherent framework.

CHAPTER 4: INTEGRATION OF THE IDP

4.1 LINKAGE OF THE IDP TO OTHER STRATEGIC DOCUMENTS

It should be emphasized that the IDP was not developed in isolation. National plans, goals and frameworks were considered as follows:

4.1.1 Sustainable Development Goals (SDGs)

These goals are aimed at ending poverty, fighting inequality and injustice, and tackling climate change by 2030. Goal eleven of the seventeen SDG's is: "Making cities and human settlements inclusive, safe, resilient and sustainable" which is a specific focus area for SPM during this IDP cycle.

4.1.2 African Union Agenda 2063

This agenda recognises that: "Cities and other settlements are hubs of cultural and economic activities, with modernized infrastructure, and people have access to affordable and decent housing including housing finance together with all the basic necessities of life such as, water, sanitation, energy, public transport and ICT." One of Agenda 2063's key objectives is to: "Provide opportunities for all Africans to have decent and affordable housing in clean, secure and well planned environments."

4.1.3 National Development Plan (NDP)

The NDP challenges all, "to rethink the urban to face the future challenges" and to "grapple with this task and deal intelligently with social exclusion, environmental threats, economic inefficiencies, logistical bottlenecks, urban insecurity, decaying infrastructure and the impacts of new technologies." The National Development Plan envisages a future in which, "we have created a home where everybody feels free yet bounded to others; where everyone embraces their full potential. We are proud to be a community that cares." It also envisages a future in which, "Our homes, neighbourhoods, villages, towns and cities are safe and filled with laughter." Our future is clearly an urban future, an urban future inextricably linked to our rural future.

The NDP recognises that, “while the fundamental reshaping of the colonial and apartheid geography may take decades, by 2030 South Africa should observe meaningful and measurable progress in reviving rural areas and in creating more functionally integrated, balanced and vibrant urban settlements.” However, for this to happen, the NDP says the country must do three things:

1. Clarify and relentlessly pursue a national vision for spatial development;
2. Sharpen the instruments for achieving this vision;
3. Build the required capabilities in the state and among citizens.

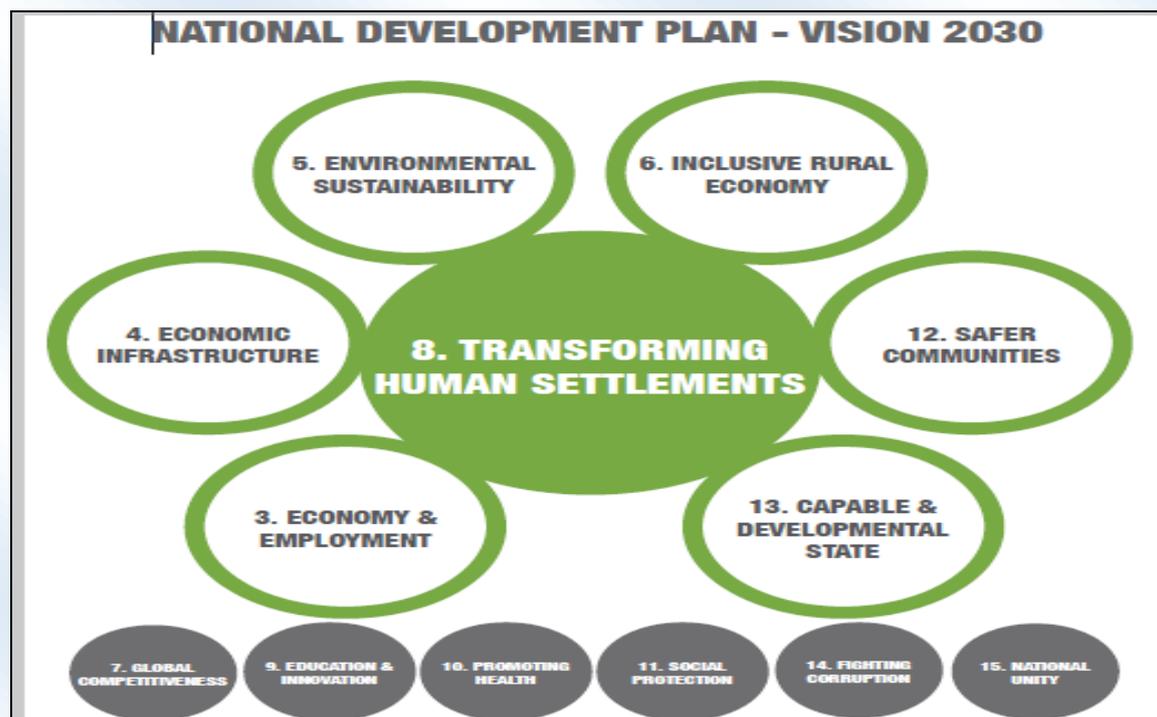
In the spirit of the National Planning Commission’s “National Development Plan - Vision 2030”, stronger social partnerships between government, organised labour, organised business and the community constituency are needed to address investment, employment and poverty challenges our country faces.

Government has therefore developed a range of intervention approaches to support and guide action on growth and development. The two most important of these documents, at present, in relation to local government are:

National Development Plan is about both growth and redistribution and there are many aspects to this transformation challenge:

- How we utilise land and our mineral resources,
- How we organise transport, energy and communication networks,
- How we manage cities and local government,***
- How we improve education and health services,
- How we reform our social security and welfare services,
- How we broaden ownership and enterprise development, and
- How we engage with Africa and the rest of the world.

Figure 7: The National Development Plan – Vision 2030



Although municipalities can also contribute to most of the above themes it is in the areas of managing cities and local government where it plays its specific role in contributing towards the NDP.

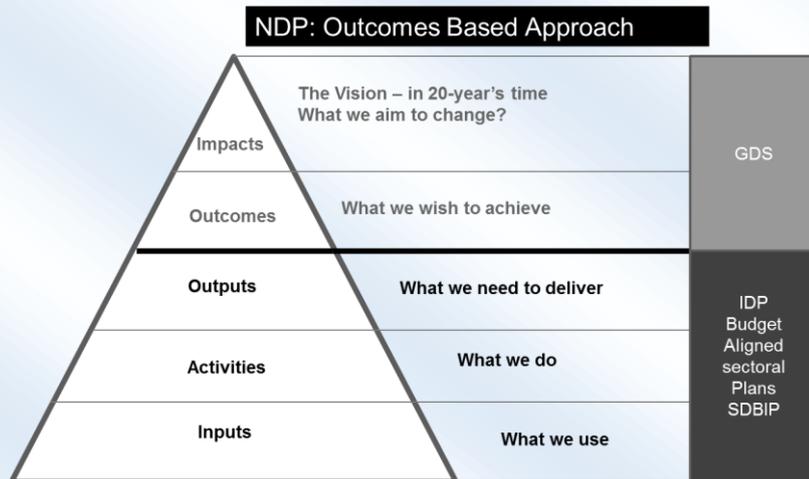
However, the National Development Plan (NDP) – Vision 2030 has been given greater emphasis as the point of departure for all spheres of Government in terms of planning and budgeting for next 20 to 30 years. The Plan includes integrated strategies for accelerating growth, eliminating poverty and reducing inequality. The NDP further emphasises lowering the cost of living for households and reducing the cost of doing business, especially for small and emerging enterprises.

In light of the above and for SPLM to contribute towards the vision of the NDP it needs to, as a priority, embark on a process to develop a Growth and Development Strategy with a long term (30 year) planning horizon.

At present the long term planning framework of the Municipality is fragmented and to a large extent incoherent which complicates development decision making and management due to its sectoral (silo) approach. A variety of plans and frameworks exist but the integration and alignment of these plans and frameworks are weak and outdated. It is for this reason that a service provider has been appointed to work with SPLM in reviewing the existing sector plans,

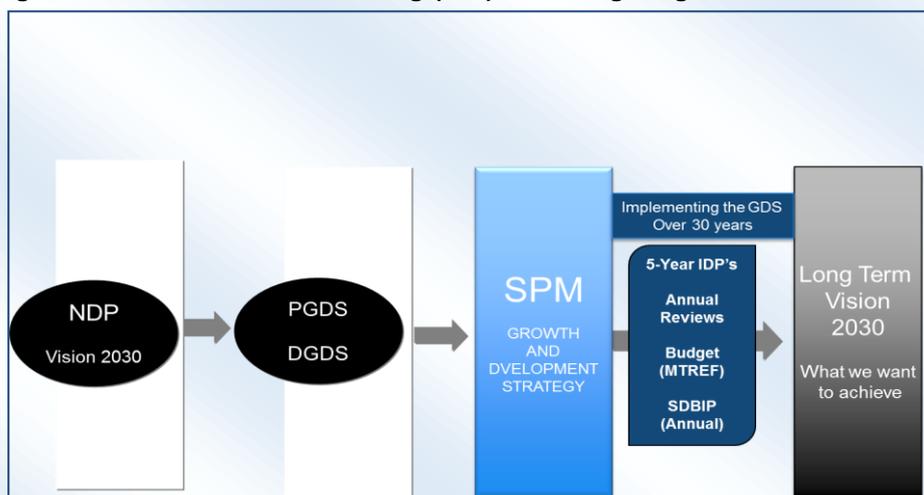
developing plans where no existing plans are in place. National Treasury has appointed consultants to proceed with the Long Term Financial Strategy of the municipality. Collaboration will be required between the consultants appointed to review the sectoral plans and the National Treasury team in order to finalise both projects.

Figure 8: NDP Outcomes Based Approach



At present there exist a “gap” in the SPLM’s planning hierarchy in the sense that from a long-term planning perspective on national, provincial and district level the SPLM is forced to align its planning with these documents on a “medium-term” perspective instead of a long-term perspective such as the GDS. The municipality is currently in the process, together with a service provider, to update and align the existing sectors plans. After this process has been complete the development of a growth and development strategy will be prioritized. In the illustration below this “gap” is filled with the SPLM GDS which will then feed into the 5-year IDP’s.

Figure 9: The GDS in the Planning (IDP) and Budgeting Context



The illustration above indicates how this process will unfold to ensure:

1. Proper alignment to national provincial and district long-term plans and policies.
2. Alignment and linkage between all sectoral issues such as the space-economy (SDF and LED Strategy), municipal infrastructure investment (MIIF), municipal financial management and sustainability (financial plan) and municipal institutional development (institutional plan).
3. Transformation of the current development policy framework into one that is integrated, coherent, strategic and user friendly.
4. In-depth collaboration and consultation with all relevant stakeholders to ensure a common vision and understanding of the future growth and development path of SPLM.
5. An implementation framework with key projects and activities linked to programmes and projects and main activities – with funding alternatives - that will be integrated with the municipal 5-year IDP and Budget cycles.

4.1.4 Back to Basics programme

The National Development Plan makes it clear that meeting the development and transformation agenda requires functional municipalities and a capable machinery at a local level that can create safe and healthy and economically sustainable areas where citizens and people can work, live and socialize.

The goal of the B2B Programme is to improve the functioning of municipalities to better serve communities by getting the basics right.

Municipalities must therefore:

- Develop fundable consolidated infrastructure plans.
- Ensure infrastructure maintenance and repairs to reduce losses with respect to
- Water and sanitation.
- Human Settlements.
- Electricity.
- Waste Management.
- Roads.
- Public Transportation.

Ensure the provision of Free Basic Services and the maintenance of Indigent register

4.1.5 Integrated Urban Development Framework (IUDF)

This framework, adopted by Cabinet in April 2016, marks a New Deal for South African cities and towns, by steering urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns. Its overall outcome is spatial transformation. The IUDF builds on the National Development Perspective conception of spatial transformation and advocates that the elements of urban structure, namely land, jobs, housing and transport

should be used to promote urban restructuring. SPLM is a pilot for this framework, and as such, the strategic objectives are directly aligned to the principles set out in the IUDF.

The IUDF is guided by the four principles set out in the NDP: spatial justice, spatial sustainability, spatial quality, spatial efficiency, and spatial resilience. To achieve this transformative vision, the IUDF introduces four overall strategic goals:

- Spatial integration: To forge new spatial forms in settlement, transport, social and economic areas.
- Inclusion and access: To ensure people have access to social and economic services, opportunities and choices.
- Inclusive Growth: To harness urban dynamism for inclusive, sustainable economic growth and development.
- Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

The end goal is to strengthen rural-urban linkages, promote urban resilience, create safe urban spaces and ensure that the needs of the most vulnerable groups are addressed.

To accelerate progress in respect of the spatial transformation of cities more urgently and assertively, and to address the stubborn persistence of spatial patterns enforced in the apartheid years, a key instrument is pursuing coherent and integrated planning supported by strategic investments in infrastructure.

Development for the province is set out in the Northern Cape Provincial Growth Development Strategy (2004-2014), which sets the tone for development planning and outlines the strategic planning direction in the Province. The main objectives set by the NCPGDS for development planning in the Province are:

1. Promoting the growth, diversification and transformation of the provincial economy;
2. Poverty reduction through social development;
3. Developing requisite levels of human and social capital;
4. Improving the efficiency and effectiveness of governance and other development institutions;
5. Enhancing infrastructure for economic growth and social development.

The Province is in the process of developing a Provincial Growth and Development Plan which responds to the NDP and will have the following broad objectives:

- Providing overarching goals for what they want to achieve by 2030.

- Building consensus on the key obstacles to the province achieving these goals and what needs to be done to overcome those obstacles.
- Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the Northern Cape Growth & Development Plan – Vision 2030 and
- Creating a basis for making choices about how best to use limited resources.

4.1.6 Provincial and District Strategies

Development for the province is set out in the Northern Cape Provincial Growth Development Strategy (2004-2014), which sets the tone for development planning and outlines the strategic planning direction in the Province. The main objectives set by the NCPGDS for development planning in the Province are:

1. Promoting the growth, diversification and transformation of the provincial economy;
2. Poverty reduction through social development;
3. Developing requisite levels of human and social capital;
4. Improving the efficiency and effectiveness of governance and other development institutions;
5. Enhancing infrastructure for economic growth and social development.

The Province is in the process of developing a Provincial Growth and Development Plan which responds to the NDP and will have the following broad objectives:

- Providing overarching goals for what they want to achieve by 2030.
- Building consensus on the key obstacles to the province achieving these goals and what needs to be done to overcome those obstacles.
- Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the Northern Cape Growth & Development Plan – Vision 2030 and
- Creating a basis for making choices about how best to use limited resources.

CHAPTER 5: SECTORAL PLANS

5.1 EXISTING SECTORAL PLANS AND THE RELEVANCE THEREOF

It is also important to ensure the sectoral alignment as mentioned above. At present SPLM has a range of sectoral plans (see table below) which at this stage is to a large extent fragmented, incoherent and outdated. This complicates planning, decision making and management. The process of reviewing and establishing the required sector plans has already commenced, with the assistance of appointed professionals.

It should further be noted that a loan of R50 million has been approved by the Council two years ago. Once the process of review of the relevant sector plans has been concluded,

projects to be funded through the loan can be identified and the legislative process can continue.

Table 24: Existing Sectoral Plans

| Sector Plan | Contribution to IDP Objectives | Status |
|---|---|---|
| <p>Spatial Development Framework (SDF) and aligned Land Use Management System (LUMS)</p> | <p>The SDF sets out the objectives for the desired spatial form of the municipal area. It also contains strategies relating to the desired pattern of land use. It also addresses spatial reconstruction and provides strategic guidance for the location and nature of future development in the Municipality. It contains a strategic assessment of the environmental impact of the SDF and identifies programs and projects for the development of land within the municipality. The SDF also sets guidelines for a land use management system.</p> <p>While the SDF deals with spatial policy issues the Land Use Management Scheme 2008 (LUMS) gives effect to these policies and can be seen as the implementation tool of the SDF. The LUMS consist of a set of Zoning Plans which indicate the specific use allowed on the land parcel. The LUMS will be reviewed after completion of the reviewed SDF.</p> | <p>An SDF was adopted by Council in 2005 and a review was adopted by Council in May 2009. Linked to the review of the SDF is the preparation of a The LUMS which was published in June 2012 and became fully operational in July 2012.</p> <p>The SDF is currently under review and this review is envisaged to be completed by 30 June 2018.</p> |
| <p>LED Strategy</p> | <p>The LED Strategy was prepared to investigate the options and opportunities available to broaden the local economic base of Sol Plaatje in order to address the creation of employment opportunities and the resultant positive spin-off effects throughout the local economy. Poverty and lack of economic development are two indicators of the sub-optimal functioning and operation of a development system, creating a poverty trap with a range of developmental and social problems.</p> <p>The creation of an economic base through the LED Strategy is deemed critical, since the local economy of Sol Plaatje is largely dependent on a select few sectors such as community services, mining and retail for the generation of production and employment opportunities. The local economy is very vulnerable with respect to any shock (contraction or change) within these</p> | <p>A LED Strategy was adopted by Council in 2009 and is due for a review. The LED strategy review forms part of the scope of work to be performed by the appointed service provider, V3 consulting Engineers.</p> |

| Sector Plan | Contribution to IDP Objectives | Status |
|--|---|--|
| | <p>sectors, which could have a devastating effect on local communities in terms of job losses. This phenomenon is already evident within the Mining Sector as many mineworkers in the study area and the Province as a whole, have over the last few years, experienced retrenchments and job losses.</p> <p>It should be noted that strategy formulation is regarded as a process and this process can be applied to initiate economic development and inform the establishment of economic development partnerships between the local municipality, the community as well as the private sector. The strategy should not be regarded as an end in itself, but rather as a dynamic and proactive tool to be used by the municipality to promote regeneration and economic development.</p> | |
| <p>Integrated Transport Plan (ITP)</p> | | <p>Council adopted its ITP in October 2006. This plan is now due for review especially in relation to the “Space-economic Strategy”. The roads and storm water master plans are currently under review. Only after this review has been completed, the integrated Transport Plan can be updated.</p> |
| <p>Water Services Development Plan (WSDP)</p> | <p>The Water Services Act, 1997 (Act 108 of 1997) requires municipalities which have been authorized to render the water services provision function (Water Services Authorities) to:</p> <ol style="list-style-type: none"> 1. draft a Water Services Development Plan as part of their IDP process 2. elicit comments on draft WSDP 3. consider and report consideration of comments 4. finalize and adopt the WSDP 5. supply copies to DWS, CoGTA & neighbouring WSA's 6. incorporate the WSDP into the IDP 7. report on the implementation of the WSDP every year | <p>SPLM in the process to prepare a WSDP in accordance with the new Guideline framework of DWA. DWA is also in the process to review IDP assessment framework in consultation with CoGTA to align with WSDP Guide Framework.</p> |

| Sector Plan | Contribution to IDP Objectives | Status |
|---|---|---|
| <p>Disaster Management Plan (DMP)</p> | <p>The Disaster Management Act (No 57 of 2002) emphasis four main objectives, to be executed by all municipalities, namely;</p> <ul style="list-style-type: none"> ○ The compilation of a Disaster Management Framework (DMF). ○ The execution of comprehensive disaster hazard, vulnerability and risk assessment. ○ The compilation of disaster management plans. ○ Establishment of a Disaster Management Centre. <p>These four objectives aim to help formulate and implement appropriate disaster risk reduction strategies</p> <p>The Disaster Management Plan guides all role players on how to proactively manage disasters, respond to disasters and recover from disasters.</p> | <p>The Disaster Management Plan was adopted by Council in August 2008. This plan is currently under review and the review is aimed to complete by 30 June 2018.</p> |
| <p>Integrated Waste Management Plan (IWMP)</p> | <p>The overall aim of the IWMP is to set out the direction required for the effective management of waste within SPLM that will result in activities that will not only align those activities with the legislative compliance required but will have a positive effect on the health and wellbeing of communities and the environment.</p> <p>The IWMP addresses the following focus areas:</p> <ul style="list-style-type: none"> ○ Review the current routes of collection and implement a cost effective and sustainable system of collection in all areas within SPLM. ○ Ensuring a positive impact on the health of communities. ○ Limiting the impact on the environment. ○ Compliance with relevant legislation. ○ Encouraging community participation through mobilization, education and awareness programmes. ○ Proper management of the refuse disposal site so as to ensure legislative compliance | <p>An Integrated Waste Management Plan has been adopted by Council in October 2011 and programmes/projects emanating from this plan have been included in the 5-year Action Plan of this IDP. This Plan is also in process of being reviewed and will be finalized by 30 June 2018.</p> |

| Sector Plan | Contribution to IDP Objectives | Status |
|---|---|---|
| | <p>and limited impact on the health of communities and the environment.</p> <ul style="list-style-type: none"> ○ Proper and effective monitoring and control of all processes. ○ Facilitation of effective waste minimization projects through recycling, avoidance, reduction and proper disposal with the focus on entrepreneurship development. ○ Implementation of resources required and the effective management thereof. ○ Prevention of air, water and soil pollution. ○ Effective law enforcement. ○ Eradicate illegal dumping and littering on municipal, public and private property. | |
| <p>Integrated Environmental Management Plan (IEMP)</p> | <p>The IEMP presents an IDP sector plan, which strives to achieve the following:</p> <ul style="list-style-type: none"> ○ To ensure that municipal development strategies and projects take cognisance of: <ul style="list-style-type: none"> ● Existing environmental problems and threats; and ● Environmental assets; ○ To ensure that the Chapter 1 principles of the National Environmental Management Act (Act No. 107 of 1998) are applied when: <ul style="list-style-type: none"> ● Strategies are designed; and ● Projects planned; ● To ensure a healthy environment by ensuring that: <ul style="list-style-type: none"> ● Urgent environmental issues are addressed; and ● Envisaged projects have no negative impacts on the natural environment. | <p>The Environmental Status Quo document (IEMP Volume 1), has been completed in Jan 2012 and takes stock of the environmental profile of SPLM in terms of the current state of the Municipality's environmental features and their associated issues.</p> <p>Volume 2 of the IEMP provides the strategic framework and interventions for addressing prioritised environmental issues and harnessing the potential of natural assets. Volume 2 has been completed in Mar 2012.</p> |

| Sector Plan | Contribution to IDP Objectives | Status |
|---|---|--|
| Municipal Infrastructure Investment Framework (MIIF) | <p>The Municipal Infrastructure Investment Framework should address the following critical issues:</p> <ul style="list-style-type: none"> ○ Bulk Infrastructure requirements (electricity, water, sanitation, waste disposal and transport network) ○ Infrastructure network (reticulation) requirements (electricity, water, sanitation, roads, waste management – telecom and IT) ○ Replace and refurbish existing and ageing Infrastructure (electricity, water, sanitation, solid waste disposal and the transport network. Upgrade and extent the existing IT and telecom infrastructure network ○ Provide sufficiently for infrastructure operations and maintenance requirements (electricity, water, sanitation, solid waste disposal, roads, stormwater and the IT and telecom networks) | <p>Due to the seriousness of the bulk infrastructure backlogs the Municipality commissioned a feasibility study to quantify the actual infrastructure backlog and to come up with a funding model. The feasibility study focused on critical infrastructure delivery such as water, sanitation and electricity capacity. This feasibility study was accepted by Council in 2010. As mentioned above, a number of sector plans are currently under review. The completed plans will form the basis of developing the MIIF, long term financial strategy and financial plan.</p> |
| Financial Plan | <p>The Financial Plan should define sound financial management and expenditure control as well as means of increasing revenues and external funding for the Municipality to achieve its development priorities and objectives. It will further address:</p> <p>Revenue raising strategies</p> <ul style="list-style-type: none"> ○ Asset management strategies ○ Financial management strategies ○ Capital financing strategies ○ Strategies that will enhance cost-effectiveness ○ Operational financing strategies | <p>National Treasury has appointed consultants to proceed with the Long Term Financial Strategy of the municipality. Collaboration will be required between the consultants appointed to review the sectoral plans and the National Treasury team in order to finalise both projects.</p> |
| Institutional Plan | <p>The SPLM's Institutional Plan will address:</p> <ul style="list-style-type: none"> ○ A revised HR Policies and Procedures | <p>As part of its Turnaround Strategy and OPCAR the Sol Plaatje Municipality has identified Institutional Building as a key focus</p> |

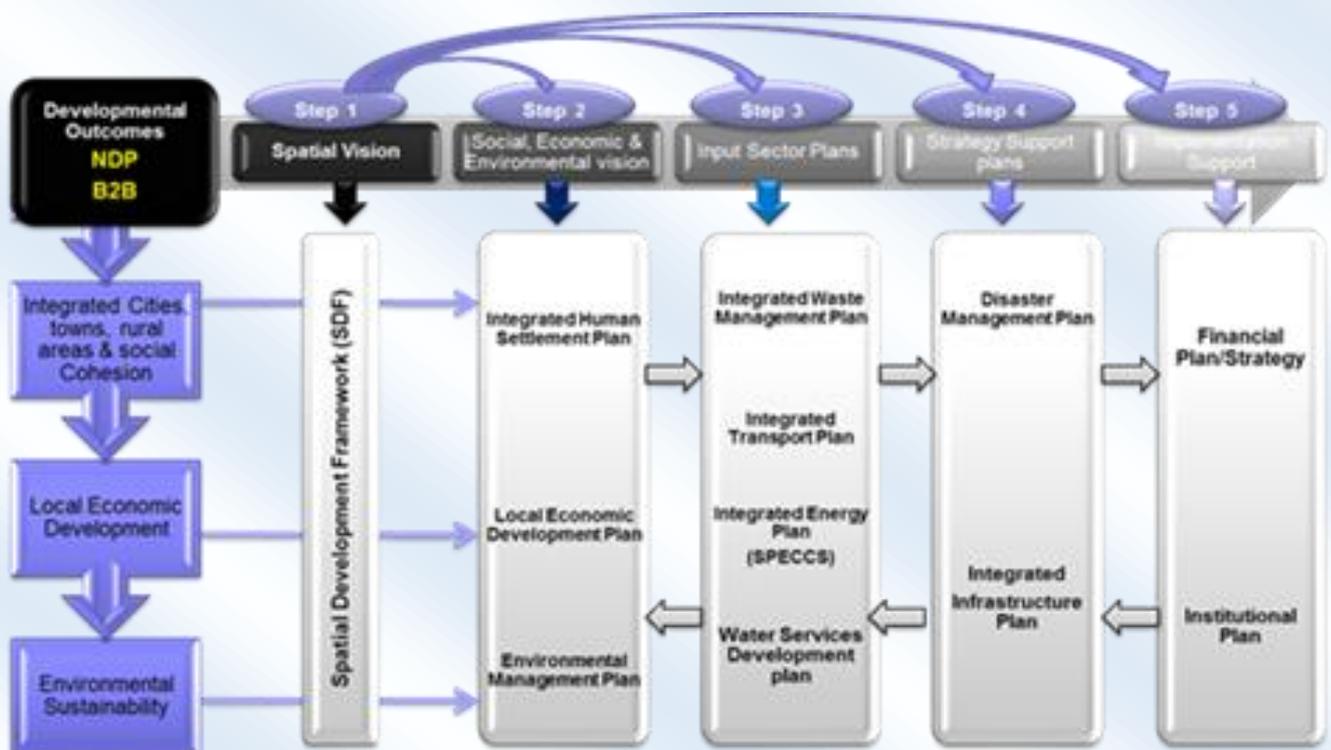
| Sector Plan | Contribution to IDP Objectives | Status |
|--|---|--|
| | <p>Handbook were prepared.</p> <ul style="list-style-type: none"> ○ An assessment of changes required to Macro and Micro Organisational Structure was completed and proposals on the “to be” Organisational Structure were drafted ○ A draft Human Resource Strategy Report was prepared. <p>Linked to the above process an assessment was also done on the strengths and weaknesses of the current Sol Plaatje Municipal Political Governance Model and it was revised in line with relevant legislation.</p> | <p>area in line with the National Local Government Turnaround Strategy and Outcomes Based. An institutional overview indicated the critical interventions that were required in this area and has been included in a draft plan which is in its approval phase. Although a single Institutional Plan is not in place – the institutional plan is effectively contained in the HR policies, the reviewed Organisational Structure as well as the HR Plan.</p> |
| <p>Integrated Human Settlement Plan</p> | <p>The aim of the IHSP is to identify the location and nature of specific housing projects in the greater SPLM area, the combined effect of which is to meet the net housing need in the area, insofar as possible within the strategic framework of the SPLM IDP, taking into account the realities of development on the ground.</p> <p>The IHSP should be read with the IDP which remains the principal strategic planning instrument which guides and informs all planning and development and all decisions with regard to planning, management and development in the municipality.</p> | <p>An IHSP has been adopted by Council in October 2011 and is due for review.</p> |
| <p>Ward Based Plans</p> | <p>Practical implementation plans should be prepared for each ward to include the following – in order to create sustainable livelihoods:</p> <ul style="list-style-type: none"> ○ One needs to develop a “pro-forma” for these plans – they need to address the same things, follow the same process and look the same. ○ The plan needs to provide some community perspective/back ground, a statement of needs and then a plan. ○ The plan needs to address 1-year, 3-year and 5-year needs. ○ All service and functional areas need to be | <p>A draft ward based planning model is in plan. The practical implementation of this model is still a challenge due to various factors – the most important being that the issue of outdated sector plans in all infrastructure areas should be addressed before effective ward based planning can be done. Ward priorities are however sources from the various ward councilors and these priorities are listed earlier in this document (table 15).</p> |

| Sector Plan | Contribution to IDP Objectives | Status |
|-------------|--|--------|
| | <p>addressed.</p> <ul style="list-style-type: none"> ○ A useful planning and monitoring tool to use is a matrix. The matrix effectively links plan, budget, responsibility and performance in one document/page. ○ The plan should also be illustrative. | |

5.2 THE LOGIC OF SECTOR PLANS

Through the development of a Growth and Development Strategy SPLM will also be in a position to transform the current policy framework (including the sector plans) into one that is integrated, coherent, strategic and user-friendly. A strategic user friendly document can be produced through the GDS process that integrates and references all municipal plans, strategies and programmes related to the SPLM's long term integrated space-economic vision and goals. This will result in the "logic of sector plans". This is illustrated in the diagramme below – which follows a logic sequence. It is emphasized once again that the process of developing a long term growth and development strategy will only commence once the review of sector plans has been completed.

Figure 10: Logic of Sectoral Plans



From the illustration above SPLM should:

- In the first instance look at how it can, on a local level, contribute towards the national development outcomes in creating integrated cities that include social cohesion.

- Secondly, how it can ensure an enabling environment for local economic development, and
- Thirdly, how it can contribute towards environmental sustainability.

The three above mentioned national strategic objectives (which also aligns to the principles of sustainable development) can be achieved by utilising the “logic of sector plans”, in the absence of a Growth and Development Strategy, as illustrated above:

Step 1: The Spatial Vision

Everything happens in a space. The above objectives therefore need to be spatially organised. Section 26(e) of the Local Government: Municipal Systems Act, No. 32 of 2000 (the “MSA”) requires all municipalities to compile Spatial Development Frameworks (the “SDF”) as a core component of Integrated Development Plans (the “IDP”). It is therefore important that the SPLM has a Spatial Development Framework in place that will ensure an integrated and optimal spatial development of the City and its surrounding areas. SDF will give effect to National, Provincial and Municipal Planning and Alignment of the strategic frameworks of other spheres as well as sector plans i.e. Housing Sector Plan.

The NDP, for instance, stresses the importance of a strong and efficient spatial planning system, well integrated across the spheres of government. In this endeavour it promotes the following actions:

- Reforms to the current planning system for improved co-ordination (SPLUMA is one example).
- Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements.
- Substantial investment to ensure safe, reliable and affordable public transport.
- Introduce spatial development framework and norms, including improving the balance between location of jobs and people.
- Conduct a comprehensive review of the grant and subsidy regime for housing with a view to ensure diversity in product and finance options that would allow for more household choice and greater spatial mix and flexibility. This should include a focused strategy on the housing gap market, involving banks, subsidies and employer housing schemes.
- National spatial restricting fund, integrating currently defused funding.
- Establish a national observatory for spatial data and analysis.
- Provide incentives for citizen activity for local planning and development of spatial compacts.
- Introduce mechanisms that would make land markets work more effectively for the poor and support rural and urban livelihoods.

SPLM has a SDF in place that is being reviewed to establish whether it still addresses the challenges as envisaged to create an integrated City that include social cohesion in terms of its space-economic development.

Step 2: Social, Economic and Environmental Vision

This step elaborates on the detail within the Spatial Vision namely to articulate the social -, economic -, and environmental vision through the following strategic plans, namely:

- An Integrated Human Settlement Plan
- A Local Economic Development Plan
- An Environmental Management Plan

These plans need to articulate in detail how SPLM will transform its human settlements as envisaged by both the NDP and B2B in order for it to be socially and economically integrated and environmentally sustainable within the Spatial Vision.

These plans are especially important as it is the strategic priorities that should inform the Municipalities actions and allocation of resources. The B2B especially emphasises the output and impact of these plans.

Although SPLM has prepared all three these plans – they were developed in isolation and therefore are fragmented and incoherent and complicates planning, decision making and management. It also do not contribute meaningful towards the goals and objectives of the NDP and B2B. Hence the strong focus of reviewing and updating the sectoral plans within the municipality, as mentioned above.

Step 3: Input Sector Plans

This step refers to the input that is necessary to realise the strategic plans mentioned in Step 2. It is the actual action plans that deal with the infrastructure and services such as:

- Integrated Waste Management Plan
- Integrated Transport Plan
- Integrated Energy Plan
- Integrated Water Services Development Plan

The important aspect of these plans are that they should include specific projects with time frames and budgets (including funding sources).

Step 4: Strategy Support Plans

The strategy support plans is complementary to the input plans and deal specifically with disaster management and a Municipal Infrastructure Investment Framework (MIIF).

Step 5: Financial Strategy/Plan and Institutional Plan

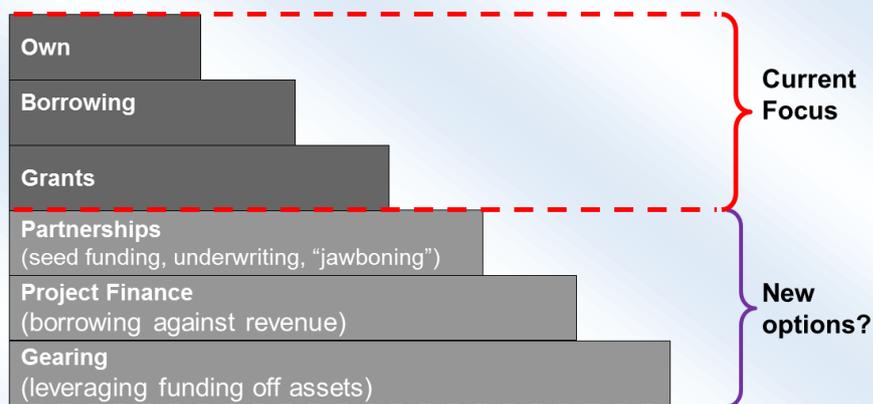
The last step in the sequence of the “logical sector plans” is the resources needed to implement these plans. At this stage the Municipality is aware of what it needs to implement to achieve its goals and objectives and therefore need to allocate the necessary resources, which will include:

- The Financial Strategy/Plan
- The Institutional Plan (Human Resources)

By following the above process SPLM will ensure that it structurally addresses all the issues related to what is envisaged in the NDP and B2B.

As part of the implementation framework of the GDS SPLM also needs to explore new funding alternatives apart from the traditional sources of funding, as illustrated below in order to achieve its development goals.

Figure 11: Alternative Funding Methodologies



Sound financial management is integral to the success of local government. Performance against the following basic indicators will be constantly assessed:

- The audit opinions for the last three to five years.
- Whether the budgets are realistic and based on cash available.
- The percentage revenue collected.
- The extent to which debt is serviced.
- The efficiency and functionality of supply chain management.

CHAPTER 6: MONITORING OF THE IDP AND BUDGET

The IDP's Multi-year Municipal Performance Plan will inform the 2019/20 SDBIP which aligns with both the Capital and Operational Budget. KPI's and targets cannot be set if resources are not available. Resources refer to both institutional capacity as well as financial capacity.

The draft Capital Budget is attached in the schedules while the draft Operational Budget is contained in the Budget Statement. The Capital Budget is included in the IDP as it speaks directly to LED, Infrastructure Development and Service Delivery outputs while the Operational Budget mainly addresses the activities which produces the outputs.

SPLM's SDBIP for 2019/20 will be completed after the public consultation process as priorities may be adjusted due to this process. The SDBIP will be submitted to the Executive Mayor by Mid-May for approval and submission to Council at the same time as the submission of the IDP and Budget for adoption.

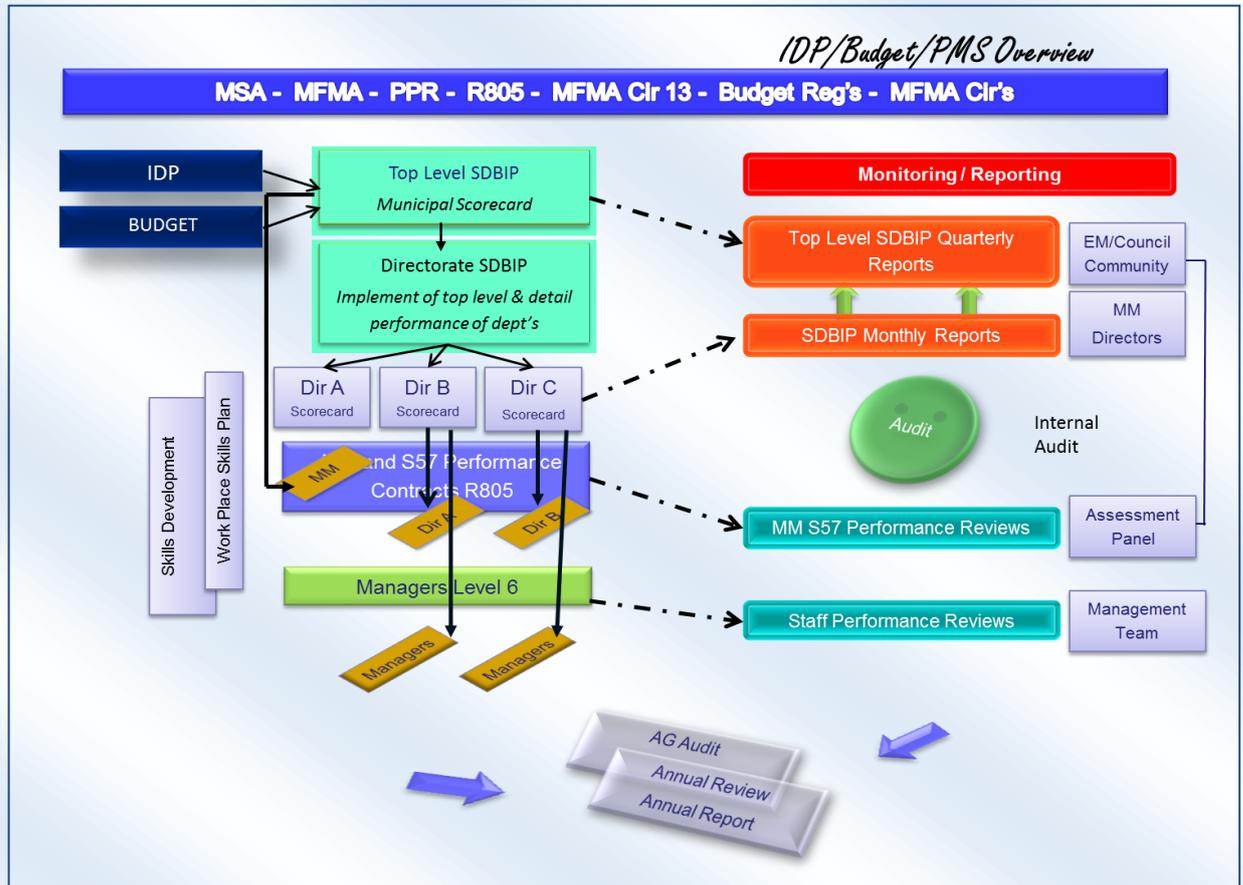
The SDBIP gives effect to the implementation of the IDP and Budget of the Municipality. The IDP Objectives, Key Performance Indicators and Targets aligned to the Budget within each Key Performance Area in the Multi-Year Municipal Performance Plan will then inform the SDBIP for the 2019/20 financial year and breaks it up into quarterly targets.

The "top layer" SDBIP is used as a framework for the Organizational Performance Management System. The implementation of the IDP and Budget is monitored, evaluated, reported and measured through the integrated Performance Management System (PMS) to ensure that the resources available to the Municipality are directed at the delivery of prioritised projects, programmes and operations that meet the agreed IDP Objectives. Monitoring, evaluating, measuring and reporting performance will also assist the Municipality:

- To make immediate and appropriate changes in the prioritized delivery process and to adjust resources accordingly;
- Identify and overcome major or systemic blockages in the delivery process and
- Guide future planning on development objectives and resource use.

The PMS process from planning through in-year monitoring and reporting up to the Annual Report is structured as per the figure below:

Figure 12: IDP/Budget/PMS Linkage



ANNEXURE 1 – HIGH LEVEL PROCESS PLAN

| IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2018/19 AND BUDGET FOR 2019/20 MTREF | | | | | |
|--|---|---|--|---|------------------------------|
| NO | ACTIVITY DESCRIPTION | ORGANISATIONAL RESPONSIBILITY | OUTPUT | LEGISLATIVE REQUIREMENT AND INFORMATION | TIME FRAME |
| JULY 2018 | | | | | |
| 1 | Briefing sessions with EMT to initiate the Annual Report and Annual Audit processes | MM/CFO | Process Plan to complete the Annual Report and Annual Audit (Audit File process) | Internal process | 13 July 2018 |
| 2 | Constituting the IDP/Budget Steering Committee | MM/CFO | Legally constituted IDP/Budget Steering Committee | MFMA s53(1) | 24 July 2018 |
| 3 | Consideration of the IDP and Budget Process Plan 2019/20 MTREF | MM/CFO | Process Plan for the 2018 IDP Review and Budget for 2019/20 MTREF | MSA 32 of 2000 & MFMA No. 56 of 2003 | 27 July 2018 |
| 4 | Approval of the IDP and Budget Process Plan | Executive Mayor | Approval of the IDP and Budget Process Plan for 2019/20 MTREF | MSA 32 of 2000 & MFMA No. 56 of 2003 | 31 July 2018 |
| 5 | Conclude MM and s57 Managers Performance Agreements and Plans | MM/Mayco/Corporate Services ED | Signed Performance Agreements and Plans for MM and s 57 Managers | MSA and Reg 805 | 31 July 2018 |
| 6 | Submit 4 th Quarter to: 1. EMT 2. NT/PT 3. EM/IDP Budget Com 4. Submission of Section 52 (d) Report to Council | All | 1. 4 th Quarter Report | MFMA S52(d) | 31 July 2018 |
| AUGUST 2018 | | | | | |
| 7 | Tabling of the approved (by the Budget Steering Committee) IDP and Budget Process Plan | IDP, Budget and PM Committee (Sec 80 Committee) | Recommend the approval of the IDP and Budget Process Plan to Council | Terms of Reference of the Committee (Oversight Committee on IDP, Budget and Performance Management and Reporting) | 2. 3. 4. 1 August 2018 |
| 8 | Publish MM and 57 Managers Performance Agreements and Plans on Web and | Corporate Services | Published and submitted performance agreements and plans | MSA and Reg 805 | 7 August 2018 |

| IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2018/19 AND BUDGET FOR 2019/20 MTREF | | | | | |
|--|---|-------------------------------|---|--|--|
| NO | ACTIVITY DESCRIPTION | ORGANISATIONAL RESPONSIBILITY | OUTPUT | LEGISLATIVE REQUIREMENT AND INFORMATION | TIME FRAME |
| | submit to CoGHSTA, NT and PT | | | | |
| 9 | Presentation of Final draft AFS EMT Audit Committee AGSA | MM/CFO | 5. Submission of annual financial statements as per section 126(1) of the MFMA. 6. Draft Annual Performance Report 2017/18 as per section 46 of the MSA. | s126(1) of the MFMA s46 of the MSA. | 7. Completed 24 Aug 2018 8. 29 Aug 2018 9. 29 Aug 2018 |
| 10 | Submit Annual Report including Annual Financial Statements and Annual Performance Report to the Audit Committee | MM/CFO | 10. Submission of annual financial statements as per section 126(1) of the MFMA. Draft Annual Performance Report 2017/18 as per section 46 of the MSA. | MFMA Circular 63, Sep 12 | 28 Aug 2018 |
| 11 | Approval of the IDP and Budget Process Plan | Executive Mayor | Council approves the IDP and Budget Process Plan 2019/20 MTREF | MSA 32 of 2000 & MFMA No. 56 of 2003 | 30 Aug 2018 |
| 12 | 11. Submission of the Financial Statements, Annual Report and Annual Performance Report to the AGSA | MM/CFO | 12. Submission of signed AFS, Draft Annual Report and Final Annual Performance Report to AGSA | | 31 Aug 2018 |
| 13 | Advertisement of time-schedule on website, local newspapers and notice boards | IDP/BTO | Notification to public on how and when the IDP and Budget preparation process will happen | MSA and MFMA | 31 Aug 2018 |
| SEPTEMBER 2018 | | | | | |
| 14 | Issue of Budget guidelines (operational budget) | CFO | Issue Circular on operational budget guidelines: <ul style="list-style-type: none"> - Confirm approved organogram - Vacant and funded positions - Maintenance Plans - Review of Long Term Borrowing Contracts and commitments of the next MTREF - Demand for services analysis | Budget Policy | 22 Sept 2018 |

| IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2018/19 AND BUDGET FOR 2019/20 MTREF | | | | | |
|--|--|-------------------------------|--|--|----------------------------|
| NO | ACTIVITY DESCRIPTION | ORGANISATIONAL RESPONSIBILITY | OUTPUT | LEGISLATIVE REQUIREMENT AND INFORMATION | TIME FRAME |
| | | | - Review of Electricity Tariff Structure | | |
| 15 | Commencement of IDP analysis of institutional, services and infrastructure provision, backlogs and priorities. | IDP/BTO | Assessment Report: An assessment of existing Priority Issues, present Gaps in the IDP as well as issues identified in various government policy documents, engagements with political structures, provincial CoGHSTA, NT and other stakeholders. Unaudited Annual Report as submitted to Auditor-General to be used as input into the IDP strategic phase process and community verification & input by MPAC on reported performance. | MSA Circular 63, Sep 2012 MSA Ch5 s 26 and IDP Guides | 21 Sept 2018 |
| 16 | Finalise Assessment Report | IDP/BTO | Discuss and agree on Assessment Report to inform planning and budget for the 2018/19 MTREF. 13. EMT / Manco | MFMA/Budget Regulations and Internal process | 24 Sep 2018 28 Sep 2018 |
| | Councillor Induction: IDP Review Process | MM/Executive Mayor | Review terms of reference of IDP Rep Forum Understanding the development agenda of the municipality Presentation of the status quo report 2018-2019 Performance Analysis and future projections | MSA and MFMA | 28 Sept 2018 |
| OCTOBER 2018 | | | | | |
| 17 | Finalise Annual Report | EMT | The Annual Report submitted complies with the requirements of Section 121(3) (a-k). Information on pre-determined objectives to be included | MSA Circular 63, Sep 2012 | 22 Oct 18 |
| 18 | Municipality submits Annual Report including final annual | CFO/IDP | | | 29 Oct 2018 |

| IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2018/19 AND BUDGET FOR 2019/20 MTREF | | | | | |
|--|--|-------------------------------|--|---|---|
| NO | ACTIVITY DESCRIPTION | ORGANISATIONAL RESPONSIBILITY | OUTPUT | LEGISLATIVE REQUIREMENT AND INFORMATION | TIME FRAME |
| | financial statements and annual performance report to Auditor-General for auditing councils' | | Note: that it is unaudited and will not include any of the Auditor-General's reports as the auditing thereof will still be in progress | | |
| 19 | Liaise with National and Provincial Sector Departments re alignment of Strategic Priorities and Budgets | IDP Task Teams | Liaise with sector departments to ensure that SPM priorities form part of their strategic plans and budgets | MSA | Oct 2018 – Dec 2018 |
| 20 | Prepare and submit 1st Quarter SDBIP Report to EMT, IA, PAC, Executive Mayor (Mayco) and Council | IDP/BTO | 1st Quarter Report submitted | MFMA and MFMA Cir 15 | <ol style="list-style-type: none"> 1. 17 Oct 2018 (EMT) 2. 20 Oct 2018 (IA&PAC) 3. 29 Oct 2018 (EM) 4. 2 Nov 2018 (SCM) |
| 21 | <p>1st Strategic Planning sessions with:</p> <ol style="list-style-type: none"> 1. EMT, Manco Extended IDP/Budget/PMS Committee <p>Informal Council meeting</p> | EMT/Manco/IDP Com/Council | Finalising Key Priority Issues related to Assessment Report. Review Strategic Objectives for service delivery and development including backlogs aligned to district, provincial and national strategic plans and policies. Review financial and non-financial performance, analyse gaps between planned and actual performance. Determine financial position and assess financial/human resource capacity against possible future strategies. | Internal Process | <ol style="list-style-type: none"> 1. 20 Oct 2018 2. 21 Oct 2018 14. 15. |
| NOVEMBER 2018 | | | | | |
| | <ol style="list-style-type: none"> 2. Extended IDP/Budget/PMS Committee <p>Informal Council meeting</p> | | | | 01 Nov 2018 |
| 22 | Detail Budget | EMT/Manco | In line with the IDP Key | Internal | Week of 07, 14 |

| IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2018/19 AND BUDGET FOR 2019/20 MTREF | | | | | |
|--|--|-------------------------------|---|--|--|
| NO | ACTIVITY DESCRIPTION | ORGANISATIONAL RESPONSIBILITY | OUTPUT | LEGISLATIVE REQUIREMENT AND INFORMATION | TIME FRAME |
| | discussions/motivation with individual Directorates | | priority issues Directorates need to motivate their different Budgets for the 2019/20 MTREF Draft Budget completed | process | and 21 Nov 2018 (CFO and BTO done; Operational, Revenue and partly Capital) |
| 23 | Auditor-General audits the unaudited Annual Report and submit an audit report to the accounting officer for the municipality. | EMT/BTO /Directorates | Draft AR and Management Report Final AR and Management Report | MFMA | 16 Nov 2018 30 Nov 2018 |
| 24 | Annual Report and oversight report process for adoption to be used as input into public participating meetings for the IDP review process. | AC/MPAC/Council | | MFMA Section 127, 128, 129 and 159 | Nov 2018 to Jan 2019 |
| JANUARY 2019 | | | | | |
| 25 | Mayor tables audited Annual Report and financial statements to Council Audited Annual Report is made public, e.g. posted on municipality's website. | EM Web Master | | Section 129, 150 and 151. Tabling the audited Annual Report within 5 or 6 months after the end of the financial year. Section 75 for publication on website. | 25 Jan 2019 |
| 26 | Finalise Mid-year Budget and Performance Assessment Report and submit to: 1. EMT 2. BSC 3. Mayor 4. NT and PT 5. Council | IDP/BTO | Mid-year Report with recommendations informing Adj Budget/SDBIP Targets | MFMA s72 | 25 Jan 2019 1. 21 Jan 2019 2. 23 Jan 2019 3. 24 Jan 2019 4. 28 Jan 2019 5. 25 Jan |

| IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2018/19 AND BUDGET FOR 2019/20 MTREF | | | | | |
|--|--|-----------------------------------|---|---|--|
| NO | ACTIVITY DESCRIPTION | ORGANISATIONAL RESPONSIBILITY | OUTPUT | LEGISLATIVE REQUIREMENT AND INFORMATION | TIME FRAME |
| | | | | | 2019 |
| FEBRUARY 2019 | | | | | |
| | MPAC finalises assessment on Annual Report. | MPAC | This must be concluded within 7 days of receipt of AGs report. Council is expected to conclude on this matter before going on recess in December. | MSA Circular 63, Sep 2012 | Feb to Mar 2019 (Oversight) |
| 27 | Planning sessions with: 1. Extended IDP/Budget/PM S Committee 2. Informal Council meeting | Mayco Councillors EMT Manco | Present first draft IDP priorities linked to Budget allocations | Internal process | 1. 04 Feb 2019 2. 08 Feb 2019 |
| 28 | NT Mid-term visit | EMT | Sec 71 and 72 Reports Qtr 2 Performance Report Audited AFS 2018 Audit Report MFMA Sec 32 Report Risk Management Issues | NT Prescribed | Between 6-10 Feb 2019 |
| 29 | Adjustment Budget 1. EMT 2. BSC 3. Council | MM/CFO | Tabling of Adjustment Budget 2019/20 MTREF | MFMA Sec 28 | 2. 18 Feb 2019 3. 22 Feb 2019 4. 28 Feb 2019 |
| 30 | Conduct 2017/18 annual performance assessments for MM and Managers reporting directly to MM as well as lower level managers up to job level 6 | EM/MM/IDP/Human Resources | Performance Assessment Reports for MM, senior and other managers | MSA and Regulations | Feb 2019 |
| 31 | Note National/Provincial Government Budget for incorporation | IDP/BTO | Ensure what is contained in National and provincial Budgets for incorporation in local budget | MFMA | 27 Feb – 18 Mar 2019 |
| 32 | Draft reviewed 5-year Capital Project Schedule aligned with IDP Strategic Objectives and KPA's for prioritisation purposes – including Ward allocations submitted to EMT | IDP/Budget Office | Draft 5-year Capital Programme aligned to IDP Key Priority Issues including Ward priorities | Internal Process | Jan 18 – 11 Mar 2019 |
| 33 | Draft Operating | Directorates/BTO/ | Draft 3-year Operational | Internal | 04 Mar 2019 |

| IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2018/19 AND BUDGET FOR 2019/20 MTREF | | | | | |
|--|--|--|--|---|---|
| NO | ACTIVITY DESCRIPTION | ORGANISATIONAL RESPONSIBILITY | OUTPUT | LEGISLATIVE REQUIREMENT AND INFORMATION | TIME FRAME |
| | Budget submitted to EMT | IDP | Budget aligned to IDP Key Priority Issues | Process | |
| MARCH 2019 | | | | | |
| 34 | Conduct Mid-year performance assessments for MM and Managers reporting directly to MM as well as lower level managers up to job level 6 | EM/MM/IDP/Human Resources | Performance Assessment Reports for MM, senior and other managers | MSA and Reg 805 | Mar 2018 |
| 35 | 2. Council adopts Oversight report. 3. Oversight report is made public. 4. Oversight report is submitted to Legislators, Treasuries and CoGHSTA | Council CFO | The entire process, including oversight reporting and submission to provincial legislators is completed in December and not in March the following year. | MSA Circular 63, Sep 2012 | 29 Mar 2019 (SCM) |
| 36 | Present and discuss draft IDP and Budget with: 1. Mayco/relevant committees 2. BSC 3. Informal Council Meeting 16. 4. Special Council Meeting | EMT/Mayco/Budget Steering Committee | Present, discuss and receive input from the different structures | Internal process | 17. 1. 14 – 19 Mar 2019 18. 2. MAYCO 22 Mar 2019 3. Informal Council 27 Mar 2019 4. SCM 29 Mar 2019 19. 20. 21. |
| 37 | Table draft IDP and Budget to Council for public consultation | IDP/BTO/Council | Council to approve IDP and Budget for public consultation purposes | MSA and MFMA | 31 Mar 2019 (Tabling) |
| 38 | Make public the draft IDP and Budget and submit (including draft SDBIP) to NT, PT and NC CoGHSTA | IDP/BTO/Council | IDP and Budget made public and submitted to relevant stakeholders for consultation purposes | MFMA | 31 Mar 2019 |
| APRIL 2019 | | | | | |
| 39 | Conduct public hearings on draft IDP, Budget and Top Layer | IDP/BTO/Speaker's Office/Service Providers | Consult and receive input from community and stakeholder groupings | MSA and MFMA | April 2019 (Public Participation) |

| IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2018/19 AND BUDGET FOR 2019/20 MTREF | | | | | |
|---|---|-------------------------------|---|---|---|
| NO | ACTIVITY DESCRIPTION | ORGANISATIONAL RESPONSIBILITY | OUTPUT | LEGISLATIVE REQUIREMENT AND INFORMATION | TIME FRAME |
| | SDBIP with constituted public participation structures | | with regard to draft IDP/Budget and SDBIP (Top Layer) | | |
| 40 | Confirm National and Provincial DoRA allocations and adjust draft budget | BTO | Ensure that DoRA allocations are included in the Budget | MFMA/DoRA | April 2019 |
| 41 | Submit 3 rd Quarter SDBIP Performance Report to Mayco/Council | IDP/BTO/Mayco/Council | 3 rd Quarter report submitted | | April 2019 |
| 42 | Conclude public hearings and adjust IDP, Budget and SDBIP taking cognisance of input received | IDP/BTO | Include input received from public consultation in IDP/Budget/SDBIP | MSA and MFMA | April 2019 |
| 43 | Discuss adjusted IDP, Budget and SDBIP with Mayco | IDP/BTO | Inform Mayco of input received from public consultation in IDP/Budget/SDBIP | Internal process | 29 April 2019 |
| 44 | National Treasury Benchmarking Exercise | EMT/NT | NT's analysis of SPLM's IDP and Budget benchmarked against 21 secondary cities to improve IDP and Budget processes and products | MFMA | May 2018 |
| MAY 2019 | | | | | |
| 45 | Finalise IDP/Budget and SDBIP documentation for final submission to Council | EMT | Finalise IDP, Budget and SDBIP documentation for final submission to Council | MSA and MFMA | 06 May 2019 |
| 46 | Present final IDP and Budget to BSC, Mayco and Council | EM/MM/CFO | Present final IDP/Budget/SDBIP to Mayco and informal Council before submission to Council for adoption | Internal process | BSC 15 May 2019 MAYCO 17 May 2019 Informal Council Meeting 22 May 2019 SCM 24 May 2019 |
| 47 | Council adopt IDP, Budget and "Top Layer" SDBIP by resolution, setting taxes and tariffs, | EM/MM/CFO | Council adopted IDP/Budget and SDBIP | MFMA | 24 May 2019 |

| IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2018/19 AND BUDGET FOR 2019/20 MTREF | | | | | |
|--|--|-------------------------------|--|---|--------------|
| NO | ACTIVITY DESCRIPTION | ORGANISATIONAL RESPONSIBILITY | OUTPUT | LEGISLATIVE REQUIREMENT AND INFORMATION | TIME FRAME |
| | approving changes to the IDP and budget related policies, approve measurable performance objectives for revenue by source and expenditure by vote before the start of the financial year | | | | |
| JUNE 2019 | | | | | |
| 48 | Notification of approved 2018/19 IDP review and Budget 2019/20 MTREF to public | BTO/IDP | Notify public of adopted budget | MFMA | June 2019 |
| 49 | Submit final 2019/20 SDBIP to Executive Mayor for approval, submit to Council for Notification and Make public | IDP | Executive Mayor approved SDBIP and published SDBIP | MFMA | 14 June 2019 |
| 50 | Final Preparations for the implementation of mSCOA Version 6.3 (locked NT version) | BTO | mSCOA compliance | mSCOA Regulations | 28 June 2019 |

ANNEXURE 2 – PUBLIC PARTICIPATION PROGRAM



SOL PLAATJE MUNICIPALITY Better Quality of Life for All A Better Standard of Living for All

In accordance with the Municipal Systems Act (Chapter 5) and Municipal Finance Management Act (Chapter 4), notice is hereby given that the Draft Integrated Development Plan (IDP) and Budget for 2019/ 20 – 2021/2022 for the Sol Plaatje Municipality was presented to the Executive Mayoral Committee and tabled to Council on 27 March 2019.

Copies of these documents will be available at all municipal libraries as well as the Council Civic Centre (Information Counter and Budget Office) for public inspection. The information will also be published on the Municipality's website – www.solplaatje.org.za

| Stakeholder Engagements | | | |
|---------------------------------------|--|-------------------------|-------|
| Date | Forum / Ward | Venue | Time |
| 14.05.2019 | NGO, SCHOOLS, Institutions of Higher Learning, PBO, Churches | Council Chambers | 10H30 |
| General Public Participation Meetings | | | |
| 13.05.2019 | Tshwaragano, Katima, Dingaans Street Hostel, Nobengula, Vergenoeg up to and including Kgosi, Seochoareng, Madalane, Magashula, Seleke, Adam Namakola, Stock & Stock, Riemvasmaak Informal Settlement, Ipopeng, Retswelele, Blikkiesdorp, Bloemanda | Phatsimang Hall | 17H00 |
| 14.05.2019 | Zone 6, White City, Kwa Nobantu, Phillip Mpiwa Street up to and including Tyala, Montshiwa, Hulana, Moshoeshoe, John Daka, Sewende Laan | Boichoko Primary School | 17H00 |
| 15.05.2019 | Colville, Floors, Homestead, Santa, Witdam. | Swedish Hall | 17H00 |
| | | | |

| | | | |
|------------|---|--|-------|
| 15.05.2019 | Greenpoint, Greenside, Beaconsfield, Diamond Park, Diskobolos, Southridge | Swedish Hall | 17H00 |
| 16.04.2019 | CBD, De Beers, Utility, Square Hill Park, Gemdene, Kimberley North, New Park, Hadison Park, Monument Heights, Royal Glen, Royldene, Beaconsfield, Herlear, Belgravia, Ernestville, Cassandra. | City Hall | 17H00 |
| 16.05.2019 | Roodepan/Pescodia, 3SAI, Lerato Park, Sunset Manor, Jacksonville, White City, Ivory Park, Midlands | Marius Besserman Catholic Hall – Roodepan | 17h00 |
| 20.05.2019 | Diamond Park, Verwoerd Park, Riviera, Kirstenhof, Lindene, Rhodesdene, Carters Glen, Hillcrest, Heuwelsig, El Toro Park, Minerva Gardens | Jim Summers Hall | 17H00 |
| 21.05.2019 | Riverton | Roman Catholic Hall | 17H00 |
| 21.05.2019 | Ritchie | Rietvale Community Hall | 17H00 |

Interested parties, local community and all stakeholders are invited to submit representations, comments and inputs regarding the Draft Budget 2019/20 – 2020/2022.

Written submissions must be handed in at the Civic Centre (Budget Office or faxed to 053 8331005 or e-mailed to Ebaise@solplaatje.org.za, jwagner@solplaatje.org.za, kdeklerk@solplaatje.org.za, ccrouch@solplaatje.org.za, cjenneke@solplaatje.org.za, banthony@solplaatje.org.za, ssetlogelo@solplaatje.org.za, jvanniekerk@solplaatje.org.za

ANNEXURE 3 MULTI YEAR CAPITAL PLAN

| PROJECT DESCRIPTION | ESTIMATED TOTAL COST | RESPON SIBLE | FUNDING SOURCE | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | Beyond 5 Years | Funded and included in capital budget |
|--|----------------------|--------------|----------------|------------|------------|---------------|------------|------------|------------|----------------|---------------------------------------|
| WATER AND SANITATION PROJECTS | | | | | | | | | | | |
| LINKING SERVICES - BULK WATER LERATO PARK | 20 783 414.00 | SPLM | MIG | 8 402 274 | 8 796 308 | | | | | | ✓ |
| | | | CRR | | 3 584 832 | | | | | | ✓ |
| LINKING SERVICES - BULK SANITATION LERATO PARK | 16 839 176.00 | SPLM | MIG | 6 558 321 | 7 370 383 | | | | | | ✓ |
| | | | CRR | | 2 910 472 | | | | | | ✓ |
| GOGGA PUMP SEWER OUTFALL MAIN | 28 500 000.00 | SPLM | WSIG | 28 500 000 | | | | | | | ✓ |
| RITCHIE BULK WATER (ABSTRACTION AND DISTRIBUTION) | 30 551 000.00 | SPLM | RBIG/MIG | 20 000 000 | 10 551 000 | | | | | | ✓ |
| RIVERTON PUMP STATION BUILDING | 31 657 205.00 | SPLM | CRR | 31 657 205 | | | | | | | ✓ |
| RIVERTON HIGH LIFT PUMPS (MECHANICAL AND ELECTRICAL WORKS) | 6 096 300.00 | SPLM | CRR | 6 096 300 | | | | | | | ✓ |
| CARTERS RIDGE SEWER PUMP STATION | 3 000 000.00 | SPLM | WSIG | | 3 000 000 | | | | | | ✓ |
| CARTERS RIDGE SEWER PUMP STATION | 32 000 000.00 | SPLM | | | | 10 000 000.00 | 15 000 000 | 7 000 000 | | | NOT FUNDED |
| RECONSTRUCTION OF OLD SINK TOILETS IN KHUTLANONG | 14 000 000.00 | SPLM | WSIG | | 14 000 000 | | | | | | ✓ |
| REFURBISHMENT OF SEWER PUMPS VARIOUS WARDS | 12 000 000.00 | SPLM | MIG | | | 5 000 000.00 | 7 000 000 | | | | ✓ |
| REFURBISHMENT OF SEWER PUMPS VARIOUS WARDS | 2 400 000.00 | SPLM | CRR | | | 1 000 000.00 | 1 400 000 | | | | ✓ |
| PIPE REPLACEMENT (water mains) | 20 000 000.00 | SPLM | MIG | | 5 000 000 | 5 000 000 | 10 000 000 | | | | ✓ |
| PIPE REPLACEMENT (water mains) | 3 000 000.00 | | CRR | | | 1 000 000 | 2 000 000 | | | | ✓ |
| PIPE REPLACEMENT (water mains) UNFUNDED PORTION | 317 000 000.00 | SPLM | MIG | CRR | | 30 000 000 | 30 000 000 | 30 000 000 | 50 000 000 | 200 000 000 | NOT FUNDED |
| PIPE REPLACEMENT (sewer mains) | 310 000 000.00 | SPLM | MIG | CRR | | 25 000 000 | 25 000 000 | 25 000 000 | 25 000 000 | 210 000 000 | NOT FUNDED |
| RIVERTON SUMP RESERVOIR | 30 000 000.00 | SPLM | RBIG/MIG | | 10 000 000 | 10 000 000 | 10 000 000 | | | | NOT FUNDED |
| BULK WATER RISING MAIN | 100 000 000.00 | SPLM | RBIG/MIG | | 30 000 000 | 30 000 000 | 30 000 000 | 10 000 000 | | | NOT FUNDED |
| REPLACEMENT OF WEST END/TAMBO SQUARE SEWER OUTFALL MAIN | 13 000 000.00 | SPLM | RBIG/MIG | | 2 000 000 | 5 000 000 | 6 000 000 | | | | NOT FUNDED |
| UPGRADING OF SEWER PUMP STATIONS IN AND AROUND GALESHEWE | 50 000 000.00 | SPLM | MIG | | 10 000 000 | 20 000 000 | 10 000 000 | 10 000 000 | | | NOT FUNDED |
| UPGRADE RIVERTON WATER TREATMENT PLANT | 200 000 000.00 | SPLM | RBIG | | | 20 000 000 | 30 000 000 | 30 000 000 | 50 000 000 | 70 000 000 | NOT FUNDED |
| REVENUE AND BILLING (WATER METERS) | 14 000 000.00 | SPLM | CRR | 2 000 000 | 3 000 000 | 3 000 000.00 | 3 000 000 | 3 000 000 | | | ✓ |
| WATER ZONE METERING | 8 500 000.00 | | CRR | 8 500 000 | | | | | | | ✓ |
| REPLACEMENT OF PIPES AT NEWTON RESERVOIR | 11 200 000.00 | SPLM | CRR | 11 200 000 | | | | | | | ✓ |
| NEWTON RESERVOIR EXTENDED PHASE | 32 000 000.00 | SPLM | RBIG | | 10 000 000 | 10 000 000 | 12 000 000 | | | | NOT FUNDED |
| BEACONSFIELD WWTW | 50 000 000.00 | SPLM | RBIG/MIG | | | 20 000 000 | 12 000 000 | 12 000 000 | 6 000 000 | | NOT FUNDED |
| REFURBISHMENT OF ROODEPAN TOWER | 20 000 000.00 | SPLM | CRR | | | | 10 000 000 | 6 000 000 | 4 000 000 | | NOT FUNDED |

| PROJECT DESCRIPTION | ESTIMATED TOTAL COST | RESPON SIBLE | FUNDING SOURCE | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | Beyond 5 Years | Funded and included in capital budget |
|---|----------------------|--------------|----------------|------------|------------|------------|------------|------------|-----------|----------------|---------------------------------------|
| ELECTRICITY RELATED PROJECTS | | | | | | | | | | | |
| CARTERS GLEN SUBSTATION/GALESHEWE BULK ELECTRICITY | 12 336 500.00 | DOE | INEP | 7 000 000 | 5 336 500 | | | | | | ✓ |
| UPGRADE OF HADISON PARK SUBSTATION | 35 000 000.00 | DOE/SPL | INEP | CRR | 20 000 000 | 15 000 000 | | | | | NOT FUNDED |
| UPGRADE OF GALESHEWE SUBSTATION WITH 2x 30 MVA TRANSFORMERS | 35 000 000.00 | SPLM | INEP | | 20 000 000 | 15 000 000 | | | | | NOT FUNDED |
| UPGRADE OF SOUTH RIDGE SUBSTATION WITH 1X 30 MVA AND EXTENSION OF 11KV SWITCHROOM | 25 000 000.00 | SPLM | INEP | CRR | 10 000 000 | 15 000 000 | | | | | NOT FUNDED |
| REDESIGN OF LOOPING NETWORK IN GALESHEWE | 10 000 000.00 | SPLM | INEP | | | 3 000 000 | 3 000 000 | 4 000 000 | | | NOT FUNDED |
| RESTRUCTURE LANDBOU AVENUE 11KV OVERHEAD LINE | 13 000 000.00 | SPLM | INEP | | | 5 000 000 | 5 000 000 | 3 000 000 | | | NOT FUNDED |
| UPGRADE OF SUPPLY IN CARTERS, LONG ,MEMORIAL, DU TOITSPAN, MCDUGAL | 25 000 000.00 | SPLM | INEP | CRR | | 10 000 000 | 8 000 000 | 7 000 000 | | | NOT FUNDED |
| REPLACE 66KV OIL CIRCUIT BREAKERS WITH SF6 AT HERLEAR | 13 000 000.00 | SPLM | INEP | CRR | | 3 000 000 | 10 000 000 | | | | ✓ |
| REPLACE 11KV CIRCUIT BREAKERS AT HERLEAR | 9 000 000.00 | SPLM | INEP | CRR | | 7 000 000 | 2 000 000 | | | | ✓ |
| REPLACE TWO 11 KV RINGS FROM HERLEAR/CASSANDRA/ERNSTVILLE | 32 000 000.00 | SPLM | INEP | CRR | | | 16 000 000 | 16 000 000 | | | NOT FUNDED |
| INSTALLATION OF LIGHTING AND SURGE ARRESTER EQUIPMENT AT OVERHEAD LINES | 3 500 000.00 | SPLM | INEP | CRR | | | 3 500 000 | | | | NOT FUNDED |
| UPGRADE OF 11KV SUBSTATIONS, MEDIUM AND LOW VOLTAGE CABLES | 28 000 000.00 | SPLM | INEP | CRR | 3 000 000 | 4 000 000 | 7 000 000 | 7 000 000 | 7 000 000 | | NOT FUNDED |
| UPGRADE OF MINIATURE SUBSTATIONS AND POLE TRANSFORMERS, KIOSKS AND LOW VOLTAGE CABLES | 30 000 000.00 | SPLM | INEP | CRR | 6 000 000 | 6 000 000 | 6 000 000 | 6 000 000 | 6 000 000 | | NOT FUNDED |
| UPGRADE RIVERTON SUBSTATION WITH 2x10 MVA TRANSFORMERS | 8 000 000.00 | | INEP | CRR | 4 000 000 | 4 000 000 | | | | | ✓ |
| LED/HIGH MAST LIGHTING | 4 000 000.00 | SPLM | MIG | | | 2 000 000 | 2 000 000 | | | | ✓ |
| LED/HIGH MAST LIGHTING | 560 000.00 | | CRR | | | 280 000 | 280 000 | | | | ✓ |
| LED/HIGH MAST LIGHTING (UNFUNDED PORTION) | 8 000 000.00 | | MIG | CRR | | | 5 000 000 | 3 000 000 | | | |
| ELECTRIFICATION OF SG APPROVED ERVEN | 123 794 000.00 | DoE/ESKI | INEP | | 24 660 500 | 19 200 000 | 16 000 000 | 20 000 000 | | | ✓ |
| <i>Electrification of Snake Park 949</i> | 20 000 000.00 | | | | | 14 709 500 | | | | | ✓ |
| <i>Electrification of Platfontein 300</i> | 4 650 000.00 | | | | | 4 650 000 | | | | | ✓ |
| <i>Electrification of Soul City</i> | 1 200 000.00 | | | | | | | | | | |
| <i>Electrification of Romorwa 106</i> | 2 000 000.00 | | | | | 1 643 000 | | | | | ✓ |
| <i>Electrification of Mathibe "Fluffy Park" 49</i> | 1 000 000.00 | | | | | 759 500 | | | | | ✓ |
| <i>Electrification of Witdam</i> | 2 500 000.00 | | | | | | | | | | |
| <i>Electrification of Santa Centre 139</i> | 2 500 000.00 | | | | | 2 154 500 | | | | | ✓ |
| <i>Electrification of Golf Course</i> | 20 000 000.00 | | | | | | | | | | |
| <i>Electrification of Kutlwanong 48</i> | 744 000.00 | | | | | 744 000 | | | | | ✓ |
| FUTURE HOUSING PROJECTS | | | | | | | | | | | |
| <i>Riverton (formalise stands)</i> | 3 200 000.00 | | | | | | | | | | |
| <i>Begonia</i> | 2 000 000.00 | | | | | | | | | | |
| <i>France Farm</i> | 49 000 000.00 | | | | | | | | | | |
| <i>Ritchie Erf 2 & 12</i> | 15 000 000.00 | | | | | | | | | | |
| ELECTRIFICATION OF IVORY PARK (1175) | 97 343 000.00 | DoE | INEP | 19 000 000 | | | | | | | ✓ |
| ELECTRICITY METER REPLACEMENT | 14 000 000.00 | | | CRR | 2 000 000 | 3 000 000 | 3 000 000 | 3 000 000 | 3 000 000 | | ✓ |
| UPGRADE POWER MONITORING EQUIPMENT AT STATIONS | 1 000 000.00 | | | CRR | | 1 000 000 | | | | | NOT FUNDED |
| EEDSM STREETLIGHTING AND OWN BUILDINGS | 17 000 000.00 | EEDMS | | | 7 000 000 | 5 000 000 | 5 000 000 | | | | ✓ |

| PROJECT DESCRIPTION | ESTIMATED TOTAL COST | RESPON SIBLE | FUNDING SOURCE | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | Beyond 5 Years | Funded and included in capital budget |
|--|----------------------|--------------|----------------|------------|-------------|----------------|---------------|---------------|------------|----------------|---------------------------------------|
| ELECTRICITY RELATED PROJECTS | | | | | | | | | | | |
| ELECTRIFICATION OF IVORY PARK (1175) | 97 343 000.00 | DoE | INEP | 19 000 000 | | | | | | | ✓ |
| ELECTRICITY METER REPLACEMENT | 14 000 000.00 | | CRR | 2 000 000 | 3 000 000 | 3 000 000 | 3 000 000 | 3 000 000 | | | ✓ |
| UPGRADE POWER MONITORING EQUIPMENT AT STATIONS | 1 000 000.00 | | CRR | | | 1 000 000 | | | | | NOT FUNDED |
| EEDSM STREETLIGHTING AND OWN BUILDINGS | 17 000 000.00 | EEDMS | | | 7 000 000 | 5 000 000 | 5 000 000 | | | | ✓ |
| ROADS AND STORMWATER PROJECTS | | | | | | | | | | | |
| ROADS RESEALING | 38 706 600.00 | SPLM | MIG | | 10 748 507 | 11 203 418.00 | 16 754 675.00 | | | | ✓ |
| ROADS RESEALING | 12 000 000.00 | SPLM | | | | 8 000 000.00 | 4 000 000.00 | | | | ✓ |
| ROADS RESEALING (UNFUNDED PORTION) | 160 000 000.00 | | | | 20 000 000 | 10 000 000.00 | 10 000 000.00 | 10 000 000.00 | 30 000 000 | 80 000 000 | NOT FUNDED |
| PAVING OF ROADS | 20 101 724.00 | | MIG | | 14 868 488 | 5 233 236.00 | | | | | ✓ |
| PAVING OF ROADS | 2 667 000.00 | SPLM | | | 2 667 472 | 2 950 713 | 4 000 000.00 | | | | ✓ |
| GRAVEL ROADS | 30 000 000.00 | SPLM | | | 6 000 000 | 6 000 000 | 6 000 000 | 6 000 000 | 6 000 000 | | NOT FUNDED |
| N12 BYPASS | 200 000 000.00 | DoT | ITNG | | 4 000 000 | 15 000 000 | 100 000 000 | 50 000 000 | 31 000 000 | | NOT FUNDED |
| SANRAL INTERSECTIONS UPGRADE | 80 000 000.00 | DoT | ITNG | | 8 000 000 | 72 000 000 | | | | | NOT FUNDED |
| UPGRADING OF STORM WATER CHANNELS GALESHEWE | 409 379 000.00 | SPLM | NDPG | 97 537 000 | 151 699 000 | 154 447 000.00 | 5 696 000.00 | | | | ✓ |
| ROADS AND STORMWATER UPGRADES VARIOUS WARDS | 16 000 000.00 | | MIG | | | 6 000 000.00 | 10 000 000.00 | | | | ✓ |
| ROADS AND STORMWATER UPGRADES VARIOUS WARDS | 2 840 000.00 | | CRR | | | 840 000.00 | 2 000 000.00 | | | | ✓ |
| THLAGENG RETENTION DAM | 20 000 000.00 | SPLM | NDPG | | 20 000 000 | | | | | | ✓ |
| ROODEPAN ACCESS ROADS | 4 378 284.00 | SPLM | MIG | 4 378 284 | | | | | | | ✓ |
| GALESHEWE ACCESS ROADS | 7 005 542.00 | SPLM | MIG | 7 005 542 | | | | | | | ✓ |

| PROJECT DESCRIPTION | ESTIMATED TOTAL COST | RESPON SIBLE | FUNDING SOURCE | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | Beyond 5 Years | Funded and included in capital budget |
|---|----------------------|------------------|----------------|-------------|-------------|--------------|-------------|-----------|---------|----------------|---------------------------------------|
| <u>ECONOMIC DEVELOPMENT, COMMUNITY SERVICES AND OTHER PROJECTS</u> | | | | | | | | | | | |
| PLANNING AND SURVEYING OF ERVEN | 13 000 000.00 | SPLM | CRR | 2 000 000 | 5 000 000 | 3 000 000.00 | 3 000 000 | | | | ✓ |
| ROODEPAN SWIMMING POOL | 3 500 000.00 | DSAC | DSAC | | | 3 500 000 | | | | | NOT FUNDED |
| UPGRADE OF FLORIANVILLE SWIMMING POOL | 5 183 506.00 | DSAC | DSAC | 5 183 506 | | | | | | | ✓ |
| UPGRADE OF VARIOUS FACILITIES AT DE BEERS STADIUM | 2 742 416.00 | DSAC | DSAC | 2 742 416 | | | | | | | ✓ |
| UPGRADE OF GALESHEWE SPORT STADIUM | 1 336 986.00 | DSAC | MIG | 1 336 986 | | 10 952 704 | 2 206 483 | | | | ✓ |
| UPGRADE OF GALESHEWE SPORT STADIUM | | | CRR | | | 1 800 000 | 300 000 | | | | |
| CRAVEN STREET STALLS | 1 000 000.00 | SPLM | CRR | - | 1 000 000 | | | | | | NOT FUNDED |
| INFORMAL TRADERS MARKET | 1 000 000.00 | ECONOMIC AFFAIRS | CRR | | | | 1 000 000 | | | | NOT FUNDED |
| HOMEVALE FIRE STATION | 11 526 729.00 | SPLM | MIG | 6 762 002 | 4 764 727 | | | | | | ✓ |
| RC ELLIOT PRECINCT - NMMM | 800 000 000.00 | DSAC | DSAC | 200 000 000 | 200 000 000 | 200 000 000 | 200 000 000 | | | | NOT FUNDED |
| MANDELA MEMORIAL STATUE | 8 153 649.00 | SPLM | DSAC | 8 153 649 | | | | | | | ✓ |
| REFURBISHMENT OF OTHER MONUMENTS | - | SPLM | CRR | - | | | | | | | NOT FUNDED |
| TOMMY MOREBUDI PHASE 2 | 2 500 000.00 | SPLM | GURP | | 2 500 000 | | | | | | NOT FUNDED |
| GREEN POINT SQUARE | 5 000 000.00 | SPLM | GURP | | | | | 5 000 000 | | | NOT FUNDED |
| GREEN POINT INFORMAL TRADING ZONE | 3 000 000.00 | ECONOM | ECON | | | 3 000 000 | | | | | NOT FUNDED |
| FRESH PRODUCE MARKET | 200 000.00 | SPLM | NDPG | | 200 000 | | | | | | NOT FUNDED |
| GOVERNMENT/MARKET SQUARE DEVELOPMENT | 8 000 000.00 | SPLM | NDPG | | 1 000 000 | 7 000 000 | | | | | NOT FUNDED |
| TAXI LAY BY'S GALESHEWE | - | SPLM | NDPG | - | | | | | | | NOT FUNDED |
| REFURBISH LANDFILL SITE | | SPLM | CRR | 2 617 371 | | | | | | | ✓ |
| UPGRADE OF RESORTS | 2 500 000.00 | SPLM | CRR | 500 000 | | 2 000 000 | | | | | NOT FUNDED |
| UPGRADE OF COMMUNITY HALLS | 5 200 000.00 | SPLM | MIG | | | 2 000 000 | 2 000 000 | 1 200 000 | | | ✓ |
| UPGRADE OF COMMUNITY HALLS | | | CRR | | | 280 000 | 280 000 | | | | ✓ |

| PROJECT DESCRIPTION | ESTIMATED TOTAL COST | RESPON SIBLE | FUNDING SOURCE | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | Beyond 5 Years | Funded and included in capital budget |
|---|-------------------------|--------------|----------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------|----------------|---------------------------------------|
| RITCHIE MULTI SPORT PARK (NMMM) | 15 000 000.00 | SPLM | DSAC | | 15 000 000 | | | | | | NOT FUNDED |
| RENEWABLE ENERGY INCUBATOR | 2 500 000.00 | SPLM | CRR | 250 000 | 250 000 | 1 000 000 | | 1 000 000 | | | NOT FUNDED |
| NEW COURT BUILDING | 25 000 000.00 | DoCJ | DoCJ | | | 25 000 000 | | | | | NOT FUNDED |
| DSAC NEW LIBRARY | 25 000 000.00 | DSAC | DSAC | | 25 000 000 | | | | | | NOT FUNDED |
| PLATFONTEIN MULTI SPORT - NMMM | 15 000 000.00 | SPLM | DSAC | | | | 15 000 000 | | | | NOT FUNDED |
| PLATFONTEIN COMMUNITY HALL - NMMM | 8 000 000.00 | SPLM | NDPG | | | | | 8 000 000 | | | NOT FUNDED |
| PLATFONTEIN MIFARM | 2 500 000.00 | PRIVATE | PRIVATE | | | 2 500 000 | | | | | NOT FUNDED |
| ECD CENTRE LERATOPARK | 3 000 000.00 | DSD | DSD | | 3 000 000 | | | | | | NOT FUNDED |
| UPGRADE OF LANGLEY AND RIVERTON RESORTS | 2 500 000.00 | SPLM | CRR | 2 500 000 | | | | | | | NOT FUNDED |
| LIFTS BUILDING | 2 000 000.00 | SPLM | CRR | 2 000 000 | | | | | | | ✓ |
| SECURITY | 15 000 000.00 | SPLM | CRR | 4 000 000 | 5 000 000 | 3 000 000 | 3 000 000 | | | | NOT FUNDED |
| RENTAL STOCK UPGRADE | 8 000 000.00 | SPLM | CRR | | | 3 000 000 | | 5 000 000 | | | NOT FUNDED |
| FIRE ENGINES | 4 500 000.00 | SPLM | CRR | | | 2 500 000 | 2 000 000 | | | | NOT FUNDED |
| UPGRADE OF EXISTING TEST CENTRE | 750 000.00 | | CRR | 750 000 | | | | | | | ✓ |
| SMOKE DETECTION BUILDINGS | 1 000 000.00 | SPLM | CRR | | | | | 1 000 000 | | | NOT FUNDED |
| FLEET REPLACEMENT/REFUSE COMPACTORS | 22 000 000.00 | | CRR | 6 000 000 | 4 000 000 | 4 000 000 | 4 000 000 | 4 000 000 | | | ✓ |
| FLEET REPLACEMENT (UNFUNDED PORTION) | 59 000 000.00 | | | | 10 000 000 | 10 000 000 | 12 000 000 | 12 000 000 | 15 000 000 | | NOT FUNDED |
| COMPUTER EQUIPMENT | 42 592 608.00 | | CRR | 4 592 608 | 4 000 000 | 5 000 000 | 27 000 000 | 2 000 000 | 4 000 000 | 4 000 000 | ✓ |
| SOFTWARE ACQUISITIONS | 2 300 000.00 | | CRR | 2 300 000 | | | 4 000 000 | | | 6 000 000 | ✓ |
| FURNITURE AND OFFICE EQUIPMENT | 16 000 000.00 | | CRR | 3 000 000 | 3 000 000 | 3 000 000 | 3 000 000 | 4 000 000 | 4 000 000 | 6 000 000 | ✓ |
| | 4 193 418 639.00 | | | 536 190 936 | 805 851 930 | 898 736 358 | 726 417 158 | 311 200 000 | | | |

**SERVICE
DELIVERY AND
BUDGET
IMPLEMENTATION
PLAN**



Sol Plaatje Municipality: Service Delivery and Budget Implementation Plan (2019/20)

FINAL SDBIP





Table of Contents

| | |
|---|-----------|
| INTRODUCTION..... | 3 |
| 1.1 Legislative Framework | 3 |
| 1.2 Overview | 3 |
| 1.3 Components of the SDBIP | 4 |
| 1.4 SDBIP Link to Strategic Issues in the IDP | 5 |
| THE 5 YEAR IDP ACTION PLAN RESOURCED | 8 |
| 2.1 Budgeting and IDP Process..... | 8 |
| 2.2 The 2019/20 MTREF Funding Plan..... | 9 |
| 2.2.1 Funding the Operational Budget..... | 9 |
| 2.2.2 Funding the Capital Budget | 11 |
| 2.2.3 The 5 Year Key Performance Indicators and Targets..... | 14 |
| 3. THE 2019/20 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) | 15 |
| 3.1 The 2019/20 MTREF Budget | 15 |
| 3.2 Consolidated Service Delivery Targets and Performance Indicators..... | 22 |
| 3.2.1 Macro Structure | 22 |
| 3.2.2 Multi-Year Performance Plan (Annexure 1) | 23 |
| 3.2.3 Service Delivery Quarterly Targets and Performance Indicators per key performance indicators 2019/20 SDBIP (Annexure 2) | 23 |

LIST OF TABLES

| | |
|--|----|
| Table 1: Revenue by Source for the 2019/20 MTREF..... | 10 |
| Table 2: Own revenue utilised for funding of capital expenditure | 11 |
| Table 3: Transfers and grant receipts | 12 |
| Table 4: Projects linked to grants | 13 |
| Table 5: Capital Funding Sources for the 2019/20 MTREF..... | 14 |
| Table 6: Revenue Budget aligned to IDP Strategic Objectives | 15 |
| Table 7: Monthly Revenue Targets per Source for the 2019/20 Financial Year | 18 |
| Table 8: Monthly Expenditure Targets per Type for 201920..... | 19 |
| Table 9: Capital Budget Funding Sources for 2019/20 | 20 |
| Table 10: Capital Contribution to the IDP Objectives | 20 |
| Table 11: Monthly Capital Expenditure per Municipal Vote: 2019/20 | 21 |
| Table 12: Capital Project Schedule for 2019/2020 per Vote and Ward | 22 |

ANNEXURES

| | |
|---|----|
| Annexure 1: 2019/20 SDBIP Service Delivery Targets per Key Performance Area | 24 |
| Annexure 2: 2019/20 SDBIP Service Delivery Quarterly Targets per Key Performance Area | 30 |



INTRODUCTION

1.1 Legislative Framework

The Municipal Finance Management Act (MFMA) No. 56 of 2003 requires that municipalities prepare a Service Delivery and Budget Implementation Plan (SDBIP) as an implementation and management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their Integrated Development Plan.

Section 1 of the Municipal Finance Management Act (MFMA) No. 56 of 2003 defines the “service delivery and budget implementation plan” as the detailed plan approved by the mayor of the municipality in terms of Section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget and which must include the following:-

- a) Projections of each month of-
 - (i) revenue to be collected, by source; and
 - (ii) operational and capital expenditure, by vote;
- b) Service delivery targets and performance indicators for each quarter; and
- c) Any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54(1)(c).

In terms of Section 53 (i)(c)(ii) of the MFMA, the SDBIP must be approved by the Mayor of a municipality within 28 days of the approval of the budget.

MFMA Circular 13 further addresses the minimum requirements of the SDBIP in detail.

1.2 Overview

This SDBIP is the second to be prepared for the IDP covering the next five years (2017 – 2022). The Sol Plaatje Municipality has prepared its 2019/20 SDBIP in line with the above. The SDBIP will serve as a “contract” between the administration, council and the community to deliver on the services outlined in the SDBIP and to manage the finances of the Municipality in a transparent and accountable manner. Not only will the SDBIP serve as an appropriate monitoring tool in the execution of the Municipality's budget to achieve key strategic priorities as set by the Integrated Development Plan (IDP), but will also serve as an essential part of the annual performance contracts for the Municipal Manager and Managers reporting directly to the Municipal Manager and provide a foundation for the overall annual and quarterly organisational performance for the 2019/20 financial year.

The SDBIP includes the following indicators:

- The revenue and expenditure projections per Vote per month.
- Revenue projections by source.
- Capital projects at a ward level and monthly capital cash flow.



- Consolidated service delivery targets and performance indicators per Municipal KPA and IDP Objective.

The SDBIP will therefore also empower the Executive Mayor, Council and other role-players to undertake their appropriate oversight and monitoring roles. The SDBIP will also afford the Executive Mayor (Mayoral Committee), Council Committees and the Municipal Manager the ability to measure in-year progress on the implementation of the IDP Objectives and the Budget.

1.3 Components of the SDBIP

The SDBIP is a layered plan and starts with a Multi-year Performance Plan as part of the IDP which is directly linked to the IDP Objectives. The 2019/20 SDBIP will be informed by the Multi-year Municipal Performance Plan which serves as the “top layer” of the SDBIP and contains the consolidated service delivery targets and in-year deadlines. This is illustrated by the diagramme below:

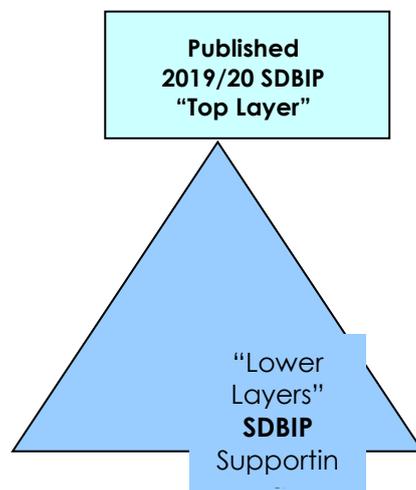


Figure 1: SDBIP

Once the “top layer” SDBIP is set, senior management will develop the “lower layers” of detail supporting the SDBIP. These are the actual activities linked to resources (financial, equipment and human) to actually achieve the consolidated service delivery targets within the approved budget amounts on time.

The detail of the departmental SDBIP’s will be used by senior managers to hold middle level and lower level managers accountable to contribute to the municipal targets.

The following components forms part of the “top layer” SDBIP:

- **Monthly Projections of Revenue to be collected by Source**



One of the most important and basic priorities for any municipality is to collect all its revenue as budgeted for – the failure to collect all such revenue will undermine the ability of the municipality to deliver on services.

While these projections would be most useful as cash flow projections, it is also critical to understand the relationship between revenue billed and the amount actually collected in the context of tariff, credit control and indigent policies and any other relevant policies. Comprehensive, coherent revenue policies that take into account appropriate service delivery levels, standards, ability to pay and collection efforts will ensure realistic revenue projections.

Projections for revenue by source should also include performance measures in relation to collection rates (amounts collected/amounts billed) to enable monitoring of the effectiveness of credit control policies and procedures.

- o **Monthly Projections of Expenditure and Revenue for each Vote**

These projections relate to cash paid and should reconcile to the cash flow statement adopted as part of the budget documentation.

The SDBIP show monthly projections of revenue by vote in addition to revenue by source. This is done to review the budget projections against actual revenue and expenditure by vote in order to gain a more complete picture than provided by reviewing expenditure only.

- o **Monthly Projections of Consolidated Service Delivery Targets and Performance Indicators for each Vote**

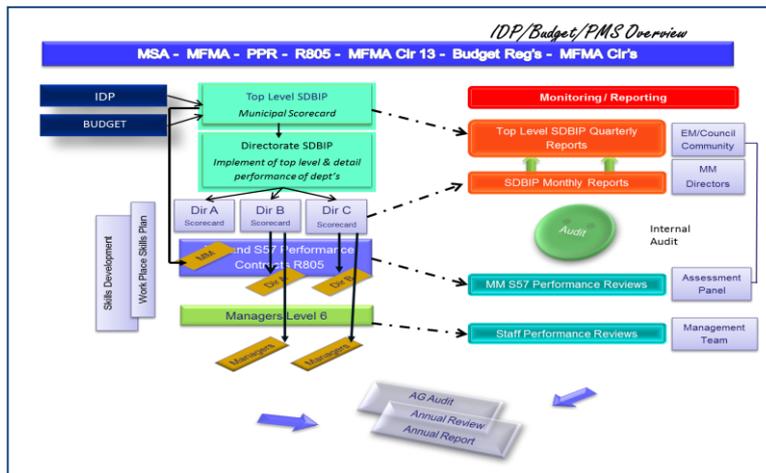
While the first two components indicate projections of budgeted amounts for revenue and expenditure, this component requires non-financial measurable key performance indicators and service delivery targets (including reduction of backlogs). The focus here is on outputs and outcomes, and not so much on inputs or internal management objectives.

- o **Detailed Capital Works Plan broken down by Ward over Three years**

Information detailing infrastructure projects per ward containing project description and anticipated capital costs over the three-year period.

1.4 SDBIP Link to Strategic Issues in the IDP

The Municipality endeavours to have a seamless link between IDP, as the strategic plan, the SDBIP, which operationalises the IDP and the Budget and the performance agreements of top and middle management – as well as to all levels of staff. This is illustrated in the diagram below:



In reviewing the strategic objectives of the 5-year IDP in relation to both the present contextual issues relating to development in SPM and the latest national and provincial strategies and plans it was found that the current strategic focus of the IDP remains sound and correct and that focus for this MTREF should be on implementation.

Sol Plaatje Municipality must concentrate on an action-oriented development programme that will see the fruition of the present strategic objectives.

It should also be emphasised that the implementation of this development programme is also dependent on creating the correct preconditions for delivery; including institutional alignment, securing financial resources and creating optimal stakeholder configurations.

During the preparation of the present IDP a process was set in motion to refine the SPM's strategic development strategy with the view to develop its overall strategic objectives in such a way that it provides a better framework for sector-specific and joint work which is integrated and mutually supportive. The process of refining the strategy accepts the validity and urgency of the issues set out in the past, but it argues that Sol Plaatje Municipality should address these issues from a strong base, or common starting point. It also addresses issues around the manner in which the Municipality's strategy is "packaged" and presented – this gave rise to the decision to embark on a long-term Growth and Development Strategy for the Sol Plaatje Municipality.

This strategic agenda should give effect to the vision of the Municipality, namely

SOL PLAATJE – TOWARDS A LEADING AND MODERN CITY

Modern cities are multi nodal, with economic activity and workplaces concentrated in several locations. When cities expand towards the periphery, townships are extremely well-located from an urban access perspective. Galeshewe is strategically located and has the potential to serve as a key nodal point within the municipality.

In order to achieve this vision it will be important for SPM to ensure growth in the local economy in order to be sustainable. The SPM also needs to improve on the efficiency of its services, the sustainability of its finances and the effectiveness of its administration. This translates into two high level strategic objectives that also encompass all national government priorities, namely:

Include all in society – consultations and programmes
Include all in the economy – rich and poor
Develop post apartheid settlements and pride of place
Provide for universal coverage to deliver access to basic services

Sol Plaatje is a pilot for the “new deal” - the Integrated Urban Development Framework, this is a unique opportunity for the municipality and the residents of Sol Plaatje. In the course of making the “Back to Basics” programme of local government a reality, a new vision “Towards a leading and modern city” is presented in this IDP. The Future is a new deal wherein all stakeholders will work towards developing a:

- Clean city
- City that attracts investment, manufacturers and tourists
- City with good infrastructure
- Safe and secure City - A city that cares
- City where there is security- jobs, shelter
- City that facilitates the creation of jobs
- City that houses people
- City with youth involved productively
- City that harnesses integrated development
- City that facilitates skills development
- City that invests in public participation, is connected with the people
- City that works together
- City with good IGR harnessed to build integrated human settlements

The goal is to lead the city towards modernisation. To achieve this, the following strategic objectives will guide the city towards the future:

Spatial Transformation:

To transform the spatial structure of the City towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities

Inclusive Growth:



To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs.

Service Provision:

To plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports:

- o transformed spatial structure
- o economic growth objectives
- o universal access to basic services,
- o differentiated service requirements of households and human settlements and economic activity

Governance:

To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.

THE 5 YEAR IDP ACTION PLAN RESOURCED

2.1 Budgeting and IDP Process

The budgeting process is preceded by the preparation of the IDP review.

This is the second review of the IDP in place for 2017/18 to 2021/22. As such it should be emphasised that it is not a new IDP, but rather an analysis of the status quo and an assessment of the relevance of the priorities as identified initially, during the compilation of the IDP as a five-year plan. New challenges and demands need to be understood and incorporated into the reviewed document where appropriate. Funding options for the operational and capital budget also need to be reviewed.

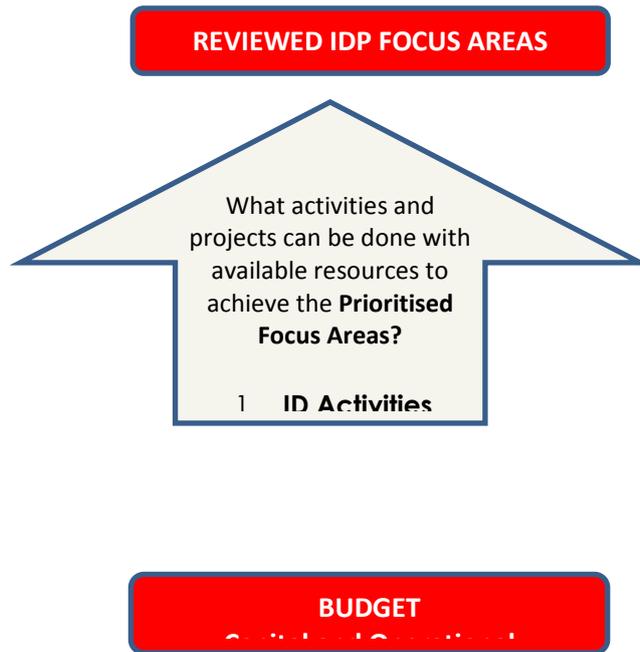
The budget, both capital and operational, addresses the strategic development agenda of the Municipality as per the IDP. During the present IDP review and considering the present IDP implementation progress it was found that SPM has achieved both financial and administrative stability and that emphasis should now be placed on accelerating the implementation of programmes and projects to achieve its strategic objectives outlined in the IDP 2017/18 – 2021/22.

To achieve this goal, priority is given to the following key issues which inform the Municipality's resource allocation and activities for the 2019/20 MTREF – and also aligns to the National Development Plan and Back to Basics Programme:

- **An Infrastructure led growth path in the local economy to ensure sustainable development**

- **Concentrate on the Municipality's core functions, namely to improve the efficiency of its service delivery to households who need it most**
- **Ensure financial sustainability**
- **Improve the effectiveness of the Administration**

Programmes, projects and activities have been identified to address the key focus areas discussed above and have been resourced with the available financial resources from own confirmed funding and gazetted funding from National and Provincial Government. This process is diagrammatically indicated below:



2.2 The 2019/20 MTREF Funding Plan

The Tables below indicate the funding plan to fund the IDP Priorities for the 2019/20 MTREF.

2.2.1 Funding the Operational Budget

The municipality raises its revenue mainly through the sale of municipal services being water and electricity, refuse removal and sanitation. The most significant non exchange revenue source is property rates.

The municipal services are billed monthly based on consumption and approved tariffs. A consolidated bill is then sent out to the customer. The municipality levies rates on land and development within its jurisdiction. Rates are payable annually by no later than 30 September each year or monthly as the municipal account falls due.

The Table below indicates the revenue by source for the 2019/20 MTREF.



Table 1: Revenue by Source for the 2019/20 MTREF to be replaced

| NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure) | | | | | | | | |
|---|-----|----------------------|------------------|--------------------|-------------------|---|------------------------|------------------------|
| Description | Ref | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
| | | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | 1 | | | | | | | |
| Revenue By Source | | | | | | | | |
| Property rates | 2 | 541 312 | 541 312 | 541 312 | 415 258 | 578 654 | 625 994 | 674 739 |
| Service charges - electricity revenue | 2 | 727 992 | 617 992 | 617 992 | 403 999 | 763 527 | 820 800 | 863 653 |
| Service charges - water revenue | 2 | 268 108 | 268 108 | 268 108 | 184 670 | 286 042 | 302 997 | 324 944 |
| Service charges - sanitation revenue | 2 | 63 813 | 68 813 | 68 813 | 46 921 | 69 517 | 73 766 | 78 731 |
| Service charges - refuse revenue | 2 | 47 595 | 60 395 | 60 395 | 43 147 | 53 898 | 57 317 | 60 690 |
| Rental of facilities and equipment | | 11 257 | 11 257 | 11 257 | 7 494 | 11 810 | 12 307 | 12 983 |
| Interest earned - external investments | | 20 000 | 15 000 | 15 000 | 2 769 | 15 000 | 21 000 | 22 000 |
| Interest earned - outstanding debtors | | 130 490 | 141 490 | 141 490 | 93 391 | 137 940 | 130 262 | 126 478 |
| Dividends received | | – | – | – | – | – | – | – |
| Fines, penalties and forfeits | | 25 735 | 25 735 | 25 735 | 3 243 | 26 805 | 28 413 | 29 976 |
| Licences and permits | | 3 450 | 3 450 | 3 450 | 8 571 | 4 764 | 5 002 | 5 277 |
| Agency services | | – | – | – | – | – | – | – |
| Transfers and subsidies | | 188 874 | 194 729 | 194 729 | 174 080 | 230 509 | 224 026 | 240 687 |
| Other revenue | 2 | 25 213 | 25 213 | 25 213 | 18 430 | 25 146 | 26 654 | 28 110 |
| Gains on disposal of PPE | | – | 10 000 | 10 000 | 579 | – | – | – |
| Total Revenue (excluding capital transfers and contributions) | | 2 053 839 | 1 983 495 | 1 983 495 | 1 402 554 | 2 203 612 | 2 328 538 | 2 468 270 |

2.2.2 Funding the Capital Budget

The Municipality's Capital Budget can only be funded from the following three sources, namely:

o Own revenue (Capital Replacement Reserve)

In accordance with Sec 18 of the MFMA only revenue surpluses from the previous financial year that are cash backed and not committed for any spending in the following year, can contribute to the capital budget (CRR). After adjustments, it is projected that a total of R27 000 000 is available for the 2019/20 financial year and the total own funds that can be allocated to the CRR over the next 2 years amounts to R68 000 000 based on the table below.

Table 2: Own revenue utilised for funding of capital expenditure

| Vote Description | Ref | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|------------------------------|-----|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | 1 | | | | | | | |
| Funded by: | | | | | | | | |
| Internally generated funds | | 36 446 | 37 552 | 37 552 | 14 375 | 27 000 | 27 000 | 41 000 |
| Total Capital Funding | 7 | 333 241 | 231 113 | 231 113 | 98 225 | 184 285 | 180 497 | 209 266 |

o Conditional Grants

Funding is availed from National Treasury and Provincial Treasury for service delivery projects with prescribed conditions attached to it, which inter alia means that the funding cannot be used for any other purpose, except for the approved projects as pertained in the business plan submitted.

The following grants as per table below were gazetted:

Table 3: Transfers and grant receipts

| NC091 Sol Plaatje - Supporting Table SA18 Transfers and grant receipts | | | | | | | |
|---|----------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| Description | Ref | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | | | | | | | |
| RECEIPTS: | 1, 2 | | | | | | |
| Operating Transfers and Grants | | | | | | | |
| National Government: | | 180 061 | 183 202 | 183 202 | 202 709 | 215 741 | 232 402 |
| Local Government Equitable Share | | | | | | | |
| Equitable Share | | 171 424 | 171 424 | 171 424 | 189 151 | 205 041 | 222 702 |
| Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B] | | 3 137 | 3 137 | 3 137 | 3 608 | - | - |
| Infrastructure Skills Development Grant [Schedule 5B] | | 3 800 | 6 941 | 6 941 | 6 500 | 8 000 | 7 500 |
| Local Government Financial Management Grant [Schedule 5B] | | 1 700 | 1 700 | 1 700 | 1 700 | 1 700 | 1 700 |
| Municipal Disaster Grant [Schedule 5B] | | - | - | - | - | - | - |
| Municipal Human Settlement Capacity Grant [Schedule 5B] | | - | - | - | - | - | - |
| Municipal Infrastructure Grant | | - | - | - | - | - | - |
| Municipal Infrastructure Grant [Schedule 5B] | | - | - | - | - | - | - |
| Municipal Systems Improvement Grant [Schedule 5B] | | - | - | - | 1 750 | 1 000 | 500 |
| Neighbourhood Development Partnership Grant | | - | - | - | - | - | - |
| Provincial Disaster Recovery Grant [Schedule 5B] | | - | - | - | - | - | - |
| Water Services Operating Subsidy Grant [Schedule 5B] | | - | - | - | - | - | - |
| Provincial Government: | | 8 813 | 10 078 | 10 078 | 27 800 | 8 285 | 8 285 |
| Capacity Building | | - | - | - | - | - | - |
| Expanded Public Works Programme | | - | 515 | 515 | - | - | - |
| Health | | - | 750 | 750 | - | - | - |
| Libraries; Archives and Museums | | 8 813 | 8 813 | 8 813 | - | - | - |
| Specify (Add grant description) | | - | - | - | 27 800 | 8 285 | 8 285 |
| District Municipality: | | - | 1 450 | 1 450 | - | - | - |
| 14/15: AWARENESS PROGRAMMES | | - | - | - | - | - | - |
| Finance and Admin | | - | 1 450 | 1 450 | - | - | - |
| IT Related Projects | | - | - | - | - | - | - |
| Public Safety | | - | - | - | - | - | - |
| Other grant providers: | | - | - | - | - | - | - |
| Total Operating Transfers and Grants | 5 | 188 874 | 194 729 | 194 729 | 230 509 | 224 026 | 240 687 |
| Capital Transfers and Grants | | | | | | | |
| National Government: | | 278 063 | 186 560 | 186 560 | 157 285 | 153 497 | 168 266 |
| Infrastructure Skills Development Grant [Schedule 5B] | | 29 997 | 29 997 | 29 997 | - | - | - |
| Integrated National Electrification Programme | | - | - | - | 35 998 | 21 000 | 21 880 |
| Municipal Infrastructure Grant | | 48 816 | 54 619 | 54 619 | 51 287 | 52 497 | 56 386 |
| Municipal Water Infrastructure Grant | | - | - | - | - | - | - |
| Neighbourhood Development Partnership Grant | | 171 699 | 58 000 | 58 000 | 40 000 | 40 000 | 40 000 |
| Regional Bulk Infrastructure Grant | | 10 551 | 15 494 | 15 494 | - | - | - |
| Water Services Infrastructure Grant | | 17 000 | 28 450 | 28 450 | 30 000 | 40 000 | 50 000 |
| Provincial Government: | | 7 000 | 7 000 | 7 000 | - | - | - |
| Capacity Building | | 7 000 | 7 000 | 7 000 | - | - | - |
| Libraries; Archives and Museums | | - | - | - | - | - | - |
| District Municipality: | | - | - | - | - | - | - |
| Other grant providers: | | - | - | - | - | - | - |
| Total Capital Transfers and Grants | 5 | 285 063 | 193 560 | 193 560 | 157 285 | 153 497 | 168 266 |
| TOTAL RECEIPTS OF TRANSFERS & GRANTS | | 473 937 | 388 290 | 388 290 | 387 794 | 377 523 | 408 953 |

Indicated in the table below is the grant linked to each project:

Table 4: Projects linked to grants

| Grant | Amount Gazetted | Project/s funded by the grant |
|------------------|--------------------|--|
| IUDG | 12 668 255 | Homevale Fire Station |
| IUDG | 376 860 | Lerato park construction of bulk water mains |
| IUDG | 24 805 514 | Lerato Park Sewer upgrading of downstream infrastructure |
| IUDG | 13 436 371 | Upgrade gravel roads wards 6,7,9,10,15 |
| Sub Total | 51 287 000 | |
| | | |
| NDPG | 40 000 000 | Upgrade of Storm water channels in Galeshewe |
| Sub Total | 40 000 000 | |
| | | |
| WSIG | 15 000 000 | Sewer line Seleke / Homevale sewer line |
| WSIG | 10 000 000 | Reconstruction old sink toilets Kutlwanong |
| WSIG | 5 000 000 | Carter glen pump station sewer |
| Sub Total | 30 000 000 | |
| | | |
| INEP | 2 373 600 | Electrification of Witdam -138 houses |
| INEP | 18 920 000 | Electrification of Golf course – 1100 houses |
| INEP | 1 909 200 | Electrification of Donkerhoek – 111 houses |
| INEP | 4 128 000 | Electrification of Waterloo – 240 houses |
| INEP | 1 823 200 | Electrification of Ramorwa -106 houses |
| INEP | 1 844 000 | Lerato Park link services Network strengthening |
| EEDSM | 5 000 000 | Upgrading of streetlights |
| Sub Total | 35 998 000 | |
| | | |
| Total | 157 285 000 | |

The upgrading of storm water in Galeshewe is currently the biggest project on the capital budget with a total allocation through the NDPG of R40 000 000 for 2019/20 and R110 00 000 over the MTREF. This project will replace all the existing storm water drainage in the greater Galeshewe and will greatly reduce the huge storm water problems experienced in the area as well as reduce the pressure on the roads.

In addition to this, R13 436 371 has been allocated for the paving of roads in Galeshewe. As paving is being far more cost effective than tarring, over 20 kilometres will be paved.

An amount of R30 000 000 has been allocated over the MTREF and for 2019/20, R5 000 000 for the replacement and upgrading of computer equipment. The continuous upgrading of computer hardware and equipment is essential to keep abreast of technology especially with regard to mSCOA and SOLAR implementation in order for the systems to run optimally.

As a result of the housing development in the city, new areas are mushrooming and provision for the electrification of houses need to be made. An amount of R26 661 723 has been earmarked for these projects, with the areas mentioned in the table above for electrification during 2019/20.

o Long term borrowings

It is not anticipated at this stage that the Municipality will take up any new long term loans for this IDP Cycle.

Table 5 below depicts the funding sources for capital for the 2019/20 MTREF

Table 5: Capital Funding Sources for the 2018/19 MTREF

| Vote Description | Ref | Current Year 2018/19 | | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---------------------------------------|-----|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | 1 | | | | | | | |
| Funded by: | | | | | | | | |
| National Government | | 296 795 | 193 560 | 193 560 | 83 849 | 157 285 | 153 497 | 168 266 |
| Provincial Government | | - | - | - | - | - | - | - |
| District Municipality | | | | | | | | |
| Other transfers and grants | | | | | | | | |
| Transfers recognised - capital | 4 | 296 795 | 193 560 | 193 560 | 83 849 | 157 285 | 153 497 | 168 266 |
| Borrowing | 6 | | | | | | | |
| Internally generated funds | | 36 446 | 37 552 | 37 552 | 14 375 | 27 000 | 27 000 | 41 000 |
| Total Capital Funding | 7 | 333 241 | 231 113 | 231 113 | 98 225 | 184 285 | 180 497 | 209 266 |

2.2.3 The 5 Year Key Performance Indicators and Targets

A Multi-Year Municipal Performance Plan setting the necessary annual KPI's and targets for each IDP Objective aligned to the key focus areas for the 2019/20 MTREF has been prepared considering the available resources and possible financial risks as discussed above (sections 2.1.1 and 2.2.2).

This Multi-year Municipal Performance Plan (attached as Annexure 1) is aligned to the Municipal Development Strategy as well as the other spheres of government's priorities. In this manner Sol Plaatje ensures that when it actually implement projects and complete operational activities that it will contribute to the overall priorities set for the development of South Africa, and not only for its local area.

3. THE 2019/20 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

3.1 The 2019/20 MTREF Budget

Table below indicates the alignment of the revenue budget with the Strategic Objectives of the IDP for the 2019/20 MTREF period.

Table 6: Revenue Budget aligned to IDP Strategic Objectives

| NC091 Sol Plaatje - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue) | | | | | | | | |
|--|----------------------------|-----------|----------------------|------------------|--------------------|---|------------------------|------------------------|
| Strategic Objective | Goal | Goal Code | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
| | | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| R thousand | | | | | | | | |
| GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | 271 509 | 279 224 | 279 224 | 310 907 | 300 219 | 311 747 |
| MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT | | | 556 928 | 556 928 | 556 928 | 596 060 | 643 468 | 692 509 |
| MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | | | 7 564 | 10 705 | 10 705 | 10 176 | 11 897 | 11 611 |
| BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT | | | 1 208 943 | 1 127 743 | 1 127 743 | 1 277 609 | 1 363 558 | 1 442 480 |
| LOCAL ECONOMIC DEVELOPMENT | Marketing the municipality | A | 8 895 | 8 895 | 8 895 | 8 860 | 9 396 | 9 923 |
| Allocations to other priorities | | | | | | | | |
| Total Revenue (excluding capital transfers and contributions) | | | 2 053 839 | 1 983 495 | 1 983 495 | 2 203 612 | 2 328 538 | 2 468 270 |

The municipality's expenditure for the 2019/20 budget and MTREF is informed by the following:

- Modelling of feasible and sustainable budgets over the medium term,
- Cognisance of international, national and local economic- and fiscal conditions,
- Expenditure limits set by realistic and realisable revenue levels,
- The asset repairs and maintenance goals,
- Relevant (budget and other) legislative imperatives, and
- Operational gains and efficiencies directed to fund areas of strategic priority and known commitments.

The Tables below indicate the Municipality's monthly financial targets for the 2019/20 financial year.

Table 7: Monthly Revenue Targets per Source for the 2019/20 Financial Year

NC091 Sol Plaatje - Supporting Table SA25 Budgeted monthly revenue and expenditure

| Description | Ref | Budget Year 2019/20 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|--|-----|---------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---|------------------------|------------------------|
| | | July | August | Sept. | October | November | December | January | February | March | April | May | June | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Revenue By Source | | | | | | | | | | | | | | | | |
| Property rates | | 48 221 | 48 221 | 48 221 | 48 221 | 48 221 | 48 221 | 48 221 | 48 221 | 48 221 | 48 221 | 48 221 | 48 221 | 578 654 | 625 994 | 674 739 |
| Service charges - electricity revenue | | 63 627 | 63 627 | 63 627 | 63 627 | 63 627 | 63 627 | 63 627 | 63 627 | 63 627 | 63 627 | 63 627 | 63 627 | 763 527 | 820 800 | 863 653 |
| Service charges - w ater rev enue | | 23 837 | 23 837 | 23 837 | 23 837 | 23 837 | 23 837 | 23 837 | 23 837 | 23 837 | 23 837 | 23 837 | 23 837 | 286 042 | 302 997 | 324 944 |
| Service charges - sanitation revenue | | 5 793 | 5 793 | 5 793 | 5 793 | 5 793 | 5 793 | 5 793 | 5 793 | 5 793 | 5 793 | 5 793 | 5 793 | 69 517 | 73 766 | 78 731 |
| Service charges - refuse revenue | | 4 492 | 4 492 | 4 492 | 4 492 | 4 492 | 4 492 | 4 492 | 4 492 | 4 492 | 4 492 | 4 492 | 4 492 | 53 898 | 57 317 | 60 690 |
| Rental of facilities and equipment | | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 10 976 | 11 810 | 12 307 | 12 983 | |
| Interest earned - external investments | | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 15 000 | 21 000 | 22 000 | |
| Interest earned - outstanding debtors | | 7 583 | 7 583 | 7 583 | 7 583 | 7 583 | 7 583 | 7 583 | 7 583 | 7 583 | 7 583 | 54 523 | 137 940 | 130 262 | 126 478 | |
| Dividends received | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Fines, penalties and forfeits | | 1 182 | 1 182 | 1 182 | 1 182 | 1 182 | 1 182 | 1 182 | 1 182 | 1 182 | 1 182 | 13 802 | 26 805 | 28 413 | 29 976 | |
| Licences and permits | | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 397 | 4 764 | 5 002 | 5 277 | |
| Agency services | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Transfers and subsidies | | - | - | - | - | - | - | - | - | - | - | 230 509 | 230 509 | 224 026 | 240 687 | |
| Other revenue | | 1 350 | 1 350 | 1 350 | 1 350 | 1 350 | 1 350 | 1 350 | 1 350 | 1 350 | 1 350 | 10 290 | 25 146 | 26 654 | 28 110 | |
| Gains on disposal of PPE | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Total Revenue (excluding capital transfers and cont | | 157 809 | 157 809 | 157 809 | 157 809 | 157 809 | 157 809 | 157 809 | 157 809 | 157 809 | 157 809 | 157 809 | 467 718 | 2 203 612 | 2 328 538 | 2 468 270 |



Table 8: Monthly Expenditure Targets per Type for 2019/20

| NC091 Sol Plaatje - Supporting Table SA25 Budgeted monthly revenue and expenditure | | | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|--|-----|---------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---|------------------|------------------|
| Description | Ref | Budget Year 2019/20 | | | | | | | | | | | | Budget Year | Budget Year | Budget Year |
| | | July | August | Sept. | October | November | December | January | February | March | April | May | June | 2019/20 | +1 2020/21 | +2 2021/22 |
| R thousand | | | | | | | | | | | | | | | | |
| Expenditure By Type | | | | | | | | | | | | | | | | |
| Employee related costs | | 64 135 | 64 135 | 64 135 | 64 135 | 64 135 | 64 135 | 64 135 | 64 135 | 64 135 | 64 135 | 64 135 | 65 476 | 770 966 | 818 205 | 864 258 |
| Remuneration of councillors | | 2 646 | 2 646 | 2 646 | 2 646 | 2 646 | 2 646 | 2 646 | 2 646 | 2 646 | 2 646 | 2 646 | 2 646 | 31 753 | 33 817 | 35 846 |
| Debt impairment | | 18 833 | 18 833 | 18 833 | 18 833 | 18 833 | 18 833 | 18 833 | 18 833 | 18 833 | 18 833 | 18 833 | 18 833 | 226 000 | 240 800 | 259 984 |
| Depreciation & asset impairment | | 5 967 | 5 967 | 5 967 | 5 967 | 5 967 | 5 967 | 5 967 | 5 967 | 5 967 | 5 967 | 5 967 | 5 967 | 71 600 | 76 724 | 81 747 |
| Finance charges | | 2 055 | 2 055 | 2 055 | 2 055 | 2 055 | 2 055 | 2 055 | 2 055 | 2 055 | 2 055 | 2 055 | 2 055 | 24 661 | 23 543 | 22 343 |
| Bulk purchases | | 51 458 | 51 458 | 51 458 | 51 458 | 51 458 | 51 458 | 51 458 | 51 458 | 51 458 | 51 458 | 51 458 | 51 458 | 617 500 | 669 370 | 709 325 |
| Other materials | | 14 256 | 14 256 | 14 256 | 14 256 | 14 256 | 14 256 | 14 256 | 14 256 | 14 256 | 14 256 | 14 256 | 34 411 | 191 225 | 178 868 | 195 314 |
| Contracted services | | 4 300 | 4 300 | 4 300 | 4 300 | 4 300 | 4 300 | 4 300 | 4 300 | 4 300 | 4 300 | 4 300 | 4 300 | 51 605 | 54 694 | 57 697 |
| Transfers and subsidies | | - | - | - | - | - | - | - | - | - | - | - | 7 670 | 7 670 | 7 710 | 7 749 |
| Other expenditure | | 16 769 | 16 769 | 16 769 | 16 769 | 16 769 | 16 769 | 16 769 | 16 769 | 16 769 | 16 769 | 16 769 | 16 769 | 201 231 | 215 276 | 223 274 |
| Loss on disposal of PPE | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Expenditure | | 180 420 | 180 420 | 180 420 | 180 420 | 180 420 | 180 420 | 180 420 | 180 420 | 180 420 | 180 420 | 180 420 | 209 586 | 2 194 210 | 2 319 006 | 2 457 537 |

Table 9: Capital Budget Funding Sources for 2019/20

| Sphere of Government | 2019/20 | |
|----------------------------|----------------|----------------|
| | Amount | Weighting |
| National | 157 285 | 85.35% |
| Provincial | – | 0.00% |
| Internally generated funds | 27 000 | 14.65% |
| | 184 285 | 100.00% |

Table 10 below indicate the capital contribution to the IDP Objectives for the 2019/20 Financial Year.

Table 10: Capital Contribution to the IDP Objectives

NC091 Sol Plaatje - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

| Strategic Objective | Goal | Goal Code | Ref | 2015/16 | 2016/17 | 2017/18 | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|------|-----------|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | – | – | 149 054 | 185 511 | 90 351 | 90 351 | 82 105 | 71 000 | 90 000 |
| BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT | | | | – | – | 96 704 | 147 730 | 140 762 | 140 762 | 102 180 | 109 497 | 119 266 |
| Allocations to other priorities | | | 3 | | | | | | | | | |
| Total Capital Expenditure | | | 1 | – | – | 245 758 | 333 241 | 231 113 | 231 113 | 184 285 | 180 497 | 209 266 |



Table 11: Monthly Capital Expenditure per Municipal Vote: 2019/20

NC091 Sol Plaatje - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

| Description | Ref | Budget Year 2019/20 | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | | |
|---|-----|---------------------|--------|-------|---------|-------|-------|---------|-------|-------|-------|-------|---|---------------------|------------------------|------------------------|
| | | July | August | Sept. | October | Nov. | Dec. | January | Feb. | March | April | May | June | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Multi-year expenditure to be appropriated | 1 | | | | | | | | | | | | | | | |
| Vote 01 - Executive & Council | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 02 - Municipal And General | | 4 667 | 4 667 | 4 667 | 4 667 | 4 667 | 4 667 | 4 667 | 4 667 | 4 667 | 4 667 | 4 667 | 17 335 | 68 668 | 71 000 | 90 000 |
| Vote 03 - Municipal Manager | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 04 - Corporate Services | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 05 - Community Services | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 06 - Financial Services | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 07 - Strategy Econ Development And Planning | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 08 - Infrastructure And Services | | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 10 500 | 16 000 | 34 547 | 41 110 |
| Vote 09 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 10 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 11 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 12 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 13 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 14 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 15 - Other | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Capital multi-year expenditure sub-total | 2 | 5 167 | 5 167 | 5 167 | 5 167 | 5 167 | 5 167 | 5 167 | 5 167 | 5 167 | 5 167 | 5 167 | 27 835 | 84 668 | 105 547 | 131 110 |
| Single-year expenditure to be appropriated | | | | | | | | | | | | | | | | |
| Vote 01 - Executive & Council | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 02 - Municipal And General | | - | - | - | - | - | - | - | - | - | - | - | 13 436 | 13 436 | - | - |
| Vote 03 - Municipal Manager | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 04 - Corporate Services | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 05 - Community Services | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 06 - Financial Services | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 07 - Strategy Econ Development And Planning | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 08 - Infrastructure And Services | | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 72 430 | 86 180 | 74 950 | 78 156 |
| Vote 09 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 10 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 11 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 12 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 13 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 14 - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 15 - Other | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Capital single-year expenditure sub-total | 2 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 1 250 | 85 867 | 99 617 | 74 950 | 78 156 |
| Total Capital Expenditure | 2 | 6 417 | 6 417 | 6 417 | 6 417 | 6 417 | 6 417 | 6 417 | 6 417 | 6 417 | 6 417 | 6 417 | 113 702 | 184 285 | 180 497 | 209 266 |

**Table 12 : Capital Project Schedule for 2019/20 per Vote and Ward**

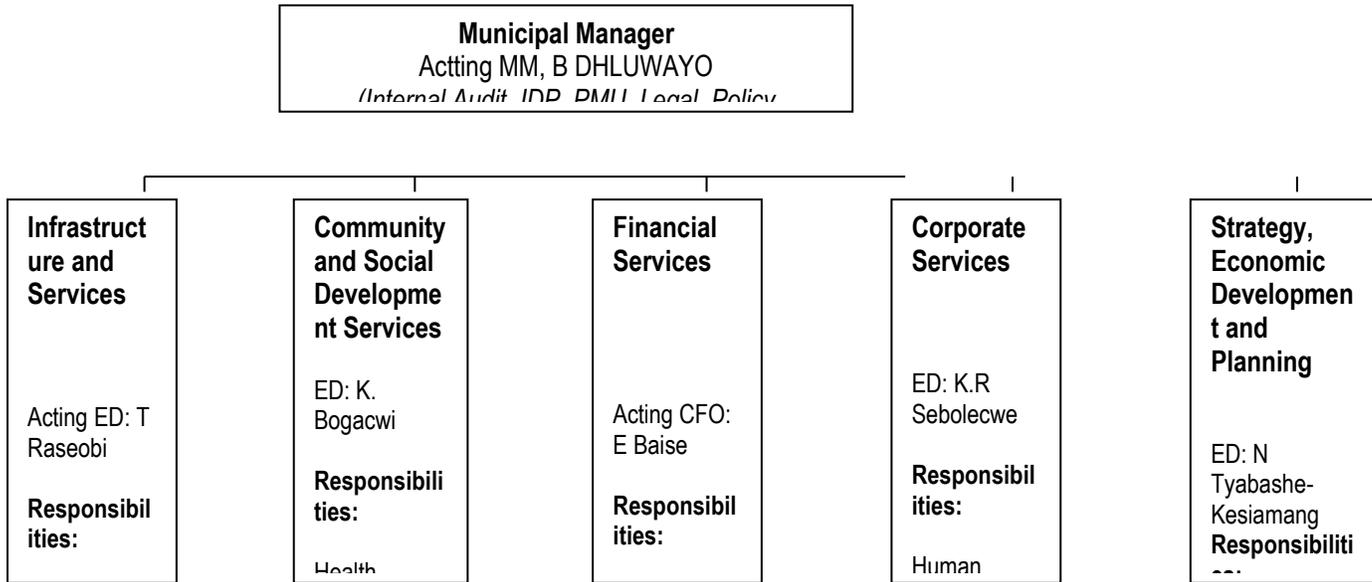
| Projects | Ward | Funding Source | 2019/2020 | |
|--|---------|----------------|-------------------|--------------------|
| | | | Internal | Grant |
| Replacement of computer equipment | ALL | CRR | 5 000 000 | |
| Replacement of loose equipment | ALL | CRR | 3 000 000 | |
| Upgrade gravel roads wards 6,7,9,10,15 | Various | IUDG | | 13 436 371 |
| Homevale Fire Station | 1,2,3 | IUDG | | 12 668 255 |
| Upgrade of Storm water channels in Galeshewe | Various | NDPG | | 40 000 000 |
| Reselling of erven | Various | CRR | 2 000 000 | |
| Fleet Replacement Programme | All | CRR | 6 000 000 | |
| Electrification of Witdam -138 houses | | INEP | | 2 373 600 |
| Electrification of Golf course - 1100 houses | | INEP | | 18 920 000 |
| Electrification of Donkerhoek - 111 houses | | INEP | | 1 909 200 |
| Electrification of Waterloo 240 houses | | INEP | | 4 128 000 |
| Electrification of Ramorwa -106 houses | 22 | INEP | | 1 823 200 |
| Lerato Park link services Network strengthening | 28 | INEP | | 1 844 000 |
| Herlear 11kV Switchgear | All | CRR | 5 000 000 | |
| Reconstruction old sink toilets Kutlwanong | All | WSIG | | 10 000 000 |
| Carter glen pump station sewer | 26 | WSIG | | 5 000 000 |
| EEDSM streetlights and own buildings | All | EEDMS | | 5 000 000 |
| Lerato park construction of bulk water mains | 28 | IUDG | | 376 860 |
| Lerato Park Sewer upgrading of downstream infrastruc | 28 | IUDG | | 24 805 514 |
| Water Meter Replacement | All | CRR | 3 000 000 | |
| Replacement of prepaid meters | All | CRR | 3 000 000 | |
| Sewer line Seleke / Homevale sewer line | All | WSIG | | 15 000 000 |
| TOTAL | | | 27 000 000 | 157 285 000 |
| GRAND TOTAL | | | | 184 285 000 |

3.2 CONSOLIDATED SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

The Service Delivery Targets and Performance Indicators per National and Municipal Key Performance Areas (KPA's) are discussed below.

3.2.1 Macro Structure

The Key Performance Indicators identified for the 2019/20 Financial Year are per Municipal Vote (Directorate). It assigns the responsibility of each Directorate for its specific KPI and target - see diagramme below and Annexure 1 (Multi-year Targets) and Annexure 2 (Quarterly Targets). These KPI's and Targets again inform the Performance Contract for the Municipal Manager and Managers accountable to the Municipal Manager as well as middle managers up to job level 6 (See Diagramme below).



3.2.2 Multi-year Performance Plan (Annexure 1)

The Multi-year Municipal Performance Plan (Annexure 1) represents the key indicators at an organisational level for the remainder of this IDP Cycle. The indicators are also aligned with the national and provincial performance indicators and the overall strategic agenda of the municipality as well as LGTAS Focus Areas to ensure alignment with the IDP and Budget. It also informs the SDBIP for 2019/20.

3.2.3 Service Delivery Quarterly Targets and Performance Indicators per key performance indicators 2019/20 SDBIP (Annexure 2)

Annexure 2 indicates the KPI's and Quarterly Targets for the 2019/20 financial year – the second year of the multi-year performance plan.

Annexure 1: 2019/20 SDBIP Service Delivery Targets per Key Performance Area

| Description | Unit of measurement | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|---|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| 1. Local Economic Development | | | | | | | |
| 1.1 To ensure effective spatial planning and development in order to establish a competitive economic position | | | | | | | |
| <i>To improve the SCM turnaround time to 12 weeks for annual contracts from closing date to date of award</i> | Average time in weeks to award tenders | 12 | 12 | 12 | 12 | 12 | 12 |
| <i>To improve the SCM turnaround time to 6 weeks for once off contracts from closing date to date of award</i> | Average time in weeks to award tenders | 6 | 6 | 6 | 6 | 6 | 6 |
| <i>Ensuring a response time of 10 weeks for building plan submissions received in the current financial year for buildings or architectural buildings greater than 500m² annually</i> | Average response time in weeks to approve building plans | 10 | 10 | 10 | 10 | 10 | 10 |
| <i>Ensuring a response time of 6 weeks for building plan submissions received in the current financial year for buildings or architectural buildings less than 500m² annually.</i> | Average response time in weeks to approve building plans | 6 | 6 | 6 | 6 | 6 | 6 |
| <i>To process all category 1 land use applications received until 30 April of the current financial year through MPT (Municipal Planning Tribunal) by 30 June 2020 in terms of the SPLUMA by-law (2015)</i> | Percentage of land use applications approved | 100% | 100% | 100% | 100% | 100% | 100% |
| <i>To process at least 100 buildings plans that were received before 1 July 2019 by the end of the current financial year (30 June 2020)</i> | Percentage of building plans approved | 100 | 100 | 100 | 100 | 100 | 100 |
| 1.2 Marketing the municipality as premier destination for tourism and investment | | | | | | | |
| <i>Promote tourism into the city using arts, culture and heritage as a strategy by creating a marketing platform for SMME's through at least 4 events partnered by Sol Plaatje on an annual basis</i> | Number of marketing platforms created (events) | 4 | 4 | 4 | 4 | 4 | 4 |
| 1.4 To capacitate SMME's and local entrepreneurs | | | | | | | |
| <i>To successfully implement the PPPFA Regulations to achieve BBBEE and radical economic transformation through local procurement by ensuring at least 60% of the municipality's tenders are awarded to EME's, OSE's and from the businesses in the rural areas within the municipal jurisdiction by 30 June 2020</i> | Percentage of tenders and value thereof awarded to EME, OSE, local and from business in the rural areas within the municipal jurisdiction | 60% | 60% | 60% | 60% | 60% | 60% |



| Description | Unit of measurement | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|--|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| <i>To implement Standards for Infrastructure Procurement and Demand Management by ensuring compliance with predetermined timeframes by 30 June 2020</i> | Compliance with the predetermined time frames | 100% | 100% | 100% | 100% | 100% | 100% |
| <i>Support SMME's through business incubation by setting up developmental programmes for at least 10 businesses annually</i> | Number of business provided with a developmental programme | 10 | 10 | 10 | 10 | 10 | 10 |
| 1.5 To develop sustainable living through job creation (EPWP and other initiatives) | | | | | | | |
| <i>Create 300 FTE jobs through EPWP initiatives of the SPM by 30 June 2020</i> | Number of jobs created | 300 | 300 | 300 | 300 | 320 | 330 |
| 1.7 To position the market as a productive and profitable section of the municipality | | | | | | | |
| <i>To perform an assessment of the completed business plan in relation to the profitability potential of the fresh produce market of the municipality and implement a decision by 30 June 2020</i> | Assessment of Business Plan | 1 | 1 | 1 | 1 | 1 | 1 |
| 2. Basic service delivery and Infrastructure development | | | | | | | |
| 2.1 To ensure sustainable delivery of community services (personal including environmental health, library, emergency and traffic services) to all residents of SPM. | | | | | | | |
| <i>To complete the construction of the Homevale Fire Station by 30 June 2020</i> | Percentage completion as per project progress reports | 100% | 100% | 100% | 100% | 100% | 0 |
| <i>Respond to 85% of emergency call-outs within time limits as prescribed in table 1 and table 2 of SANS 10090 by 30 June 2020</i> | % call-outs that were responded to within the time limits | 85% | 85% | 85% | 85% | 85% | 85% |
| <i>To achieve at least 70% compliance with the National Disaster Management Tool by 30 June 2020</i> | % compliance with the National Disaster management Tool | 70% | 70% | 70% | 70% | 70% | 70% |
| 2.2 To address the poor condition of the roads in the Sol Plaatje area through maintenance and upgrading projects | | | | | | | |
| <i>To upgrade at least 4.5 km of Galeshewe access roads to a paved surface by 30 June 2020 (Wards 6,7,9,10 and 15)</i> | Distance of km paved | 12km | 7 km | 7 km | 4.5 km | 10 km | 5 km |
| <i>To complete the implementation of the construction projects in terms of Priority 1 for the upgrading of storm water channels in Galeshewe by 30 June 2020</i> | Percentage completion as per project progress reports | 80% | 80% | 80% | 100% | 100% | |



| Description | Unit of measurement | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|--|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| 2.3 To ensure the availability of critical service delivery tools at all times (fleet management) | | | | | | | |
| <i>Ensure that all identified fleet items to be procured for the year, are delivered by 30 June 2020</i> | Percentage of identified fleet items delivered at year end | 100% | 0 | 0 | 100% | 100% | 100% |
| 2.4 To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure | | | | | | | |
| <i>To complete the replacement of the 66KV oil circuit breakers at the Herlear Substation with SF6 by 30 June 2020</i> | Percentage completion as per project progress reports | 50% | 50% | 50% | 100% | 0 | 0 |
| <i>To complete the replacement of the 11KV Circuit breakers at Herlear Substation by 30 June 2020</i> | Percentage completion as per project progress reports | 50% | 50% | 50% | 100% | 0 | 0 |
| <i>To appoint an Electrical Engineer Consultant for the Lerato Park link services Network Strengthening Bulk Project by 30 June 2020</i> | % Completion of the process as per tender document, appointment letter and minutes | New | New | New | 100% | | |
| <i>To complete 100% of the project for the conversion of streetlights with energy efficient lighting by 30 June 2020</i> | Percentage completion as per project progress reports | New | New | New | 100% | 0 | 0 |
| 2.5 To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure | | | | | | | |
| <i>To complete the bulk water connections for the Lerato park development by 30 June 2020</i> | Percentage completion as per project progress reports | 100% | 100% | 100% | 100% | 0 | 0 |
| <i>To complete the bulk sewer connections for the Lerato park development by 30 June 2020</i> | Percentage completion as per project progress reports | 100% | 100% | 100% | 100% | 0 | 0 |
| <i>To complete the water pipe replacement project at the following area: Newton by 30 June 2020</i> | Percentage completion as per project progress reports | 100% | 100% | 100% | 100% | 0 | 0 |
| <i>To spend at least 8% of the operational budget to repairs and maintenance annually</i> | Percentage of operating budget spend on R&M | 8% | 8% | 8% | 8% | 8% | 8% |
| <i>To complete 10% of the upgrading of the Carters Glen Sewer pump station by 30 June 2020</i> | Percentage completion as per project progress reports | 30% | 30% | 30% | 10% | 50% | 100% |



| Description | Unit of measurement | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|---|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| <i>To complete 100% of the repair/refurbishment of the Homevale/Seleke outfall sewer line to Homevale WWTW by 30 June 2020</i> | Percentage completion as per project progress reports | New | New | New | 100% | 0 | 0 |
| 2.6 To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services | | | | | | | |
| <i>To replace 2500 water meters by 30 June 2020</i> | Number of water meters replaced | 2500 | 2500 | 2500 | 2500 | 2500 | 2500 |
| <i>To complete the electrification of 1695 houses for Golf course(1100), Ramorwa (106), Donkerhoek (111), Witdam (138) and Waterloo (240) by 30 June 2020</i> | Number of houses connected to electricity network | New | New | New | 1 695 | 1695 | 1695 |
| <i>To replace at least 2500 prepaid electricity meters by 30 June 2020</i> | Number of electricity meters replaced | 2500 | 2500 | 2500 | 2500 | 2500 | 2500 |
| <i>Decrease electricity losses to 18% by 30 June 2020</i> | Percentage electricity loss | 18% | 18% | 18% | 18% | 17% | 16% |
| <i>Decrease water losses to 45% by 30 June 2020</i> | Percentage water loss | 45% | 45% | 45% | 45% | 40% | 35% |
| <i>16 000 Indigent households to receive free basic services (water, electricity, sanitation and waste removal according to national guidelines) by 30 June 2020</i> | Number of indigents per the indigent register | 15 500 | 15 500 | 15 500 | 16 000 | 17 500 | 18 500 |
| <i>To complete phase 1 of the reconstruction of aged sink toilets in Kutlwanong by 13 December 2019</i> | Percentage completion as per project progress reports | 100% | 100% | 100% | 100% | 0 | 0 |
| <i>To complete phase 2 of the reconstruction of aged sink toilets in Kutlwanong by 30 June 2020</i> | Percentage completion as per project progress reports | New | New | New | 100% | 0 | 0 |
| 2.7 To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation | | | | | | | |
| <i>To ensure through effective monitoring that a 97% Blue Drop Status is achieved by 30 June 2020</i> | Percentage Blue Drop Status achieved | 97% | 97% | 97% | 97% | 97% | 97% |
| <i>To ensure through effective monitoring that a 90% Green Drop Status is achieved by 30 June 2020</i> | Percentage Green Drop Status achieved | 90% | 90% | 90% | 90% | 90% | 90% |
| 2.9 Develop suitable located and affordable housing (shelter) and decent human settlements | | | | | | | |



| Description | Unit of measurement | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|---|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| To plan and survey 1200 erven in Ritchie and Fluffy Park by 30 June 2020 | Layout Plan and Draft SG diagram | New | New | New | 1200 | 0 | 0 |
| 2.11 To improve the public transport system and services | | | | | | | |
| To complete 60% of the taxi lay-by project in Galeshewe by 30 June 2020 | Percentage completion as per project progress reports | 100% | 100% | 100% | 60% | 100% | |
| 3. Municipal Institutional Development and Transformation | | | | | | | |
| 3.1 To enable effective training and skills development through various initiatives and partnering with the private sector | | | | | | | |
| <i>Equip staff to Implement efficiency, monitoring and productivity through the following improvement interventions by 30 June 2020 : Leadership and management development training, Learning/competency and development programme</i> | Number of interventions performed | 2 | 2 | 2 | 2 | 2 | 2 |
| 3.2 To improve effective human resource development to staff and Councillors | | | | | | | |
| <i>Review the organisational structure of the municipality on an annual basis, with the aim of optimising efficiency, and make recommendations by 30 June 2020</i> | Record of review and recommendations made and review performed | 100% | 100% | 100% | 100% | 100% | 100% |
| <i>Monitor the implementation of the Human Resource Management Plan through conducting at least one review meeting annually</i> | Number of review meetings held | 1 | 1 | 1 | 1 | 1 | 1 |
| <i>Achieve 72% compliance with the EAP plan of the municipality by ensuring representation of the racial profile of the local authority on municipal level by 30 June 2020</i> | % compliance to the EAP | 72% | 72% | 72% | 72% | 72% | 72% |
| 3.3 To ensure continuous maintenance and replacement of furniture, office and computer equipment and create a secure environment within the municipality | | | | | | | |
| <i>Ensure that all identified Information Technology related needs as per the procurement plan have been addressed by 30 June 2020</i> | Percentage of items per the procurement plan delivered | 100% | 100% | 100% | 100% | 100% | 100% |
| <i>To conduct at least 4 IT Steering Committee meetings by 30 June 2020</i> | Number of meetings held and attendance registers | 4 | 4 | 4 | 4 | 4 | 4 |
| 3.4 To provide a basis for sustainable municipal performance improvement | | | | | | | |
| <i>Monitor the implementation of the Integrated Performance Management Policy by conducting at least one review meeting annually</i> | Minutes of meeting conducted. Item on policy review tabled to Council | 1 | 1 | 1 | 1 | 1 | 1 |
| <i>Submit quarterly organisational performance reports to the Executive Mayor by the 20th of the month following the end of each Quarter for 2019/20</i> | No of Reports submitted | 4 | 4 | 4 | 4 | 4 | 4 |



| Description | Unit of measurement | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|--|---|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| <i>On a quarterly basis communicate the funded vacant positions in each directorate to the relevant Executive Director.</i> | Number of communications provided | 4 | 4 | 4 | 4 | 4 | 4 |
| <i>Co-ordinate bi-annual performance assessments of the municipal manager and managers reporting directly to the municipal manager by 30 June 2020</i> | Number of assessments conducted | 2 | 2 | 2 | 2 | 2 | 2 |
| <i>Submit the final IDP document for adoption to Council by 31 May annually</i> | Tabled IDP for Council adoption | 1 | 1 | 1 | 1 | 1 | 1 |
| <i>Submit the final SDBIP to the Executive Mayor by 30 June annually</i> | SDBIP approved by Executive Mayor | 1 | 1 | 1 | 1 | 1 | 1 |
| 4. Municipal financial viability and management | | | | | | | |
| 4.1 Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams | | | | | | | |
| <i>Improve revenue enhancement by ensuring a collection rate of 89,4% after debt write off by 30 June 2020</i> | Collection rate | 89.4% | 89.4% | 89.4% | 89.4% | 89.4% | 89.4% |
| 4.2 Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management | | | | | | | |
| <i>To spend at least 95% of the Capital Budget (including VAT) on capital projects identified in the IDP by 30 June 2020</i> | Percentage capital spending | 95% | 95% | 95% | 95% | 95% | 95% |
| <i>To spend at least 95% of the Operational Budget annually (30 June)</i> | Percentage operational spending | 95% | 95% | 95% | 95% | 95% | 95% |
| <i>Maintain the debt coverage ratio of at least 2:1 against net assets of the municipality by 30 June 2020</i> | Debt coverage ratio | 2.1 | 2.1 | 2.1 | 2.1 | 2.1 | 2.1 |
| <i>Reduce net debtor days to 200 days by 30 June 2020</i> | Net debtor days | 200 | 200 | 200 | 200 | 200 | 200 |
| <i>Maintain the cost coverage ratio of at least 3 months (annually)</i> | Cost coverage ratio | 3 | 3 | 3 | 3 | 3 | 3 |
| <i>Ensure that the actual spending on employee related costs does not exceed 32% of the total expenditure, by 30 June 2020</i> | Employee cost as a percentage of total operating cost | 32% | 32% | 32% | 32% | 32% | 32% |
| <i>Ensure through regular communication and submission data streams monthly, that mSCOA compliance is maintained throughout the financial year</i> | Monthly submission of data streams to National Treasury | 12 | 12 | 12 | 12 | 12 | 12 |
| 5. Good Governance and Public Participation | | | | | | | |
| 5.1 To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls | | | | | | | |



| Description | Unit of measurement | Current Year 2018/19 | | | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|--|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| <i>Internal audit to perform an assessment of the internal control environment and other risk areas within the municipality and issue at least 10 internal audit reports to the audit committee during the financial year</i> | Number of internal audit reports completed | 10 | 10 | 10 | 10 | 10 | 10 |
| <i>To implement an effective and efficient Supply Chain Management System by ensuring that successful appeals is not more than 5% of tenders awarded by 30 June 2020</i> | Percentage successful appeals | 5% | 5% | 5% | 5% | 5% | 5% |
| <i>Submit an Audit Action Plan to the Municipal Manager to address issues raised by the Auditor General by 31 January annually</i> | Audit action plan submitted | 1 | 1 | 1 | 1 | 1 | 1 |
| <i>To report quarterly on the progress of risk mitigation to the Accounting officer and Executive Management Team (EMT)</i> | Quarterly reports on strategic risk register | 4 | 4 | 4 | 4 | 4 | 4 |
| <i>Submit an Annual Report on risk management maturity level of SPM to NT by 30 June each year.</i> | Maturity Report submitted | 1 | 1 | 1 | 1 | 1 | 1 |
| 5.3 To promote community participation and communication | | | | | | | |
| <i>To communicate to the public (established residential areas) by issuing monthly newsletters</i> | Number of newsletters issued. | 12 | 12 | 12 | 12 | 12 | 12 |
| <i>To respond to all media enquires and issue media statements within 24 hours after an occurrence</i> | Response times after and event has occurred | 24h | 24h | 24h | 24h | 24h | 24h |



Annexure 2: 2019/20 SDBIP Service Delivery Quarterly Targets per Key Performance Area

| Description | Unit of measurement | Budget Year 2019/20 | Quarterly targets 2019/20 | | | |
|--|--|---------------------|---------------------------|-----------|-----------|-----------|
| | | | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| 1. Local Economic Development | | | | | | |
| <p>IDP Strategic Objective Inclusive Growth: To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs.</p> <p>IDP Strategic Objective Spatial Transformation: To transform the spatial structure of the City towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities</p> | | | | | | |
| 1.1 To ensure effective spatial planning and development in order to establish a competitive economic position | | | | | | |
| <i>To improve the SCM turnaround time to 12 weeks for annual contracts from closing date to date of award</i> | Average time in weeks to award tenders | 12 | 12 | 12 | 12 | 12 |
| <i>To improve the SCM turnaround time to 6 weeks for once off contracts from closing date to date of award</i> | Average time in weeks to award tenders | 6 | 6 | 6 | 6 | 6 |
| <i>Ensuring a response time of 10 weeks for building plan submissions received in the current financial year for buildings or architectural buildings greater than 500m² annually</i> | Average response time in weeks to approve building plans | 10 | 10 | 10 | 10 | 10 |
| <i>Ensuring a response time of 6 weeks for building plan submissions received in the current financial year for buildings or architectural buildings less than 500m² annually.</i> | Average response time in weeks to approve building plans | 6 | 6 | 6 | 6 | 6 |
| <i>To process all category 1 land use applications received until 30 April of the current financial year through MPT (Municipal Planning Tribunal) by 30 June 2020 in terms of the SPLUMA by-law (2015)</i> | Percentage of land use applications approved | 100% | 100% | 100% | 100% | 100% |
| <i>To process at least 100 buildings plans that were received before 1 July 2019 by the end of the current financial year (30 June 2020)</i> | Percentage of building plans approved | 100 | 25 | 50 | 75 | 100 |
| 1.2 Marketing the municipality as premier destination for tourism and investment | | | | | | |
| <i>Promote tourism into the city using arts, culture and heritage as a strategy by creating a marketing platform for SMME's through at least 4 events partnered by Sol Plaatje on an annual basis</i> | Number of marketing platforms created (events) | 4 | 1 | 1 | 1 | 1 |



| Description | Unit of measurement | Budget Year 2019/20 | Quarterly targets 2019/20 | | | |
|---|---|---------------------|---------------------------|-----------|-----------|-----------|
| | | | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| 1.4 To capacitate SMME's and local entrepreneurs | | | | | | |
| <i>To successfully implement the PPPFA Regulations to achieve BBBEE and radical economic transformation through local procurement by ensuring at least 60% of the municipality's tenders are awarded to EME's, OSE's and from the businesses in the rural areas within the municipal jurisdiction by 30 June 2020</i> | Percentage of tenders and value thereof awarded to EME, OSE, local and from business in the rural areas within the municipal jurisdiction | 60% | 60% | 60% | 60% | 60% |
| <i>To implement Standards for Infrastructure Procurement and Demand Management by ensuring compliance with predetermined timeframes by 30 June 2020</i> | Compliance with the predetermined time frames | 100% | 30% | 50% | 80% | 100% |
| <i>Support SMME's through business incubation by setting up developmental programmes for at least 10 businesses annually</i> | Number of business provided with a developmental programme | 10 | 3 | 2 | 2 | 3 |
| 1.5 To develop sustainable living through job creation (EPWP and other initiatives) | | | | | | |
| <i>Create 300 FTE jobs through EPWP initiatives of the SPM by 30 June 2020</i> | Number of jobs created | 300 | 100 | 150 | 220 | 300 |
| 1.7 To position the market as a productive and profitable section of the municipality | | | | | | |
| <i>To perform an assessment of the completed business plan in relation to the profitability potential of the fresh produce market of the municipality and implement a decision by 30 June 2020</i> | Assessment of Business Plan | 1 | 0 | 0 | 0 | 1 |
| 2. Basic service delivery and Infrastructure development | | | | | | |
| IDP Strategic Objective Service Provision: To plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports: transformed spatial structure, economic growth objectives universal access to basic services, differentiated service requirements of households and human settlements and economic activity | | | | | | |
| 2.1 To ensure sustainable delivery of community services (personal including environmental health, library, emergency and traffic services) to all residents of SPM. | | | | | | |
| <i>To complete the construction of the Homevale Fire Station by 30 June 2020</i> | Percentage completion as per project progress reports | 100% | 45% | 65% | 85% | 100% |
| <i>Respond to 85% of emergency call-outs within time limits as prescribed in table 1 and table 2 of SANS 10090 by 30 June 2020</i> | % call-outs that were responded to within the time limits | 85% | 85% | 85% | 85% | 85% |



| Description | Unit of measurement | Budget Year 2019/20 | Quarterly targets 2019/20 | | | |
|--|--|---------------------|---------------------------|-----------|-----------|-----------|
| | | | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| <i>To achieve at least 70% compliance with the National Disaster Management Tool by 30 June 2020</i> | % compliance with the National Disaster management Tool | 70% | 70% | 70% | 70% | 70% |
| 2.2 To address the poor condition of the roads in the Sol Plaatje area through maintenance and upgrading projects | | | | | | |
| <i>To upgrade at least 4.5 km of Galeshewe access roads to a paved surface by 30 June 2020 (Wards 6,7,9,10 and 15)</i> | Distance of km paved | 4.5 km | 0 | 1 km | 2 km | 4.5 km |
| <i>To complete the implementation of the construction projects in terms of Priority 1 for the upgrading of storm water channels in Galeshewe by 30 June 2020</i> | Percentage completion as per project progress reports | 100% | 0% | 70% | 80% | 100% |
| 2.3 To ensure the availability of critical service delivery tools at all times (fleet management) | | | | | | |
| <i>Ensure that all identified fleet items to be procured for the year, are delivered by 30 June 2020</i> | Percentage of identified fleet items delivered at year end | 100% | 20% | 30% | 60% | 100% |
| 2.4 To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure | | | | | | |
| <i>To complete the replacement of the 66KV oil circuit breakers at the Herlear Substation with SF6 by 30 June 2020</i> | Percentage completion as per project progress reports | 100% | 0 | 60% | 80% | 100% |
| <i>To complete the replacement of the 11KV Circuit breakers at Herlear Substation by 30 June 2020</i> | Percentage completion as per project progress reports | 100% | 0 | 60% | 80% | 100% |
| <i>To complete 100% of the project for the conversion of streetlights with energy efficient lighting by 30 June 2020</i> | Percentage completion as per project progress reports | 100% | 25% | 50% | 75% | 100% |
| <i>To appoint an Electrical Engineer Consultant for the Lerato Park link services Network Strengthening Bulk Project by 30 June 2020</i> | % Completion of the process as per tender document, appointment letter and minutes | 100% | 25% | 50% | 75% | 100% |
| 2.5 To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure | | | | | | |
| <i>To complete the bulk water connections for the Lerato park development by 30 June 2020</i> | Percentage completion as per project progress reports | 100% | 60% | 80% | 100% | 0 |
| <i>To complete the bulk sewer connections for the Lerato park development by 30 June 2020</i> | Percentage completion as per project progress reports | 100% | 60% | 80% | 90% | 100% |



| Description | Unit of measurement | Budget Year 2019/20 | Quarterly targets 2019/20 | | | |
|--|---|---------------------|---------------------------|-----------|-----------|-----------|
| | | | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| <i>To complete the water pipe replacement project at the following area: New by 30 June 2020</i> | Percentage completion as per project progress reports | 100% | 30% | 60% | 80% | 100% |
| <i>To spend at least 8% of the operational budget to repairs and maintenance annually</i> | Percentage of operating budget spend on R&M | 8% | 8% | 8% | 8% | 8% |
| <i>To complete 10% of the upgrading of the Carters Glen Sewer pump station by 30 June 2020</i> | Percentage completion as per project progress reports | 10% | 6% | 7% | 8% | 10% |
| <i>To complete 100% of the repair/refurbishment of the Homevale/Seleke outfall sewer line to Homevale WWTW by 30 June 2020</i> | Percentage completion as per project progress reports | 100% | 10% | 40% | 70% | 100% |
| 2.6 To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services | | | | | | |
| <i>To replace 2500 water meters by 30 June 2020.</i> | Number of water meters replaced | 2 500 | 500 | 600 | 700 | 700 |
| <i>To complete the electrification of 1695 houses for Golf course(1100), Ramonwa (106), Donkerhoek (111), Witdam (138) and Waterloo (240) by 30 June 2020</i> | Number of houses connected to electricity network | 1 695 | 0 | 847 | 0 | 1 695 |
| <i>To replace at least 2500 prepaid electricity meters by 30 June 2020</i> | Number of electricity meters replaced | 2 500 | 500 | 600 | 700 | 700 |
| <i>Decrease electricity losses to 18% by 30 June 2020</i> | Percentage electricity loss | 18% | 18% | 18% | 18% | 18% |
| <i>Decrease water losses to 45% by 30 June 2020</i> | Percentage water loss | 45% | 45% | 45% | 45% | 45% |
| <i>16 000 Indigent households to receive free basic services (water, electricity, sanitation and waste removal according to national guidelines) by 30 June 2020</i> | Number of indigents per the indigent register | 16 000 | 4 000 | 8 000 | 12 000 | 16 000 |
| <i>To complete phase 1 of the reconstruction of aged sink toilets in Kutlwanong by 13 December 2019</i> | Percentage completion as per project progress reports | 100% | 50% | 100% | 0 | 0 |
| <i>To complete phase 2 of the reconstruction of aged sink toilets in Kutlwanong by 30 June 2020</i> | Percentage completion as per project progress reports | 100% | 10% | 40% | 70% | 100% |
| 2.7 To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation | | | | | | |



| Description | Unit of measurement | Budget Year 2019/20 | Quarterly targets 2019/20 | | | |
|---|--|---------------------|---------------------------|-----------|-----------|-----------|
| | | | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| <i>To ensure through effective monitoring that a 97% Blue Drop Status is achieved by 30 June 2020</i> | Percentage Blue Drop Status achieved | 97% | 0 | 0 | 0 | 97% |
| <i>To ensure through effective monitoring that a 90% Green Drop Status is achieved by 30 June 2020</i> | Percentage Green Drop Status achieved | 90% | 0 | 0 | 0 | 90% |
| 2.9 Develop suitable located and affordable housing (shelter) and decent human settlements | | | | | | |
| <i>To Plan and Survey 1200 erven in Ritchie and Fluffy Park by 30 June 2020</i> | Layout Plan and Draft SG diagram | 1200 | 0 | 0 | 0 | 1200 |
| 2.11 To improve the public transport system and services | | | | | | |
| <i>To complete 60% of the taxi lay-by project in Galeshewe by 30 June 2020</i> | Percentage completion as per project progress reports | 60% | 15% | 30% | 45% | 60% |
| 3. Municipal Institutional Development and Transformation | | | | | | |
| IDP Strategic Objective Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration. To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency. | | | | | | |
| 3.1 To enable effective training and skills development through various initiatives and partnering with the private sector | | | | | | |
| <i>Equip staff to Implement efficiency, monitoring and productivity through the following improvement interventions by 30 June 2020 : Leadership and management development training, Learning/competency and development programme</i> | Number of interventions performed | 2 | 0 | 1 | 0 | 1 |
| 3.2 To improve effective human resource development to staff and Councillors | | | | | | |
| <i>Review the organisational structure of the municipality on an annual basis, with the aim of optimising efficiency, and make recommendations by 30 June 2020</i> | Record of review and recommendations made and review performed | 100% | 0 | 0 | 100% | 0 |
| <i>Monitor the implementation of the Human Resource Management Plan through conducting at least one review meeting annually</i> | Number of review meetings held | 1 | 0 | 0 | 1 | 0 |
| <i>Achieve 72% compliance with the EAP plan of the municipality by ensuring representation of the racial profile of the local authority on municipal level by 30 June 2020</i> | % compliance to the EAP | 72% | 0 | 72% | 0 | 0 |
| 3.3 To ensure continuous maintenance and replacement of furniture, office and computer equipment and create a secure environment within the municipality | | | | | | |



| Description | Unit of measurement | Budget Year 2019/20 | Quarterly targets 2019/20 | | | |
|---|---|---------------------|---------------------------|-----------|-----------|-----------|
| | | | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| <i>Ensure that all identified Information Technology related needs as per the procurement plan have been addressed by 30 June 2020</i> | Percentage of items per the procurement plan delivered | 100% | 25% | 50% | 75% | 100% |
| <i>To conduct at least 4 IT Steering Committee meetings by 30 June 2020</i> | Number of meetings held and attendance registers | 4 | 1 | 2 | 3 | 4 |
| 3.4 To provide a basis for sustainable municipal performance improvement | | | | | | |
| <i>Monitor the implementation of the Integrated Performance Management Policy by conducting at least one review meeting annually</i> | Minutes of meeting conducted. Item on policy review tabled to Council | 1 | 0 | 0 | 1 | 0 |
| <i>Submit quarterly organisational performance reports to the Executive Mayor by the 20th of the month following the end of each Quarter for 2019/20</i> | No of Reports submitted | 4 | 1 | 2 | 3 | 4 |
| <i>On a quarterly basis communicate the funded vacant positions in each directorate to the relevant Executive Director.</i> | Number of communications provided | 4 | 1 | 2 | 3 | 4 |
| <i>Co-ordinate bi-annual performance assessments of the municipal manager and managers reporting directly to the municipal manager by 30 June 2020</i> | Number of assessments conducted | 2 | 0 | 1 | 0 | 1 |
| <i>Submit the final IDP document for adoption to Council by 31 May annually</i> | Tabled IDP for Council adoption | 1 | 0 | 0 | 0 | 1 |
| <i>Submit the final SDBIP to the Executive Mayor by 30 June annually</i> | SDBIP approved by Executive Mayor | 1 | 0 | 0 | 0 | 1 |
| 4. Municipal financial viability and management | | | | | | |
| IDP Strategic Objective Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration. To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency. | | | | | | |
| 4.1 Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams | | | | | | |
| <i>Improve revenue enhancement by ensuring a collection rate of 89,4% after debt write off by 30 June 2020</i> | Collection rate | 89.4% | 89.4% | 89.4% | 89.4% | 89.4% |
| 4.2 Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management | | | | | | |
| <i>To spend at least 95% of the Capital Budget (including VAT) on capital projects identified ito the IDP by 30 June 2020</i> | Percentage capital spending | 95% | 20% | 45% | 60% | 95% |
| <i>To spend at least 95% of the Operational Budget annually (30 June)</i> | Percentage operational spending | 95% | 20% | 45% | 60% | 95% |



| Description | Unit of measurement | Budget Year 2019/20 | Quarterly targets 2019/20 | | | |
|---|---|---------------------|---------------------------|-----------|-----------|-----------|
| | | | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| Maintain the debt coverage ratio of at least 2:1 against net assets of the municipality by 30 June 2020 | Debt coverage ratio | 2.1 | 2.1 | 2.1 | 2.1 | 2.1 |
| Reduce net debtor days to 200 days by 30 June 2020 | Net debtor days | 200 | 200 | 200 | 200 | 200 |
| Maintain the cost coverage ratio of at least 3 months (annually) | Cost coverage ratio | 3 | 3 | 3 | 3 | 3 |
| Ensure that the actual spending on employee related costs does not exceed 32% of the total expenditure, by 30 June 2020 | Employee cost as a percentage of total operating cost | 32% | 32% | 32% | 32% | 32% |
| Ensure through regular communication and submission data streams monthly, that mSCOA compliance is maintained throughout the financial year | Monthly submission of data streams to National Treasury | 12 | 3 | 6 | 9 | 12 |
| 5. Good Governance and Public Participation | | | | | | |
| IDP Strategic Objective Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration. To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency. | | | | | | |
| 5.1 To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls | | | | | | |
| Internal audit to perform an assessment of the internal control environment and other risk areas within the municipality and issue at least 10 internal audit reports to the audit committee during the financial year | Number of internal audit reports completed | 10 | 3 | 2 | 2 | 3 |
| To implement an effective and efficient Supply Chain Management System by ensuring that successful appeals is not more than 5% of tenders awarded by 30 June 2020 | Percentage successful appeals | 5% | 5% | 5% | 5% | 5% |
| Submit an Audit Action Plan to the Municipal Manager to address issues raised by the Auditor General by 31 January annually | Audit action plan submitted | 1 | 0 | 0 | 1 | 0 |
| To report quarterly on the progress of risk mitigation to the Accounting officer and Executive Management Team (EMT) | Quarterly reports on strategic risk register | 4 | 1 | 2 | 3 | 4 |
| Submit an Annual Report on risk management maturity level of SPM to NT by 30 June each year. | Maturity Report submitted | 1 | 0 | 0 | 0 | 1 |
| 5.3 To promote community participation and communication | | | | | | |
| To communicate to the public (established residential areas) by issuing monthly newsletters | Number of newsletters issued. | 12 | 3 | 6 | 9 | 12 |
| To respond to all media enquires and issue media statements within 24 hours after an occurrence | Response times after and event has occurred | 24h | 24h | 24h | 24h | 24h |



**BUDGET
RELATED
POLICIES
OVERVIEW
AND
AMENDMENTS**

SOL PLAATJE MUNICIPALITY

ANNEXURE : BUDGET RELATED POLICIES

| <u>List of Budget related policies</u> | <u>Explanation numbers</u> | <u>Approved</u> | <u>Resolution Number</u> | <u>Reviewed</u> |
|---|----------------------------|-----------------|--------------------------|-----------------|
| Policy Asset Management | 1 | 28-May-14 | C125/05/14 | March 2018 |
| Policy Cash Management & Investment | 1 | 07-Apr-05 | CR22 | March 2018 |
| Policy Customer Services Credit Control Debt Collection | 1 | 31-May-18 | C38/05/18 | March 2018 |
| Policy Indigent | 1 | 28-May-14 | C121/05/14 | March 2018 |
| Policy Internal Audit | 1 | 17-Nov-05 | | March 2018 |
| Policy Property Rates | 1 and 2 | 27-May-15 | C100/05/15 | March 2019 |
| Policy Risk Management | 1 | 17-Nov-05 | CR500 | March 2018 |
| Policy Supply Chain Management | 1 and 2 | 04-Nov-14 | C265/11/14 | March 2019 |
| Tariff Policy on Property Rates | 1 | 31-May-18 | C38/05/18 | March 2018 |
| Tariff Policy on Electricity | 1 | 31-May-18 | C38/05/18 | March 2018 |
| Tariff Policy on Water | 1 | 31-May-18 | C38/05/18 | March 2018 |
| Tariff Policy on Sanitation | 1 | 31-May-18 | C38/05/18 | March 2018 |
| Tariff Policy on Refuse Removal/Solid Waste | 1 | 31-May-18 | C38/05/18 | March 2018 |
| Policy Debt Write-off | 1 and 2 | 28-May-14 | C125/05/14 | March 2019 |
| Policy Regarding Audit Committees | 1 | 17-Nov-05 | CR500 | March 2018 |
| Disposal of Moveable Assets Policy | 1 | 27-May-15 | C100/05/15 | March 2018 |
| Policy Borrowing | 1 | 28-May-14 | C125/05/14 | March 2018 |
| Policy irregular, fruitless and wasteful expenditure | 1 | 28-May-14 | C125/05/14 | March 2018 |
| Budget Implementation and Management Policy (Budget policy) | 1 | 27-May-15 | C100/05/15 | March 2018 |
| Funding and Reserves policy | 1 | 25-May-16 | C148/05/16 | March 2018 |
| Policy Short and Long term borrowing | 1 | 19-Apr-11 | C150/11 | March 2018 |
| Financial Management and Revenue Enhancement Strategy policy | 1 | 27-May-15 | C100/05/15 | March 2018 |
| Policy related to long-term financial planning | 1 | 27-May-15 | C100/05/15 | March 2018 |
| Consumer Deposit Policy New | 1 | 31-May-17 | C60/05/17 | March 2018 |
| Free Basic Services Policy New | 1 | 31-May-17 | C60/05/17 | March 2018 |
| Sol Plaatje Materiality and Significance Framework | 1 | 31-May-18 | C38/05/18 | March 2018 |
| Contracts Policy New | 1 and 2 | 31-May-17 | C60/05/17 | March 2019 |
| SSEG PV Policy New | 1 | 31-May-17 | C60/05/17 | March 2018 |
| Bulk Infrastructure Contribution Policy | 1 | 31-May-17 | C60/05/17 | March 2018 |
| Water Restrictions Policy | 1 | 31-May-17 | C60/05/17 | March 2018 |
| Infrastructure investment and capital projects policy (included in Budget policy) | 1 | 28-May-14 | C125/05/14 | March 2018 |

Explanation numbers

1. These policies are accessible on the Sol Plaatje website: www.solplaatje.org.za.
2. Policy to be approved with final budget process 2019/20.

SOL PLAATJE MUNICIPALITY



SUPPLY CHAIN MANAGEMENT POLICY

Final Version 1.0 of March 2019

Reviewed by Council in March 2019

MUNICIPAL SUPPLY CHAIN MANAGEMENT POLICY
LOCAL GOVERNMENT: MUNICIPAL FINANCE MANAGEMENT ACT, 2003

SUPPLY CHAIN MANAGEMENT POLICY REVIEW AND ADOPTION PROCESS

| Adoption and Review | Council Resolution Date | Council Resolution number |
|----------------------------|--------------------------------|----------------------------------|
| Original adoption | 17 November 2005 | CR500 |
| Reviewed and amended | 8 February 2006 | C26 |
| Reviewed and amended | 17 February 2010 | C75/10 |
| Reviewed and amended | 02 March 2011 | C85/11 |
| Reviewed and amended | 29 August 2012 | C214/12 |
| Reviewed and amended | 07 August 2013 | C175/08/13 |
| Reviewed and amended | 04 November 2014 | C265/11/14 |
| Reviewed and amended | 24 February 2016 | C68/2/16 |
| Reviewed and amended | 28 March 2018 | |

Council resolves in terms of section 111 of the Local Government Municipal Finance Management Act (No. 56 of 2003), to adopt the following proposal as the Supply Chain Management Policy of the **Sol Plaatje Municipality**.

TABLE OF CONTENTS

| | PAGES |
|---|--------------|
| 1. Definitions | 5 - 7 |
| CHAPTER 1 | |
| IMPLEMENTATION OF SUPPLY CHAIN MANAGEMENT POLICY | |
| 2. Supply chain management policy | |
| 3. Amendment of supply chain management policy | |
| 4. Delegation of supply chain management powers and duties | |
| 5. Sub-delegations | |
| 6. Oversight role of council | |
| 7. Supply chain management units | |
| 8. Training of supply chain management officials | |
| CHAPTER 2 | |
| SUPPLY CHAIN MANAGEMENT SYSTEM | |
| 9. Format of supply chain management system | |
| <i>Part 1: Demand management</i> | |
| 10. System of demand management | |
| <i>Part 2: Acquisition management</i> | |
| 11. System of acquisition management | |
| 12. Range of procurement processes | |
| 13. General preconditions for consideration of written quotations or bids | |
| 14. Lists of accredited prospective providers | |
| 15. Petty cash purchases | |
| 16. Written or verbal quotations | |
| 17. Formal written price quotations | |
| 18. Procedures for procuring goods or services through written or verbal quotations and formal written price quotations | |
| 19. Competitive bidding process | |
| 20. Process for competitive bidding | |
| 21. Bid documentation for competitive bids | |
| 22. Public invitation for competitive bids | |
| 23. Procedure for handling, opening and recording of bids | |
| 24. Two-stage bidding process | |
| 25. Negotiations with preferred bidders | |
| 26. Committee system for competitive bids | |
| 27. Bid specification committees | |
| 28. Bid evaluation committees | |

29. Bid adjudication committees
30. Procurement of banking services
31. Procurement of IT related goods or services
32. Procurement of goods and services under contracts secured by other organs of state
33. Procurement of goods necessitating special safety arrangements
34. Proudly SA Campaign
35. Appointment of consultants
36. Deviation from and ratification of minor breaches of, procurement processes
37. Unsolicited bids
38. Combating of abuse of supply chain management system

Part 3: Logistics, Disposal, Risk and Performance Management **42 - 44**

39. Logistics management
40. Disposal management
41. Risk management
42. Performance management

Part 4: Other matters **45 - 49**

43. Prohibition on awards to persons whose tax matters are not in order
44. Prohibition on awards to persons in the service of the state
45. Awards to close family members of persons in the service of the state
46. Ethical standards
47. Inducements, rewards, gifts and favours
48. Sponsorships
49. Objections and complaints
50. Resolution of disputes, objections, complaints and queries
51. Contracts providing for compensation based on turnover
52. Promotion of Environmentally Friendly Procurement
53. Breach of Policy

Definitions

In this Policy, unless the context otherwise indicates, a word or expression to which a meaning has been assigned in the Municipal Finance Management Act **and relevant Regulations** has the same meaning as in the Act **and relevant Regulations**, and

“black people” is a generic term which means Africans, Coloureds and Indians as defined in the Broad-Based Black Empowerment Act (No. 53 of 2003);

“black designated groups” " has the meaning assigned to it in the codes of good practice issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act. In the context of this policy it shall therefore mean black people; women; people with disabilities; or small enterprises, as defined in section 1 of the National Small Enterprise Act, 1996 2.11. (Act No. 102 of 1996);

“contract” " means the agreement that results from the acceptance of a bid by an organ of state

“competitive bidding process” means a competitive bidding process referred to in paragraph 12 (1) (d) of this Policy;

“competitive bid” means a bid in terms of a competitive bidding process;

“designated sector” means a sector, sub-sector or industry or product designated in terms of section 8(1)(a) of Preferential Procurement Regulations of 2017;

“EME” means an exempted micro enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;

“emergency procurement” emergency cases are cases where immediate action is necessary in order to avoid dangerous or risky situation (life threatening) or misery such as floods or fires.

“exceptional/urgent Cases” exceptional cases are cases where early delivery is of critical importance and the invitation of competitive bids is either impossible or impractical. However, a lack of proper planning should not be constituted as an urgent case subject to the approval of the Accounting Officer. The nature of the urgency and the details of the justifiable procurement must be recorded.

“final award”, in relation to bids or quotations submitted for a contract, means the final decision on which bid or quote to accept;

“formal written price quotation” means quotations referred to in paragraph 12 (1) (c) of this Policy;

“in the service of the state” means to be –

- (a) a member of –
 - (i) any municipal council;
 - (ii) any provincial legislature; or
 - (iii) the National Assembly or the National Council of Provinces;
- (b) a member of the board of directors of any municipal entity;
- (c) an official of any municipality or municipal entity;

- (d) an employee of any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No.1 of 1999);
- (e) a member of the accounting authority of any national or provincial public entity; or
- (f) an employee of Parliament or a provincial legislature;

"Irregular expenditure" means expenditure, other than unauthorized expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation

"long term contract" means a contract with a duration period exceeding one year;

"list of accredited prospective providers" means the list of accredited prospective providers which the municipality must keep in terms of paragraph 14 of this policy;

"other applicable legislation" means any other legislation applicable to municipal supply chain management, including –

- (a) the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000);
- (b) the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003); and
- (c) the Construction Industry Development Board Act, 2000 (Act No.38 of 2000);

"military veteran" has the meaning assigned to it in section 1 of the **Military Veterans Act, 2011 (Act No. 18 of 2011)**

"QSE" means a qualifying small business enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;

"rural area" means- a sparsely populated area in which people farm or depend on natural resources, including villages and small towns that are dispersed through the area; or an area including a large settlement which depends on migratory labour and remittances and government social grants for survival, and may have a traditional land tenure system;

"Sub-contracting" means the primary contractor assigning or leasing or making out work to, or employing another person or contractor to support such primary contractor in the execution of part of the project in terms of the contract.

"Treasury guidelines" means any guidelines on supply chain management issued by the Minister in terms of section 168 of the Act;

"the Act" means the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003);

"the Regulations" means the Local Government: Municipal Finance Management Act, 2003, Municipal Supply Chain Management Regulations published by Government Notice 868 of 2005;

"township" means an urban living area that any time from the late 19th century until 27 April 1994, was reserved for black people, including areas developed for historically disadvantaged individuals post 27 April 1994;

“written or verbal quotations” means quotations referred to in paragraph 12(1)(b) of this Policy.

“municipality” means the Sol Plaatje Local Municipality.

“Accounting Officer” in relation to Sol Plaatje Municipality, means the Accounting Officer referred to in Section 60 of the Municipal Finance Management Act, No. 56 of 2003, in relation to a municipal entity, means the official referred to in section 93, and includes a person acting as the Accounting Officer.

“municipal entity” has the meaning assigned to it by section 1 of the Municipal Systems Act, 2000.

“SPLM” means the Sol Plaatje Local Municipality

“sole provider” means a provider of specialized or exclusive goods/services who has a sole distribution/patent/manufacturing rights and copyrights.

“accredited agent” means a provider who is authorized to deliver certain goods/services and can be trading in a specific area, however an accredited agent is not a sole provider.

“accredited” means goods/services that are officially recognized, are generally accepted or having a guaranteed quality.

“youth” has the meaning assigned to it in section 1 of the National Youth Development Agency Act, 2008 (Act No. 54 of 2008).

CHAPTER 1

IMPLEMENTATION OF SUPPLY CHAIN MANAGEMENT POLICY

2. Supply chain management policy

- (1) All relevant role players in the supply chain management system of the Sol Plaatje Municipality must implement this Policy in a way that –
 - (a) gives effect to –
 - (i) section 217 of the Constitution; and
 - (ii) Part 1 of Chapter 11 and other applicable provisions of the Act;
 - (b) is fair, equitable, transparent, competitive and cost effective;
 - (c) complies with –
 - (i) Chapter 2 of the Regulations Framework; and
 - (ii) any minimum norms and standards that may be prescribed in terms of section 168 of the Act;
 - (d) is consistent with other applicable legislation;
 - (e) does not undermine the objective for uniformity in supply chain management systems between organs of state in all spheres; and
 - (f) is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.
- (2) This Policy applies when the municipality:
 - (a) procures goods, services **or infrastructure deliveries**;
 - (b) disposes goods no longer needed;
 - (c) selects contractors to provide assistance in the provision of municipal services otherwise than in circumstances where Chapter 8 of the Municipal Systems Act applies; or
 - (d) selects external mechanisms referred to in section 80 (1) (b) of the Municipal Systems Act for the provision of municipal services in circumstances contemplated in section 83 of that Act.
- (3) This Policy, except where provided otherwise, does not apply in respect of the procurement of goods and services contemplated in section 110(2) of the Act, including –
 - (a) water from the Department of Water Affairs or a public entity, another municipality or a municipal entity; and
 - (b) electricity from Eskom or another public entity, another municipality or a municipal entity.

3. Amendment of the supply chain management policy

- (1) The Accounting Officer must –
 - (a) at least annually review the implementation of this Policy; and
 - (b) when the Accounting Officer considers it necessary, submit proposals for the amendment of this Policy to council.
- (2) If the Accounting Officer submits proposed amendments to council that differs from the model policy issued by the National Treasury, the Accounting Officer must –
 - (a) ensure that such proposed amendments comply with the Regulations, chapter 2; and
 - (b) report any deviation from the model policy to the National Treasury and the relevant provincial treasury.
- (3) When amending this supply chain management policy, the municipality must take account of the needs for uniformity in supply chain practices, procedures and forms between organs of state in all spheres, particularly to promote accessibility of supply chain management systems for small businesses must be taken into account.

4. Delegation of supply chain management powers and duties

- (1) The council hereby delegates all powers and duties to the Accounting Officer which are necessary to enable the Accounting Officer –
 - (a) to discharge the supply chain management responsibilities conferred on Accounting Officers in terms of –
 - (i) Chapter 8 or 10 of the Act; and
 - (ii) this Policy;
 - (b) to maximize administrative and operational efficiency in the implementation of this Policy;
 - (c) to enforce reasonable cost-effective measures for the prevention of fraud, corruption, favoritism and unfair and irregular practices in the implementation of this Policy; and
 - (d) to comply with his or her responsibilities in terms of section 115 and other applicable provisions of the Act.
- (2) Sections 79 and 106 of the Act apply to the sub-delegation of powers and duties delegated to an Accounting Officer in terms of subparagraph (1).
- (3) The Accounting Officer may not sub-delegate any supply chain management powers or duties to a person who is not an official of the municipality or to a committee which is not exclusively composed of officials of the municipality;

- (4) This paragraph may not be read as permitting an official to whom the power to make final awards has been delegated, to make a final award in a competitive bidding process otherwise than through the committee system provided for in paragraph 26 of this Policy.

5. Sub-delegations

- (1) The Accounting Officer may in terms of section 79 or 106 of the Municipal Finance Management Act and sections 4 and 5 of the Supply Chain Management Regulations as well as the Delegation Register of the municipality sub-delegate any supply chain management powers and duties, including those delegated to the Accounting Officer in terms of this Policy, but any such sub-delegation must be consistent with sub-paragraph (2) of this paragraph and paragraph 4 of this Policy.
- (2) The power to make a final award –
- (a) above R10 000 000 (VAT included) may not be sub-delegated by the Accounting Officer.
 - (b) above R200 000 (VAT included) but not exceeding R10 000 000 (VAT included) must be sub-delegated to the bid adjudication committee.
 - (c) above R30 000 (VAT included) but not exceeding R200 000 (VAT included) may be procured by inviting formal written quotations from as many possible service providers on the list of accredited prospective service providers by the supply chain unit, must be done in accordance with Preferential Procurement Regulations of 2011 and final evaluations and must be approved by head of supply chain management, or his/her delegate. The chief financial officer must be provided monthly with a list of all procurements.
 - (d) above R10,000 (VAT included) but not exceeding R30,000 (VAT included) may be procured by inviting formal written quotations from at least 3 (three) prospective service providers. All quotations invited must be recorded and approved by the head of supply chain management, or his/her delegate.
 - (e) above R2,000 (VAT included) but not exceeding R10,000 (VAT included) may be procured by inviting verbal or written quotations from at least 3 (three) prospective service providers.
- (3) The bid adjudication committee to which the power to make final awards has been sub-delegated in accordance with subparagraph (2) must within five days after each award submit to the Accounting Officer, a written report containing particulars of each final award made by such official or committee during that month, including–
- (a) the amount of the award;
 - (b) the name of the person to whom the award was made; and
 - (c) the reason why the award was made to that person.
- (4) A written report referred to in subparagraph 3 must be submitted –
- (a) to the Accounting Officer, in the case of an award by –

- (i) the chief financial officer; or a senior manager or delegate.
 - (ii) a bid adjudication committee of which the chief financial officer or a senior manager is a member; or
- (5) Subparagraphs (3) and (4) of this policy do not apply to procurements out of petty cash. This paragraph may not be interpreted as permitting an official to whom the power to make final awards has been sub-delegated, to make a final award in a competitive bidding process otherwise than through the committee system provided for in paragraph 26 of this Policy.
- (6) No supply chain management decision-making powers may be delegated to an advisor or consultant.

6. Oversight role of council

- (1) The council reserves its right to maintain oversight over the implementation of this Policy.
- (2) For the purposes of such oversight the Accounting Officer must –
 - (a) (i) within 30 days of the end of each financial year, submit a report on the implementation of this Policy and the supply chain management policy of any municipal entity under the sole or shared control of the municipality, to the council of the municipality; and
 - (ii) whenever there are serious and material problems in the implementation of this Policy, immediately submit a report to council.
- (3) The Accounting Officer must, within 10 days of the end of each quarter, submit a report on the implementation of the supply chain management policy to the Executive Mayor.
- (4) The reports must be made public in accordance with section 21A of the Municipal Systems Act.
- (5) For the purposes of oversight in accordance with MFMA Circular 77 the Accounting Officer must: –
 - (a) within 30 days of the end of each financial year, submit a report on the implementation of this Policy and the equivalent policy to the council;
 - (b) whenever there are serious and material problems in the implementation of this Policy, immediately submit a report to the council;
 - (c) within 10 days of the end of each quarter, submit a report on the implementation of the Policy to the Executive Mayor; and
 - (d) make the reports public in accordance with section 21A of the Municipal Systems Act Of 2000.

7. Supply chain management unit

- (1) A supply chain management unit is hereby established to implement this Policy.
- (2) The supply chain management unit operates under the direct supervision of the Chief Financial Officer or an official to whom this duty has been delegated in terms of section 82 of the Act.

8. Training of supply chain management officials

The Accounting Officer and all other officials of the municipality involved in the implementation of the SCM Policy must meet the prescribed competency levels in terms of the National Treasury Competency Regulations-

- (i) The municipality must provide opportunities and resources for training of officials preferred to meet the relevant prescribed supply chain management competency levels.
- (ii) That National and Provincial Treasury or any other accredited body may assist the municipality in the training of officials in meeting the relevant prescribed supply chain management competency levels.

CHAPTER 2 SUPPLY CHAIN MANAGEMENT SYSTEM

9. **Format of supply chain management system**

This Policy provides systems for –

- (i) demand management;
- (ii) acquisition management;
- (iii) logistics management;
- (iv) asset/disposal management;
- (v) risk management; and
- (vi) performance management.

Part 1: Demand management

10. **System of demand management**

- (1) The Accounting Officer must establish and implement an effective system of demand management in order to ensure that the resources required by **the municipality** support its operational commitments and its strategic goals outlined in the Integrated Development Plan.
- (2) The demand management system must –
 - (a) include timely planning and management processes through the proper implementation of the consolidated procurement plan to ensure that all goods and services required by the municipality are quantified, budgeted for and timely and effectively delivered at the right locations and at the critical delivery dates, and are of the appropriate quality and quantity at a fair cost;
 - (b) take into account any benefits of economies of scale that may be derived in the case of acquisitions of a repetitive nature; and
 - (c) provide for the compilation of the required specifications to ensure that its needs are met.
 - (d) Must undertake appropriate industry analysis and research to ensure that innovations and technological benefits are maximized.

Part 2: Acquisition management

11. System of acquisition management

- (1) The Accounting Officer must implement the system of acquisition management set out in this Part in order to ensure –
 - (a) that goods and services are procured by the municipality in accordance with authorized processes only;
 - (b) that expenditure on goods and services is incurred in terms of an approved budget in terms of section 15 of the Act;
 - (c) that the threshold values for the different procurement processes are complied with;
 - (d) that bid documentation, evaluation and adjudication criteria, and general conditions of a contract are in accordance with any applicable legislation; and
 - (e) that any Treasury guidelines on acquisition management are properly taken into account.
- (2) When procuring goods or services contemplated in section 110(2) of the Act, the Accounting Officer must inform council and must be made public that such goods or services are procured otherwise than through the municipality supply chain management system, including -
 - (a) the kind of goods or services; and
 - (b) the name of the supplier.

12. Range of procurement processes

- (1) Goods and services may only be procured by way of –
 - (a) petty cash purchases as determined by Section 12(1)(a) of the Regulations, up to a transaction value of R2 000 (VAT included) per case but physical cash expenditure limited to R200 (VAT inclusive) per case as determined by the Accounting Officer in terms of Section 12(2)(a) of the Regulation and Section 12(2)(i) of the Policy.
 - (b) written or verbal quotations for procurements of a transaction value over R2 000 up to R10 000 (VAT included);
 - (c) formal written price quotations for procurements of a transaction value over R10 000 up to R200 000 (VAT included); and
 - (d) a competitive bidding process for–
 - (i) procurements above a transaction value of R200 000 (VAT included); and
 - (ii) the procurement of long term contracts (Referred to in section 5) .
- (3) Goods or services may not deliberately be split into parts or items of a lesser value merely to avoid complying with the requirements of the policy. When determining transaction

values, a requirement for goods or services consisting of different parts or items must as far as possible be treated and dealt with as a single transaction.

13. General preconditions for consideration of written quotations or bids

- (1) A written quotation or bid may not be considered unless the provider who submitted the quotation or bid –
- (a) has furnished the municipality with that provider's –
 - (i) full name;
 - (ii) identification number or company or other registration number;
 - (iii) tax reference number and VAT registration number, if any; original valid tax clearance certificate and Tax Compliance Status (TCS) pin certificate from the South African Revenue Services.
 - (iv) check in respect of the recommended bidder whether municipal rates and taxes and municipal service charges are not in arrears;
 - (v) Current compliant CSD registration certificate; and
 - (vi) Original BBEE certificate accredited by SANAS or a certified Sworn Affidavit for EME's.
 - (b) Requirements for construction and engineering related bids should be awarded according to CIDB Regulations;
 - (c) And has indicated –
 - (i) whether he or she is in the service of the state, or has been in the service of the state in the previous twelve months;
 - (ii) if the provider is not a natural person, whether any of its directors, managers, principal shareholders or stakeholder is in the service of the state, or has been in the service of the state in the previous twelve months; a spouse, child or parent of the provider or of a director, manager, shareholder or stakeholder referred to in subparagraph (ii) is in the service of the state, or has been in the service of the state in the previous twelve months.
- (iii) Any person or service provider who fails to disclose his or her employment status with organs of state, his or her contract will be terminated immediately, the service provider shall be deregistered and shall not be allowed to bid for a period not less than three years and shall be reported to National Treasury for blacklisting.

14. Lists of accredited prospective providers

- (1) The Accounting Officer must –
- (a) keep a list of accredited prospective providers of goods and services that must be used for the procurement requirements through written or verbal quotations and formal written price quotations; and
 - (b) at least once a year through newspapers commonly circulating locally, the website and any other appropriate ways, invite prospective providers of goods or services to apply for evaluation and listing as accredited prospective bidders.
 - (c) specify the minimum listing criteria for accredited prospective providers:
 - (i) physical trading address,
 - (ii) ownership and HDI status,
 - (iii) goods/ services provide a valid updated tax certificate from SARS, or any other means as may be guided or regulated by National Treasury and SARS in this regard. The municipality shall accept the SARS pin-code for tax status validation and for bidders to qualify, a green tax status is acceptable to confirm this information.
 - (iv) The municipality shall accept the SARS Tax Compliance Status (TCS) pin-code for tax status validation and for bidders to qualify, a green tax status is acceptable to confirm this information
 - (v) references of services provided,
 - (vi) municipal accounts up to date.
 - (vii) Any other criteria that may be added.
 - (d) disallow the listing of any prospective provider whose name appears on the National Treasury's database as a person prohibited from doing business with the public sector, in accordance with the MFMA Circular 46 (as amended from time to time).
- (2) The list must be updated at least quarterly to include any additional prospective providers and any new commodities or types of services. Prospective providers must be allowed to submit applications for listing at any time.
- (3) The list must be compiled per commodity and per type of service.
- (4) In the case where the supplier database is maintained by a government department, in this case, National Treasury, through the Central Supplier Database, the municipality shall keep records of service providers at the level of detail that will ensure minimum compliance requirements in as far as status of the municipal account, declaration of interest, relatedness to people in service of state.

15. Petty cash purchases

- (1) The conditions for the procurement of goods by means of petty cash purchases referred to in paragraph 12 (1) (a) of this Policy, are as follows –
- (a) Council determines the terms on which a manager may delegate responsibility for petty cash to an official reporting to the manager; petty cash threshold to be delegated per month is R2000 per case;
 - (b) Council determines the maximum number of petty cash purchases or the maximum amounts per month for each manager; threshold per month is R2000 in total per case;
 - (c) a monthly reconciliation report from the acquisition manager must be provided to the chief financial officer, including –
 - (i) the total amount of petty cash purchases for that month; and
 - (ii) receipts and appropriate documents for each purchase.
 - (d) insert any other conditions determined by the council.

16. Written or verbal quotations

- (1) The conditions for the procurement of goods or services through written or verbal quotations, are as follows:
- (a) that quotations must be obtained from at least three different service providers preferably from, but not limited to, service providers whose names appear on the list of accredited prospective service providers of the municipality, provided that if quotations are obtained from service providers who are not listed, such service providers must meet the listing criteria set out in paragraph 14(1)(b) and (c) of this Policy and be registered on the CSD;
 - (b) where no suitable accredited service providers are available from the list, quotations may be obtained from other possible service providers not on the list, provided that such service providers meet the listing criteria set out in paragraph 14(1)(b) and (c) of this Policy and be registered on the CSD;
 - (c) quotations must be invited on a rotation basis;
 - (d) to the extent feasible, providers must be requested to submit such quotations in writing;
 - (e) if it is not possible to obtain at least three quotations, the reasons must be recorded and reported quarterly to the Accounting Officer or another official designated by the Accounting Officer;
 - (f) the Accounting Officer must record the names of the potential providers requested to provide such quotations with their quoted prices; and

- (f) if a quotation was submitted verbally, the order may be placed only against written confirmation by the selected provider.

17. Formal written price quotations

- (1) The conditions for the procurement of goods or services through formal written price quotations are as follows:
 - (a) A central supply chain management unit will obtain in writing quotations from at least three different service providers whose names appear on the list of accredited prospective providers of the municipality;
 - (b) that quotations must be obtained from at least three different providers preferably from, but not limited to, providers whose names appear on the list of accredited prospective providers of the municipality, provided that if quotations are obtained from providers who are not listed, such providers must meet the listing criteria set out in paragraph 14(1)(b) and (c) of this Policy and be registered on the CSD;
 - (c) if it is not possible to obtain at least three quotations, the reasons must be recorded and approved by the relevant senior manager, in the absence of whom must be a senior official or an official designated by the Municipal Manager
 - (d) the head of Supply Chain Management must record the names of the potential providers and their written quotations.
- (2) A designated official referred to in subparagraph (1) (c) must within three days of the end of each month report to the chief financial officer on any approvals given during that month by that official in terms of that subparagraph.

18. The procedure for the procurement of goods or services through written or verbal quotations or formal written price quotations, is as follows:

- (a) When using the list of accredited prospective service providers the Accounting Officer must promote ongoing competition amongst providers by inviting providers to submit quotations on a rotation basis;
- (b) All requirements in excess of R30 000 (VAT included) that are to be procured by means of formal written price quotations must, in addition to the requirements of paragraph 17, be advertised for at least seven days on the website and an official notice board of the municipality; evaluation will be on 80:20 point system where 80 points is for price and 20 points for BBBEE status level as per the Preferential Procurement Regulations of 2017.
- (c) Offers received must be evaluated on a comparative basis taking into account only unconditional discounts;
- (d) the Accounting Officer or chief financial officer must on a monthly basis be notified in writing of all written or verbal quotations and formal written price quotations accepted by an official acting in terms of a sub-delegation;

- (c) Site meetings or briefing sessions as detailed in paragraph 22;
- (d) Handling of bids submitted in response to public invitation as detailed in paragraph 23;
- (e) Evaluation of bids as detailed in paragraph 28;
- (f) Award of contracts as detailed in paragraph 29;
- (g) Administration of contracts
 - (i) After approval of a bid, the Accounting Officer or an official delegated by the Accounting Officer must enter into a written agreement prior to the implementation thereof.
- (h) Proper record keeping;
 - (i) Original / legal copies of written contracts agreements should be kept in a secure place for reference purposes.

21. Bid documentation for competitive bids

- (1) In addition to regulation 13 the criteria to which bid documentation for a competitive bidding process must –
 - (a) take into account –
 - (i) the general conditions of contract and any special conditions of contract, if specified;
 - (ii) any Treasury guidelines on bid documentation; and
 - (iii) the requirements of the Construction Industry Development Board, in the case of a bid relating to construction, upgrading or refurbishment of buildings or infrastructure;
 - (b) include the preference points system to be used, as contemplated in the Preferential Procurement Regulations of 2017 and evaluation and adjudication criteria, including any criteria required by other applicable legislation;
 - (c) compel bidders to declare any conflict of interest they may have in the transaction for which the bid is submitted;
 - (d) if the value of the transaction is expected to exceed R10 million (VAT included), require bidders to furnish–
 - (i) if the bidder is required by law to prepare annual financial statements for auditing, their audited annual financial statements –
 - (aa) for the past three years; or
 - (bb) since their establishment if established during the past three years;
 - (ii) a certificate signed by the bidder certifying that the bidder has no undisputed commitments for municipal services towards a municipality or other service provider in respect of which payment is overdue for more than 30 days;

- (iii) particulars of any contracts awarded to the bidder by an organ of state during the past five years, including particulars of any material non-compliance or dispute concerning the execution of such contract;
 - (iv) a statement indicating whether any portion of the goods or services are expected to be sourced from outside the Republic, and, if so, what portion and whether any portion of payment from the municipality or municipal entity is expected to be transferred out of the Republic; and
- (e) stipulate that disputes must be settled by means of mutual consultation, mediation (with or without legal representation), or, when unsuccessful, in a South African court of law. The Accounting Officer reserves the right to stipulate that such a dispute to be settled utilizing a court of law within the Sol Plaatje municipal district.

22. Public invitation for competitive bids

- (1) Timely notification of bidding opportunities is essential in competitive bidding. Bids should be advertised for a minimum period of twenty-one (21) working days before closure in at least the Government Tender Bulletin, e-Tender Publication, CIDB i-Tender system for construction-related tenders, and in any other appropriate media that the *Accounting Officer shall* deem it necessary to ensure greater exposure to potential bidders except in urgent cases when bids may be advertised for such shorter periods as the *Accounting Officer* may determine.
- (2) The shortened tender period cannot be less than fourteen (14) working days. The *relevant section* will bear the responsibility for advertising costs. The *department* will maintain a list of responses to the advertisement. The related pre-qualification or bidding document, as the case may be, should be available on the publication date of the advertisement.
- (3) The procedure for the invitation of competitive bids is as follows:
- (a) Any invitation to prospective providers to submit bids must be by means of a public advertisement in newspapers commonly circulating locally, the website of the municipality **or** any other appropriate ways which may include the Government Tender Bulletin.
 - (b) The information contained in a public advertisement, must include –
 - (i) the closure date for the submission of bids, which may not be less than 30 days in the case of transactions over R10 million (VAT included), or which are of a long term nature, or 14 days in any other case, from the date on

- which the advertisement is placed in a newspaper, subject to subparagraph (2) .;
- (ii) a statement that bids may only be submitted on the bid documentation provided by the municipality; and
 - (iii) date, time and venue of any proposed site meetings or briefing sessions.;
- (4) The Accounting Officer may determine a closure date for the submission of bids which is less than the 21 or 14 working days requirement, but only if such shorter period can be justified on the grounds of urgency or emergency or any exceptional case where it is impractical or impossible to follow the official procurement process.
- (5) Bids submitted must be sealed; the envelope must contain the bid number and closing date.
- (6) Where bids are requested in electronic format, such bids must be supplemented by sealed hard copies.

23. Handling, opening and recording of bids

The time for the bid opening should be the same as the deadline for receipt of bids, or promptly thereafter and should be announced, together with the place for bid opening, in the invitation to bid. To standardize the closing of bids, bids should close at 11:00. All bids must be opened in public at the stipulated time and place, if practical. Notwithstanding the number and volume of the bids received, bidders or their representatives should be allowed to be present at the bid opening meeting. The names of the bidders and if practical, the total price of each bid and of any alternative bids, should be read aloud.

The procedures for the handling, opening and recording of bids, are as follows:

- (a) Bids–
 - (i) must be opened only in public;
 - (ii) must be opened at the same time and as soon as possible after the period for the submission of bids has expired; and
 - (iii) received after the closing time should be recorded and but not be considered and returned unopened immediately.
- (b) Any bidder or member of the public has the right to request that the names of the bidders who submitted bids in time must be read out and, only for construction bids each bidder's total bidding price will be read out as well;
- (c) No information, except the provisions in subparagraph (b), relating to the bid should be disclosed to bidders or other persons until the successful bidder is notified of the award; and
- (d) The Accounting Officer must –
 - (i) record in a register all bids received in time;
 - (ii) make the register available for public inspection; and

- (iv) publish the entries in the register and the bid results on the website of the municipality.

24. Two-stage bidding process

- (1) A two-stage bidding process is allowed for –
 - (a) large complex projects;
 - (b) projects where it may be undesirable to prepare complete detailed technical specifications; or
 - (c) long term projects with a duration period exceeding three years.
- (2) In the first stage technical proposals on conceptual design or performance specifications should be invited, subject to technical as well as commercial clarifications and adjustments.
- (3) In the second stage final technical proposals and priced bids should be invited.

25. Negotiations with preferred bidders

- (1) The Accounting Officer may, in terms of this Supply Chain Management Policy negotiate the final terms of a contract with bidders identified through a competitive bidding process as preferred bidders, provide that such negotiation –
 - (a) does not allow any preferred bidder a second or unfair opportunity
 - (b) is not to the detriment of any other bidder; and
 - (c) does not lead to a higher price than the bid as submitted.
- (2) Minutes of such negotiations must be kept for record purposes.

26. Committee system for competitive bids

- (1) A committee system for competitive bids shall consist of the following committees:
 - (a) a bid specification committee;
 - (b) a bid evaluation committee; and
 - (c) a bid adjudication committee;
- (2) The Accounting Officer appoints the members of each committee, taking into account section 117 of the Act; and cannot be sub-delegated except for the CFO in the adjudication committee who can appoint a sub-delegate
 - (a) All members of the three committees are appointed for 2 years and may be re-appointed for another 2 years and must declare their financial interest, sign the SCM code of conduct, and also declare business interest(s). Technical experts must, if the Municipality has such an expert, form part of the bidding process.

- (2) Members of all the bid committees are jointly responsible for the decisions made by the committees in which they serve.
- (3) A neutral or independent observer, appointed by the Accounting Officer, must attend or oversee a committee when this is appropriate for ensuring fairness and promoting transparency. Such an observer must ensure there is no conflict of interest and should not participate in any government procurement processes.
- (4) The committee system must be consistent with –
 - (a) paragraph 27, 28 and 29 of this Policy; and
 - (b) any other applicable legislation.
- (5) The Accounting Officer may apply the committee system to formal written price quotations.
- (6) Quorum: The Bid Committees cannot undertake business without a quorum present, consisting of half plus one of its total members with voting powers (rounded to the nearest whole number).

27. Bid specification and Procurement documentation committees

- (1) A bid specification committee must compile the specifications for the procurement of goods or services and a procurement documentation committee for infrastructure delivery in accordance with MFMA Circular 77 by the municipality.
- (2) Specifications –
 - (a) must be drafted in an unbiased manner to allow all potential suppliers to offer their goods, services and infrastructure;
 - (b) must take account of any accepted standards such as those issued by Standards South Africa, the International Standards Organization, or an authority accredited or recognized by the South African National Accreditation System with which the equipment or material or workmanship should comply;
 - (c) must, where possible, be described in terms of performance required rather than in terms of descriptive characteristics for design;
 - (d) may not create trade barriers in contract requirements in the forms of specifications, plans, drawings, designs, testing and test methods, packaging, marking or labeling of conformity certification;
 - (e) may not make reference to any particular trade mark, name, patent, design, type, specific origin or producer unless there is no other sufficiently precise or intelligible way of describing the characteristics of the work, in which case such reference must be accompanied by the word “equivalent”;
 - (f) must indicate the pre-qualification criteria for preferential procurement as set out in the Preferential Procurement Regulations 2017; and

- (g) must be approved by the Accounting Officer or may be delegated to the specification committee prior to publication of the invitation for bids in terms of paragraph 22 of this Policy.
- (7) A bid specification committee must be composed of two or more officials appointed for period as determined by the Accounting Officer; one of which is a supply chain management practitioner; a co-opted procurement official responsible for the function which requested the goods or services and an internal or external advisor with no voting rights. The number of co-opted officials or specialists is not restricted.
- (8) A procurement documentation committee must be composed of two or more officials appointed for a period as determined by the Accounting Officer; one of which is from the Infrastructure and Services Directorate or Strategy, Economic Development Directorate, a co-opted procurement official responsible for the Infrastructure and a supply chain management practitioner;
- (9) The specification and procurement documentation committee will approve the functionality points that must be used and the applicable ratios.
- (10) No person, advisor or corporate entity involved with the bid specification and procurement documentation committee, or director of such a corporate entity, may bid for any resulting contracts.
- (11) Minutes of the specifications and procurement documentation committee meetings must be kept.
- (12) For general goods and services that are frequently procured, a specifications library may be compiled and such specifications revised annually

28. Prequalification criteria for preferential procurement

If the Bid Specification or any other Committee as appointed by the Accounting Officer decides to apply pre-qualifying criteria to advance certain designated groups, the bid shall therefore be advertised with a specific tendering condition that only to one or more of the following tenderers may respond-

- (1) a tenderer having a stipulated minimum B-BBEE status level of contributor;
- (2) an EME or a QSE
- (3) a tenderer subcontracting a minimum of 30% to-
 - a. an EME or QSE which is at least 51% owned by black people;
 - b. an EME or QSE which is at least 51% owned by black people who are youth; (or an EME or QSE which is at least 51% owned by black people who are women;
 - c. an EME or QSE which is at least 51% owned by black people with disabilities;
 - d. an EME or QSE which is 51% owned by black people living in rural or underdeveloped areas or townships;

- e. a cooperative which is at least 51% owned by black people;
- f. an EME or QSE which is at least 51% owned by black people who are military veterans; an EME or QSE.

(4) A tender that fails to meet any pre-qualifying criteria stipulated in the tender documents is an unacceptable tender.

29. Bid evaluation and Evaluation committees

(1) A bid evaluation committee for goods and services must –

- (a) evaluate bids in accordance with –
 - (i) the specifications for a specific procurement; and
 - (ii) the point system must be set out in the supply chain management policy of municipality in terms of regulation 27(2) (f) and as prescribed in terms of the Preferential Procurement Policy Framework Act.
- (b) evaluate each bidder's ability to execute the contract;
- (c) check in respect of the recommended bidder whether municipal rates and taxes and municipal service charges are not in arrears, and;
- (d) submit to the adjudication committee a report and recommendations regarding the award of the bid or any other related matter.

(2) An evaluation committee for infrastructure must review and compile the evaluation reports by verifying the following: -

- (a) the capability and capacity of the bidders;
- (b) tax and municipal rates compliance status;
- (c) the compulsory declaration has been completed;
- (d) the tenderer is not listed in the National Treasury's Register for tender defaulters or list of restricted suppliers.
- (e) An original B-BBEE certificates credited by SANAS, or certified copy thereof OR
- (f) An original certified B-BBEE sworn affidavit for EME's

(3) A bid evaluation committee for goods and services must as far as possible be composed of-

- a) Four (4) members of which one should be a SCM practitioner, an official from the Financial Services Directorate and two (2) other officials from any cross functional section.
- (b) Officials including an internal specialist from the department who require the goods and/or services.
- (c) The Accounting Officer in consultation with the Senior Managers will appoint the members to the bid evaluation committee and its chairperson; in the absence of the appointed chairperson, members of the committee will elect one of their members to preside as the chairperson

- (d) Members of the committee will be appointed for a period determined by the Accounting Officer.
- (4) An evaluation committee for infrastructure shall comprise of not less than three (3) people. The chairperson shall be an employee of the municipality with required skills. Other members shall include a SCM practitioner and an official from the department requiring Infrastructure delivery.

30. Validity period

Bidders should be required to submit bids valid for a period not exceeding ninety (90) days. This period should be sufficient to enable the bid committees to complete the comparison and evaluation of bids, review the recommendation and award the contract. For construction related tenders, the validity period shall generally not exceed ninety (90) days and in exceptional circumstances, it may be extended beyond the ninety days.

An extension of bid validity, if justified in exceptional circumstances, should be requested in writing from all bidders before the expiration date. The extension should not exceed thirty (30) days to complete the evaluation, obtain the necessary approvals and award the contract.

In the case of fixed price contracts, requests for second and subsequent extensions should be permissible only if the request for extension provides for an appropriate adjustment mechanism of the quoted price to reflect changes of inputs for the contract over the period of extension. Bidders should have the right to refuse such an extension without forfeiting their bid security, but those who are willing to extend the validity of their bids should be required to provide a suitable extension of bid security, if applicable.

31. Evaluation of bids based on functionality as a criterion

In general, the need to invite bids on the basis of functionality as a criterion depends on the nature of the required commodity or service taking into account quality, reliability, viability and durability of a service and the bidder's technical capacity and ability to execute a contract.

When the municipality invites a bid that will also be evaluated on the basis of functionality as a criterion, the *Accounting Officer or the Bid Specifications Committee* must clearly specify the following aspects in the bid documents:

a) *Evaluation criteria for measuring functionality*

The evaluation criterion may include criteria such as the consultant's relevant experience for the assignment, the quality of the methodology; the qualifications of key personnel; transfer of knowledge, etc.

b) *Weight of each criterion*

The weight allocated to each criterion should not be generic but should be determined separately for each bid on a case by case basis.

c) *Applicable value*

The applicable values that will be utilized when scoring each criterion should be objective. As a guide, values ranging from 1 being poor, 2 being average, 3 being good, 4 being very good and 5 being excellent, may be utilized.

d) *Minimum qualifying score for functionality*

The minimum qualifying score that must be obtained for functionality in order for a bid to be considered should not be generic. It should be determined separately for each bid or on a case by case basis. The minimum qualifying score must not be prescribed so low that it may jeopardize the quality of the service required nor so high that it may be restrictive to the extent that it jeopardizes the fairness of the SCM system.

The evaluation criteria for measuring functionality must be objective. The tender documents must specify-

- The evaluation criteria for measuring functionality;
- The points for each criteria and, if any, each sub-criterion; and
- The minimum qualifying score for functionality.
- The minimum qualifying score for functionality for a tender to be considered further-

Points scored for functionality must be rounded off to the nearest two decimal places. A tender that fails to obtain the minimum qualifying score for functionality as indicated in the tender documents is not an acceptable tender.

Each tender that obtained the minimum qualifying score for functionality must be evaluated further in terms of price and the preference point system and any objective criteria envisaged in section 11 of Preferential Procurement Regulation of 2017.

32. Unsolicited proposals

An unsolicited proposal or concept means any proposal or concept received by an institution outside its normal procurement process. An unsolicited bid is mainly or is expected to be submission that must be innovative, unique and provided by a sole supplier.

The municipality is not obliged to consider an unsolicited proposal but may consider such a proposal only if it meets the following requirements:

- a. A comprehensive and relevant project feasibility study has established a clear business case; and
- b. The product or service involves an innovative design; or
- c. The product or service involves an innovative approach to project development and management; or
- d. The product or service presents a new and cost-effective method of service delivery.

The *Accounting Officer must* reject the unsolicited proposal if the proposal relates to known institutional requirements that can, within reasonable and practicable limits, be acquired by conventional competitive bidding methods. The following are example of unsolicited bids that may be rejected by the Accounting Officer or Delegate;

- a. Relates to products or services which are generally available;
- b. Does not fall within the institution's powers and functions;
- c. Has not been submitted by a duly authorized representative of the proponent; or
- d. Contravenes the provisions of any law.

If the *Accounting Officer or Delegate* decides to reject the unsolicited proposal, he or she must:

- a. Notify the authorized representative of the proponent by registered post that the municipality has rejected the unsolicited proposal;
- b. Ensure that the *municipality or user department* does not make use of any of the intellectual property or proprietary data in the unsolicited proposal; and

- c. Return to the proponent by registered mail all documents received in the unsolicited proposal including any copies of these documents.

If the *Accounting Officer* decides to consider the unsolicited proposal, he or she must send a registered letter to the proponent confirming the decision to consider the unsolicited proposal. If the unsolicited proposal agreement is concluded, the user department must prepare and issue bid documents.

33. Bid adjudication and tender committees

- (1) A bid adjudication committee for goods and services must –
 - (a) consider the report and recommendations of the bid evaluation committee; and
 - (b) either –
 - (i) depending on its delegations, make a final award or a recommendation to the Accounting Officer to make the final award; or
 - (ii) make another recommendation to the Accounting Officer on how to proceed with the relevant procurement.
- (2) A bid adjudication committee for goods and services is appointed for period determined by the Accounting Officer and must consist of at least four senior managers of the municipality which must include –
 - (a) the chief financial officer or, if the chief financial officer is not available, another manager in the budget and treasury office reporting directly to the chief financial officer and designated by the chief financial officer; and
 - (b) at least one senior supply chain management practitioner who is an official of the municipality; and any other 3 senior managers.
 - (c) a technical expert in the relevant field who is an official of the Municipality if such a person is available;
- (3) Outside technical experts must form part of the adjudication process; they must leave the meeting after advice has been given. Only the standing committee members can be involved in final deliberations and recommendations for final approval.
- (4) The Accounting Officer must appoint the chairperson of the committee. If the chairperson is absent from a meeting, the members of the committee who are present must elect one of them to preside at the meeting.
- (5) Neither a member of a bid evaluation committee, nor an advisor or person assisting the evaluation committee, may be a member of a bid adjudication committee.
- (6) (a) If the bid adjudication committee decides to award a bid other than the one recommended by the bid evaluation committee, the bid adjudication committee must prior to awarding the bid –

- (i) check in respect of the preferred bidder whether that bidder's municipal rates and taxes and municipal service charges are not in arrears, and;
 - (ii) notify the Accounting Officer.
- (b) The Accounting Officer may –
 - (i) after due consideration of the reasons for the deviation, ratify or reject the decision of the bid adjudication committee referred to in paragraph (a); and
 - (ii) if the decision of the bid adjudication committee is rejected, refer the decision of the adjudication committee back to that committee for reconsideration.
- (7) The Accounting Officer may at any stage of a bidding process, refer any recommendation made by the evaluation committee or the adjudication committee back to that committee for reconsideration of the recommendation.
- (8) The Accounting Officer must comply with section 114 of the Act within 10 working days.
- (9) For the purposes of continuity and not to delay meetings the Accounting Officer may also appoint any official to temporarily replace members that are absent from meetings due to illness, leave, etc. The Accounting Officer may also decide whether or not such an official will have the same powers as committee members.
- (10) A tender committee for Infrastructure delivery must: -
 - (a) consider the report and recommendations of the evaluation committee and:
 - (i) verify that the procurement process which was followed complies with the provisions of this document;
 - (ii) confirm that the report is complete and addresses all considerations necessary to make a recommendation;
 - (iii) confirm the validity and reasonableness of reasons provided for the elimination of tenderers;
 - (iv) consider commercial risks and identify any risks that have been overlooked or fall outside of the scope of the report which warrant investigation prior to taking a final decision; and
 - (b) refer the report back to the evaluation committee for their reconsideration or make an award of a tender with or without conditions. If the value is under R10 000 000. If above R10 000 000, make recommendation to the Accounting Officer.
- (11) The tender committee shall consider proposals regarding the cancellation, amendment, extension or transfer of contracts that have been awarded.
- (12) The tender committee shall consider the merits of an unsolicited offer and make a recommendation Accounting Officer.

- (13) The tender committee shall report to the Accounting Officer any recommendation made to award a contract to a tenderer other than the tenderer recommended by the evaluation committee giving reasons for making such a recommendation.
- (14) The tender committee shall not make a recommendation for an award of a contract or order if the recommended tenderer or framework contractor has:
 - (i) made a misrepresentation or submitted false documents in competing for the contract or order; or
 - (ii) been convicted of a corrupt or fraudulent act in competing for any contract during the past five years
- (15) The Tender committee may on justifiable grounds and after following due process, disregard the submission of any tenderer if that tenderer or any of its directors, members or trustees or partners has abused the delivery management system or has committed fraud, corruption or any other improper conduct in relation to such system. The National Treasury and the provincial treasury shall be informed where such tenderers are disregarded.
- (16) The Tender committee shall comprise of the same persons as for the bid adjudication committee and will deal with tenders both for general goods and services and for infrastructure.

34. Procurement of banking services

- (1) A contract for the provision of banking services –
 - (a) must be procured through competitive bids;
 - (b) must be consistent with section 7 or 85 of the Act; and
 - (c) may not be for a period of more than five years at a time.
- (2) The process for procuring a contract for banking services must commence at least nine months before the end of an existing contract.
- (3) The closure date for the submission of bids may not be less than 60 days from the date on which the advertisement is placed in a newspaper in terms of paragraph 22(1). Bids must be restricted to banks registered in terms of the Banks Act, 1990 (Act No. 94 of 1990).

35. Procurement of IT related goods or services

- (1) The Accounting Officer may request the State Information Technology Agency (SITA) to assist with the acquisition of IT related goods or services through a competitive bidding process.
- (2) The parties must enter into a written agreement to regulate the services rendered by, and the payments to be made to, SITA.
- (3) The Accounting Officer must notify SITA together with a motivation of the IT needs of the municipality if –
 - (a) the transaction value of IT related goods or services required by the municipality in any financial year will exceed R50 million (VAT included); or
 - (b) the transaction value of a contract to be procured by the municipality whether for one or more years exceeds R50 million (VAT included).
- (4) If SITA comments on the submission and the municipality disagree with such comments, the comments and the reasons for rejecting or not following such comments must be submitted to the council, the National Treasury, the relevant provincial treasury and the Auditor General.

36. Procurement of goods and services under contracts secured by other organs of state

- (1) The Accounting Officer may procure goods or services for the municipality under a contract secured by another organ of state, but only if –
 - (a) the contract has been secured by that other organ of state by means of a competitive bidding process applicable to that organ of state;
 - (b) the municipality has no reason to believe that such contract was not validly procured;

- (c) there are demonstrable discounts or benefits for the municipality to do so; and
 - (d) that other organ of state and the provider have consented to such procurement in writing.
- (2) Subparagraphs (1)(c) and (d) do not apply if –
- (a) a municipal entity procures goods or services through a contract secured by its parent municipality; or
 - (b) a municipality procures goods or services through a contract secured by a municipal entity of which it is the parent municipality.

37. Procurement of goods necessitating special safety arrangements

- (1) The acquisition and storage of goods in bulk (other than water), which necessitate special safety arrangements, including gasses and fuel, must be restricted where ever possible.
- (2) Where the storage of goods in bulk is justified, such justification must be based on sound reasons, including the total cost of ownership and cost advantages for the municipality.

38. Local Production and Content

- (1) The municipality must where the Department of Trade and Industry in consultation with National Treasury assigned designated sectors, sub-sectors or industries or products for local production and content advertise the invitation to tender with a specific condition that only locally produced goods or locally manufactured goods with a stipulated minimum threshold for local production and content will be considered.
- (2) The threshold referred to in paragraph (1) must be in accordance with the standards determined by the Department of Trade and Industry in consultation with National Treasury.
- (3) A tender that fails to meet the minimum stipulated threshold for local content and production is an unacceptable tender.

39. Compulsory subcontracting

1) For bids above R30 million, the municipality will apply a compulsory subcontracting to advance designated groups, unless it is impractical to do so. The Bid Specification Committee will report any deviation from this requirement to the Accounting Officer or his designate, being the Chief Financial Officer.

2) If the municipality applies the subcontracting as contemplated in subsection (30.1), the municipality must advertise the tender with a specific tendering condition that the successful tenderer must subcontract a minimum of 30% of the value of the contract to-

- i. an EME or QSE;
- ii. an EME or QSE which is at least 51% owned by black people;
- iii. an EME or QSE which is at least 51% owned by black people who are youth;
- iv. an EME or QSE which is at least 51% owned by black people who are women;
- v. an EME or QSE which is at least 51% owned by black people with disabilities;
- vi. an EME or QSE which is 51% owned by black people living in rural or underdeveloped areas or townships;
- vii. a cooperative which is at least 51% owned by black people;
- viii. an EME or QSE which is at least 51% owned by black people who are military veterans;
or
- ix. more than one of the categories referred to in paragraphs (a) to (h).

3) The *municipality* will make available the list of all suppliers registered on a database approved by the National Treasury to provide the required goods or services in respect of the applicable designated groups from which the tenderer must select a supplier sub-contracting after award of tender.

4) A person awarded a contract may only enter into a subcontracting arrangement with the approval of the municipality.

5) A person awarded a contract in relation to a designated sector, may not subcontract in such a manner that the local production and content of the overall value of the contract is reduced to below the stipulated minimum threshold:

6) A person awarded a contract may not subcontract more than 25% of the value of the contract to any other enterprise that does not have an equal or higher B-BBEE status level of contributor than the person concerned unless the contract is subcontracted to an EME that has the capability and ability to execute the subcontract

40. Appointment of consultants

- (1) The Accounting Officer may procure consulting services provided that National Treasury guidelines in respect of consulting services are taken into account when such procurements are made.
- (2). Consultancy services must be procured through competitive bidding or by deviating by using a roster system in accordance with the Supply Chain Management Regulations, section 36 which provides that if is impractical to invite competitive bids, the Municipality will procure the required goods or services by other means using a roster system, provided that the reasons for deviating from inviting competitive bids must be recorded

and approved by the Accounting Officer and must be reported to Council. Such a roster system provides that where services are required on a recurring basis, a panel of consultants/list of approved service providers for the rendering of these services may be established.

(3) The Municipality may utilize a roster system to procure consultancy services with a value up to five (R5) million for projects inclusive of professional fees. For all consultancy services not listed, competitive bidding procedures will prevail subject to the following provisions:

- (a) the value of the contract exceeds R200 000 (VAT included); or
- (b) the duration period of the contract exceeds one year.

(3.1) **Category's for registration will be as follows:**

- (i) For projects up to R1 000 000 (incl)
- (ii) For projects from R1 000 000 – R2 000 000 (incl)
- (iii) For projects from R2 000 000 – R3 000 000 (incl)
- (iv) For projects from R3 000 000 – R5 000 000 (incl)

(3.2) An annual roster will be compiled of consultants within various professional categories and three quotations will be obtained per project on a rotational basis.

- (a) To compile a roster, advertisements will be placed annually in the local newspapers, Government Tender Bulletin and the website inviting enterprises to register.
 - (b) Potential service providers must provide the following details to register,
 - (i) Composition of firm in terms of shareholding,
 - (ii) Staff complement,
 - (iii) Representation of expertise in respect of disciplines required and Curriculum Vitae's (CV),
 - (iv) National/ international acceptability of expertise in the various professions,
 - (v) Experience as reflected in the projects already dealt with and financial value,
 - (vi) Proof of financial viability of the firm
 - (vii) Valid SARS certificate, and
- A fee structure, as regulated by a professional body.

(3.3) Types of consultancy services that will be procured on a roster system:

(a) Construction related projects:

- (i) Town Planners
- (ii) Land Surveyors
- (iii) Environmental Consultants
- (iv) Civil Engineers
- (v) Architects
- (vi) Quantity Surveyors

- (vii) Electrical Engineers
 - (viii) Mechanical Engineers
 - (ix) Project Management Specialists
 - Fee structure charged as approved by professional bodies.
 - (b) Audit and Financial services**
 - (i) Auditors and Internal Auditors
 - (ii) Accountants and Accounting Services.
 - Fee structure charged as approved by the Auditor-General.
 - (c) Other professional services**
 - (i) Specialist in Economic Development and Planning
 - (ii) Skills Development
 - (iii) Strategist
 - (iv) Research Consultants
 - (v) Policy Development Specialists.
 - Fee structure charged as approved by DPSA Guide on hourly fee rates for consultants, annually published January and July.
Website: <http://www.dpsa.gov.za/Projects/sdi/consultants.htm>
- (4) For projects exceeding five million (VAT incl) consultancy services must be procured through competitive bids.
- (5) In addition to any requirements prescribed by this policy for competitive bids or roster listing bidders must furnish the municipality with particulars of –
- (a) all consultancy services provided to an organ of state in the last five years; and
 - (b) any similar consultancy services provided to an organ of state in the last five years
- (6) The Accounting Officer must ensure that copyright in any document produced, and the patent rights or ownership in any plant, machinery, thing, system or process designed or devised, by a consultant in the course of the consultancy service is vested in the municipality.
- (7) In categories where there is limited service providers registered and services offered are not satisfactory, normal supply chain management acquisitioning procedures will be followed.

41. Conflict of interest

1)Consultants are required to provide professional, objective and impartial advice and at all times hold the client's interests paramount, without any consideration for future work and strictly avoid conflicts with other assignments or their own corporate interests. Consultants should not be hired for any assignment that would be in conflict with their prior obligations to other clients, or that may place them in a position of not being able to carry out the assignment in the

best interest of the State. Without limitation on the generality of this rule, consultants will not be hired under the following circumstances:

2) A firm, which has been engaged by the *Accounting Officer* to provide goods or works for a project and any of its affiliates, should be disqualified from providing consulting services for the same project. Similarly, a firm hired to provide consulting services for the preparation or implementation of a project and any of its affiliates, should be disqualified from subsequently providing goods or works or services related to the initial assignment (other than a continuation of the firm's earlier consulting services) for the same project, unless the various firms (consultants, contractors, or suppliers) are performing the contractor's obligations under a turnkey or design-and-build contract;

3) Consultants or any of their affiliates should not be hired for any assignment which, by its nature, may be in conflict with another assignment of the consultants. As an example, consultants hired to prepare an engineering design for an infrastructure project should not be engaged to prepare an independent environmental assessment for the same project, and consultants assisting a client in the privatization of public assets should not purchase, nor advise purchasers of such assets.

4) If the assignment includes an important component for training or transfer of skills, the Terms of Reference (TOR) should indicate the objectives, nature, scope and goals of the training programme, including details of trainers and trainees, skills to be transferred, time-frames and monitoring and evaluation arrangements. The cost for the training should be included in the consultant's contract and in the budget for the assignment

42. Deviation from, and ratification of minor breaches of, procurement processes

- (1) The Accounting Officer may –
- (a) dispense with the official procurement processes established by this Policy and to procure any required goods or services through any convenient process, which may include direct negotiations, but only –
 - (i) in an emergency;
 - (ii) if such goods or services are produced or available from a single provider only;
 - (iii) for the acquisition of special works of art or historical objects where specifications are difficult to compile;
 - (v) acquisition of animals for zoos; or
 - (v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes; and

- (b) ratify any minor breaches of the procurement processes by official or committee acting in terms of delegated powers or duties which are purely of a technical nature.
- (2) The Accounting Officer must record the reasons for any deviations in terms of subparagraphs (1)(a) and (b) of this policy and report them to the next meeting of the council and include as a note to the annual financial statements.
- (3) Subparagraph (2) does not apply to the procurement of goods and services contemplated in paragraph 11(2) of this policy.
- (4) If an accredited agent must be used to perform maintenance services for equipment or vehicles as part of its guarantee or warranty or to obtain genuine parts, a list of such procurements for amounts above R2000.00 must be supplied monthly to the Accounting Officer for information purposes. The type of service, cost, and reason for using one supplier only must be stated.

43. Unsolicited bids

- (1) In accordance with section 113 of the Act the municipality is not obliged to consider unsolicited bids received outside a normal bidding process.
- (2) If an Accounting Officer decides in terms of section 113(2) of the Act to consider an unsolicited bid, only if –
 - (a) the product or service offered in terms of the bid is a demonstrably or proven unique innovative concept;
 - (b) the product or service will be exceptionally beneficial to, or have exceptional cost advantages for the municipality;
 - (c) the person who made the bid is the sole provider of the product or services for the municipality; and
 - (d) the reasons for not going through the normal bidding processes are found to be sound by the Accounting Officer.
- (3) Where the Accounting Officer decides to consider an unsolicited bid that complies with subparagraph (2) of this policy, the decision must be made public in accordance with section 21A of the Municipal Systems Act, together with –
 - (a) its reasons as to why the bid should not be open to other competitors;
 - (b) an explanation of the potential benefits if the unsolicited bid were accepted; and
 - (c) an invitation to the public or other potential suppliers to submit their comments within 30 days of the notice.
- (4) Once the Accounting Officer has received written comments, it must submit such comments to the National Treasury and the relevant provincial treasury.
- (5) The adjudication committee must consider the unsolicited bid and may award the bid or make a recommendation to the Accounting Officer, depending on its delegations.

- (6) A meeting of the adjudication committee to consider an unsolicited bid must be open to the public.
- (7) When considering the matter, the adjudication committee must take into account –
 - (a) any comments submitted by the public; and
 - (b) any written comments and recommendations of the National Treasury or the relevant provincial treasury.
- (8) If any recommendations of the National Treasury or provincial treasury are rejected or not followed, the Accounting Officer must submit to the Auditor General, the relevant provincial treasury and the National Treasury the reasons for rejecting or not following those recommendations.
- (9) Such submission must be made within seven days (7) after the decision on the award of the unsolicited bid is taken, but no contract committing the municipality to the bid may be entered into or signed within 30 days of the submission.

44. Combating of abuse of supply chain management system

- (1) The Accounting Officer must–
 - (a) take all reasonable steps to prevent abuse of the supply chain management system;
 - (b) investigate any allegations against an official or other role player of fraud, corruption, favouritism, unfair or irregular practices or failure to comply with this Policy, and when justified –
 - (i) take appropriate steps against such official or other role player; or
 - (ii) report any alleged criminal conduct to the South African Police Service;
 - (c) check the National Treasury’s database prior to awarding any contract to ensure that no recommended bidder, or any of its directors, is listed as a person prohibited from doing business with the public sector;
 - (d) reject any bid from a bidder–
 - (i) if any municipal rates and taxes or municipal service charges owed by that bidder or any of its directors to the municipality, or to any other municipality or municipal entity, are in arrears for more than three months; or
 - (ii) who during the last five years has failed to perform satisfactorily on a previous contract with the municipality or any other organ of state after written notice was given to that bidder that performance was unsatisfactory;
 - (e) reject a recommendation for the award of a contract if the recommended bidder, or any of its directors, has committed a corrupt or fraudulent act in competing for the particular contract;
 - (f) cancel a contract awarded to a person if –
 - (i) the person committed any corrupt or fraudulent act during the bidding process or the execution of the contract; or

- (ii) an official or other role player committed any corrupt or fraudulent act during the bidding process or the execution of the contract that benefited that person; and
 - (g) reject the bid of any bidder if that bidder or any of its directors –
 - (i) has abused the supply chain management system of the municipality or has committed any improper conduct in relation to such system;
 - (ii) has been convicted for fraud or corruption during the past five years;
 - (v) has willfully neglected, reneged on or failed to comply with any government, municipal or other public sector contract during the past five years; or has been listed in the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)
- (2) The Accounting Officer must inform the National Treasury and relevant provincial treasury in writing of any actions taken in terms of subparagraphs (1)(b)(ii), (e) or (f) of this policy.

Part 3: Logistics, Disposal, Risk and Performance Management

45. Logistics management

- (1) The Accounting Officer must establish and implement an effective system of logistics management, which must include –
 - (a) the monitoring of spending patterns on types or classes of goods and services incorporating, where practical, the coding of items to ensure that each item has a unique number;
 - (b) the setting of inventory levels that includes minimum and maximum levels and lead times wherever goods are placed in stock;
 - (c) the placing of manual or electronic orders for all acquisitions including those from petty cash;
 - (d) before payment is approved, certification by the responsible officer that the goods and services are received or rendered on time and is in accordance with the order, the general conditions of contract and specifications where applicable and that the price charged is as quoted in terms of a contract;
 - (e) appropriate standards of internal control and warehouse management to ensure that goods placed in stores are secure and only used for the purpose for which they were purchased;
 - (f) regular checking to ensure that all assets including official vehicles are properly managed, appropriately maintained and only used for official purposes; and
 - (g) monitoring and review of the supply vendor performance to ensure compliance with specifications and contract conditions for particular goods or services.
 - (h) the maintenance and administration of term contracts is co-managed with acquisition management for general goods/ services.

46. Disposal management

- (1) The criteria for the disposal or letting of assets, including unserviceable, redundant or obsolete assets are subject to sections 14 and 90 of the Act.
 - (a) Two separate disposal committees may be appointed by the Accounting Officer for the disposal of movable and immovable capital assets for a period so determined by the Accounting Officer.
 - (b) For movable capital assets, the composition would be consistent with the Asset Management Policy;
 - (c) Before disposal of immovable assets refer to section 14 of the MFMA and the Municipal Asset Transfer Regulations (no. R.878);

- (d) Such a disposal committees are advisory committees to the Municipal Manager on the disposal of capital assets and do not replace any of the bidding committees.
- (2) (a) Assets may be disposed of by –
- (i) transferring the asset to another organ of state in terms of a provision of the Act enabling the transfer of assets;
 - (ii) transferring the asset to another organ of state at market related value or, when appropriate, free of charge;
 - (iii) selling the asset; or
 - (iv) destroying the asset.
- (b) The Accounting Officer must ensure that –
- (i) immovable property may be sold only at market related prices except when the public interest or the plight of the poor demands otherwise in accordance with section 14 of the MFMA;
 - (ii) movable assets may be sold either by way of written price quotations, a competitive bidding process, auction or at market related prices, whichever is the most advantageous to the municipality;
 - (vi) in the case of disposable computer equipment, the provincial department of education must first be approached to indicate within 30 days whether any local schools are interested in the equipment; and
 - (iv) in the case of disposable firearms, National Conventional Arms Control Committee has approved any sale or donation of fire arms to any person or institution within or outside the Republic;
provided that
- (c) (i) immovable property is let at market related rates except when the public interest or the plight of the poor demands otherwise; and
- (ii) all fees, charges, rates, tariffs, scales of fees or other charges relating to the letting of immovable property are annually reviewed; and
- (d) (i) ensure that where assets are traded in for other assets, the highest possible trade-in price is negotiated.
- (3) **Competitive bids: The sale and letting of assets**
- (a) The sale and letting of assets above a transaction value of R200 000 (VAT included) and long term contracts may only be procured through a competitive bidding process, subject to paragraph 11(2) of this Policy.
 - (b) The sale and letting of assets above an estimated transaction value of R200 000 (VAT included), may not be deliberately split into parts or items of lesser value

merely for the sake of selling or letting such assets otherwise than through a competitive bidding process.

- (c) The preference point systems prescribed in the PPPFA and the Preferential Procurement Regulations, 2011 are not applicable to the sale and letting of assets.
- (d) In instances where assets are sold or leased by means of advertised complete bids or written price quotations or by auctions the award must be made to the highest bidder.

47 Risk management

- (1) SCM will develop its own risk management strategy that will be aligned with the organizational wide policy and updated annually.
- (2) Risk management must include –
 - (a) the identification of risks on a case-by-case basis;
 - (b) the allocation of risks to the party best suited to manage such risks;
 - (c) acceptance of the cost of the risk where the cost of transferring the risk is greater than that of retaining it;
 - (d) the management of risks in a pro-active manner and the provision of adequate cover for residual risks; and
 - (e) the assignment of relative risks to the contracting parties through clear and unambiguous contract documentation.

48. Performance management

- (1) The Accounting Officer must establish and implement an internal monitoring system in order to determine, on the basis of a retrospective analysis, whether the authorised supply chain management processes were followed and whether the objectives of this Policy were achieved. It will be aligned with the organizational wide policy.

Part 4: Other matters

49. Prohibition on awards to persons whose tax matters are not in order

- (1) No award above R15 000 may be made in terms of this Policy to a person whose tax matters have not been declared by the South African Revenue Service to be in order.
- (2) Before making an award to a person the Accounting Officer must first check with SARS whether that person's tax matters are in order.
- (3) If SARS does not respond within 7 days such person's tax matters may for purposes of subparagraph (1) be presumed to be in order.
- (4) No award will be made in terms of this policy to a person who's municipal rates, taxes and service fees are not paid-up or arrangements have been made with the relevant Municipality to paid-up arrers.

50. Prohibition on awards to persons in the service of the state

- (1) Irrespective of the procurement process followed, no award may be made to a person in terms of this Policy –
 - (a) who is in the service of the state;
 - (b) if that person is not a natural person, of which any director, manager, principal shareholder or stakeholder is a person in the service of the state; or
 - (c) a person who is an advisor or consultant contracted with the **municipality**.
- (2) Any person or service provider who fails to disclose his or her employment status with organs of state, his or her contract will be terminated immediately, the service provider shall be deregistered and shall not be allowed to bid for a period not less than three years and shall be reported to National Treasury for blacklisting.

51. Awards to close family members of persons in the service of the state

- (1) The Accounting Officer must ensure that the notes to the annual financial statements disclose particulars of any award of more than R2000 (incl. VAT) to a person who is a spouse, child or parent of a person in the service of the state, or has been in the service of the state in the previous twelve months, including –
 - (a) the name of that person;
 - (b) the capacity in which that person is in the service of the state; and
 - (c) the amount of the award.

52. Ethical standards

- (1) A code of ethical standards as set out in the “*SPLM’s code of conduct for supply chain management practitioners and other role players involved in supply chain management*” is attached as annexure c in order to promote –
 - (a) mutual trust and respect; and
 - (b) an environment where business can be conducted with integrity and in a fair and reasonable manner.
- (2) A breach of the code of ethics must be dealt with as follows -
 - (a) in the case of an employee, in terms of the disciplinary procedures of the municipality envisaged in section 67(1)(h) of the Municipal Systems Act;
 - (b) in the case a role player who is not an employee, through other appropriate means in recognition of the severity of the breach.
 - (c) In all cases, financial misconduct must be dealt with in terms of chapter 15 of the Act.
- (3) All committee members and SCM practitioners may be vetted by the National Intelligence Agency (N.I.A).
- (4) A financial declaration of interest form may be completed and submitted to the Accounting Officer annually by all bid committee members.
- (5) A cooling off period for former employees and councilors will apply: they will be prohibited for a period of 12 months after leaving the municipal services to participate in any SCM activities e.g. rendering goods /services or consulting services to the Municipality or its entity if established.

53. Inducements, rewards, gifts and favours to municipalities and other role players

- (1) No person who is a provider or prospective provider of goods or services, or a recipient or prospective recipient of goods disposed or to be disposed of may either directly or through a representative or intermediary promise, offer or grant –
 - (a) any inducement or reward to the municipality for or in connection with the award of a contract; or
 - (b) any reward, gift, favour or hospitality to –
 - (i) any official; or
 - (ii) any other role player involved in the implementation of this Policy.
- (2) The Accounting Officer must promptly report any alleged contravention of subparagraph (1) to the National Treasury for considering whether the offending person, and any representative or intermediary through which such person is alleged to have acted, should be listed in the National Treasury’s database of persons prohibited from doing business with the public sector.
- (3) Subparagraph (1) does not apply to gifts less than R350 in value.

- (4) All supply chain practitioners and bid committee members must disclose annually rewards, gifts and favours to the Accounting Officer or his delegate who will maintain a Gift Register.
- (5) The Accounting Officer, will disclose any such gifts and or favours annually to the Executive Mayor.

54. Sponsorships

- (1) The Accounting Officer must promptly disclose to the National Treasury and the relevant provincial treasury any sponsorship promised, offered or granted, whether directly or through a representative or intermediary, by any person who is –
 - (a) a provider or prospective provider of goods or services; or
 - (b) a recipient or prospective recipient of goods disposed or to be disposed.

55. Objections and complaints

- (1) Persons aggrieved by decisions or actions taken in the implementation of this supply chain management system, may lodge within seven (7) days of the decision or action, a written objection or complaint against the decision or action to the Accounting Officer, on the prescribed grievance forms.

56. Resolution of disputes, objections, complaints and queries

- (1) The Accounting Officer must appoint an independent and impartial person, not directly involved in the supply chain management processes –
 - (a) to assist in the resolution of disputes between the municipality and other persons regarding -
 - (i) any decisions or actions taken in the implementation of the supply chain management system; or
 - (ii) any matter arising from a contract awarded in the course of the supply chain management system; or
 - (c) to deal with objections, complaints or queries regarding any such decisions or actions or any matters arising from such contract.
- (2) The Accounting Officer, or another official designated by the Accounting Officer, is responsible for assisting the appointed person to perform his or her functions effectively. A complaints register must be implemented and maintained per annum.
- (3) The person appointed must –
 - (a) strive to resolve promptly all disputes, objections, complaints or queries received; and
 - (b) submit monthly reports to the Accounting Officer on all disputes, objections, complaints or queries received, attended to or resolved.

- (4) A dispute, objection, complaint or query may be referred to the relevant provincial treasury if –
 - (a) the dispute, objection, complaint or query is not resolved within 60 days; or
 - (b) no response is forthcoming within 60 days.
- (5) If the provincial treasury does not or cannot resolve the matter, the dispute, objection, complaint or query may be referred to the National Treasury for resolution.
- (6) This paragraph must not be read as affecting a person's rights to approach a court at any time.
- (7) Publish bid results on Municipal website e.g. company name, price, brand name.

57. Contracts Providing for compensation based on turnover

- (1) If a service provider acts on behalf of a municipality to provide any service or act as a collector of fees, service charges or taxes and the compensation payable to the service provider is fixed as an agreed percentage of turnover for the service or the amount collected, the contract between the service provider and the municipality must stipulate –
 - (a) a cap on the compensation payable to the service provider; and
 - (b) that such compensation must be performance based.

58. Promotion of Environmentally Friendly Procurement

- (1) The Municipality commits itself to environmentally friendly procurement when procuring goods and services, including, but not limited to:
 - i. the incorporation of energy efficiency measures when procuring electrical supplies such as bulbs, globes etc.
 - (b) the adoption of an integrated waste management strategy such as investigating recycling options and the handling of hazardous substances.
 - (c) compliance with green building guidelines and standards (SANS).
 - (d) sourcing and using resources that are renewable as far as possible.
 - (e) consider the extent of pollution of using the type, quantity and energy of materials procured.
 - (f) source vehicles and equipment that are more energy efficient and produce less pollution.

59. Cost containment measures

The *Accounting Officer* must, as a minimum, institute cost containment measures to minimize operational expenditure of the municipality. As such, the Accounting Officer must implement cost containment measures issued by National Treasury to:

- a) Minimize the use of consultants in the municipality and the expenditure thereof;
- b) Reduce travel and subsistence expenditure;
- c) Reduce expenditure related to advertising, newspaper and other publication;
- d) Reduce expenditure related to telephones, cellular phones and data facilities;
- e) Reduce expenditure related to catering, events and venue hiring; and
- f) Reduce other non-core operational expenditure.

60. Breach of Policy

- (1) Any person in the employ of the Municipality who breaches this Supply Chain Management Policy shall be liable for disciplinary charges and/or being subject to criminal or civil charges.

BY - LAWS

SOL PLAATJE MUNICIPALITY

ANNEXURE : BUDGET RELATED BYLAWS

| <u>List of Budget related Bylaws</u> | <u>Explanation numbers</u> |
|---|----------------------------|
| Advertising Signs | 1 |
| Aerial Systems | 1 |
| Animals, Poultry & Bees Control | 1 |
| Building Control | 1 |
| Caravan Park | 1 |
| Cemeteries | 1 |
| Debt Collection | 1 |
| Electricity | 1 |
| Fire Brigade | 1 |
| Fireworks | 1 |
| Keeping of Dog Control | 1 |
| Law Enforcement | 1 |
| Property Rates | 1 |
| Residential business, Bed & Breakfast and guesthouse establishment, Creches, childcare centres, Liquor trading and Car Wash enterprises | 1 |
| Standing Orders | 1 |
| Street Trading Control | 1 |
| Swimming Pools | 1 |
| Taxi Ranks | 1 |
| Water Supply | 1 |

Explanation numbers

1. These bylaws are accessible on the Sol Plaatje website: www.solplaatje.org.za
2. Bylaws to be approved with draft budget process 2019/20

M F M A
CIRCULARS

ANNEXURE : MFMA CIRCULARS

1. All MFMA circulars are accessible on the NT website:
www.treasury.gov.za
2. The following MFMA circulars are included in the budget book:

MFMA Circular