

# **SOL PLAATJE MUNICIPALITY**

## **FINAL ADOPTED BUDGET**

**2021/22 – 2023/24**



**City of Kimberley**

**Website:**  
**<http://www.solplaatje.org.za>**

## List of acronyms

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

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

## Table of contents

1. Mayor's Report.....	2
2. Council Resolutions.....	8
3. Executive Summary .....	8
4. Annual budget tables.....	15
5. Operating Revenue Framework.....	16
6. Operating Expenditure Framework.....	27
7. Capital Expenditure Framework .....	39
8. Overview of IDP and Annual Budget Process.....	40
9. Overview of the alignment of the annual budget with IDP.....	45
10. Measurable Performance Objectives and Indicators.....	49
11. Overview of budget related policies.....	58
12. Overview of budget assumptions.....	59
13. Overview of budget funding.....	61
14. Expenditure on allocations and grant programmes.....	69
15. Allocations and grants made by the municipality .....	70
16. Councillor and Staff Benefits and Allowances.....	71
17. Monthly targets for revenue, expenditure and cash flow .....	75
18. Capital expenditure details .....	81
19. Contracts having future budgetary implications .....	83
20. Legislation and compliance status.....	84
21. Service Delivery Agreements .....	85
22. Municipal manager's quality certification .....	86



# PART 1 - ANNUAL BUDGET

## 1. Mayor's Report

### THE SPEECH OF THE HONOURABLE MAYOR ON THE OCCASION OF THE PRESENTATION OF THE ANNUAL BUDGET 2021/22

26 MAY 2021

Honourable Madam Speaker

Members of the Mayoral Committee

Honourable Councillors

Municipal Manager and Executive Management Team

Members of the Media present and virtual

Members of the public listening through various media platforms

Distinguished guests

Honourable Speaker, this month marks a year since the country reported its first case of the global Covid-19 pandemic, which has seen the country put on lockdown by the state president with a view to manage and mitigate the spread of this deadly virus. I place this important assertion on the table because we have been driven towards a new social order and new way of doing things both in our social spaces and our workplaces. I have been impressed at how the municipality adapted to the demands of the new normal as our initiatives have been aligned to the fourth industrial revolution.

These changes have demonstrated how an organisation can, under challenging and difficult circumstances use that opportunity to be innovative and develop solutions. Let me also indicate to the house that this year marks the last of the current crop of councillors and thus this administration. This may require of us to review the past five years and ask ourselves bold and honest questions about our performance lest it gets converted into a political ball game.

Honourable Speaker, let me leave the question of the milestones to the various political parties at this stage and focus on the remaining period of our term of office. The task ahead of us is daunting, and requires of all of us to join hands to bring about fundamental change in our community, or at least lay a strong foundation on which the work of the new administration will be based. The United Nations has declared 2021 as **the year of peace and trust, the international year of creative Economy for sustainable development**. On the other hand, the ANC has through its January statement declared 2021 as **the year of Unity, Renewal and Reconstruction in the year of Charlotte Maxeke**.

We need to celebrate the life of Mama Charlotte Makgomo Maxeke who was an all-encompassing societal leader through her roles as a religious leader and political activist. One of her most outstanding achievement was becoming the first black woman to graduate with a university degree in 1901. To crown it even all, she graduated from the Wilberforce University in Ohio, USA with a Bachelor of Science. Mama Maxeke served her community in various capacities through opening an employment agency for Africans in Johannesburg to being the first black woman parole officer for juvenile delinquents. She is still referred to as the **Mother of Black Freedom in South Africa**'. This was a result of her unrelenting commitment to the cause of the African people and their welfare. The life of Mama Charlotte Maxeke is an embodiment of tenacity and strength in the midst of oppression and indicative of the general role that many women play in our lives on a daily basis. Hers, was desire and drive to triumph against adversary while propelling her people towards greatness.

Councillors, we need to be honest with ourselves in responding to this clarion call by the UN and the ANC and admit that Sol Plaatje Municipality is not on path to a creative economy for sustainable development or reconstruction. I have earlier in my speech referred to adaptation to change when the demand is there, let us however make an honest assessment of our developmental programmes in the past year or two in order to better understand where we are.

We need to start by acknowledging that Covid-19 has obliterated jobs and rendered many of our citizens unemployed. This reality is evident from the number of businesses that have closed shop across the municipality, leaving many people whose lives were dependent on those jobs sprawling the streets. The municipality needed to develop a strategy to ensure that in the midst of all these challenges, new developments take place in order to replace the lost ones.

### **THE ROLE OF THE STATE AS A CATALYST FOR DEVELOPMENT**

Honourable councillors, let us remember that the role of the state, and in particular municipalities, is to create an environment wherein business can grow and flourish and thus serve as impetus for job creation. **Has Sol Plaatje taken measures to attract new investment in this regard? Has there been a change in the business processes of the organisation in handling investments considering the impact of Covi19? Has the organisation introduced incentives and marketed itself as a preferred investment destination of choice?**

The answers to all these questions are a big NO. The municipality has continued with its usual business and not taken any deliberate measures to address these challenges. As a result, our communities are still reeling from the devastation of Covid-19 and the resultant job losses without any sign of new hope on sight.

Speaker, the President of the country called a special sitting of parliament on 15 October 2020 to table the Economic Reconstruction and Recovery Plan. In his address the President stated that **“In contrast to the State of the Nation Address, where we address the broad programme of government for the year, today I want to focus on the extraordinary measures we must take to restore our economy to inclusive growth following the devastation caused by Covid-19 to our people’s lives and our country’s economy.”**

Distinguished guests, this occasion was necessitated by the observation of the National Government that circumstances had changed and there was a need for extraordinary measures. I wish the same could be said about our municipality, in fact during the same period we’ve had a deterioration and plummeting of services throughout the municipality. If these events failed to trigger the organisation into a path for development, at least with urgency, then I have apprehension anything else will.

I implore on all of us to gather our strength and refocus the resources of the organisation towards sustainable growth and development. We need to take drastic measures if we are to recover from this downward spiral that has engulfed our institution over the past years. Our actions today will determine the future of this municipality and the generations that will come after our time has long past.

Madam Speaker, in order to address the high unemployment rate, poverty, hunger and underdevelopment; the city is about to receive a huge capital injection of R6.4 billion over a period of five to seven years by a company called KRD which has committed to invest in city under the theme, **Changing the Face of City** project.

These are the positive spin offs of this project:

- Immediate jobs 22 000
- More than 40 000 jobs over the period of the project
- Rates and taxes R53million
- 240 SMMEs will benefit
- 80% of the goods will be procured locally
- Over the period the municipality will get an annual amount of R93 million in rates and taxes
- It will boost township economy of Roodepan and Colville directly

An Adhoc Committee of eleven members has been established to drive and monitor progress of all major projects.

- Good news to the city, as soon as we sign the agreement, capital will flow to the city.

Madam speaker, the Minister of Finance, Honourable Tito Mboweni has tabled Budget 2021. A budget described one of the toughest since 1994 breakthrough, let me quote on the legacy for the

future, ***“We want to leave you hopeful and outline how we will leave this economy in a better shape for those who come after us,”*** close quote.

The municipality has the following economic initiatives that are geared towards job creation, economic opportunities, and empowerment for youth, women and people with disabilities. All these will resonate well with the broad vision and legacy, we will build.

The following economic initiatives include:

- Graskop Gorge Lift
- The Diamond Big Hole Tourism and Entertainment Precinct
- The Integrated Passenger Transport Hub-Tisen Logistics
- Forge Academy
- Green Greta Profile Training
- Village of Hope land Commitment

Honourable Speaker, as part of monitoring and evaluation, we will together with the technical teams, outline effective and efficient planning to assess the progress of ongoing projects, particularly those that have been in the system for a number of years. We are committed to finding sustainable solutions to bring economic, social, and environmental services. With that we will strengthen the internal financial standing of the institution and enhance financial compliance and heighten performance management.

## **PROCESSING OF ALIENATION APPLICATIONS**

Honourable Councillors, when I tabled the Draft budget for 2021/22, I emphasised the theme that it focuses on, Growth and Development in a period of a pandemic, A new way of doing things. I have opted for this theme as it is my firm belief that we can do better to bring about development in the city, if we focus on the essentials. It is well known that applications for investment and development take more than a year before they can even be referred to the Spelum Committee for consideration.

Speaker, I implore all of us to take a peep at the database of applications that have not been processed as yet, I ashamedly confirm to you that they date back to more than a decade. WE need to introduce a culture of dealing with alienation of land for development differently, often Council gets directed to send items for open tender and such recommendation does not afford Council full details of the actual extent of the use by the various applicants.

Speaker, by this I mean we are not furnished with details of the potential value of the envisaged investments, the potential number of both direct and indirect jobs linked to such investment and the potential returns to the municipality in respect of rates and taxes after completion of the development. All this information is required in order for Council to make informed decisions or determinations on land use and take the development of the city forward.

In my view, Councillors, these are disabling measures that do not assist in empowering Council to arrive at an appropriate decision. In this regard I wish to submit that Council consider adopting an investor friendly system by identifying **High Impact Investment (HII)** initiatives for speedy processing, with a turnaround time not exceeding 90 days at the most. All such applications must be processed through the office of the Municipal Manager following all relevant SPLUMA provisions to ensure speedy circulation in the institution.

My submission honourable speaker is that applications that fall within the following categories be classified as **HII**.

1. Any investment or development application over the value of R 5 000 000.
2. Such development should have the potential to yield a minimum of 100 jobs, both permanent and during development.
3. Such development should have the potential to contribute immensely to the revenue base of the municipality in the long term.

Honourable Councillors, this move will assist in ensuring that the Planning section focuses on clearing the current backlog, and that after the resolution of all outstanding matters, council may review this arrangement. We need to re-ignite public confidence in the municipality by ensuring that all our actions are geared towards growth and development. These potential developments will afford us an opportunity to develop other sectors of the local economy as spin offs emanating from the growth. Unless we increase our revenue base as a municipality, there is little to no hope that our financial situation will stabilise in the long term.

Development in the municipality must take high priority if we are to improve on our performance and mandate as an institution. It is therefore imperative that at the heart of the budget be developmental programmes or catalytic initiatives aimed at igniting growth and development. When we assumed office, we commit to ensuring that our decisions are in the best interest of the citizens, and now is the time to live up to that commitment.

We need to close the gap between ourselves and the people we represent. It is unacceptable that even on this day and age:

we still have councillors that do not have meetings with their communities,

we still have councillors that do not work well with their communities,

we still have councillors that are in constant conflict with their communities,

we still have councillors that regard themselves as above their communities,

we still have councillors that stand against their communities and not with their communities.

Let this serve as a reminder that when we took oath of office, we all committed to working in the best interest of those that voted us into office, we committed to be their voice and represent them to the

best of our ability. We also committed to ensuring that we will provide regular feedback to our communities on matters relating to our functions as public representatives.

Madam Speaker I present to you this day an operational revenue budget of R2, 365,711 billion for 2021/2022 financial year and R7, 632,208 billion over the Medium-term revenue and Expenditure framework (MTREF). This is mainly funded from Service charges as well as Property Rates and Taxes levied. Property rates constitutes R603.7 million of the anticipated revenue and Service charges R1.291 billion. The total operational expenditure budget is estimated at R2,344,984 billion 2021/2022 financial year and R7,569,055 billion over the MTREF.

The average tariff increases for 2021/22 was proposed at 4 percent for Property rates and Service charges for Water, Sanitation and Refuse removal. This proposed tariff increases are very closely aligned and only 0.1 percent above the projected CPI inflation of 3.9 percent from National Treasury. Electricity tariffs was proposed to increase by 14.59 percent which is 100 percent aligned to the guideline increase percentage from the National Electricity Regulator of South Africa (NERSA).

The capital budget for 2021/2022 is R179.2 million. Grant funding constitutes R167.7 million and the balance of R11.5 m is from own funding. The flagship projects are dominated by infrastructure projects, inter alia.

- Electrification of 1,500 households in Lerato Park with a budget of R33 million
- Carters Ridge Pump station Upgrade with a budget of R25 million
- Lerato Park Sewer Services with a budget of R22.2 million
- Electrification of 1,100 households in Lethabo Park with a budget of R20 million
- Galeshewe Stormwater and Attenuation Pond R20 million

Provision is also made for Roads projects which have a combined budget of R23 million. Resealing of roads are provided with a budget of R13 million and the upgrade of gravel roads are allocated R10 million. An amount of R8 million is also set aside for the Upgrade of the Craven Street Taxi rank. Lerato Park Link services receives funding to the tune of R12 million. Provision is also made in the budget of R4 million for the Fleet Replacement Program.

In conclusion, I wish to thank all officials for their dedication and hard work in the preparation of the 2021/2022 Annual Budget.

**I thank you**

**Executive Mayor**

**Alderman S P Mabilo**

### Tabling of the Annual Budget for 2021/22 MTREF

Executive Mayor PS Mabilo

26 May 2021

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#### Purpose

The purpose of this item is to submit the Annual Budget of the Sol Plaatje Local Municipality for the financial year 2021/22 and indicative allocations for the two projected outer years 2022/23 and 2023/24, 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 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 and 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 MBRR), 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. Due to COVID 19, normal public consultation processes could not take place as per MFMA Section 23. We followed the COVID 19 Regulations and the Draft Budget 2021/2022 has been published on Sol Plaatje's website to be viewed by the public and the relevant officials presented the Draft Budget 2021/2022 via radio station. Various informed meetings were held with Councillors and other stakeholder groups.

National Treasury's 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 is scheduled for 24 May 2021.

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 or was included in the draft documents.

It is against this background that the Annual Budget for the 2021/22 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.

## 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 – PS Mabilo



Mayoral Committee  
Acting Municipal Manager – B Dhlwayo  
Acting Chief Financial Officer – K Samolapo  
Budget Steering Committee  
Executive Management Team

Contact Person

K Samolapo

Acting Chief Financial Officer

Contact number: 053-8306500

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

**RECOMMENDATION:**

That Council **approves** the Annual Budget for the 2021/22 MTREF as presented in terms of the following annexures highlighted herein.

1. 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 2021/22; and indicative allocations for the two projected outer years 2022/23 and 2023/24, and the multi-year single year capital appropriations as set out in the Annual Budget in the following tables:
  - 1.1 Budgeted financial performance by revenue source and expenditure by type as presented in Table A1 – Summary and Table A4 - Detailed
  - 1.2 Budgeted Financial Performance (revenue and expenditure by Standard classification) Annexure/Section 1 – Table A2;
  - 1.3 Budgeted Financial Performance (revenue and expenditure by municipal vote) Annexure/Section 1 - Table A3;
  - 1.4 Multi-year and single year capital appropriations by municipal vote and Standard classification and associated funding by source. Annexure/Section 1 - Table A5.
2. 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:
  - 2.1 Budgeted Financial Position: Annexure/Section 1 – Table A6;
  - 2.2 Budgeted Cash Flow: Annexure/Section 1 – Table A7;
  - 2.3 Cash backed reserves and accumulated surplus reconciliation: Annexure/Section 1 – Table A8;
  - 2.4 Asset Management: Annexure/Section 1 – Table A9; and
  - 2.5 Basic service delivery measurement: Annexure/Section 1 –Table A10.
3. That Council **approves** the Budget Supporting tables as presented in Section 1 of the book.
4. 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.

5. That Council **approves** the final Service Delivery and Budget Implementation Plan for 2021/22 as per Annexure/Section 5 of the Annual Budget
6. 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 2021 are **approved** for the budget year 2021/22, the effective date of these policies is 1 July 2021, and may be amended during the year.
7. That the Basic Services Indigent Packages as set out in Annexure/Section 1 and the Executive summary, is **approved**.
8. That Council takes notes that compliance with m-SCOA regulations is effective from 1 July 2017, currently version 6.4 was adopted and is fully operational and that as m-SCOA version 6.5 has been adopted and is fully operational from 1 July 2021.
9. That council approves the Procurement plans for the financial year.
10. That Council resolves to authorise the Chief financial Officer to make corrections to make administrative and technical error corrections identified in the Annual Budget that is due to m-SCOA reporting requirements.
11. That Council approves the Final IDP Review – 2020/21 and Planning 2021/22 as per Section 4 of the budget document.

### 3. Executive Summary

#### Introduction

The Sol Plaatje Municipality is facing severe financial sustainability and service delivery challenges with the cost coverage being less than two weeks. This was highlighted during the Mid-year budget assessment and the Adjustment budget for the 2020/21 financial year. The municipality is working on turning the situation around in terms of stabilising the cash flow position. The positions of the MM and CFO has unfortunately not been resolved. To address the instability, the MEC appointed an acting MM and CFO in October 2019, who has since been replaced by senior personnel within the municipality. The continuous change-over is severely affecting the stability and business continuity of the municipality which is detrimental to the improvement of accountability and service delivery.

Various cost containment measures have been implemented of which Overtime was the biggest challenge over the last few years. Overtime, which forms part of Employees cost has been capped at 30 hours across most units within the municipality, whilst the Overtime policy has also been approved by Council. The soft lock on all vacancies has been in place for more than 12 months. The filling of critical vacancies will be prioritised and for the interim, internal employees are acting. During the 2020/21 Mid-year budget assessment, Council resolved that the posts of City Engineer: Roads & Stormwater and City Engineer: Water & Sanitation be filled as a matter of urgency for the purpose of improved service delivery. The Local Labour Forum has resolved that contract employees employed in vacant and funded positions, such positions should be advertised and filled through the normal recruitment process of the municipality.

One of the biggest threats to the financial viability of the municipality is the average collection of 76%, which is below the recommended 82% collection rate of National Treasury to remain funded. National Treasury also advised that the municipality should write-off debt that we know we are not realistically going to collect. And to this end, for the year ended 30 June 2020, amounts written off as uncollectable amounted to R403,262 million. The Covid-19 pandemic also negatively impacted on the municipality's ability to collect outstanding debt. Consumers have been encouraged to apply for indigency. Disconnections in terms of the Credit Control Policy has also resumed since the relaxation of the Covid-19 regulations. However, this has to be done prudently so that the municipality still adheres to the Covid-19 regulations in terms of social distancing and protecting the health of staff. Various provincial departments have also been engaged to collect outstanding debt from Organs of state. Councillors and employees were also encouraged to conclude an arrangement on their outstanding debt. Revenue inflows and expenditure outflows are monitored on a daily basis.

In order for the municipality to thrive, overall performance must improve, the quality of services rendered must improve, accountability must be enforced, serious consideration should be given to the service delivery and financial implications of all decisions taken, ensure that acts, regulations and policies are adhered to, enhance revenue collection and ensure that operational and capital funds are spent effectively with good value for money.

Improve on preventative maintenance and spend funds cost-effectively and efficiently to address service delivery challenges and ensure assets are maintained at desired levels and are being utilised optimally. The spending of funds will have to be prioritised, in light of the cash constraints and wastage be curbed. Municipal officials should also take all reasonable steps to prevent unauthorised, irregular and fruitless and wasteful expenditure. Refrain from committing acts of financial misconduct and/or criminal offences as per Chapter 15 of the MFMA.

It is imperative that all municipal officials must have the inherent desire to do their job to the best of their ability, take pride and ownership in their work, take accountability for their job functions, doing the right thing consistently and work as a collective, cohesive team to achieve the municipality's long and short-term objectives. Foremost to all of these, have the community's best interest at heart.

Sol Plaatje Municipality is in the grip of its worst financial crisis since 2009/2010 and tough decisions and radical changes will have to be made to improve overall accountability, financial stability and the quality of services rendered. Albert Einstein stated that "The definition of insanity is **doing the same thing over and over** again, but **expecting** different results." And with this saying in mind, everyone (management, councillors, municipal employees, businesses, residents and all other stakeholders), must realise that we have to profoundly and radically change our actions, thoughts and attitudes and improve and do better if we want to see better results that is to the ultimate benefit of the community and all other stakeholders.

As per MFMA Circular 107 and 108 as indicated below is a brief summary of the key focus areas for the 2021/22 municipal budget process. All recently issued circulars are included in the budget document for ease of reference.

### **Key focus areas for the 2021/22 budget process**

#### **"Changes to local government allocations**

Over the next three years, municipalities will have to adjust to significant changes in expenditure plans while improving accountability. The 2021 Budget protects transfers that focus on infrastructure, service delivery and COVID-19 spending while reducing those spent less effectively. The 2021

Budget includes funding for initiatives to improve municipal revenue collection and support financially distressed municipalities. Local government transfers grow by an annual average of 5.2 per cent over the Medium-term Expenditure Framework (MTEF); the Equitable share declines by 4.4 per cent and conditional grants grow by 7.3 per cent.

### **Conditional grants**

The reduction to direct conditional grants includes R329 million from the Municipal Infrastructure Grant and R21 million from the Integrated Urban Development Grant. These amounts have been reprioritised from underspending grants to fund a once-off councillor gratuity for non-returning councillors. In 2021, government will expand the scope of the Municipal Infrastructure Grant to allow municipalities to use up to 5 per cent of their allocation to develop infrastructure asset management plans. This change addresses poor asset management in municipalities.

In addition, the Municipal Systems Improvement Grant scope is extended to fund comprehensive institutional diagnostic assessments of the 21 district areas where the district municipality is a water service authority and the development of institutional improvement/ support plans that will inform all future capacity development programmes and municipal support initiatives to enhance the continued rollout of the District Development Model (DDM).

### **2021 Local Government Elections and the budget process**

#### **Transitional processes - development and adoption of IDPs during the 2021 election year**

Given the fact that the IDP and budget would need to be reviewed and adopted by 30 June 2021, the current council has an obligation to ensure that these stipulations are complied with. In this regard, the current council will be expected to continue reviewing the IDP and ensuring that it is adopted within the legislated timeframe.

#### **Hand-over reports for the newly elected councils**

Each municipal manager, working together with the CFO and senior managers, is encouraged to prepare a hand-over report that can be tabled at the first meeting of the newly elected council. This hand-over report aims to provide the new councils important orientation information regarding the municipality, the state of its finances, service delivery and capital programme, as well as key issues that need to be addressed. As proposed by National Treasury and outlined in MFMA Circular 108, the hand over report should provide an overview and detailed synopsis of the current status quo of the municipality. In addition to the hand-over report, each new councillor should be given the municipalities' revised IDP, the adopted 2021/22 MTREF budget, the mid-year budget and performance assessment report for 2020/21, and the latest monthly budget statement, and the annual report for 2019/20.

## Municipal Standard Chart of Accounts (mSCOA)

### Opening balances

It was noted that some municipalities are not transferring their opening balances consistently to the current year of transacting. Opening balances for the previous year must be transferred in the first month (M01) of the current year. When municipalities are not doing this correctly and consistently, it compromises the credibility of the mSCOA data strings submitted. Importantly, journals may only be passed in the core financial system and not in 3rd party sub-systems.

### Surplus or deficit journals

The Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) and MBRR require that municipalities perform their month-end reconciliations at the end of every month before they submit their financial performance information to the National Treasury. Municipalities must also reconcile their creditors and debtors and all month-end processes before they submit their monthly data strings to ensure that the data submitted to the National Treasury Local Government Database is credible.

### Rollovers and repayment of unspent grants

Municipalities are required to use the correct posting levels and movement accounting when conditional grants are being receipted, recognised, rolled over, and unspent grants are repaid. The accounting for grants should be done in accordance with GRAP 23: Revenue from exchange transactions (Taxes and Transfers)."

## Budget Overview

There are two budgets tabled for approval by council, the operational budget which depicts the municipality's revenue and operational expenditure and the capital budget for the MTREF.

Consolidated Overview of the 2021/22 MTREF	Adjustment Budget 2020/21	2021/22 Medium Term Revenue & Expenditure Framework			
		Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	Total over the MTREF
	R'000	R'000	R'000	R'000	R'000
Operational revenue and expenditure budget					
Total Operating Revenue (excl Capital transfers and contributions)	2,254,156	2,365,711	2,545,342	2,721,154	7,632,208
Total Operating Expenditure	2,030,618	2,344,984	2,524,262	2,699,808	7,569,055
Operating Surplus	223,538	20,727	21,079	21,346	63,153
Capital transfers and contributions	109,046	167,766	98,625	96,786	363,177
Surplus (incl Capital transfers and contributions)	332,584	188,493	119,704	118,132	426,330
Capital expenditure budget					
Capital transfers and contributions	109,046	167,766	98,625	96,786	363,177
Internally generated funds	32,000	11,500	14,500	19,000	45,000
Total Capital expenditure	155,446	179,266	113,125	115,786	408,177

Consolidated Overview of the 2021/22 MTREF Year on Year % increase and R-Value increase	2021/22 Medium Term Revenue & Expenditure Framework					
	Budget Year 2021/22		Budget Year +1 2022/23		Budget Year +2 2023/24	
	Increase (Decrease)	Increase (Decrease)	Increase (Decrease)	Increase (Decrease)	Increase (Decrease)	Increase (Decrease)
	2020/21 to 2021/22		2021/22 to 2022/23		2022/23 to 2023/24	
	%	R'000	%	R'000	%	R'000
<i>Base year Adj Budget 2020/21</i>						
Total Operating Revenue (excl Capital transfers and contributions)	4.9%	111,555	7.6%	179,630	6.9%	175,812
Total Operating Expenditure	15.5%	314,366	7.6%	179,279	7.0%	175,546
Operating Surplus	-90.7%	(202,811)	1.7%	352	1.3%	267
Surplus (incl Capital transfers and contributions)	-43.3%	(144,091)	-36.5%	(68,789)	-1.3%	(1,572)
Capital transfers and contributions	53.8%	58,720	-41.2%	(69,141)	-1.9%	(1,839)
Internally generated funds	-64.1%	(20,500)	26.1%	3,000	31.0%	4,500
Total Capital expenditure	15.3%	23,820	-36.9%	(66,141)	2.4%	2,661

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

Budget Table A1 indicates the total budget of the municipality. The focus at this point shall be operating revenue and expenditure as follows. The tables above present the consolidated budget overview

There is no significant increase in overall revenue as the totals are increasing from R2,254,156 billion (Adjusted budget 2020/21) to R2,365,711 billion (2021/22), constituting a 4.9% increase year on year when compared to Adjustment budget. The overall average increase over the MTREF is approximately 6%.

The operating expenditure is estimated at R2,344,984 billion in 2021/22. After having considered all the factors, the budget for 2021/22 MTREF shall generate operating surpluses, though very limited in amounts. However, the budget can remain funded for the duration of the MTREF by significantly improving the collection rate and cutting down on non-essential spending.

It should be noted that the Operational expenditure for 2020/21 and the audited outcomes are understated due to the change in the A-schedules which no longer makes provision for Other Materials. Inventory consumed is now made up of Water inventory and Other inventory. National Treasury will be formally engaged to determine how these changes will be corrected retrospectively, if possible. It should be noted, that this treatment of Inventory consumed has been corrected for the 2021/22 MTREF.

The total capital expenditure amounts to R179,266 million. Over the MTREF the municipality projects to spend R408,177 million in this regard. Capital grants and subsidies recognised are all conditional grants gazetted as per the Division of Revenue Bill 2021.

#### 4. Annual budget tables

The A-schedules are included as an annexure under Section 1: Budget Schedules and supporting tables. Various reference is made to the A-schedules through-out this Budget document.

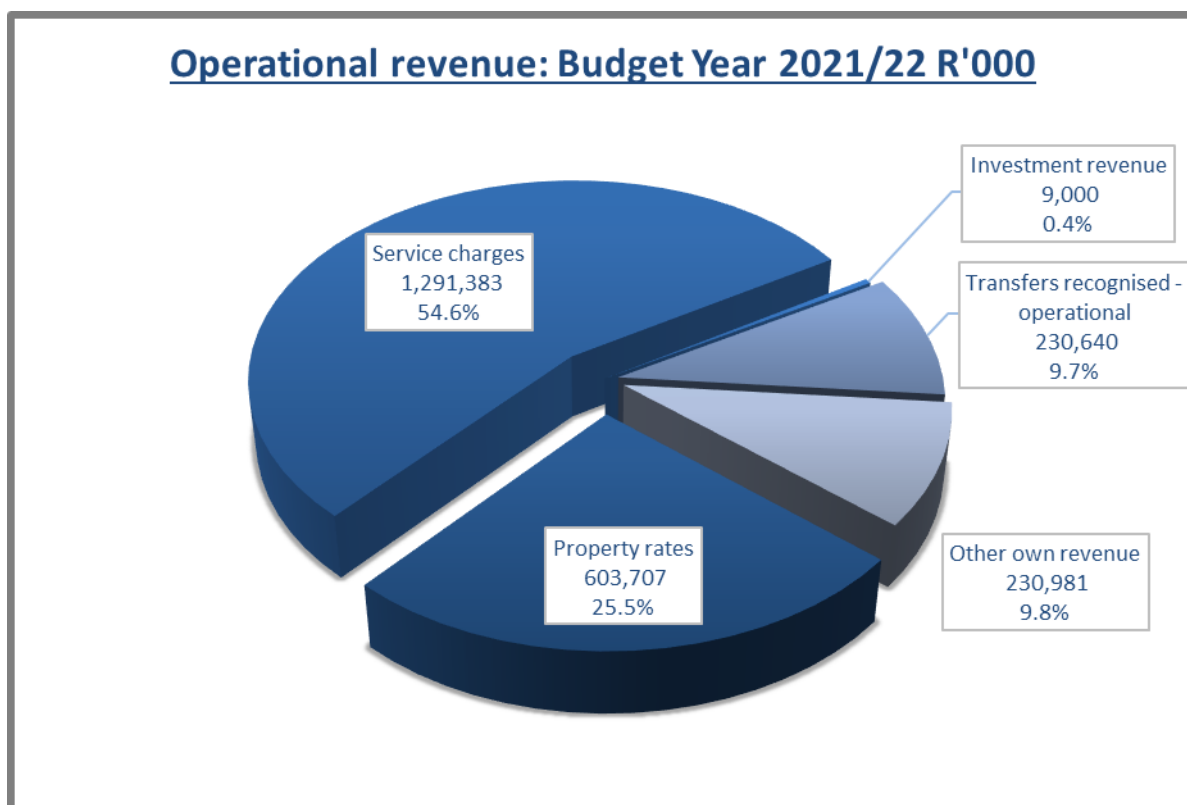
## 5. Operating Revenue Framework

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 compensation of employees, operation and maintenance of infrastructure, servicing of municipal debt acquired as long-term borrowings, the costs of bulk water and electricity and all other operational expenditure.

During this budget process, all tariffs had been revised to ensure that they are relevant and easy to implement. 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. And as far as possible, all other services like hiring of halls, building plans are rendered on a cash basis.

The pie-chart below represent the percentage weighting of each revenue source against the total revenue estimated for the financial year 2021/22.



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.

## Revenue by Source

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 including the economic impact of Covid-19
- 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 2021/22 MTREF classified by revenue source.

<b>NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)</b>				
<b>Description</b>	<b>Current Year 2020/21</b>	<b>2021/22 Medium Term Revenue &amp; Expenditure Framework</b>		
<b>R thousand</b>	<b>Adjusted Budget</b>	<b>Budget Year 2021/22</b>	<b>Budget Year +1 2022/23</b>	<b>Budget Year +2 2023/24</b>
<b><u>Revenue By Source</u></b>				
Property rates	584,108	603,707	647,214	702,111
Service charges - electricity revenue	766,232	861,157	952,511	1,038,966
Service charges - water revenue	278,626	294,012	314,138	333,503
Service charges - sanitation revenue	71,175	76,648	81,626	86,434
Service charges - refuse revenue	53,984	59,567	63,433	67,799
Service charges - other	—	—	—	—
Rental of facilities and equipment	12,440	13,145	13,809	14,569
Interest earned - external investments	4,000	9,000	12,000	15,000
Interest earned - outstanding debtors	144,000	157,200	155,204	151,983
Dividends received	—	—	—	—
Fines, penalties and forfeits	33,345	34,725	36,553	38,563
Licences and permits	6,100	6,500	6,858	7,235
Agency services	—	—	—	—
Transfers and subsidies	260,137	230,640	241,544	243,434
Other revenue	18,008	19,411	20,453	21,558
Gains on disposal of PPE	22,000	—	—	—
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>2,254,156</b>	<b>2,365,711</b>	<b>2,545,342</b>	<b>2,721,154</b>

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



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

Description (R thousand)	Current Year 2020/21		2021/22 Medium Term Revenue & Expenditure Framework								
	Adjusted Budget	% Contribution	Budget Year 2021/22	% Contribution	% Growth 2020/21 to 2021/22	Budget Year +1 2022/23	% Contribution	% Growth 2021/22 to 2022/23	Budget Year +2 2023/24	% Contribution	% Growth 2022/23 to 2023/24
<b>Revenue By Source</b>											
Property rates	584,108	25.9%	603,707	25.5%	3.4%	647,214	25.4%	7.2%	702,111	25.8%	8.5%
Service charges - electricity revenue	766,232	34.0%	861,157	36.4%	12.4%	952,511	37.4%	10.6%	1,038,966	38.2%	9.1%
Service charges - water revenue	278,626	12.4%	294,012	12.4%	5.5%	314,138	12.3%	6.8%	333,503	12.3%	6.2%
Service charges - sanitation revenue	71,175	3.2%	76,648	3.2%	7.7%	81,626	3.2%	6.5%	86,434	3.2%	5.9%
Service charges - refuse revenue	53,984	2.4%	59,567	2.5%	10.3%	63,433	2.5%	6.5%	67,799	2.5%	6.9%
Service charges - other											
Rental of facilities and equipment	12,440	0.6%	13,145	0.6%	5.7%	13,809	0.5%	5.1%	14,569	0.5%	5.5%
Interest earned - external investments	4,000	0.2%	9,000	0.4%	125.0%	12,000	0.5%	33.3%	15,000	0.6%	25.0%
Interest earned - outstanding debtors	144,000	6.4%	157,200	6.6%	9.2%	155,204	6.1%	-1.3%	151,983	5.6%	-2.1%
Dividends received											
Fines	33,345	1.5%	34,725	1.5%	4.1%	36,553	1.4%	5.3%	38,563	1.4%	5.5%
Licences and permits	6,100	0.3%	6,500	0.3%	6.6%	6,858	0.3%	5.5%	7,235	0.3%	5.5%
Agency services											
Transfers recognised - operational	260,137	11.5%	230,640	9.7%	-11.3%	241,544	9.5%	4.7%	243,434	8.9%	0.8%
Other revenue	18,008	0.8%	19,411	0.8%	7.8%	20,453	0.8%	5.4%	21,558	0.8%	5.4%
Gains on disposal of PPE	22,000	1.0%									
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>2,254,156</b>	<b>100.0%</b>	<b>2,365,711</b>	<b>100.0%</b>	<b>4.9%</b>	<b>2,545,342</b>	<b>100.0%</b>	<b>7.6%</b>	<b>2,721,154</b>	<b>100.0%</b>	<b>6.9%</b>

The proposed tariff increases in the table below are averages for services. The municipality attempted to reduce tariff increases as close to the projected CPI targets as can be seen that proposed tariffs increase are 0.1 percent above the forecast of 3.9%.

As per MFMA Circular 108, NT advised on the following

“National Treasury encourages municipalities to maintain tariff increases at levels that reflect an appropriate balance between the affordability to poorer households and other customers while ensuring the municipality's financial sustainability. The Consumer Price Index (CPI) is forecasted to be within the lower limit of the 3 to 6 per cent target band; therefore, municipalities are required to justify all increases in excess of the projected inflation target for 2021/22 MTREF in their budget narratives and pay careful attention to the differential incidence of tariff increases across all consumer groups. It is noted that the tariff increases by Eskom and Water Boards are above inflation and should be considered as such while determining cost-reflective tariffs. In addition, municipalities should include a detail of their revenue growth assumptions for the different service charges in the budget narrative. Local government also confronts tough fiscal choices in the face of financial and institutional problems that result in service-delivery breakdowns and unpaid bills. Municipalities can offset these trends by improving its own revenue collection, working more efficiently and implementing cost-containment measures.”

Revenue category	2020/21	2021/22	2022/23	2023/24
	Tariffs			
Rates	5.50%	4.00%	7.21%	8.48%
Electricity	6.22%	14.59%	10.61%	9.08%
Water	5.50%	4.00%	6.85%	6.16%
Waste water (Sanitation)	5.50%	4.00%	6.49%	5.89%
Waste management (Refuse removal)	5.50%	4.00%	6.49%	6.88%
<b>Average tariff increases/Municipal CPI</b>	<b>5.80%</b>	<b>8.56%</b>	<b>7.53%</b>	<b>7.30%</b>

Indicated in the table below is the macro-economic forecasts as per MFMA Circular 108 issued by National Treasury.

Fiscal year	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Macro-economic performance and projections</b>	<b>Actual</b>	<b>Estimate</b>	<b>Forecast</b>		
CPI Inflation	4.1%	3.3%	3.9%	4.2%	4.4%

## 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 approved General Valuation (GV) 2019 is valid for a four-year period, and the next date of implementation of a new GV is 1 July 2023. 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. Rebates and

concessions are granted to certain categories of property usage and or property owner profile. The total estimated revenue from property rates is as per the table below:

Description	Current Year 2020/21	2021/22 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b><u>Revenue By Source</u></b>				
Property rates	584,108	603,707	647,214	702,111

Property rates amounts to R603,707 million and is mainly influenced by the General Valuation (GV) 2019 outcome, as well as the supplementary valuation roll for 2020/21. The Rates growth parameter is attributed to a revenue growth of 3.4% for 2021/22. Indicated in the table below is the rates increases per category. The proposed average increase is 4%. As can be noted in the table that for all other categories, the real increase is 7.74% which is informed by removal of the category 'Property used by Organ of State', solar farms and university which was based on ownership and not use. Independent schools increase by 115.48% which is informed by the relatively low tariff and lower ratio which will gradually increase over the next two to three years.

Property rates tariffs	2020/21	2021/22	% Increase
Residential Property	0.01038	0.01118	7.74%
Vacant Residential Property	0.01556	0.01677	7.74%
Industrial Property	0.03320	0.03577	7.74%
Vacant Industrial	0.03632	0.03913	7.74%
Business and Commercial Property	0.03113	0.03354	7.74%
Vacant Business and Commercial Property	0.03632	0.03913	7.74%
Agricultural Property	0.00259	0.00279	7.74%
Mining Property	0.22828	0.24594	7.74%
Public Service Property	0.04669	0.05031	7.74%
Public Service Infrastructure	0.00000	0.00000	
Public Benefit Activity Property	0.00000	0.00000	
Place of Worship	0.00000	0.00000	
Land Reform Beneficiary	0.00000	0.00000	
Private Open Space	0.01038	0.01118	7.74%
Municipal property used for Municipal Purposes	0.00000	0.00000	
Independent Schools	0.00259	0.00559	115.48%
Sports Grounds and facilities operated for gain	0.00000	0.00000	
Average rates tariff	0.01720	0.01736	0.90%

## Service Charges

All other service charges increase is informed by the operational costs of providing the service and the projected demand for services.

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

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 (kWh) 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.

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. In as far as bulk water is concerned the municipality did not receive any formal communication from the Department of Water and Sanitation, an official increase within the inflation range is considered to make sure that the increase does not negatively impact on the affordability levels of the citizenry.

## Sale of electricity

The municipality received the draft guidelines from NERSA which informed the tariff increases for 2021/22. The municipality has noted the minimum percentage increase of 14.59% increase on average for local authorities. CPI for 2021/22 is projected at 3.9% as per MFMA Circular 108 issued by National Treasury. The municipality envisages to submit the NERSA tariff application for the 2021/22 budget year before 31 May 2021.

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

Electricity Tariffs - Residential household	2020/21	2021/22		
	R-Value (c/Kwh)	R-Value (c/Kwh)	% Increase	R-Value Increase (c/Kwh)
Block 1 (0 - 350 Kwh)	1.7703	2.0285	14.59%	0.2583
Block 2 ( > 350 Kwh)	2.4701	2.8305	14.59%	0.3604

The municipality did not factor in a basic charge, as the community does not agree to it, especially after the protest action that transpired during the 2018/19 financial year with the introduction of the R260 basic charge inclusive of VAT. The majority of municipalities do have a fixed basic charge as prescribed by NERSA, which means they can afford lower tariffs which is aligned to the NERSA benchmark. However, due the fact that SPM is not charging a basic charge those costs are effectively recouped from the higher tariff to a certain degree. The truth of the matter is that poorer to just below middle-income households will not be able to afford an across the board introduction

of a basic charge. In order to mitigate this the municipality is in the tendering processes to appoint a service provider to review the current Cost of supply study (Cos) of the municipality. The Cos is a prerequisite set by NERSA which the municipality must comply with for the consideration of annual tariff increase applications.

Indicated in the table below is the projected revenue and cost drivers for Electricity:

Description	Budget 2122	Budget 2223	Budget 2324
SERVICE CHARGES	861,156,564	952,510,627	1,038,965,701
INTEREST DIV RENT ON LAND	16,000,000	16,960,000	17,892,800
<b>TOTAL: REVENUE</b>	<b>877,156,564</b>	<b>969,470,627</b>	<b>1,056,858,501</b>
EMPLOYEE RELATED COST	54,103,196	57,229,234	60,376,839
CONTRACTED SERVICES	28,756,000	30,428,080	32,178,625
OPERATIONAL COST	2,609,660	2,763,496	2,923,143
INVENTORY	31,102,000	33,048,360	34,999,235
BULK PURCHASES	647,000,000	724,640,000	797,104,000
INTEREST DIVID & RENT - LAND	15,706,927	14,766,404	13,706,221
BAD DEBTS WRITTEN OFF	70,000,000	75,600,000	81,648,000
DEPRECIATION & AMORTISATION	8,650,000	9,125,750	9,627,666
<b>TOTAL: EXPENDITURE</b>	<b>857,927,783</b>	<b>947,601,324</b>	<b>1,032,563,729</b>

### Sale of water, sanitation and refuse removal

Water is metered and read monthly to determine the consumer bill. A stepped tariff has been in place and it encourages conservation of water. Water restrictions in times of droughts are approved and revised annually with the budget process. Indicated in the table below are the proposed residential Water tariffs.

Water tariffs	2020/21	2021/22		
	R-Value per kl	R-Value per kl	% Increase	R-Value Increase (p/kl)
Indigents (0 - 6kl)	6.65	6.91	4.00%	0.27
Residential (0-6kl)	6.65	6.91	4.00%	0.27
Residential (7-20kl)	28.24	29.37	4.00%	1.13
Residential (21-40kl)	31.79	33.06	4.00%	1.27
Residential (41-60kl)	33.62	34.97	4.00%	1.34
Residential (more than 60kl)	35.92	37.36	4.00%	1.44

Indicated in the table below is the projected revenue and cost drivers for Water:

Description	Budget 2122	Budget 2223	Budget 2324
SERVICE CHARGES	294,011,652	314,138,138	333,503,029
INTEREST DIV RENT ON LAND	34,000,000	36,040,000	38,022,200
SALES & RENDERING OF SERV	600,000	636,000	670,980
<b>TOTAL: REVENUE</b>	<b>328,611,652</b>	<b>350,814,138</b>	<b>372,196,209</b>
EMPLOYEE RELATED COST	48,593,758	51,434,883	54,380,628
CONTRACTED SERVICES	3,020,000	3,201,200	3,393,166
OPERATIONAL COST	32,863,589	34,676,573	36,585,537
INVENTORY	36,002,000	38,123,180	40,369,003
BULK PURCHASES	114,000,000	124,260,000	135,443,400
INTEREST DIVID & RENT - LAND	4,084,048	3,834,609	3,553,690
BAD DEBTS WRITTEN OFF	50,000,000	53,000,000	55,000,000
DEPRECIATION & AMORTISATION	8,100,000	8,586,000	9,058,230
<b>TOTAL: EXPENDITURE</b>	<b>296,663,395</b>	<b>317,116,445</b>	<b>337,783,654</b>

Indicated in the table below are the proposed Sanitation and Refuse removal tariffs which are billed on a fixed rate.

Sanitation tariffs - Residential	2020/21	2021/22		
	Monthly Fixed Rate	Monthly Fixed Rate	% Increase	R-Value Increase (p/m)
	174.33	181.30	4.00%	6.97

Refuse removal tariffs (Residential/Domestic)	2020/21	2021/22		
	Monthly Fixed Rate	Monthly Fixed Rate	% Increase	R-Value Increase (p/m)
	124.45	129.43	4.00%	4.98

Indicated in the table below is the projected revenue and cost drivers for Sanitation:

Description	Budget 2122	Budget 2223	Budget 2324
SERVICE CHARGES	76,648,456	81,625,646	86,434,369
INTEREST DIV RENT ON LAND	10,200,000	10,812,000	11,406,660
<b>TOTAL: REVENUE</b>	<b>86,848,456</b>	<b>92,437,646</b>	<b>97,841,029</b>
EMPLOYEE RELATED COST	44,052,401	46,695,540	49,263,797
CONTRACTED SERVICES	40,000	42,400	44,732
OPERATIONAL COST	1,902,091	2,015,796	2,126,449
INVENTORY	16,799,000	17,806,940	18,786,323
INTEREST DIVID & RENT - LAND	2,260,479	2,125,785	1,974,293
BAD DEBTS WRITTEN OFF	7,000,000	8,000,000	9,000,000
DEPRECIATION & AMORTISATION	13,700,000	14,522,000	15,320,710
<b>TOTAL: EXPENDITURE</b>	<b>85,753,971</b>	<b>91,208,461</b>	<b>96,516,304</b>

Indicated in the table below is the projected revenue and cost drivers for Refuse removal:

Description	Budget 2122	Budget 2223	Budget 2324
SERVICE CHARGES	59,566,822	63,432,748	67,799,226
INTEREST DIV RENT ON LAND	11,000,000	11,605,000	12,243,275
SALES & RENDERING OF SERV	25,000	26,250	27,694
<b>TOTAL: REVENUE</b>	<b>70,591,822</b>	<b>75,063,998</b>	<b>80,070,195</b>
EMPLOYEE RELATED COST	43,847,117	46,039,471	48,571,646
OPERATIONAL COST	1,759,705	1,852,600	1,959,676
INVENTORY	21,085,000	22,226,925	23,541,904
BAD DEBTS WRITTEN OFF	3,000,000	4,000,000	5,000,000
DEPRECIATION & AMORTISATION	900,000	945,000	996,975
<b>TOTAL: EXPENDITURE</b>	<b>70,591,822</b>	<b>75,063,996</b>	<b>80,070,201</b>

### 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 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 and the matter of CRU's has not been resolved.

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 non-payment, some tenants being indigent and depending on state grants for survival.

### Grants and Subsidies – Operational

The municipality receives Equitable Share (EQS) from the 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 Infrastructure Skills Development Grant is used for the stipend and associated training costs for interns in Town Planning and Engineering Services. The Finance Management Grant is utilised to fund the costs to company of all finance interns including costs of training and tools of trade.

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 their 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 2021/22 MTREF. Grants and subsidies made comprises of Equitable share in the amount of R212,328 million for 2021/22, R226,115 million for 2022/23 and R240,251 million for 2023/24. Other minor grants and subsidies received are as follows:

	Adjusted Budget 2020/21	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	Year-on-Year Increase (Decrease) from 2020/21 to 2021/22	Year-on-Year Increase (Decrease) from 2021/22 to 2022/23	Year-on-Year Increase (Decrease) from 2022/23 to 2023/24	Total operational grants over the MTREF
<b>Operational Grants (R thousand)</b>								
Local Government Equitable Share	234,642	212,328	226,115	227,052	-9.5%	6.5%	0.4%	665,495
Expanded Public Works Programme	4,170	3,362	–	–	-19.4%	-100.0%		3,362
Local Government Financial Management Grant	1,700	1,650	1,700	1,700	-2.9%	3.0%	0.0%	5,050
Infrastructure Skills Development	5,000	5,500	5,500	6,000	10.0%	0.0%	9.1%	17,000
Library Grant	7,800	7,800	8,229	8,682	0.0%	5.5%	5.5%	24,711
Department of Tourism	625	–	–		-100.0%			–
Frances Baard District Municipality	6,200	–			-100.0%			–
<b>Total operational grants</b>	<b>260,137</b>	<b>230,640</b>	<b>241,544</b>	<b>243,434</b>	<b>-11.3%</b>	<b>4.7%</b>	<b>0.8%</b>	<b>715,618</b>

## 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, like 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 revenue 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 funding is provided from the EQS allocation per annum. Further detail relating to FBS are contained in Table A10 of the Budget Statement. The municipality has adopted an Indigent Household Policy and maintains 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 15<sup>th</sup> of the next month and cannot be accumulated beyond this date. The municipality is targeting 12 000 in 2021/22. This is



based on the estimated number of applicants as a result of low-cost housing development as per the IDP. The indigent policy has been reviewed to increase the qualifying threshold from R3,750 to R4,500 subject to the approval of Council and consultation with National Treasury.

### Overall impact of tariff increases on households

The table below 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'.

The calculation of the household bill is based on the following average consumption:

middle income range 1,000 kWh of electricity and 30 kl of water.

affordable range 500 kWh of electricity and 25 kl of water,

indigent household receiving free basic services 300 kWh of electricity and 20 kl of water.

NC091 Sol Plaatje - Supporting Table SA14 Household bills

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22 % incr.	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Rand/cent</b>											
<b>Monthly Account for Household - 'Middle Income Range'</b>	1										
<b>Rates and services charges:</b>											
Property rates		525.10	556.60	501.01	533.07	533.07	533.07	7.7%	574.32	615.73	667.94
Electricity: Basic levy		—	—	—	—	—	—	—	—	—	—
Electricity: Consumption		1,862.57	1,591.45	2,094.95	1,934.95	1,934.95	1,934.95	14.6%	2,217.25	2,452.50	2,675.19
Water: Basic levy		—	—	—	—	—	—	—	—	—	—
Water: Consumption		497.81	527.04	558.69	589.42	589.42	589.42	4.0%	612.99	654.98	695.33
Sanitation		114.61	121.42	129.32	136.43	136.43	136.43	4.0%	141.89	151.10	160.00
Refuse removal		81.77	86.68	92.32	97.39	97.39	97.39	4.0%	101.29	107.86	115.28
Other		—	—	—	—	—	—	—	—	—	—
<b>sub-total</b>		<b>3,081.86</b>	<b>2,883.19</b>	<b>3,376.29</b>	<b>3,291.26</b>	<b>3,291.26</b>	<b>3,291.26</b>	<b>10.8%</b>	<b>3,647.74</b>	<b>3,982.17</b>	<b>4,313.74</b>
VAT on Services		360.16	382.90	428.52	413.78	413.78	413.78	11.4%	461.01	504.97	546.87
<b>Total large household bill:</b>		<b>3,442.02</b>	<b>3,266.09</b>	<b>3,804.81</b>	<b>3,705.04</b>	<b>3,705.04</b>	<b>3,705.04</b>	<b>10.9%</b>	<b>4,108.75</b>	<b>4,487.14</b>	<b>4,860.61</b>
<b>% increase/-decrease</b>			<b>(5.1%)</b>	<b>16.5%</b>	<b>(2.6%)</b>	<b>—</b>	<b>—</b>	<b>10.9%</b>	<b>10.9%</b>	<b>9.2%</b>	<b>8.3%</b>
<b>Monthly Account for Household - 'Affordable Range'</b>	2										
<b>Rates and services charges:</b>											
Property rates		371.79	394.09	354.73	377.43	377.43	377.43	7.7%	406.64	435.95	472.92
Electricity: Basic levy		—	—	—	—	—	—	—	—	—	—
Electricity: Consumption		878.89	646.58	932.15	860.97	860.97	860.97	14.6%	986.58	1,091.26	1,190.35
Water: Basic levy		—	—	—	—	—	—	—	—	—	—
Water: Consumption		392.77	415.79	440.79	465.03	465.03	465.03	4.0%	483.63	516.76	548.59
Sanitation		114.61	121.42	129.32	136.43	136.43	136.43	4.0%	141.89	151.10	160.00
Refuse removal		81.77	86.68	92.32	97.39	97.39	97.39	4.0%	101.29	107.86	115.28
Other		—	—	—	—	—	—	—	—	—	—
<b>sub-total</b>		<b>1,839.83</b>	<b>1,664.56</b>	<b>1,949.31</b>	<b>1,937.25</b>	<b>1,937.25</b>	<b>1,937.25</b>	<b>9.4%</b>	<b>2,120.03</b>	<b>2,302.93</b>	<b>2,487.14</b>
VAT on Services		205.53	224.48	236.09	234.00	234.00	234.00	9.8%	257.01	280.05	302.13
<b>Total small household bill:</b>		<b>2,045.36</b>	<b>1,889.04</b>	<b>2,185.40</b>	<b>2,171.25</b>	<b>2,171.25</b>	<b>2,171.25</b>	<b>9.5%</b>	<b>2,377.04</b>	<b>2,582.98</b>	<b>2,789.27</b>
<b>% increase/-decrease</b>			<b>(7.6%)</b>	<b>15.7%</b>	<b>(0.6%)</b>	<b>—</b>	<b>—</b>	<b>9.5%</b>	<b>9.5%</b>	<b>8.7%</b>	<b>8.0%</b>
<b>Monthly Account for Household - 'Indigent' Household receiving free basic services</b>	3										
<b>Rates and services charges:</b>											
Property rates		218.47	231.58	208.45	221.79	221.79	221.79	7.7%	238.95	256.18	277.90
Electricity: Basic levy		—	—	—	—	—	—	—	—	—	—
Electricity: Consumption		440.54	293.89	499.98	384.84	384.84	384.84	14.6%	440.99	487.78	532.07
Water: Basic levy		—	—	—	—	—	—	—	—	—	—
Water: Consumption		261.39	276.65	293.31	309.44	309.44	309.44	4.0%	321.82	343.86	365.04
Sanitation		—	—	—	—	—	—	—	—	—	—
Refuse removal		—	—	—	—	—	—	—	—	—	—
Other		—	—	—	—	—	—	—	—	—	—
<b>sub-total</b>		<b>920.40</b>	<b>802.12</b>	<b>1,001.74</b>	<b>916.07</b>	<b>916.07</b>	<b>916.07</b>	<b>9.4%</b>	<b>1,001.76</b>	<b>1,087.82</b>	<b>1,175.01</b>
VAT on Services		98.27	85.58	102.12	104.15	104.15	104.15	9.9%	114.42	124.75	134.57
<b>Total small household bill:</b>		<b>1,018.67</b>	<b>887.70</b>	<b>1,103.86</b>	<b>1,020.22</b>	<b>1,020.22</b>	<b>1,020.22</b>	<b>9.4%</b>	<b>1,116.18</b>	<b>1,212.57</b>	<b>1,309.58</b>
<b>% increase/-decrease</b>			<b>(12.9%)</b>	<b>24.4%</b>	<b>(7.6%)</b>	<b>—</b>	<b>—</b>	<b>9.4%</b>	<b>9.4%</b>	<b>8.6%</b>	<b>8.0%</b>

## Revenue by Functional classification and Municipal vote

The municipality generates revenue from various sources managed within votes, as represented by directorates. Indicated in the table below is a presentation of revenue by functional classification.

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

Functional Classification Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>	<b>1</b>									
<b>Revenue - Functional</b>										
<b>Governance and administration</b>		1,012,732	1,004,072	1,005,240	1,030,357	1,064,641	1,064,641	1,109,592	1,092,231	1,143,506
Executive and council		492,849	463,786	431,480	419,951	454,836	454,836	478,759	416,848	411,594
Finance and administration		519,882	540,286	573,760	610,406	609,806	609,806	630,833	675,383	731,912
Internal audit		—	—	—	—	—	—	—	—	—
<b>Community and public safety</b>		23,615	23,854	24,994	27,166	26,966	26,966	27,556	29,007	30,603
Community and social services		9,900	9,816	10,359	11,020	10,820	10,820	10,980	11,598	12,236
Sport and recreation		3,615	2,987	2,624	3,790	3,790	3,790	3,315	3,511	3,706
Public safety		253	351	675	660	660	660	760	771	814
Housing		9,790	10,613	10,884	11,601	11,601	11,601	12,401	13,021	13,737
Health		58	87	453	95	95	95	100	105	111
<b>Economic and environmental services</b>		25,773	22,638	22,283	35,886	35,886	35,886	23,286	24,552	25,903
Planning and development		4,627	2,690	3,920	18,631	18,631	18,631	5,166	5,436	5,735
Road transport		21,145	19,948	18,363	17,255	17,255	17,255	18,120	19,117	20,168
Environmental protection		—	—	—	—	—	—	—	—	—
<b>Trading services</b>		1,079,647	970,971	1,119,627	1,240,638	1,240,638	1,240,638	1,363,208	1,487,786	1,606,966
Energy sources		663,235	566,794	680,359	781,232	781,232	781,232	877,157	969,471	1,056,859
Water management		283,299	270,001	294,031	311,226	311,226	311,226	328,612	350,814	372,196
Waste water management		75,664	77,321	84,025	82,175	82,175	82,175	86,848	92,438	97,841
Waste management		57,449	56,855	61,211	66,004	66,004	66,004	70,592	75,064	80,070
<b>Other</b>	<b>4</b>	<b>14,909</b>	<b>9,352</b>	<b>8,309</b>	<b>9,470</b>	<b>9,470</b>	<b>9,470</b>	<b>9,835</b>	<b>10,391</b>	<b>10,962</b>
<b>Total Revenue - Functional</b>	<b>2</b>	<b>2,156,676</b>	<b>2,030,887</b>	<b>2,180,452</b>	<b>2,343,517</b>	<b>2,377,602</b>	<b>2,377,602</b>	<b>2,533,477</b>	<b>2,643,967</b>	<b>2,817,940</b>

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 municipal vote:

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

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>	<b>1</b>									
<b>Revenue by Vote</b>										
Vote 01 - Executive & Council		—	—	—	—	—	—	—	—	—
Vote 02 - Municipal And General		492,849	463,786	431,480	419,951	454,836	454,836	478,759	416,848	411,594
Vote 03 - Municipal Manager		2,037	—	—	—	—	—	—	—	—
Vote 04 - Corporate Services		4,553	6,007	1,415	6,177	6,177	6,177	6,804	6,881	7,455
Vote 05 - Community Services		103,311	96,992	99,474	105,200	105,000	105,000	110,627	117,298	124,628
Vote 06 - Financial Services		514,881	533,870	571,568	603,759	603,159	603,159	623,229	667,662	723,570
Vote 07 - Strategy Econ Development And Planning		6,861	5,309	6,910	22,196	22,196	22,196	9,041	9,535	10,059
Vote 08 - Infrastructure And Services		1,032,183	924,923	1,069,606	1,186,235	1,186,235	1,186,235	1,305,018	1,425,743	1,540,633
<b>Total Revenue by Vote</b>	<b>2</b>	<b>2,156,676</b>	<b>2,030,887</b>	<b>2,180,452</b>	<b>2,343,517</b>	<b>2,377,602</b>	<b>2,377,602</b>	<b>2,533,477</b>	<b>2,643,967</b>	<b>2,817,940</b>

## 6. Operating Expenditure Framework

The municipality's expenditure for the 2021/22 budget and MTREF is informed by the following:

- The municipality's current financial position
- 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.
- GRAP standard iGRAP 1 relating to internal consumption and discount on early payment.
- GRAP standard GRAP 12 relating to Water inventory
- The principles of cost containment and elimination of wasteful expenditure, reprioritisation of spending and attainment of savings to stabilise the municipality's finances and deal with the impact of Covid-19.

The following table presents the operational expenditure by type for 2021/22 MTREF.

<b>NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)</b>				
<b>Description</b>	<b>Current Year 2020/21</b>	<b>2021/22 Medium Term Revenue &amp; Expenditure Framework</b>		
<b>R thousand</b>	<b>Adjusted Budget</b>	<b>Budget Year 2021/22</b>	<b>Budget Year +1 2022/23</b>	<b>Budget Year +2 2023/24</b>
<b><u>Expenditure By Type</u></b>				
Employee related costs	800,081	836,388	885,627	934,849
Remuneration of councillors	33,023	34,547	36,275	38,270
Debt impairment	252,000	275,000	293,600	310,648
Depreciation & asset impairment	73,550	79,150	84,325	89,218
Finance charges	35,542	22,261	20,963	19,501
Bulk purchases	554,500	647,000	724,640	797,104
Inventory consumed	87,414	279,331	297,748	321,102
Contracted services	49,548	46,687	49,173	51,770
Transfers and subsidies	4,280	4,850	4,952	5,060
Other expenditure	140,679	119,770	126,960	132,287
Loss on disposal of PPE	–	–	–	–
<b>Total Expenditure</b>	<b>2,030,618</b>	<b>2,344,984</b>	<b>2,524,262</b>	<b>2,699,808</b>

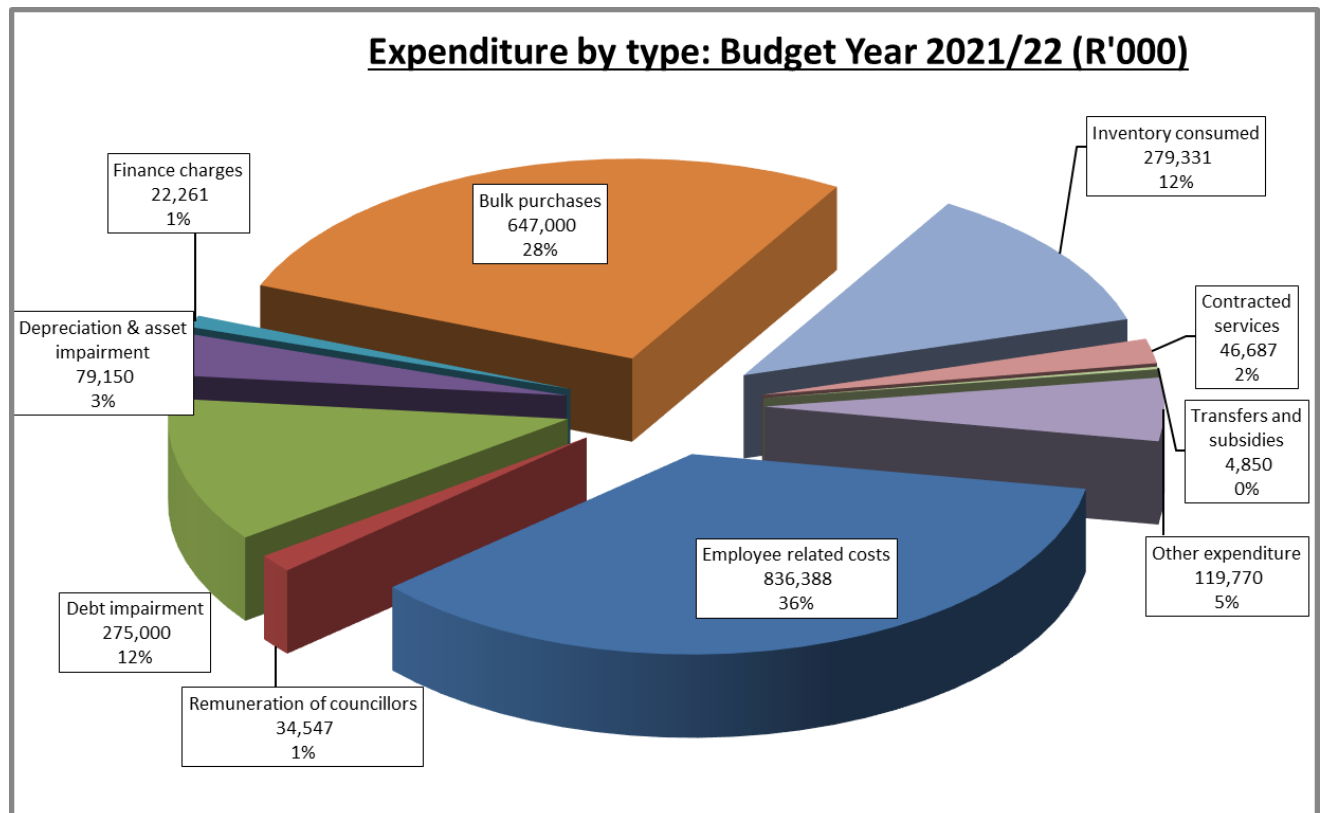
Indicated in the table below is the % contribution and growth year on year for each expenditure by type.

Description	Current Year 2020/21		2021/22 Medium Term Revenue & Expenditure Framework								
R thousand	Adjusted Budget	% Contribution	Budget Year 2021/22	% Contribution	% Growth 2020/21 to 2021/22	Budget Year +1 2022/23	% Contribution	% Growth 2021/22 to 2022/23	Budget Year +2 2023/24	% Contribution	% Growth 2022/23 to 2023/24
<b>Expenditure By Type</b>					<b>Adjusted Budget</b>						
Employee related costs	800,081	39.4%	836,388	35.7%	4.5%	885,627	35.1%	5.9%	934,849	34.6%	5.6%
Remuneration of councillors	33,023	1.6%	34,547	1.5%	4.6%	36,275	1.4%	5.0%	38,270	1.4%	5.5%
Debt impairment	252,000	12.4%	275,000	11.7%	9.1%	293,600	11.6%	6.8%	310,648	11.5%	5.8%
Depreciation & asset impairment	73,550	3.6%	79,150	3.4%	7.6%	84,325	3.3%	6.5%	89,218	3.3%	5.8%
Finance charges	35,542	1.8%	22,261	0.9%	-37.4%	20,963	0.8%	-5.8%	19,501	0.7%	-7.0%
Bulk purchases	554,500	27.3%	647,000	27.6%	16.7%	724,640	28.7%	12.0%	797,104	29.5%	10.0%
Inventory consumed	87,414	4.3%	279,331	11.9%	219.5%	297,748	11.8%	6.6%	321,102	11.9%	7.8%
Contracted services	49,548	2.4%	46,687	2.0%	-5.8%	49,173	1.9%	5.3%	51,770	1.9%	5.3%
Transfers and grants	4,280	0.2%	4,850	0.2%	13.3%	4,952	0.2%	2.1%	5,060	0.2%	2.2%
Other expenditure	140,679	6.9%	119,770	5.1%	-14.9%	126,960	5.0%	6.0%	132,287	4.9%	4.2%
Loss on disposal of PPE	–	0.0%	–	0.0%		–	0.0%		–	0.0%	
<b>Total Expenditure</b>	<b>2,030,618</b>	<b>100.0%</b>	<b>2,344,984</b>	<b>100.0%</b>	<b>15.5%</b>	<b>2,524,262</b>	<b>100.0%</b>	<b>7.6%</b>	<b>2,699,808</b>	<b>100.0%</b>	<b>7.0%</b>

The total operating expenditure budget amounts to R2,344,984 billion for 2021/22 financial year. The budget increases by 15% when compared to 2020/21 Adjustment budget. It should be noted that the treatment of Inventory consumed which previously resorted under Other materials changed. Hence not all Inventory consumed populates correctly, this matter will be further discussed with National Treasury on how to handle the change in the A-schedules, especially how the change will be treated retrospectively. The operating expenditure budget is presented by type, by vote and by functional classification as per Schedule A, attached as an annexure to this report, See Table A1, A2, A3 and A4. These are some of major cost drivers than informs the expenditure framework for 2021/22 MTREF.

The above table further indicates the ratio of each expenditure by type against overall expenditure budget. The Employee costs is 35.7% of the total operational budget, whilst Inventory consumed and Contracted services amounts to 11.9% and 2% respectively, and Bulk purchases with a weighting of 27.6% and Debt impairment with a weighting of 11.7%. Operational costs resorting under Other expenditure comprises 5.1% of the budget.

Indicated in the pie chart below is the weighting per expenditure type for 2021/22 financial year:



The major operational expenditure budget allocations include:

### Employee related costs

Employee related costs amounting to R836,388 million equates to 36% of the total operating budget. The 2021/22 cost of living increase was budgeted at 4.1%. Negotiations for Salary and Wage Collective Agreement for the period 01 July 2020 to 30 June 2023 is still under way. For the final budget no provision has been made for any danger allowance, due to affordability. Preliminary cost implication is estimated at R8 to 9 million per annum. Total employee costs include the salary packages for the municipal manager and executive directors reporting directly to the Municipal Manager.

As 31 July 2020, the municipality had the following in place in respect of staff establishment:

- Staff compliment per the approved organogram: 2701
- Permanent Staff: 1 334 and Contract Staff: 400
- Vacancies: 967
- Vacancy rate: (36%)
- Vacant and Funded Positions: 203
- Vacant Critical Positions: 5 (Head of SCM; IDP Manager; Snr Manager Housing; City Engineer: Roads and Storm Water; City Engineer: Water and Sanitation). The Revenue and Expenditure Manager's posts within Finance are also vacant.

During the Mid-year budget assessment for 2020/21, Council resolved that the posts of City Engineer: Roads & Stormwater and City Engineer: Water & Sanitation be filled as a matter of urgency for the purpose of improved service delivery.

### Councillor's remuneration

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 the ten 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. Indicated below is the budgeted packages for councillors:

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

Disclosure of Salaries, Allowances & Benefits 1.	Ref	No.	Salary	Contribution	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum				1.				2.
<b>Councillors</b>	3							
Speaker	4		–	–	991,012			991,012
Chief Whip			–	–	–			–
Executive Mayor			–	–	1,226,294			1,226,294
Deputy Executive Mayor			–	–	–			–
Executive Committee			–	–	9,321,913			9,321,913
Total for all other councillors			–	–	23,008,215			23,008,215
<b>Total Councillors</b>	8	–	–	–	<b>34,547,434</b>			<b>34,547,434</b>

### Bulk purchases

Bulk purchases for this MTREF on refers to electricity with the total budget of R647,000 million. Bulk purchases water has been transferred to Inventory consumed as per directive from National Treasury to be aligned to GRAP 12. The estimates were based on the current demand and the projected growth in demand, and have considered the guidelines for price increases as informed by NERSA of 17.8% for bulk purchases, whilst the minimum allowed percentage increase on municipal tariffs is 14.59%. Costs of bulk constitutes 27.6% of operating expenditure budget for 2021/22.

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

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Current Year 2020/21		2021/22 Medium Term Revenue & Expenditure Framework								
R thousand	Adjusted Budget	% Contribution	Budget Year 2021/22	% Contribution	% Growth 2020/21 to 2021/22	Budget Year +1 2022/23	% Contribution	% Growth 2021/22 to 2022/23	Budget Year +2 2023/24	% Contribution	% Growth 2022/23 to 2023/24
Bulk purchases	554,500	27.3%	647,000	27.6%	16.7%	724,640	28.7%	12.0%	797,104	29.5%	10.0%

## Finance charges

Finance charges consist of repayment of interest on long term borrowing. The amount budgeted for 2021/22 is R22,261 million, equivalent to 0.9% of the total operating expenditure budget. It should be noted that due to the defaulting of the ESKOM bulk account during 2020/21 Adjusted budget the municipality was obligated to make provision of R12,000 million for Interest incurred on overdue accounts. For the 2021/22 MTREF no provision was made for this as the municipality must take all reasonable steps to prevent Fruitless and wasteful expenditure.

Description	Current Year 2020/21		2021/22 Medium Term Revenue & Expenditure Framework								
R thousand	Adjusted Budget	% Contribution	Budget Year 2021/22	% Contribution	% Growth 2020/21 to 2021/22	Budget Year +1 2022/23	% Contribution	% Growth 2021/22 to 2022/23	Budget Year +2 2023/24	% Contribution	% Growth 2022/23 to 2023/24
Finance charges	35,542	1.8%	22,261	0.9%	-37.4%	20,963	0.8%	-5.8%	19,501	0.7%	-7.0%

## Contracted services

Contracted services allocation is R46,687 million. Approximately half of the budget is for budgeted commission on prepaid vending under Outsourced services.

NC091 Sol Plaatje - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'											
Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand											
<u>Contracted services</u>											
Outsourced Services		33,443	26,657	23,385	29,195	33,695	33,695	14,359	30,755	32,553	34,438
Consultants and Professional Services		11,133	3,281	5,076	5,788	5,888	5,888	1,599	5,612	5,698	5,792
Contractors		8,778	12,403	9,886	9,965	9,965	9,965	3,755	10,320	10,922	11,541
Total contracted services		53,354	42,342	38,346	44,948	49,548	49,548	19,713	46,687	49,173	51,770

Indicated in the table below is detailed budget per mSCOA line item

Description (R'000)	Adjusted Budget 2021	Budget 2122	Budget 2223	Budget 2324
OS: BURIAL SERVICES	420	315	331	349
OS: B&A OCCUPATIONAL HEALTH & SAFETY	150	156	165	174
OS: B&A PROJECT MANAGEMENT	4,430	4,365	4,384	4,406
OS: CATERING SERVICES	388	276	293	310
OS: CONNECT/DIS-CONNECTION: ELECTICITY	500	500	525	554
C&PS: B&A AUDIT COMMITTEE	1,150	1,280	1,364	1,442
C&PS: B&A VALUER & ASSESSORS	410	400	420	443
C&PS: LAB SERV AGRICULTURE	30	25	26	28
C&PS: LEGAL COST ADVICE & LITIGATION	6,875	7,065	7,480	7,906
C&PS: LEGAL COST COLLECTION	1,500	1,550	1,633	1,722
CONTR: EMPLOYEE WELLNESS	260	220	233	247
CONTR: GAS	30	30	32	34
CONTR: MAINTENANCE OF EQUIPMENT	5	5	5	6
CONTR: MAINTENANCE OF UNSPECIFIED ASSETS	5,400	5,000	5,380	5,769
CONTR: PREPAID ELECTRICITY VENDORS	25,000	25,500	26,903	28,382
CONTR: SEWERAGE SERVICES	3,000	—	—	—
<b>Total Contracted services</b>	<b>49,548</b>	<b>46,687</b>	<b>49,173</b>	<b>51,770</b>



## Inventory consumed

Indicated in the table below is the breakdown on Inventory consumer as per supporting table SA1.

NC091 Sol Plaatje - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand											
Inventory Consumed											
Inventory Consumed - Water		-	-	-	-	87,414	87,414	-	114,000	124,260	135,444
Inventory Consumed - Other		-	45,612	48,468	-	-	-	29,494	165,331	173,488	185,658
Total Inventory Consumed & Other Material		-	45,612	48,468	-	87,414	87,414	29,494	279,331	297,748	321,102

Inventory consumed - Water, previously bulk purchases water is budgeted at R114,000 million for the 2021/22 financial year. Inventory consumed – Other is budgeted at R165,331 million for 2021/22.

## Repairs and maintenance by Asset class

The municipality manages more than 530km of tarred and paved roads and about 640km of gravel roads, storm water canals 420km and storm water pipes 890km. 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. There is about 20km rail siding that the municipality maintains. The cost estimate to address potholes is estimated at R160 million to bring the roads to an acceptable standard. The cost estimate to conduct periodic maintenance is an additional R80 million per annum for the next five years. The road infrastructure has deteriorated tremendously over the past 10 years, this has been exacerbated by inadequate funding in respect road maintenance due to the municipality's current financial position that hindered the municipality to significantly increase the Roads maintenance budget. Critical basic services, always took preference in terms of funding, leaving roads maintenance to being neglected. The implementation of advanced machinery to do pothole repairs, is not feasible for the near future due to the cost implication for the initial capital investment.

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 major Sewerage Treatment Plant and other small sewerage treatment plants across the city including Ritchie. 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. Refuse removal is in dire need of a minimum of three new refuse compactors at a cost of



R2.4 million per refuse compactor. The mechanical workshop also maintains municipal fleet. Only in specific circumstances that the manufacturer or dealer maintains fleet.

Though the mSCOA has dealt away with the classification of expenditure as maintenance. The bulk of the budget is allocated for the maintenance of infrastructure assets. Service delivery and revenue generation are dependent on how well and efficient the infrastructure is operated and maintained. It should be noted that maintenance includes, Employee (labour) costs, Inventory consumed (Project maintenance, Contracted services and Other Expenditure as indicated in the table below:

NC091 Sol Plaatje - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>											
<b>Repairs and Maintenance</b>	8										
Employee related costs		99,042	109,913	109,285	126,110	125,110	125,110	86,886	130,610	138,436	146,752
Inventory Consumed (Project Maintenance)		137,128	110,563	103,942	125,470	127,488	127,488	73,749	127,071	137,100	147,696
Contracted Services		11,714	7,597	869	5,630	5,630	5,630	201	5,210	5,603	6,005
Other Expenditure		4,877	4,373	3,738	5,242	5,397	5,397	3,086	5,835	6,179	6,551
<b>Total Repairs and Maintenance Expenditure</b>	9	252,761	232,446	217,834	262,452	263,626	263,626	163,923	268,726	287,317	307,005

The table below indicates appropriation of budget for repairs and maintenance by asset class.

NC091 Sol Plaatje - Table A9 Asset Management

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>										
<b>EXPENDITURE OTHER ITEMS</b>		<b>317,203</b>	<b>294,143</b>	<b>287,242</b>	<b>336,002</b>	<b>337,176</b>	<b>337,176</b>	<b>347,876</b>	<b>371,642</b>	<b>396,223</b>
<b>Depreciation</b>	7	64,443	61,697	69,409	73,550	73,550	73,550	79,150	84,325	89,218
<b>Repairs and Maintenance by Asset Class</b>	3	<b>252,761</b>	<b>232,446</b>	<b>217,834</b>	<b>262,452</b>	<b>263,626</b>	<b>263,626</b>	<b>268,726</b>	<b>287,317</b>	<b>307,005</b>
Roads Infrastructure		43,323	42,323	46,057	44,251	47,641	47,641	45,195	50,545	56,226
Storm water Infrastructure		483	598	—	665	665	665	600	636	677
Electrical Infrastructure		67,611	56,875	52,173	61,259	59,759	59,759	64,176	68,189	72,155
Water Supply Infrastructure		51,220	36,640	37,718	45,002	46,322	46,322	45,998	48,758	51,683
Sanitation Infrastructure		26,596	28,872	20,370	30,824	30,609	30,609	30,903	32,757	34,562
Solid Waste Infrastructure		17,012	18,778	13,991	22,983	22,983	22,983	22,978	24,219	25,649
Rail Infrastructure		—	—	—	—	—	—	—	—	—
Coastal Infrastructure		1,780	1,329	—	—	—	—	—	—	—
Information and Communication Infrastructure		—	—	—	—	—	—	—	—	—
<b>Infrastructure</b>		<b>208,025</b>	<b>185,414</b>	<b>170,309</b>	<b>204,983</b>	<b>207,978</b>	<b>207,978</b>	<b>209,850</b>	<b>225,104</b>	<b>240,953</b>
Community Facilities		2,247	2,916	1,785	3,222	2,222	2,222	3,420	3,894	4,110
Sport and Recreation Facilities		402	401	533	770	770	770	790	447	473
<b>Community Assets</b>		<b>2,649</b>	<b>3,318</b>	<b>2,318</b>	<b>3,992</b>	<b>2,992</b>	<b>2,992</b>	<b>4,210</b>	<b>4,341</b>	<b>4,583</b>
<b>Heritage Assets</b>		—	—	—	—	—	—	—	—	—
Revenue Generating		6,063	6,653	6,357	7,289	7,289	7,289	7,509	7,959	8,431
Non-revenue Generating		—	—	—	—	—	—	—	—	—
<b>Investment properties</b>		<b>6,063</b>	<b>6,653</b>	<b>6,357</b>	<b>7,289</b>	<b>7,289</b>	<b>7,289</b>	<b>7,509</b>	<b>7,959</b>	<b>8,431</b>
Operational Buildings		12,268	13,924	12,760	10,489	14,289	14,289	14,890	15,784	16,669
Housing		—	—	—	—	—	—	—	—	—
<b>Other Assets</b>		<b>12,268</b>	<b>13,924</b>	<b>12,760</b>	<b>10,489</b>	<b>14,289</b>	<b>14,289</b>	<b>14,890</b>	<b>15,784</b>	<b>16,669</b>
<b>Biological or Cultivated Assets</b>		—	—	—	—	—	—	—	—	—
Servitudes		—	—	—	—	—	—	—	—	—
Licences and Rights		—	—	—	—	—	—	—	—	—
<b>Intangible Assets</b>		—	—	—	—	—	—	—	—	—
Computer Equipment		—	—	—	—	—	—	—	—	—
Furniture and Office Equipment		1,377	1,261	1,051	1,732	1,753	1,753	1,684	1,778	1,877
Machinery and Equipment		17,247	17,095	21,657	23,251	22,631	22,631	24,179	25,609	27,364
Transport Assets		5,133	4,782	3,383	10,716	6,694	6,694	6,404	6,742	7,129
Land		—	—	—	—	—	—	—	—	—
Zoo's, Marine and Non-biological Animals		—	—	—	—	—	—	—	—	—
<b>TOTAL EXPENDITURE OTHER ITEMS</b>		<b>317,203</b>	<b>294,143</b>	<b>287,242</b>	<b>336,002</b>	<b>337,176</b>	<b>337,176</b>	<b>347,876</b>	<b>371,642</b>	<b>396,223</b>
<i>Renewal and upgrading of Existing Assets as % of total capex</i>		69.8%	68.4%	63.1%	56.9%	51.1%	51.1%	44.3%	65.1%	63.7%
<i>Renewal and upgrading of Existing Assets as % of deprecn</i>		266.3%	222.3%	124.6%	119.6%	107.9%	107.9%	100.4%	87.3%	82.7%
<i>R&amp;M as a % of PPE</i>		15.3%	13.3%	12.0%	13.9%	14.0%	14.0%	13.7%	14.8%	14.9%
<i>Renewal and upgrading and R&amp;M as a % of PPE</i>		23.0%	19.0%	15.0%	16.0%	16.0%	16.0%	16.0%	17.0%	17.0%

## Other Expenditure: Operational cost

Operational cost comprises of costs of administration and other costs. These are budgeted for per line item as per the mSCOA Expenditure Segment. Indicated in the table below are the Top 10 operational cost drivers with a budget exceeding R3,500 million per line item.

Description (R'000)	Adj Budget 2021	Budget 2122	Budget 2223	Budget 2324
OC: AUDIT COST: EXTERNAL	5,800	6,000	6,420	6,805
OC: BC/FAC/C FEES - BANK ACCOUNTS	3,700	3,700	3,922	4,138
OC: COMM - PHONE FAX TELEGRAPH & TELEX	5,905	5,671	6,012	6,356
OC: EXT COM SERV PROV - S/WARE LICENCES	5,203	5,220	5,488	5,790
OC: MUNICIPAL SERVICES\ELECTRICITY	38,558	31,280	33,015	34,839
OC: PROFESSIONAL BODIES M/SHIP & SUBS	9,165	8,632	9,231	9,784
OC: REMUNERATION TO WARD COMMITTEES	3,960	3,960	4,158	4,387
OC: SKILLS DEVELOPMENT FUND LEVY	6,900	6,900	7,383	7,826
OC: UNIFORM & PROTECTIVE CLOTHING	15,761	5,038	5,569	5,884
OC: INDIGENT RELIEF	4,180	4,180	4,733	3,090

## Cost containment strategies

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

The municipality have clamped down on procurement deviations which to a large degree should also address irregular expenditure, where deviations are in non-compliance with SCM Regulation 36.

Sourcing of quotations has been centralised to SCM.

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. The Covid-19 regulations also assisted in this regard, in that the majority of meetings or seminars are done virtually.

The procurement of newspapers has been limited to the following sections: mayor and speaker's office, MM and Communication's office and Libraries.

The procurement of bottled water, beverages and refreshments have also been stopped and limited to the mayor and speaker's office within reasonable limits. The procurement of diaries was stopped.

The majority of all users have a limit on outgoing calls of fifty rand and each section carries that cost including the rental cost per extension allocated. The municipality has installed vehicle tracking devices to monitor use and abuse of municipal vehicle.

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 of the asset.

The approved Cost Containment Policy of the municipality, also clearly articulate various saving mechanisms as directed by the Cost Containment Regulations.

## Covid-19 expenditure

Provision has been made through the existing budgets of individual sections, for Covid-19 PPE consumables like masks, sanitisers. Indicated in the table below is a breakdown of the Covid-19 adjustment for 2020/21 amounting to R29,570 million. It is anticipated that the additional allocation will not be fully spent at year-end. The hire of water tankers for water distribution to communities is a concern as the Department of Water and Sanitation withdrew due to limited funds, so now it is the sole responsibility of the municipality to provide water to communities. Total budgeted cost is R4.5m. The municipality used to hire 4 water tankers per month but this had to be increased to 7 water tankers. As indicated below, the request for a rollover will go a long way in continuation of this service. The rental of chemical toilets amounting to an estimated R3m will also form part of the rollover request. However, preliminary provision has been made under Operational Cost: Indigent Relief.

Description (R'000)	Original Budget2021	Covid-19 Amendment 2021	Budget virements	Tot Budget 2021	Budget 2122	Budget 2223	Budget 2324	Purpose
CONTR: SEWERAGE SERVICES	–	3,000	–	3,000	–	–	–	Rental of Chemical Toilets
OC: ADV/PUB/MARK - MUNICIPAL NEWSLETTERS	570	70	–	640	450	476	502	Community and awareness campaigns
OC: HIRE CHARGES	–	4,500	–	4,500	–	–	–	Hire of water tankers for water distribution to communities. Funding for 2021/22 will be dealt with through the rollover application of the Equitable Share.
OC: UNIFORM & PROTECTIVE CLOTHING	5,193	10,500	68	15,761	5,038	5,569	5,884	Procurement of Sterile Gloves, Goggles/ Face-shield/Viser, Surgical mask 3 PLY & KN95, Apron, Gown, Heavy duty gloves, Boot covers, Disposal coverall suits
OC: INDIGENT RELIEF	4,180	–	–	4,180	4,180	4,733	3,090	Rental of Chemical Toilets
INV-CONSUMABLE-SR/CLEAN MATERIALS	2,107	8,000	89	10,196	2,164	2,283	2,412	Procurement of Sanitizer, Disinfectants, Sanitising and decontamination chemicals, Handwash, Spray bottles, Ante-bacterial soap, Jik / Bleach
INVENTORY - MATERIALS & SUPPLIES	300	3,500	(40)	3,760	350	374	400	Procurement of Perspex Screens, Infrared thermometers, non - contact thermometers
<b>Total</b>	<b>12,350</b>	<b>29,570</b>	<b>116</b>	<b>42,037</b>	<b>12,182</b>	<b>13,435</b>	<b>12,288</b>	

Procurement of Covid-19 PPE is handled by Logistic - Stores section within SCM and all procurement and issuing is done through Stores.

These are the protocols currently in place:

### Issuing of PPE:

Sections need to complete a requisition with their quantities / needs authorised (by Supervisor). Completed Requisitions still need to be submitted to Health and safety officer for approval and verification of Risk Assessment / Needs before submitting to Stores. Supervisors or appointed Team Leaders to collect stock and sign for it after approval. Supervisors or appointed Team Leaders will be responsible to keep registers of issuing stock to employees working during this time. Procurement of PPE has been well managed and centralised to SCM to obtain fair market prices, aligned to guidelines issued by National Treasury. Pricing for the different PPE's has stabilized, is readily available and is decreasing monthly.

As per the MFMA Circular 108 the following prerequisites are applicable for Rollover request against the Covid-19 allocated through the Equitable Share:

"Municipalities are therefore required to provide the following information to National Treasury in order to prove that the unspent funds are committed and also provide approval to allow the unspent funds to be spent in the 2021/22 financial year.

1. Provide the contracts that are linked to the response of the Covid-19 pandemic in line with the provisions made in the 2020 DoRAA;
2. Reasons why the funds were not fully spent during the year of original allocation per the DoRAA;
3. Accurate disclosure of Covid-19 allocation expenditure in the 2020/21 pre-audited Annual Financial Statements, (i.e. correct disclosure of grant receipts and spending in the notes to the AFS); and
4. Any expenditure incurred against the unspent Covid-19 funds that was not approved for the rollover will be regarded as unauthorized expenditure."

### Expenditure per function classification and municipal vote

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

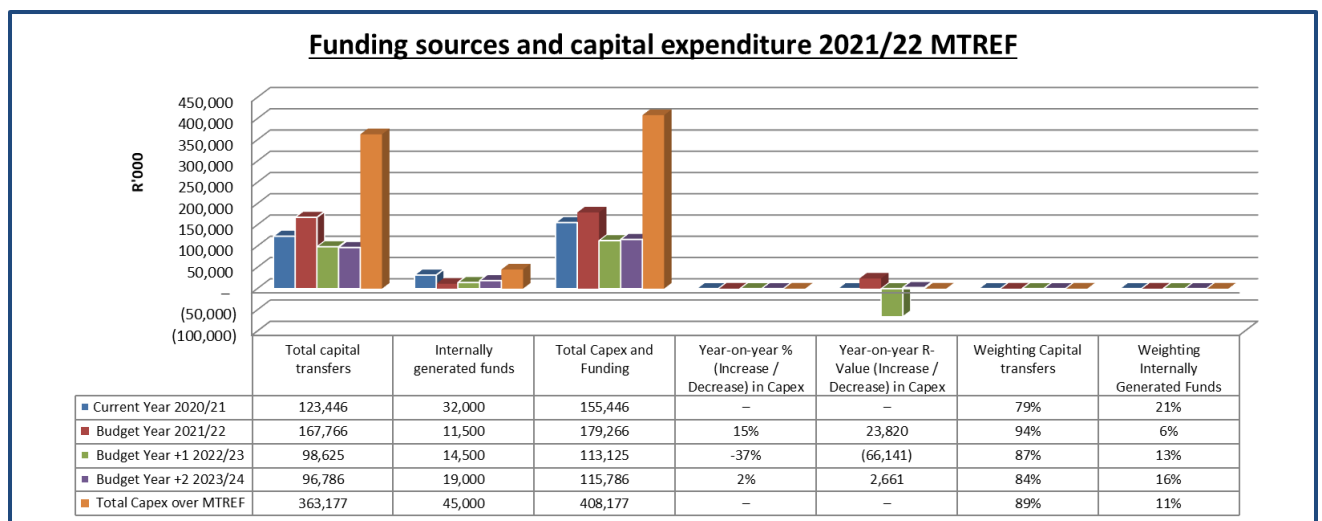
Functional Classification Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>	<b>1</b>									
<b>Expenditure - Functional</b>										
<i><b>Governance and administration</b></i>		<b>584,756</b>	<b>549,422</b>	<b>545,801</b>	<b>665,289</b>	<b>673,909</b>	<b>673,909</b>	<b>683,100</b>	<b>720,457</b>	<b>759,584</b>
Executive and council		376,815	334,155	318,151	396,128	408,128	408,128	405,549	428,457	451,162
Finance and administration		202,747	209,917	221,765	262,445	259,065	259,065	270,570	284,600	300,614
Internal audit		5,194	5,350	5,886	6,716	6,716	6,716	6,982	7,400	7,807
<i><b>Community and public safety</b></i>		<b>162,975</b>	<b>154,197</b>	<b>163,275</b>	<b>180,462</b>	<b>181,762</b>	<b>181,762</b>	<b>183,469</b>	<b>195,981</b>	<b>206,357</b>
Community and social services		35,277	36,073	38,327	41,708	41,508	41,508	42,230	49,182	51,432
Sport and recreation		50,286	47,061	48,493	56,172	55,572	55,572	55,822	58,419	61,671
Public safety		34,149	35,366	39,304	41,910	41,910	41,910	43,502	44,305	46,750
Housing		25,826	19,964	20,479	22,866	22,866	22,866	23,480	24,718	26,111
Health		17,437	15,732	16,672	17,806	19,906	19,906	18,435	19,357	20,394
<i><b>Economic and environmental services</b></i>		<b>114,123</b>	<b>113,485</b>	<b>118,038</b>	<b>135,508</b>	<b>136,833</b>	<b>136,833</b>	<b>139,819</b>	<b>147,634</b>	<b>156,128</b>
Planning and development		41,528	40,914	40,068	46,540	47,165	47,165	48,172	50,729	53,503
Road transport		72,020	71,954	77,332	88,266	88,966	88,966	90,936	96,155	101,834
Environmental protection		576	618	637	702	702	702	711	750	791
<i><b>Trading services</b></i>		<b>1,052,168</b>	<b>1,023,507</b>	<b>1,088,683</b>	<b>1,187,249</b>	<b>1,224,349</b>	<b>1,224,349</b>	<b>1,313,216</b>	<b>1,433,383</b>	<b>1,549,458</b>
Energy sources		687,986	644,809	698,314	762,833	762,333	762,333	857,928	947,601	1,032,564
Water management		233,103	240,218	265,093	278,498	303,998	303,998	296,663	317,116	337,784
Waste water management		76,973	79,071	69,878	79,014	91,114	91,114	88,033	93,601	99,040
Waste management		54,105	59,408	55,398	66,904	66,904	66,904	70,592	75,064	80,070
<i><b>Other</b></i>	<b>4</b>	<b>22,295</b>	<b>20,374</b>	<b>21,041</b>	<b>24,518</b>	<b>24,518</b>	<b>24,518</b>	<b>25,380</b>	<b>26,807</b>	<b>28,282</b>
<b>Total Expenditure - Functional</b>	<b>3</b>	<b>1,936,318</b>	<b>1,860,985</b>	<b>1,936,838</b>	<b>2,193,028</b>	<b>2,241,373</b>	<b>2,241,373</b>	<b>2,344,984</b>	<b>2,524,262</b>	<b>2,699,808</b>

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

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Expenditure by Vote to be appropriated</b>	1									
Vote 01 - Executive & Council		43,801	46,045	52,931	56,511	56,511	56,511	57,883	60,777	64,120
Vote 02 - Municipal And General		321,231	277,590	253,782	327,737	339,737	339,737	335,456	354,860	373,517
Vote 03 - Municipal Manager		18,576	16,144	21,336	24,268	24,268	24,268	25,025	26,367	27,817
Vote 04 - Corporate Services		59,011	62,302	64,204	69,524	69,594	69,594	73,211	76,800	81,111
Vote 05 - Community Services		239,727	244,132	250,522	289,928	289,828	289,828	297,403	316,842	334,708
Vote 06 - Financial Services		112,282	115,007	117,561	149,015	145,415	145,415	152,611	160,409	169,137
Vote 07 - Strategy Econ Development And Planning		54,708	54,587	52,401	57,163	57,788	57,788	59,374	62,692	66,125
Vote 08 - Infrastructure And Services		1,086,983	1,045,177	1,124,100	1,218,882	1,258,232	1,258,232	1,344,020	1,465,516	1,583,273
<b>Total Expenditure by Vote</b>	2	<b>1,936,318</b>	<b>1,860,985</b>	<b>1,936,838</b>	<b>2,193,028</b>	<b>2,241,373</b>	<b>2,241,373</b>	<b>2,344,984</b>	<b>2,524,262</b>	<b>2,699,808</b>

## 7. Capital Expenditure Framework

The capital budget for 2021/22 is R179,266 million funded as per the table below. Capital grants and donations make up 94% of the total funding sources, and internally generated funds contribute 6% to the total capital funding mix. The total projected grant receipts for the 2021/22 MTREF amount to R363,177 million whilst internally generated funds amount to R45,000 million. As a result, the total capital expenditure to be spent on property, plant and equipment amount to R408,177 million over the MTREF. Funding of R18,850 million from the European Union (EU) was not factored into the budget, due to uncertainty in the attainment of funds allocated. A meeting is scheduled on 25 May 2021, to discuss the funding going forward as there were delays in implementation for 2020/21 financial year. This will be corrected during the Adjustment budget, based on the outcome of negotiations with EU.



## Long-term borrowing

The municipality has not taken any new long-term borrowings in the current financial year to fund the capital budget as per S18 of the MFMA. Due to the current financial crisis, no new long-term loans can be entered into for the foreseeable future. The municipality has always been very conservative when taking up new loans, and always gave due consideration to the impact it will have on tariffs increases and the affordability of tariffs which can negatively impact the municipality's ability to service new loans taken up. The Current and Debt (Total Borrowings) / Revenue ratios has

always been above the norm, however from a liquidity perspective the municipality will not be able to meet any additional long-term commitments.

## **PART 2: SUPPORTING DOCUMENTATION**

### **8. Overview of IDP and Annual Budget Process**

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 fourth 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 2020/21 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.

This is a draft document which is tabled to Council for public consultation and to finalise the IDP Review for submission and adoption by not later than 31 May 2021.

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

According to Section 28(1) of the Municipal System Act, 32 of 2000 and Section 21(1)(b), a municipal council must adopt a process set out in writing to guide the planning, drafting and review of its IDP. Council adopted the Process Plan at a meeting held on 26 August 2020 and is attached as Annexure 1 in the IDP review document under Section 5 of the Budget document. The process plan enhances integration and alignment between the IDP and the Budget, thereby ensuring the development of an IDP-based budget.

#### **The Overview of the process and project prioritisation principle**

The 2021/22 financial year is the fifth 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 2020/21, and the key priorities as set out for 2021/22 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.

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 2020/21 Medium Term Budget for the municipality was approved on 30 June 2020 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 2021/22 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, considering 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 Act. 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, due to financial constraints in terms of affordability.

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.



Capital budgets as approved per the 2020/21 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 2020/21 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.

### 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 Budget steering and 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.

### **POLITICAL OVERSIGHT – BUDGET AND IDP PROCESS**

- The IDP/Budget Steering Committee was in place.
- Process Plan was discussed with Management in Aug 2020.
- Process Plan was tabled at the IDP/Budget Steering Committee on the 19<sup>th</sup> of August 2020.
- Process Plan approved by Council on 26 August 2020 resolution C161/08/20.
- Quarterly reports were submitted to IDP/Budget and Performance Portfolio Committee as well as to Council. The reports were also submitted to Internal Audit. Some reports were not submitted within timeframe due to personnel being in isolation due to Covid-19.
- Annual Performance Report submitted on the 26<sup>th</sup> of October and AFS were submitted to AGSA on the 26<sup>th</sup> October 2020.
- IDP Analysis and Assessment Report were discussed by Management in February 2021.
- Final Draft Budget was tabled on the 25<sup>th</sup> and 26<sup>th</sup> of March to EMT/Mayco and Budget Steering Committee.
- Draft budget was tabled to Informal council on the 29<sup>th</sup> of March and to Council on the 30<sup>th</sup> of March 2021

## 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 strives to actively engage as many of its citizens as possible in its planning, budgeting, implementation and monitoring processes.

In order to strengthen public participation, the municipality must improve in its outreach programme to all wards led by the office of the Executive Mayor. Accordingly, the draft budget will be tabled via a council meeting scheduled on 30 March 2021. This will be followed by extensive publication of the budget documentation on the municipal website, in local newspapers, local and community radio stations and ward-based participation process. The consultative process will be conducted during April 2021. The tabled budget in electronic formats will be submitted to National Treasury and the Northern Cape Provincial Treasury. Hard copies will be placed at all the libraries and the municipal offices, to provide access to the budget to the community who do not have access to the internet.

The tabled budget will also be published on the municipality'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 2021 and with the IDP Representative Forum as established.

Programme for public participation is indicated below:

**Radio talk shows to continue as implemented during 2020/2021 as a result of the COVID 19 pandemic. The following dates and times were secured with Radio Revival FM frequency 92.7**

DATE	TIME	TOPIC
17 May 2021	08h00 – 09h00	Municipal Tariffs/ Operational Budget and IDP
18 May 2021	17h00 – 18h00	Tariffs/Capital Program/Infrastructure
19 May 2021	17h00 – 18h00	Tariffs/ Community Services & Parks
20 May 2021	17h00 – 18h00	Budget and LED, Town Planning
21 May 2021	17h00 – 18h00	BTO including Rates and Valuations

DATE	TIME	TOPIC
21 May 2021	12h00 – 13h30	Churches, NGO's and Schools, Old age homes, (MMC,s – Spelum, Finance, IDP)
21 May 2021	10h00 – 11h30	Businesses, developers, and Mining , (MMC,s – Spelum, Finance, IP, Infrastructure, Planning, IDP)
20 May 2021	14h00 – 16h00	Representatives of the Different Communities within the Sol Plaatje region. (MMC,s – Spelum, Finance, IP, Infrastructure, Planning, IDP)

### Key inputs/comments from participation

- 14,59% increase in electricity tariff
- State of infrastructure (potholes, dilapidated facilities, etc)
- Water and electricity losses
- Confusion of R500 million provincial intervention on the budget
- State of the city – not clean, refuse removal, sewerage spillage, water interruptions, streetlights and high-mast lights not working
- Unemployment and high tariffs
- Service delivery issues
- Development in the city

### Schedule of key deadlines

The IDP Review and the Budget time schedule for the compilation of the 2021/22 budget cycle was approved on 26 August 2020, 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 2021/22 MTREF	26 August 2020	Executive Mayor
In-year reporting	Within 10 working days after the end of the month	Chief Financial Officer
Submission of Annual Financial Statements 2019/2020	31 October 2020	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	4 February 2021 Mid Term Report	Municipal Manager
MFMA Section 121	March 2021 Annual Report	Executive Mayor/CFO
Approval of the adjustment budget	25 February 2021	Executive Mayor/CFO

Tabling of the IDP Review, the Annual Budget, Budget related policies and proposed tariff increases	Tabled 30 March 2021	Executive Mayor/MM/ CFO
Approval of Annual Report 2019/2020, and the MPAC Oversight Report	May 2021	Chairperson MPAC/ CFO
Public participation	May 2021	Executive Mayor/ MM/ CFO
Budget Benchmark Exercise	Proposed date 24 May 2021	MM/CFO and other Senior Managers
Approval of IDP Review, Annual Budget, Policies and Tariffs	Proposed 26 - 31 May 2021	Executive Mayor, MM and CFO

## 9. 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.

### 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.

### [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.

### [IDP Review process and stakeholder participation](#)

The IDP is reviewed annually 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.

### 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 2021/22 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	Revenue			Expenditure			Capital Expenditure		
R thousand	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
KPA 1: LOCAL ECONOMIC DEVELOPMENT	9,041	9,535	10,059	59,374	62,692	66,125	8,000	–	–
KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	1,415,645	1,543,041	1,665,261	1,641,423	1,782,358	1,917,981	115,766	65,948	60,768
KPA 3: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	623,229	667,662	723,570	152,611	160,409	169,137	–	–	–
KPA 4: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	6,804	6,881	7,455	98,236	103,167	108,928	–	–	–
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	310,993	318,223	314,808	393,339	415,637	437,637	55,500	47,177	55,018
<b>Total</b>	<b>2,365,711</b>	<b>2,545,342</b>	<b>2,721,154</b>	<b>2,344,984</b>	<b>2,524,262</b>	<b>2,699,808</b>	<b>179,266</b>	<b>113,125</b>	<b>115,786</b>

## 10. Measurable Performance Objectives and Indicators

Table SA7 provides for the main measurable performance objectives the municipality plans to carry out and achieve in the 2021/22 financial year.

Description	Unit of measurement	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>1. Local Economic Development</b>							
<b>IDP Strategic Objective Inclusive Growth:</b> To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs. <b>IDP Strategic Objective Spatial Transformation:</b> 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							
<b>1.1 To ensure effective spatial planning and development in order to establish a competitive economic position</b>							
To improve the SCM turnaround time to 12 weeks for annual contracts from closing date to date of award by June 2022	Average time in weeks to award tender	12	12	12	12	12	12
To improve the SCM turnaround time to 6 weeks for once off contracts from closing date to date of award by June 2022	Average time in weeks to award tender	6	6	6	6	6	6
Ensuring a response time of 11 weeks for building plan submissions received in the current financial year for buildings or architectural buildings greater than 500 m <sup>2</sup> annually	Average response time in weeks to process building plans	10	10	10	11	11	11
Ensuring a response time of 11 weeks for building plan submissions received in the current financial year for buildings or architectural buildings less than 500 m <sup>2</sup> annually	Average response time in weeks to process building plans	6	10	10	10	10	10
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 2022 in terms of the SPLUMA by-law (2015)	Percentage of land use applications approved	100%	100%	100%	100%	100%	100%



Description	Unit of measurement	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
To process at least 200 buildings plans that were received before 1 July 2021 by the end of the current financial year (30 June 2022)	Number of building plans approved	200	200	200	200	200	200
Review of the Sol Plaatje Land Use Management Scheme by 30 June 2022	Council resolution of approved Draft Land Use Scheme	0	0	0	100%	100%	0
<b>1.4 To capacitate SMME's and local entrepreneurs</b>							
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 2022	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%
Establishment of an Automotive Hub at Roodepan by 30 June 2022	Percentage use components output deliveries	0	0	0	100%	0	0
Establishment of the Northern Cape Innovation at Sol Plaatje University by 30 June 2022	Percentage use components output deliveries	0	0	0	100%	0	0
Implementation of the Developmental Programme that supports SMME's through business incubation for at least 10 businesses annually	Number of SMME businesses provided with skills	10	10	10	10	10	10
<b>1.5 To develop sustainable living through job creation (EPWP and other initiatives)</b>							
Create 400 FTE jobs through EPWP initiatives of the SPM by 30 June 2022	Number of jobs created	400	400	400	400	450	500
<b>2. Basic And Sustainable Service delivery and Infrastructure Development</b>							
<b>IDP Strategic Objective Service Provision:</b> 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							

Description	Unit of measurement	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>2.1 To ensure sustainable delivery of community services (personal including environmental health, library, emergency and traffic services) to all residents of SPM.</b>							
<i>To achieve at least 70% compliance with the National Disaster Management Tool by 30 June 2022</i>	% compliance with the National Disaster management Tool	70%	70%	70%	70%	70%	70%
<b>2.2 To address the poor condition of the roads in the Sol Plaatje area through maintenance and upgrading projects</b>							
To upgrade at least 3 km access roads to a paved surface in Sol Plaatje area by 30 June 2022	Distance of km paved	2.5 km	4.9 km	4.9 km	3 km	3 km	3 km
Patching and resealing of 86 000 square metres of roads in Sol Plaatje area by 30 June 2022	Square metres of roads	0	65 000	65 000	86 000	86 000	95 000
Complete 100% rehabilitation of Thlageng attenuation dam in Galeshewe by 30 June 2022	% progress	0	0	0	100%	0	0
<b>2.3 To ensure the availability of critical service delivery tools at all times (fleet management)</b>							
<i>Ensure that all identified fleet items to be procured for the year, are delivered by 30 June 2022</i>	Percentage of identified fleet items delivered at year end	100%	100%	100%	100%	100%	100%
<b>2.4 To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure</b>							
To appoint a professional service provider for the pre-engineering and professional consultancy associated works for Hadison Park Substation by 30 June 2022	Percentage completion as per project progress report	0	0	0	100%	0	0
Completion of 35% of the construction work for Lerato Park Link Services by 30 June 2022	Percentage completion as per project progress report	0	0	0	35%	100%	0

Description	Unit of measurement	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>2.5 To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure</b>							
To complete 100% work for the installation of electrical and mechanical components in Lerato Park Sewer pump Station by 30 June 2022	Percentage completion as per project progress report	50%	25%	25%	100%	0	0
Completion of 75% of the construction work for the Carters Ridge sewer pump station building with all electrical and mechanical equipment by 30 June 2022	Percentage completion as per project progress report	10%	10%	10%	75%	100%	100%
<b>2.6 To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services</b>							
To complete the electrification of 1 100 households by 30 June 2022 (Lethabo Park, Phase 1)	Number of houses connected to electricity network	0	0	0	1 100	0	0
To complete the electrification of 1 500 households by 30 June 2022 (Lerato Park, Phase 6-7)	Number of houses connected to electricity network	0	0	0	1 500	0	0
Decrease electricity losses to 16% by 30 June 2022	Percentage electricity loss	16%	16%	16%	16%	16%	16%
<i>Decrease water losses to 50% by 30 June 2022</i>	Percentage water loss	50%	50%	50%	50%	50%	50%
12 000 Indigent households to receive free basic services (water, electricity, sanitation and waste removal according to national guidelines) by 30 June 2022	No of indigents per the Indigent Register	12 000	12 000	12 000	12 000	13 000	15 000
<b>2.7 To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation</b>							
To ensure through effective monitoring that a 98% Blue Drop Status on quality compliance is achieved by 30 June 2022	% Compliance of Water Quality	98%	98%	98%	98%	98%	98%
To ensure through effective monitoring that a 60% Green Drop Status on effluent quality compliance is achieved by 30 June 2022	% Compliance of Effluent Quality	60%	60%	60%	60%	60%	60%
<b>2.9 Develop suitable located and affordable housing (shelter) and decent human</b>							

Description	Unit of measurement	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>settlements</b>							
Planning and Surveying of 1200 erven in Ritchie by 30 June 2022	Layout Plan and Draft SG Diagram	0	0	0	1200	0	0
<b>3. Municipal Institutional Development and Transformation</b>							
<b>IDP Strategic Objective Governance:</b> 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.							
<b>3.1 To enable effective training and skills development through various initiatives and partnering with the private sector</b>							
<i>Equip staff to Implement efficiency, monitoring and productivity through the following improvement interventions by 30 June 2022 : Leadership and management development training, Learning/competency and development programme</i>	Number of interventions performed	2	2	2	2	2	2
<b>3.2 To improve effective human resource development to staff and Councillors</b>							
<i>Review the organisational structure of the municipality on an annual basis, with the aim of optimising efficiency, and make recommendations by 30 June 2022</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 2022</i>	% compliance to the EAP	72%	72%	72%	72%	72%	72%
<b>3.3 To ensure continuous maintenance and replacement of furniture, office and computer equipment and create a secure environment within the municipality</b>							

Description	Unit of measurement	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
To ensure that the ICT Strategic Plan aligns to the IDP and as such delivers on the municipality's for a "Leading Modern City" through initiatives that includes the employees and the community of Kimberley by 30 June 2022	Percentage of ICT Projects successfully completed	100%	100%	100%	100%	100%	100%
<b>3.4 To provide a basis for sustainable municipal performance improvement</b>							
<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 2021/22</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	0	0	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 2022</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
<b>4. Municipal Financial Viability and Management</b>							
<b>IDP Strategic Objective Governance:</b> 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.							
<b>4.1 Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams</b>							
<i>Improve revenue enhancement by ensuring a collection rate of 85% after debt write off by 30 June 2022</i>	Percentage of collection rate ensured after debt write off	85%	85%	85%	85%	87%	90%
<b>4.2 Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management</b>							

Description	Unit of measurement	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<i>To spend at least 85% of the Capital Budget (including VAT) on capital projects identified in the IDP by 30 June 2022</i>	Percentage capital spending	95%	95%	95%	85%	87%	90%
<i>To spend at least 90% of the Operational Budget annually (30 June)</i>	Percentage operational spending	92%	92%	92%	90%	92%	92%
<i>Maintain the debt coverage ratio of at least 2:1 against net assets of the municipality by 30 June 2022</i>	Debt coverage ratio	2.1	2.1	2.1	2.1	2.1	2.1
<i>Reduce net debtor days to 300 days by 30 June 2022</i>	Net debtor days	300	300	300	300	250	200
<i>Maintain the cost coverage ratio of at least 1 month (annually)</i>	Cost coverage ratio	1	1	1	1	2	3
Ensure that the actual spending on employee related costs does not exceed 37% of the total expenditure by 30 June 2022	Employee cost as a percentage of total operating cost	37%	37%	37%	37%	35%	33%
<b>5. Good Governance and Public Participation</b>							
<b>IDP Strategic Objective Governance:</b> 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.							
<b>5.1 To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls</b>							
<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 2022</i>	Percentage successful appeals	5%	5%	5%	5%	5%	5%
Submit an Audit Action Plan to the Municipal Manager to address issues raised by the Auditor General within thirty (30) days after the end of the audit annually	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

Description	Unit of measurement	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>5.3 To promote community participation and communication</b>							
<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

## 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 was cascaded down to the entry level in the organisation and are expected to perform according their current job descriptions. The submission of annual performance agreements needs to be instilled and improved and access to computers for lower staff is restricted but will have to be facilitated by relevant supervisors.

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.

## Key financial ratios

Uniform standards and ratios as per MFMA Circular No 71 based on 2021/22 MTREF budget forecast is attached an annexure to this budget document

## 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. However, it should be noted there are some classification errors in terms of indigent households. In reviewing the levels of free basic services for the 2021/22 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 R55 million for the 2021/22 budget year. Details of the initiatives proposed to be carried out by the council in this regard are detailed below. The assistance to the qualifying households is 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 R212 million provided by National Government.

Description	2021/22 Medium Term Revenue & Expenditure Framework			
	Level of Service	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Budgeted No of Indigents		12,000	13,000	15,000
No of households in informal settlements		8,104	8,104	8,104
		R'000	R'000	R'000
<b>Cost of Free Basic Services provided (R'000)</b>				
Refuse (removed once a week) (Flat Rate)	The service shall be fully subsidised	13,300	13,965	14,733
Sanitation (free sanitation service) (Flat Rate)	The service shall be fully subsidised	21,000	22,260	23,484
Water (6 kilolitres per household per month)	The first 6kl of water is free to all registered and approved indigent households	8,000	8,480	8,946
Electricity/other energy (50kwh per household per month)	50 units of electricity is free to all registered and approved indigent households	12,000	12,900	13,868
Sanitation	Provision of chemical toilets	4,180	4,180	4,733
<b>Total cost of FBS provided (minimum social package)</b>		<b>58,480</b>	<b>61,785</b>	<b>65,764</b>

It should be noted that in terms of Table A10, it appears as if additional subsidy is provided to indigents above the prescribed minimum level, however these are provision for Revenue foregone for the 10% early settlement discount provided by the municipality and provision for Internal consumption as per iGRAP 1.

## 11. 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.

<b>List of Budget related policies</b>	<b>Explanation numbers</b>	<b>Approved</b>	<b>Resolution Number</b>	<b>Reviewed</b>
Policy Asset Management	1	28-May-14	C125/05/14	March 2021
Policy Cash Management & Investment	1	07-Apr-05	CR22	March 2021
Policy Customer Services Credit Control Debt Collection	1 & 2	31-May-18	C38/05/18	March 2021
Policy Indigent	1 & 2	28-May-14	C121/05/14	March 2021
Policy Internal Audit	1	17-Nov-05	CR500	March 2021
Policy Property Rates	1 & 2	27-May-15	C100/05/15	March 2021
Policy Risk Management	1	17-Nov-05	CR500	March 2021
Policy Supply Chain Management	1 & 2	04-Nov-14	C265/11/14	March 2021
Tariff Policy on Property Rates	1	31-May-18	C38/05/18	March 2021
Tariff Policy on Electricity	1	31-May-18	C38/05/18	March 2021
Tariff Policy on Water	1	31-May-18	C38/05/18	March 2021
Tariff Policy on Sanitation	1	31-May-18	C38/05/18	March 2021
Tariff Policy on Refuse Removal/Solid Waste	1	31-May-18	C38/05/18	March 2021
Policy Debt Write-off	1	28-May-14	C125/05/14	March 2021
Policy Regarding Audit Committees	1	17-Nov-05	CR500	March 2021
Disposal of Moveable Assets Policy	1	27-May-15	C100/05/15	March 2021
Policy Borrowing	1	28-May-14	C125/05/14	March 2021
Policy Irregular, fruitless and wasteful expenditure	1	28-May-14	C125/05/14	March 2021
Budget Implementation and Management Policy (Budget policy)	1	27-May-15	C100/05/15	March 2021
Funding and Reserves policy	1	25-May-16	C148/05/16	March 2021
Policy Short and Long term borrowing	1	19-Apr-11	C150/11	March 2021
Financial Management and Revenue Enhancement Strategy policy	1	27-May-15	C100/05/15	March 2021
Policy related to long-term financial planning	1	27-May-15	C100/05/15	March 2021
Consumer Deposit Policy	1	31-May-17	C60/05/17	March 2021
Free Basic Services Policy	1	31-May-17	C60/05/17	March 2021
Sol Plaatje Materiality and Significance Framework	1	31-May-18	C38/05/18	March 2021
Contracts Policy	1	31-May-17	C60/05/17	March 2021
SSEG PV Policy	1	31-May-17	C60/05/17	March 2021
Bulk Infrastructure Contribution Policy	1	31-May-17	C60/05/17	March 2021
Water Restrictions Policy	1	31-May-17	C60/05/17	March 2021
Infrastructure investment and capital projects policy (included in Budget policy)	1	28-May-14	C125/05/14	March 2021
<b>Explanation numbers</b>				
1. These policies are accessible on the Sol Plaatje website: <a href="http://www.solplaatje.org.za">www.solplaatje.org.za</a> .				
2. Policy to be approved with budget process 2021/22.				

## Municipal property rates policy

The Property Rates Policy was reviewed due to certain changes in the Municipal Property Rates Act: Act 6 of 2004. In preparation to comply fully with the provisions of section 8 of the Act, the municipality was advised to align its property categories to those that must be determined in terms of section 8 and amend its rates policy accordingly. The municipality must also ensure that the municipal valuer categorises properties in line with the provisions of section 8 when the valuation roll is prepared so that the municipality is not found to be non-compliant with section 8 of the Act.

In terms of section 8 the municipality must determine only the list of rateable property categories that are listed in section 8(2) if they indeed exist within the municipal jurisdiction. All municipalities must be compliant with section 8 of the Act by not later than 1 July 2021.

Indicated below is the main reason for reviewing the policy:

Subject to section 19, a municipality may, in terms of the criteria set out in its rates policy, levy different rates

for different categories of rateable property, determined in subsection (2) and (3), which must be determined according to the:

- use of the property;
- permitted use of the property; or
- a combination of (a) and (b).

The following categories was based on ownership and will be removed as from 1 July 2021 and incorporated into other categories according to use:

- Property Used by Organ of State
- Solar Farms
- University

## Supply chain management policy

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 policy was reviewed to improve the alignment with the SCM Regulations as per the audit comes and any circulars or practice notes issued.

## Indigent and Credit control and debt collection policy

The Indigent policy was reviewed to amend the threshold to qualify for indigency from R3,750 to R4,500 to attract and assist more households, especially to respond to the economic and financial impact on household income due to the Covid-19 pandemic. This is subject to the approval of Council and consultation with National Treasury. The Customer services credit control debt collection policy was reviewed to allow the Revenue Customer Care Call centre personnel to conclude arrangements with non-paying residents.

## 12. 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.

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 (CPI inflation) and other external bodies such as the National Electricity Regulator of South Africa (NERSA), Department of Water and Sanitation and other major service providers. It is also informed by interest rates, grants gazetted and the collection rate.

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 NERSA 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 2023:**

Fiscal year	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Macro-economic performance and projections</b>	<b>Actual</b>	<b>Estimate</b>	<b>Forecast</b>		
CPI Inflation	4.1%	3.3%	3.9%	4.2%	4.4%

#### **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. 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.

#### **Capital expenditure**

The capital expenditure of the municipality has been funded from a mix of government transfers and internally generated funds only. The 2021/22 Capital Budget of R179,266 million is being financed by R167,766 million from government grants and R11,500 million from internally generated funds.

#### **Investments**

Investments made with the various financial institutions are strictly in compliance with Municipal Finance Management Act and the Municipal Investment Regulations. The investment returns achieved and projections are as follows: that for 2021/22 financial year, the average interest rate for all investments are projected interest rate of between 3.5% to 5% based inflation and growth rate of economy of South Africa.

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 R173 million at the end of the current financial year.

### 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 in September of each year. The municipality's current collection rate is not at desired level; however, the projected collection rate is estimated at 85%, which is slightly above the recommendation from National Treasury of 82% during the Adjustment budget for 2019/20. The municipality is cognisant of the fact to increase reserves and investments a higher collection rate of at least 89 to 90% is required because at this stage monthly revenue collections are not sufficient to cover committed monthly operational expenditure like salaries, ESKOM and Water boards including the payment arrangement of both institutions and SCM orders for operational purposes.

### Average salary increases

The budgeted salary increase is 4.1% for the fiscal year. The municipality is awaiting the outcome of the Salary and Wage collective agreement negotiations. Provision has been made for filled positions and vacancies together with annual notch increases.

## 13. Overview of budget funding

The Municipality is experiencing a severe financial crisis and in order to remain funded, operational expenditure needs to be prioritised and reduced as far as possible, whilst this must be supported by an improvement in the collection rate:

- 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 and internally generated funds, and public contributions and donations, where applicable. Frances Baard District Municipality normally provides additional funds for roads and sewer maintenance which is factored into the Adjustment budget annually.

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.

### Revenue and financing activities

Summary of Revenues and Financing Activities	Current Year 2020/21		Budget Year 2021/22		Budget Year +1 2022/23		Budget Year +2 2023/24	
	R'000	% Weighting	R'000	% Weighting	R'000	% Weighting	R'000	% Weighting
Own Generated Funds	1,994,019	82.75%	2,135,071	83.89%	2,303,798	86.66%	2,477,721	87.34%
Transfer recognised - Operational	260,137	10.80%	230,640	9.06%	241,544	9.09%	243,434	8.58%
<b>Total Operational Revenue</b>	<b>2,254,156</b>	<b>93.55%</b>	<b>2,365,711</b>	<b>92.96%</b>	<b>2,545,342</b>	<b>95.74%</b>	<b>2,721,154</b>	<b>95.92%</b>
Transfer recognised - Capital	123,446	5.12%	167,766	6.59%	98,625	3.71%	96,786	3.41%
Borrowing	–	0.00%	–	0.00%	–	0.00%	–	0.00%
Internally generated funds	32,000	1.33%	11,500	0.45%	14,500	0.55%	19,000	0.67%
<b>Total Capital Budget</b>	<b>155,446</b>	<b>6.45%</b>	<b>179,266</b>	<b>7.04%</b>	<b>113,125</b>	<b>4.26%</b>	<b>115,786</b>	<b>4.08%</b>
<b>Total Revenue and Financing</b>	<b>2,409,602</b>	<b>100.00%</b>	<b>2,544,977</b>	<b>100.00%</b>	<b>2,658,467</b>	<b>100.00%</b>	<b>2,836,940</b>	<b>100.00%</b>
<b>Total Grants &amp; Subsidies</b>	<b>383,583</b>	<b>15.92%</b>	<b>398,406</b>	<b>15.65%</b>	<b>340,169</b>	<b>12.80%</b>	<b>340,220</b>	<b>11.99%</b>

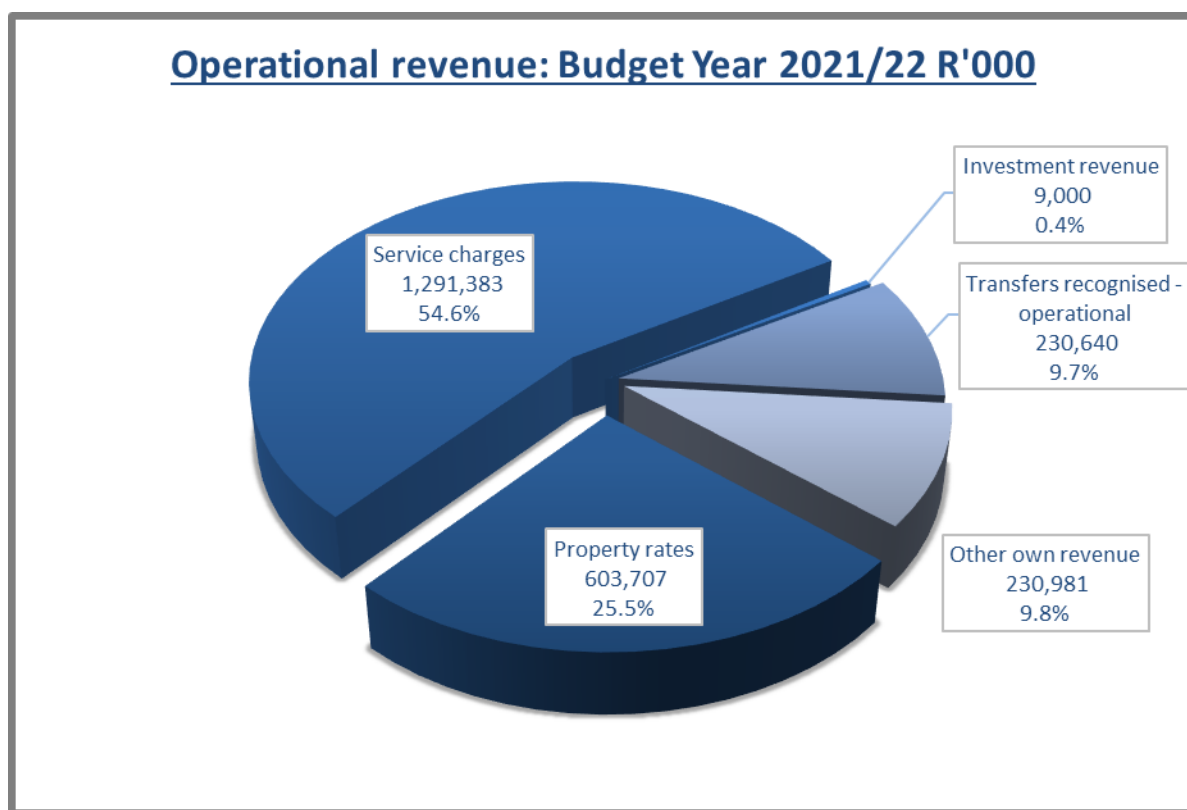
Indicated in the table above is a summary of the revenue and financing activities. For 2021/22 financial year Own generated funds constitutes 83.89% of the total funding requirement. Transfer recognised – Operational and Transfer recognised – capital contributes 9.06% and 6.59% to the total funding mix, respectively. Internally generated funds only contributes 0.45%, to the total financing activities. Totals grants and subsidies amounts to R398,406 million for the 2021/22 financial year which combines relates to 15.65% contribution to the funding mix of the municipality.

## Medium-term outlook: operating revenue

NC091 Sol Plaatje - Table A1 Budget Summary								
Description (R'000)	Current Year 2020/21		2021/22 Medium Term Revenue & Expenditure Framework					
	Adjusted Budget	% Contribution	Budget Year 2021/22	% Contribution	Budget Year +1 2022/23	% Contribution	Budget Year +2 2023/24	% Contribution
<b>Financial Performance</b>								
Property rates	584,108	25.9%	603,707	25.5%	647,214	25.4%	702,111	25.8%
Service charges	1,170,018	51.9%	1,291,383	54.6%	1,411,707	55.5%	1,526,702	56.1%
Investment revenue	4,000	0.2%	9,000	0.4%	12,000	0.5%	15,000	0.6%
Transfers recognised - operational	260,137	11.5%	230,640	9.7%	241,544	9.5%	243,434	8.9%
Other own revenue	235,893	10.5%	230,981	9.8%	232,877	9.1%	233,908	8.6%
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>2,254,156</b>	<b>100%</b>	<b>2,365,711</b>	<b>100%</b>	<b>2,545,342</b>	<b>100%</b>	<b>2,721,154</b>	<b>100%</b>

Indicated in the table above is a breakdown of the operating revenue over the medium-term

The following graph is a breakdown of the operational revenue per main category for the 2021/22 financial year.



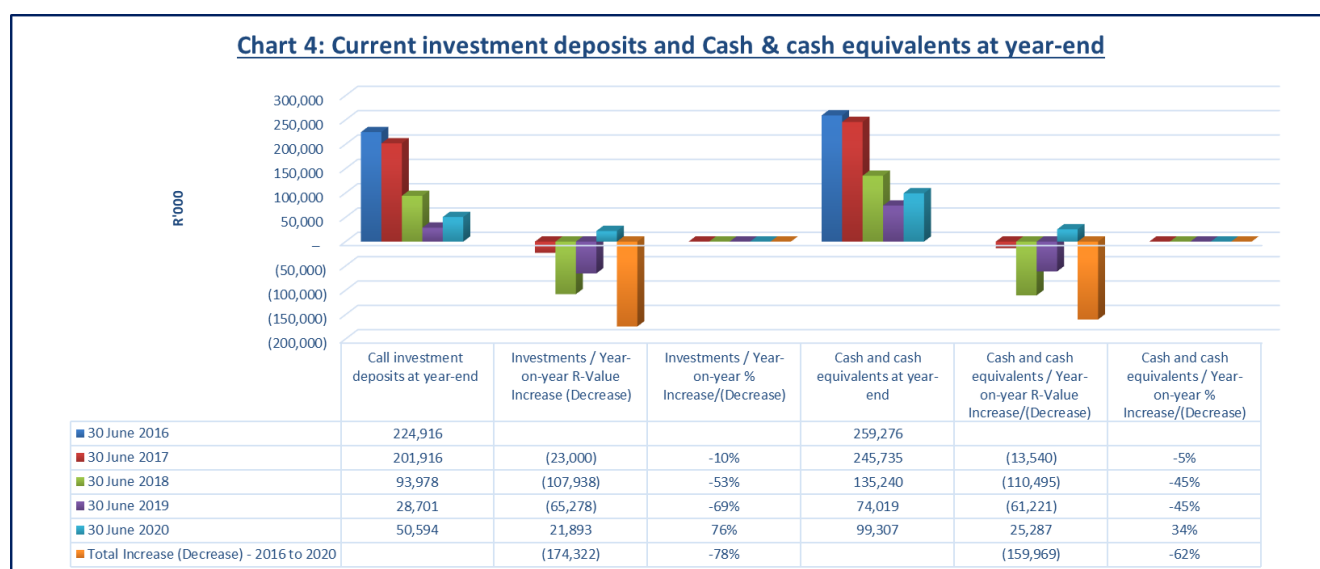
Revenue to be generated from property rates is R603,707 million in the 2021/22 financial year and increases to R702,711 million by 2023/24 which represents 26% of the operating revenue base of the municipality. It remains relatively constant over the medium-term. With the implementation of the Municipal Property Rates Act the basis of rating significantly changed. The major concern however is the phasing out of the category 'Property used by Organ of State' is not stipulated in the Act.

Services charges relating to electricity, water, sanitation and refuse removal constitutes the biggest component of the revenue basket of the municipality totalling R1,291,383 billion for the 2021/22 financial year and increasing to R1,526,702 billion by 2023/24. Services charges remains relatively constant at 55% of the total revenue base.

Operational grants and subsidies amount to R230,640 million (2021/22), R241,544 million (2022/23) and R243,434 (2023/24) million for the MTREF, or on average 10% of operating revenue. It can be seen from an operational perspective the municipality is less grant dependent when compared to capital grant dependency.

Investment revenue contributes marginally to the revenue base of the municipality with a budget allocation of R9,000 million, R12,000 million and R15,000 million for the respective three financial years of the 2021/22 MTREF. It needs to be noted that these allocations have been conservatively estimated and as part of the cash backing of reserves and provisions. Over the last few financial years the municipality's cash reserves were reducing and the municipality is working on restoring a healthy cost coverage ratio of 3 months.

Indicated in the chart below is a summary of the year-on-year reduction in Investments and Cash and cash equivalents. For the year ended 30 June 2020, there was a slight improvement compared to the previous financial year. It should be noted as the investment are for less than 12 months it forms part of Cash and cash equivalents as cash held by the municipality.



Tariff setting plays a major role in ensuring desired levels of revenue and affordability of consumers. Getting tariffs right assists in the compilation of a credible and funded budget. The municipality derives most of its operational revenue from the provision of basic services such as water, electricity, sanitation and solid waste removal. Property rates, operating and capital grants from organs of state and other minor charges (such as building plan fees, licenses and permits etc).

The revenue strategy is a function of key components such as:

- Growth in the city and economic development;
- Affordability by the municipality's consumers
- Revenue management and enhancement;
- Achievement of an ideal 95 per cent annual collection rate for consumer revenue;
- National Treasury budget circulars;
- Electricity tariff increases within the National Electricity Regulator of South Africa (NERSA) approval;
- Achievement of full cost recovery of specific user charges;
- Determining tariff escalation rate by establishing/calculating revenue requirements;
- The Property Rates Policy in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA), and
- And the ability to extend new services and obtain cost recovery levels.



The above principles guide the annual increase in the tariffs charged to the consumers and the ratepayers which is closely aligned to the economic forecasts. The average tariff increases are 0.1% above the guideline of 3.9%, however the municipality could lower tariffs any further which is based on the principle that tariffs must be cost reflective and sustainable.

The proposed tariff increases for the 2021/22 MTREF on the main revenue categories are:

Revenue category	2020/21	2021/22	2022/23	2023/24	2020/21	2021/22	2022/23	2023/24
	Tariffs				Total Budgeted revenue (R'000)			
Rates	5.50%	4.00%	7.21%	8.48%	584,108	603,707	647,214	702,111
Electricity	6.22%	14.59%	10.61%	9.08%	766,232	861,157	952,511	1,038,966
Water	5.50%	4.00%	6.85%	6.16%	278,626	294,012	314,138	333,503
Waste water (Sanitation)	5.50%	4.00%	6.49%	5.89%	71,175	76,648	81,626	86,434
Waste management (Refuse removal)	5.50%	4.00%	6.49%	6.88%	53,984	59,567	63,433	67,799
<b>Average tariff increases/Municipal CPI</b>	<b>5.80%</b>	<b>8.56%</b>	<b>7.53%</b>	<b>7.30%</b>	<b>1,754,126</b>	<b>1,895,090</b>	<b>2,058,921</b>	<b>2,228,813</b>

## Medium-term outlook: capital revenue

The following table is a breakdown of the funding composition of the 2021/22 medium-term capital programme and year-on-year increase or decrease in grant funding.

### Sources of capital revenue over the MTREF

	Current Year 2020/21	% Weighting	Budget Year 2021/22	% Weighting	Year-on-Year Increase (Decrease) from 2020/21 to 2021/22	Budget Year +1 2022/23	% Weighting	Year-on-Year Increase (Decrease) from 2021/22 to 2022/23	Budget Year +2 2023/24	% Weighting	Year-on-Year Increase (Decrease) from 2022/23 to 2023/24
<b>Capex MTREF 2021/22 (R'000)</b>											
Transfers recognised - capital	123,446	79%	167,766	94%	36%	98,625	87%	-41%	96,786	84%	-2%
Borrowing	-	0%	-	0%		-	0%		-	0%	
Internally generated funds	32,000	21%	11,500	6%	-64%	14,500	13%	26%	19,000	16%	31%
<b>Total Capital Funding</b>	<b>155,446</b>	<b>100%</b>	<b>179,266</b>	<b>100%</b>	<b>15%</b>	<b>113,125</b>	<b>100%</b>	<b>-37%</b>	<b>115,786</b>	<b>100%</b>	<b>2%</b>

	Adjusted Budget 2020/21	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	Year-on- Year Increase (Decrease) from 2020/21 to 2021/22	Year-on- Year Increase (Decrease) from 2021/22 to 2022/23	Year-on- Year Increase (Decrease) from 2022/23 to 2023/24	Total capital grants over the MTREF
<b>Capital Grants (R thousand)</b>								
Integrated National Electrification Programme (INEP)	17,206	66,500	22,000	20,000	286.5%	-66.9%	-9.1%	108,500
Integrated Urban Development Grant (IUDG)	50,955	66,266	56,677	59,018	30.0%	-14.5%	4.1%	181,961
Neighbourhood Development Partnership Grant (NDPG)	27,912	10,000	-	-	-64.2%	-100.0%	0.0%	10,000
Water Services Infrastructure Grant (WSIG)	12,972	25,000	19,948	17,768	92.7%	-20.2%	-10.9%	62,716
European Union	14,400	-	-	-	-100.0%	0.0%	0.0%	-
<b>Total capital grants</b>	<b>123,446</b>	<b>167,766</b>	<b>98,625</b>	<b>96,786</b>	<b>35.9%</b>	<b>-41.2%</b>	<b>-1.9%</b>	<b>363,177</b>

### Sources of capital revenue for the 2021/22 financial year

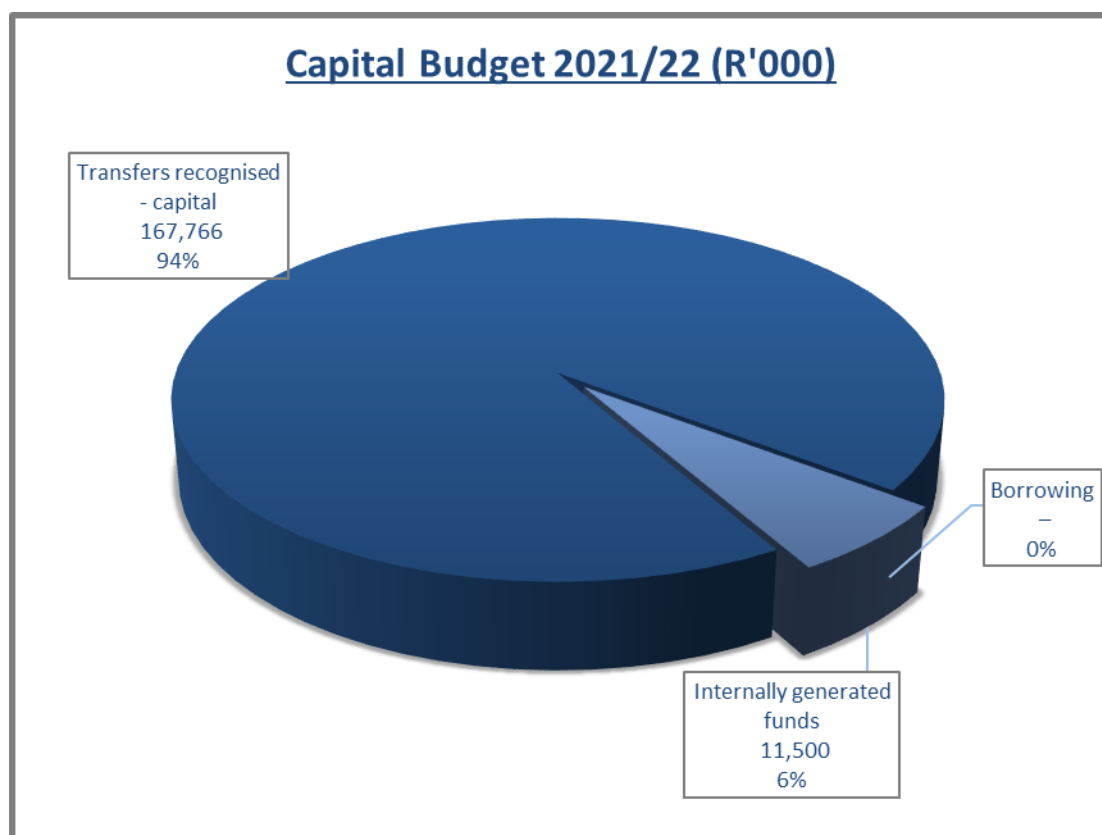
Capital grants and receipts equates to 94% of the total funding source which represents R167,766 million for the 2021/22 financial year and decreases to R96,786 million for 2023/24. Grants increases by 35.9% for 2021/22 when compared to the Adjustment budget of 2020/21. This is as a result of a substantial increase in INEP (286.5%), IUDG (30.0%) and WSIG (92%). Grant performance and planning must improve as reiterated by National Treasury. Thereafter, grants decrease by 41% for 2022/23 and 2% for 2023/24. Internally generated funds decrease by 64% for 2021/22 when compared to the Adjustment budget of 2020/21. Thereafter, internally generated funds increase by 26% for 2022/23 and 31% for 2023/24. It should be noted that the disapproval of rollover funds and withholding of funds due to non-performance places pressure on internally generated funds. There are also critical projects that must be funded, where no grants can be sourced. The municipality remains cognisant of the fact that projects cannot be funded from internally generated funds that is not realistically anticipated and cash backed. This is the main reasons why own funding remains low due to the prudent approach applied in this regard to ensure that the capital budget remains funded.



The principle is still relevant, the municipality cannot spend funds, that it does not have, this is a recipe for disaster and have serious negative implications in respect of service delivery and financial viability.

The municipality has not taken any new long-term borrowings in the current financial year. Due to the current financial crisis, no new long-term loans can be entered into for the foreseeable future. The municipality has always been very conservative when taking up new loans, and always gave due consideration to the impact it will have on tariffs increases and the affordability of tariffs which can negatively impact the municipality's ability to collect revenue and service the loan. The Current and Debt (Total Borrowings) / Revenue ratios has always been above the norm, however from a liquidity perspective the municipality will not be able to meet any additional long-term commitments.

The pie chart below graphically represents the capital funding mix for the 2021/22 financial year.



**MBRR Table A7 - Budget cash flow statement**

NC091 Sol Plaatje - Table A7 Budgeted Cash Flows			
Description	2021/22 Medium Term Revenue & Expenditure Framework		
R thousand	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Property rates	537,299	592,545	651,412
Service charges	1,149,722	1,287,108	1,408,043
Other revenue	73,781	77,673	81,925
Transfers and Subsidies - Operational	230,640	241,544	243,434
Transfers and Subsidies - Capital	167,766	98,625	96,786
Interest	9,000	12,000	15,000
Dividends	-	-	-
<b>Payments</b>			
Suppliers and employees	(1,875,821)	(2,025,209)	(2,174,640)
Finance charges	(22,261)	(20,963)	(19,501)
Transfers and Grants	(4,850)	(4,952)	(5,060)
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	<b>265,277</b>	<b>258,371</b>	<b>297,398</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Receipts</b>			
Proceeds on disposal of PPE	-	-	-
Decrease (increase) in non-current receivables	268	1,151	(2,143)
Decrease (increase) in non-current investments	-	-	-
<b>Payments</b>			
Capital assets	(176,266)	(108,125)	(110,786)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	<b>(175,998)</b>	<b>(106,974)</b>	<b>(112,929)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Receipts</b>			
Short term loans	-	-	-
Borrowing long term/refinancing	-	-	-
Increase (decrease) in consumer deposits	3,800	3,601	2,953
<b>Payments</b>			
Repayment of borrowing	(10,734)	(12,087)	(12,812)
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	<b>(6,934)</b>	<b>(8,486)</b>	<b>(9,859)</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	<b>82,345</b>	<b>142,911</b>	<b>174,611</b>
Cash/cash equivalents at the year begin:	31,739	114,084	256,995
Cash/cash equivalents at the year end:	114,084	256,995	431,605

Currently the mapping of cash flow has been significantly addressed.

As indicated in the table above, Cash and cash equivalents for 2021/22 is estimated at R114,084 million to R431,605 million for 2023/24. The municipality has implemented various cost saving measures and this will be ongoing for 2021/22 MTREF. The Debt collection and credit control policy

is adhered to and cash is monitored on a daily basis. Various engagements have been held with provincial departments to resolve the outstanding debt owed by Organs of state.

The budgeted cash/cash equivalents are positive and increasing over the MTREF. The Cost coverage ratio is low for 2021/22 but increasing gradually year-on-year. At this stage for the municipality to obtain a healthy cost coverage of 3 months, Cash and cash equivalents should be between R450 and R500 million. This can be improved significantly if the budgeted collection is higher than anticipated.

Cash flow assumptions are based on the following, achieving a 89% average collection rate on Property rates and service charges. Grants receipts, Other revenue and Interest earned at 100%. Operational expenditure is factored in at an average of 95% for Employee costs, Inventory consumed, Contracted services and Other expenditure. Bulk purchases, Councillor's remuneration, Finance charges and Grants paid at 100%. Capital expenditure and repayment of borrowing at 100%.

## 14. Expenditure on allocations and grant programmes

Indicated in the table above is the total operational grants for the 2021/22 MTREF. From 2020/21 to 2021/22, operational grants decrease by 11.3%. This is mainly attributable to the decrease on Equitable share, where additional funds of R29,570 million was allocated to the municipality during 2020/21. The increase from 2021/22 to 2022/23 is 4.7% and 0.8% from 2022/23 to 2023/24. The total operational grants over the MTREF amounts to R715,618 million.

	Adjusted Budget 2020/21	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	Year-on-Year Increase (Decrease) from 2020/21 to 2021/22	Year-on-Year Increase (Decrease) from 2021/22 to 2022/23	Year-on-Year Increase (Decrease) from 2022/23 to 2023/24	Total operational grants over the MTREF
<b>Operational Grants (R thousand)</b>								
Local Government Equitable Share	234,642	212,328	226,115	227,052	-9.5%	6.5%	0.4%	665,495
Expanded Public Works Programme	4,170	3,362	–	–	-19.4%	-100.0%	–	3,362
Local Government Financial Management Grant	1,700	1,650	1,700	1,700	-2.9%	3.0%	0.0%	5,050
Infrastructure Skills Development	5,000	5,500	5,500	6,000	10.0%	0.0%	9.1%	17,000
Library Grant	7,800	7,800	8,229	8,682	0.0%	5.5%	5.5%	24,711
Department of Tourism	625	–	–	–	-100.0%	–	–	–
Frances Baard District Municipality	6,200	–	–	–	-100.0%	–	–	–
<b>Total operational grants</b>	<b>260,137</b>	<b>230,640</b>	<b>241,544</b>	<b>243,434</b>	<b>-11.3%</b>	<b>4.7%</b>	<b>0.8%</b>	<b>715,618</b>

The municipality receives Equitable Share (EQS) from the 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 purpose of the Infrastructure Skills Development Grant (ISDG) Programme is to professionalise interns in areas where there is a lack of manpower and professionalised skills to assist the municipality to improve on service delivery. The Finance Management Grant is utilised to fund the costs to company of all finance interns including costs of training and tools of trade. The Library grant is received from the Department of Sports and Culture for the operations of libraries within the Sol Plaatje jurisdiction. The Expanded Public Works Programme (EPWP) is a government strategy to reduce poverty and unemployment in society. EPWP involves creating work opportunities for the unemployed through maximising job opportunities within projects. In support to this SPLM has adopted the strategy and implementing it through its maintenance and capital programmes. This includes work done in-house and work contracted out to service providers. The municipality has so far been steadfast in the implementation of EPWP however the main challenge thus far is the declining incentive grant over the years and ensuring the sustainability of jobs created through the programme

	Adjusted Budget 2020/21	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	Year-on-Year Increase (Decrease) from 2020/21 to 2021/22	Year-on-Year Increase (Decrease) from 2021/22 to 2022/23	Year-on-Year Increase (Decrease) from 2022/23 to 2023/24	Total capital grants over the MTREF
<b>Capital Grants (R thousand)</b>								
Integrated National Electrification Programme (INEP)	17,206	66,500	22,000	20,000	286.5%	-66.9%	-9.1%	108,500
Integrated Urban Development Grant (IUDG)	50,955	66,266	56,677	59,018	30.0%	-14.5%	4.1%	181,961
Neighbourhood Development Partnership Grant (NDPG)	27,912	10,000	–	–	-64.2%	-100.0%	0.0%	10,000
Water Services Infrastructure Grant (WSIG)	12,972	25,000	19,948	17,768	92.7%	-20.2%	-10.9%	62,716
European Union	14,400	–	–	–	-100.0%	0.0%	0.0%	–
<b>Total capital grants</b>	<b>123,446</b>	<b>167,766</b>	<b>98,625</b>	<b>96,786</b>	<b>35.9%</b>	<b>-41.2%</b>	<b>-1.9%</b>	<b>363,177</b>

Indicated in the table above is the total capital grants for the 2021/22 MTREF. From 2020/21 to 2021/22, capital grants increase by 35.9%, whilst the decrease from 2021/22 to 2022/23 is 41.2% and 1.9% from 2022/23 to 2023/24. The total capital grants over the MTREF amounts to R363,177 million. The municipality is facing severe risks in capital grant funds being withheld and rollovers disapproved as a result of poor performance and non-spending. This poses a huge risk to service delivery which is exacerbated by the municipality's current cash flow position due to limitation placed on funding capital projects from internally generated funds.

Indicated below is the capital projects linked to each grant for the 2021/22 MTREF.

Capital project per funding source (R'000)	2021/22	2022/23	2023/24	Grand Total
<b>F_C_T&amp;S_MA_NG_INEP GRANT</b>	<b>66,500</b>	<b>22,000</b>	<b>20,000</b>	<b>108,500</b>
ELECTRIFIC LERATO PARK LINK SERV NETWORK	12,000			12,000
ELECTRIFICATION LETABO PARK	20,000			20,000
LV NETWORKS ACQ-ELECTRIFICAT OF HOUSES		22,000	20,000	42,000
UPGRADE HADISON PARK 66/11 KV SUBSTATION	1,500			1,500
NETWORKS ACQ - ELECTR LERATO PARK	33,000			33,000
<b>F_C_T&amp;S_MA_NG_INTEGRATED URBAN DEVELOPMENT GRANT</b>	<b>66,266</b>	<b>56,677</b>	<b>59,018</b>	<b>181,961</b>
CRAVEN STREET TRADE CENTRE	8,000			8,000
LERATOPARK SEWER UPGRAD DOWNSTREAM INFRA	22,266			22,266
P-CNIN IN PR R-G IMP PRP	3,000	3,000	3,000	9,000
RESEALING OF ROADS VARIOUS WARDS	13,000	14,000	16,000	43,000
SEWER PIPES REFURB PROG VARIOUS WARDS		12,000	11,500	23,500
STORMWAT PROJ-SW CHANNEL GALASH IUDG	10,000			10,000
UPGRADE GRAVEL ROADS WARDS VARIOUS	10,000	15,677	17,018	42,695
WATER PIPES REFURB PROG VARIOUS WARDS		12,000	11,500	23,500
<b>F_C_T&amp;S_MA_NG_N/HOOD DEV PARTNERSHIP GRANT</b>	<b>10,000</b>			<b>10,000</b>
ACQ STORMWAT PROJ-STORWAT CHANNEL GALASH	10,000			10,000
<b>F_C_T&amp;S_MA_NG_WATER SERV INFRA GRANT</b>	<b>25,000</b>	<b>19,948</b>	<b>17,768</b>	<b>62,716</b>
ACQ - CARTERS GLEN SEWER PUMP STATION	25,000	14,948	5,000	44,948
RECONSTRUCTR OF SINK TOILETS WARD17		5,000	12,768	17,768
<b>Grand Total</b>	<b>167,766</b>	<b>98,625</b>	<b>96,786</b>	<b>363,177</b>

## 15. Allocations and grants made by the municipality

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

RC057 S01 Plateau - Supporting Table 3A21 Transfers and grants made by the municipality											
Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand											
<b>Cash Transfers to Organisations</b>											
Non-Prof:Oth Inst/Grants&Don Diam & Dor		2,730	–	–	–	–	–	–	–	–	–
Non-Prof:Oth Inst/Grants&Don Oth Pub Gra		2,720	1,498	374	3,500	2,000	2,000	270	2,500	2,500	2,500
Non-Prof:Oth Institut/Gariep		1,600	–	–	–	–	–	–	–	–	–
Non-Prof:Oth Institut/Sport Council		–	–	–	–	–	–	–	–	–	–
Non-Prof:Other Institutions/Spca		1,600	1,700	2,000	2,100	2,100	2,100	1,575	2,200	2,300	2,400
<b>Total Cash Transfers To Organisations</b>		<b>8,650</b>	<b>3,198</b>	<b>2,374</b>	<b>5,600</b>	<b>4,100</b>	<b>4,100</b>	<b>1,845</b>	<b>4,700</b>	<b>4,800</b>	<b>4,900</b>
<b>Cash Transfers to Groups of Individuals</b>											
Hh Oth Trans: Housing - Individual Supp		539	604	237	300	20	20	1	–	–	–
Hh Ssp Soc Ass: Grant In Aid		136	138	122	160	160	160	105	150	152	160
<b>Total Cash Transfers To Groups Of Individuals:</b>		<b>675</b>	<b>743</b>	<b>359</b>	<b>460</b>	<b>180</b>	<b>180</b>	<b>106</b>	<b>150</b>	<b>152</b>	<b>160</b>
<b>TOTAL CASH TRANSFERS AND GRANTS</b>	6	<b>9,325</b>	<b>3,940</b>	<b>2,733</b>	<b>6,060</b>	<b>4,280</b>	<b>4,280</b>	<b>1,951</b>	<b>4,850</b>	<b>4,952</b>	<b>5,060</b>

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.

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 rejection of the application. However, due to cash constraints the municipality has to curb the payout of adhoc grants. Under Emergency Services (Fire Department), a minor provision of R150 thousand is made for disaster management in aid to support poor households during shack fire, floods etc.

## 16. 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 functions 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 and Revenue management.
- Community Services and Social Development which includes Traffic Law enforcement, Emergency services, Municipal health services, Parks and recreation and Facilities management
- Infrastructure and Services which includes Roads and storm water, Water and sanitation, Electricity, Mechanical engineering, Fleet management 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 committee 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 Senior managers and municipal staff for the MTREF including councillor remuneration.

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

Summary of Employee and Councillor remuneration	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand		A	B	C	D	E	F	G	H	I
<b>Councillors (Political Office Bearers plus Other)</b>	1									
Basic Salaries and Wages		—	—	—	—	—	—	—	—	—
Pension and UIF Contributions		947	927	844	—	—	—	—	—	—
Medical Aid Contributions		248	306	320	—	—	—	—	—	—
Motor Vehicle Allowance		—	—	—	—	—	—	—	—	—
Cellphone Allowance		2,883	2,766	2,874	3,212	3,212	3,212	3,243	3,405	3,592
Housing Allowances		—	—	—	—	—	—	—	—	—
Other benefits and allowances		24,332	24,389	26,329	29,811	29,811	29,811	31,305	32,870	34,678
<b>Sub Total - Councillors</b>		<b>28,409</b>	<b>28,388</b>	<b>30,367</b>	<b>33,023</b>	<b>33,023</b>	<b>33,023</b>	<b>34,547</b>	<b>36,275</b>	<b>38,270</b>
<b>% increase</b>	4		<b>(0.1%)</b>	<b>7.0%</b>	<b>8.7%</b>	<b>—</b>	<b>—</b>	<b>4.6%</b>	<b>5.0%</b>	<b>5.5%</b>
<b>Senior Managers of the Municipality</b>	2									
Basic Salaries and Wages		7,121	8,440	8,465	8,166	8,166	8,166	8,600	9,050	9,541
Pension and UIF Contributions		936	843	981	1,080	1,080	1,080	1,108	1,166	1,229
Medical Aid Contributions		162	193	206	217	217	217	252	266	280
Overtime		—	—	—	—	—	—	—	—	—
Performance Bonus		—	—	—	—	—	—	—	—	—
Motor Vehicle Allowance		1,632	1,913	2,244	1,876	1,876	1,876	1,961	2,064	2,176
Cellphone Allowance	3	168	168	168	202	202	202	202	212	224
Housing Allowances	3	30	36	36	37	37	37	39	41	44
Other benefits and allowances	3	15	15	15	106	106	106	105	111	117
Payments in lieu of leave		—	—	—	—	—	—	—	—	—
Long service awards		37	48	45	49	49	49	62	65	69
Post-retirement benefit obligations	6	—	—	—	—	—	—	—	—	—
<b>Sub Total - Senior Managers of Municipality</b>		<b>10,100</b>	<b>11,655</b>	<b>12,160</b>	<b>11,733</b>	<b>11,733</b>	<b>11,733</b>	<b>12,329</b>	<b>12,976</b>	<b>13,679</b>
<b>% increase</b>	4		<b>15.4%</b>	<b>4.3%</b>	<b>(3.5%)</b>	<b>—</b>	<b>—</b>	<b>5.1%</b>	<b>5.2%</b>	<b>5.4%</b>
<b>Other Municipal Staff</b>										
Basic Salaries and Wages		333,228	357,185	376,393	439,266	427,868	427,868	450,593	478,504	504,724
Pension and UIF Contributions		55,658	58,704	61,779	74,225	74,225	74,225	76,857	80,919	85,437
Medical Aid Contributions		42,657	44,990	48,569	56,933	56,933	56,933	58,592	61,851	65,358
Overtime		52,037	54,563	45,344	36,555	36,551	36,551	39,484	41,406	43,719
Performance Bonus		26,376	26,336	27,067	34,519	34,519	34,519	35,421	37,286	39,366
Motor Vehicle Allowance	3	38,967	38,361	38,599	48,985	48,985	48,985	51,621	54,341	57,342
Cellphone Allowance	3	1,363	1,333	1,335	1,545	1,545	1,545	1,499	1,578	1,665
Housing Allowances	3	2,400	2,638	2,769	3,140	3,140	3,140	3,158	3,326	3,512
Other benefits and allowances	3	24,860	26,762	27,793	29,478	32,681	32,681	28,541	30,048	31,751
Payments in lieu of leave		14,428	13,784	909	16,000	10,000	10,000	14,000	14,980	15,879
Long service awards		15,473	16,725	19,526	23,902	23,902	23,902	22,791	24,007	25,347
Post-retirement benefit obligations	6	29,763	35,530	(9,322)	38,000	38,000	38,000	41,500	44,405	47,069
<b>Sub Total - Other Municipal Staff</b>		<b>637,209</b>	<b>676,910</b>	<b>640,762</b>	<b>802,548</b>	<b>788,348</b>	<b>788,348</b>	<b>824,059</b>	<b>872,651</b>	<b>921,169</b>
<b>% increase</b>	4		<b>6.2%</b>	<b>(5.3%)</b>	<b>25.2%</b>	<b>(1.8%)</b>	<b>—</b>	<b>4.5%</b>	<b>5.9%</b>	<b>5.6%</b>
<b>Total Parent Municipality</b>		<b>675,719</b>	<b>716,953</b>	<b>683,289</b>	<b>847,304</b>	<b>833,104</b>	<b>833,104</b>	<b>870,935</b>	<b>921,902</b>	<b>973,119</b>
			<b>6.1%</b>	<b>(4.7%)</b>	<b>24.0%</b>	<b>(1.7%)</b>	<b>—</b>	<b>4.5%</b>	<b>5.9%</b>	<b>5.6%</b>
<b>TOTAL SALARY, ALLOWANCES &amp; BENEFITS</b>		<b>675,719</b>	<b>716,953</b>	<b>683,289</b>	<b>847,304</b>	<b>833,104</b>	<b>833,104</b>	<b>870,935</b>	<b>921,902</b>	<b>973,119</b>
<b>% increase</b>	4		<b>6.1%</b>	<b>(4.7%)</b>	<b>24.0%</b>	<b>(1.7%)</b>	<b>—</b>	<b>4.5%</b>	<b>5.9%</b>	<b>5.6%</b>
<b>TOTAL MANAGERS AND STAFF</b>	5,7	<b>647,309</b>	<b>688,565</b>	<b>652,922</b>	<b>814,281</b>	<b>800,081</b>	<b>800,081</b>	<b>836,388</b>	<b>885,627</b>	<b>934,849</b>

Please note that the summary of employee benefits for councillors, senior manager and other municipal staff is depicted in the table above. Under municipal staff, annual bonuses (13<sup>th</sup> cheques) is mapped to performance bonus. Please note that annual bonuses are budgeted for and included in the packages of permanent employees and contract employees who structure for a 13<sup>th</sup> cheque and is not linked to any performance appraisal. Indicated in the table below is a summary of the councillor's and senior manager's packages.

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

Disclosure of Salaries, Allowances & Benefits 1.	Ref	No.	Salary	Contribution	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum				1.				2.
<b>Councillors</b>	3							
Speaker	4		–	–	991,012			991,012
Chief Whip			–	–	–			–
Executive Mayor			–	–	1,226,294			1,226,294
Deputy Executive Mayor			–	–	–			–
Executive Committee			–	–	9,321,913			9,321,913
Total for all other councillors			–	–	23,008,215			23,008,215
<b>Total Councillors</b>	8	–	–	–	<b>34,547,434</b>			<b>34,547,434</b>
<b>Senior Managers of the Municipality</b>	5							
Municipal Manager (MM)			2,119,923	1,785	191,100			2,312,808
Chief Finance Officer			1,407,313	254,361	454,110			2,115,784
SM D01			1,373,215	260,399	457,245			2,090,859
SM D02			1,312,278	239,289	424,293			1,975,860
SM D03			1,289,492	247,691	407,362			1,944,545
SM D04			1,098,120	356,288	434,960			1,889,368
<b>Total Senior Managers of the Municipality</b>	8, 10	–	<b>8,600,341</b>	<b>1,359,813</b>	<b>2,369,070</b>	–		<b>12,329,224</b>
<b>TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION</b>	10	–	<b>8,600,341</b>	<b>1,359,813</b>	<b>36,916,504</b>	–		<b>46,876,658</b>

mSCOA Description	Detail description of Senior manager's position
SM D01	Executive director: Corporate services
SM D02	Executive director: Community services
SM D03	Executive director: Strategy, economic development and planning
SM D04	Executive director: Infrastructure services



Indicated in the table below is the personnel numbers as per supporting table SA24

NC091 Sol Plaatje - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers		Ref	2019/20			Current Year 2020/21			Budget Year 2021/22		
Number		1,2	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
<b>Municipal Council and Boards of Municipal Entities</b>											
Councillors (Political Office Bearers plus Other Councillors)			65	65	–	65	65	–	65	65	–
Board Members of municipal entities											
<b>Municipal employees</b>											
Municipal Manager and Senior Managers		4									
Other Managers		3	6	6	–	6	6	–	6	6	–
Professionals		7	3	2	–	3	3	–	3	3	–
Finance			198	79	1	198	174	3	198	181	3
Spatial/town planning			13	13	1	13	13	1	13	13	1
Information Technology			19	6	–	19	13	2	19	13	2
Roads			4	4	–	4	4	–	4	4	–
Electricity			2	2	–	2	1	–	2	2	–
Water			13	7	–	13	7	–	13	8	–
Sanitation			2	2	–	2	1	–	2	2	–
Refuse			3	3	–	3	1	–	3	3	–
Other			–	–	–	–	–	–	–	–	–
Technicians			142	42	–	142	134	–	142	136	–
Finance			275	185	10	275	232	7	275	250	8
Spatial/town planning			10	10	–	10	9	–	10	9	–
Information Technology			29	15	–	29	15	4	29	15	4
Roads			8	4	–	8	6	2	8	5	1
Electricity			6	6	–	6	6	–	6	6	3
Water			150	98	2	150	125	–	150	147	–
Sanitation			10	3	4	10	10	–	10	10	–
Refuse			25	20	1	25	25	1	25	25	–
Other			1	–	–	1	1	–	1	1	–
Clerks (Clerical and administrative)			36	29	3	36	35	–	36	32	–
Service and sales workers			429	345	57	429	374	29	429	402	34
Skilled agricultural and fishery workers			348	206	–	348	251	–	348	231	–
Craft and related trades			145	78	–	145	40	–	145	44	–
Plant and Machine Operators											
Elementary Occupations			215	100	2	215	101	–	215	101	–
			1,017	618	141	1,017	656	94	1,017	656	112
<b>TOTAL PERSONNEL NUMBERS</b>		9	<b>2,701</b>	<b>1,684</b>	<b>211</b>	<b>2,701</b>	<b>1,902</b>	<b>133</b>	<b>2,701</b>	<b>1,939</b>	<b>157</b>
<b>% increase</b>						–	12.9%	(37.0%)	–	1.9%	18.0%
<b>Total municipal employees headcount</b>		6, 10	<b>3,021</b>	<b>1,922</b>	<b>245</b>	<b>3,021</b>	<b>2,154</b>	<b>162</b>	<b>3,021</b>	<b>2,189</b>	<b>186</b>
Finance personnel headcount		8, 10	<b>306</b>	<b>225</b>	<b>32</b>	<b>306</b>	<b>238</b>	<b>29</b>	<b>306</b>	<b>236</b>	<b>29</b>
Human Resources personnel headcount		8, 10	<b>14</b>	<b>13</b>	<b>2</b>	<b>14</b>	<b>14</b>	<b>–</b>	<b>14</b>	<b>14</b>	<b>–</b>

## 17. Monthly targets for revenue, expenditure and cash flow

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

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand																
Revenue By Source																
Property rates		50,309	50,309	50,309	50,309	50,309	50,309	50,309	50,309	50,309	50,309	50,309	50,309	603,707	647,214	702,111
Service charges - electricity revenue		71,763	71,763	71,763	71,763	71,763	71,763	71,763	71,763	71,763	71,763	71,763	71,763	861,157	952,511	1,038,966
Service charges - water revenue		24,501	24,501	24,501	24,501	24,501	24,501	24,501	24,501	24,501	24,501	24,501	24,501	294,012	314,138	333,503
Service charges - sanitation revenue		6,387	6,387	6,387	6,387	6,387	6,387	6,387	6,387	6,387	6,387	6,387	6,387	76,648	81,626	86,434
Service charges - refuse revenue		4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	59,567	63,433	67,799
Rental of facilities and equipment		1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	13,145	13,809	14,569
Interest earned - external investments		750	750	750	750	750	750	750	750	750	750	750	750	9,000	12,000	15,000
Interest earned - outstanding debtors		13,100	13,100	13,100	13,100	13,100	13,100	13,100	13,100	13,100	13,100	13,100	13,100	157,200	155,204	151,983
Dividends received		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fines, penalties and forfeits		2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	34,725	36,553	38,563
Licences and permits		542	542	542	542	542	542	542	542	542	542	542	542	6,500	6,858	7,235
Agency services		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Transfers and subsidies		19,220	19,220	19,220	19,220	19,220	19,220	19,220	19,220	19,220	19,220	19,220	19,220	230,640	241,544	243,434
Other revenue		1,618	1,618	1,618	1,618	1,618	1,618	1,618	1,618	1,618	1,618	1,618	1,618	19,411	20,453	21,558
Gains		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Total Revenue (excluding capital transfers and contributions)		197,143	197,143	197,143	197,143	197,143	197,143	197,143	197,143	197,143	197,143	197,143	197,143	2,365,711	2,545,342	2,721,154
Expenditure By Type																
Employee related costs		69,699	69,699	69,699	69,699	69,699	69,699	69,699	69,699	69,699	69,699	69,699	69,699	836,388	885,627	934,849
Remuneration of councillors		2,879	2,879	2,879	2,879	2,879	2,879	2,879	2,879	2,879	2,879	2,879	2,879	34,547	36,275	38,270
Debt impairment		22,917	22,917	22,917	22,917	22,917	22,917	22,917	22,917	22,917	22,917	22,917	22,917	275,000	293,600	310,648
Depreciation & asset impairment		6,596	6,596	6,596	6,596	6,596	6,596	6,596	6,596	6,596	6,596	6,596	6,596	79,150	84,325	89,218
Finance charges		1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	22,261	20,963	19,501
Bulk purchases - electricity		63,417	63,417	63,417	63,417	63,417	63,417	63,417	63,417	63,417	63,417	63,417	(50,583)	647,000	724,640	797,104
Inventory consumed		13,778	13,778	13,778	13,778	13,778	13,778	13,778	13,778	13,778	13,778	13,778	127,776	279,331	297,748	321,102
Contracted services		3,891	3,891	3,891	3,891	3,891	3,891	3,891	3,891	3,891	3,891	3,891	3,890	46,687	49,173	51,770
Transfers and subsidies		404	404	404	404	404	404	404	404	404	404	404	404	4,850	4,952	5,060
Other expenditure		9,981	9,981	9,981	9,981	9,981	9,981	9,981	9,981	9,981	9,981	9,977	119,770	126,960	132,287	
Losses		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Total Expenditure		195,416	195,416	195,416	195,416	195,416	195,416	195,416	195,416	195,416	195,416	195,416	195,406	2,344,984	2,524,262	2,699,808
Surplus/(Deficit)		1,726	1,726	1,726	1,726	1,726	1,726	1,726	1,726	1,726	1,726	1,726	1,736	20,727	21,079	21,346
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		13,980	13,980	13,980	13,980	13,980	13,980	13,980	13,980	13,980	13,980	13,980	13,981	167,766	98,625	96,786
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		15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,717	188,493	119,704	118,132
Taxation													—	—	—	—
Attributable to minorities													—	—	—	—
Share of surplus/ (deficit) of associate													—	—	—	—
Surplus/(Deficit)	1	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,717	188,493	119,704	118,132

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

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand																
<b>Revenue by Vote</b>																
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	478,759	416,848	411,594
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		567	567	567	567	567	567	567	567	567	567	567	567	6,804	6,881	7,455
Vote 05 - Community Services		9,219	9,219	9,219	9,219	9,219	9,219	9,219	9,219	9,219	9,219	9,219	9,219	110,627	117,298	124,628
Vote 06 - Financial Services		51,936	51,936	51,936	51,936	51,936	51,936	51,936	51,936	51,936	51,936	51,936	51,936	623,229	667,662	723,570
Vote 07 - Strategy Econ Development And Planning		753	753	753	753	753	753	753	753	753	753	753	753	9,041	9,535	10,059
Vote 08 - Infrastructure And Services		108,751	108,751	108,751	108,751	108,751	108,751	108,751	108,751	108,751	108,751	108,751	108,752	1,305,018	1,425,743	1,540,633
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>		<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>2,533,477</b>	<b>2,643,967</b>	<b>2,817,940</b>
<b>Expenditure by Vote to be appropriated</b>																
Vote 01 - Executive & Council		4,824	4,824	4,824	4,824	4,824	4,824	4,824	4,824	4,824	4,824	4,824	4,823	57,883	60,777	64,120
Vote 02 - Municipal And General		27,955	27,955	27,955	27,955	27,955	27,955	27,955	27,955	27,955	27,955	27,955	27,954	335,456	354,860	373,517
Vote 03 - Municipal Manager		2,085	2,085	2,085	2,085	2,085	2,085	2,085	2,085	2,085	2,085	2,085	2,085	25,025	26,367	27,817
Vote 04 - Corporate Services		6,101	6,101	6,101	6,101	6,101	6,101	6,101	6,101	6,101	6,101	6,101	6,100	73,211	76,800	81,111
Vote 05 - Community Services		24,784	24,784	24,784	24,784	24,784	24,784	24,784	24,784	24,784	24,784	24,784	24,781	297,403	316,842	334,708
Vote 06 - Financial Services		12,718	12,718	12,718	12,718	12,718	12,718	12,718	12,718	12,718	12,718	12,718	12,716	152,611	160,409	169,137
Vote 07 - Strategy Econ Development And Planning		4,948	4,948	4,948	4,948	4,948	4,948	4,948	4,948	4,948	4,948	4,948	4,947	59,374	62,692	66,125
Vote 08 - Infrastructure And Services		112,002	112,002	112,002	112,002	112,002	112,002	112,002	112,002	112,002	112,002	112,002	111,999	1,344,020	1,465,516	1,583,273
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure by Vote</b>		<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,406</b>	<b>2,344,984</b>	<b>2,524,262</b>	<b>2,699,808</b>
<b>Surplus/(Deficit) before assoc.</b>		<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,717</b>	<b>188,493</b>	<b>119,704</b>	<b>118,132</b>
Taxation													-	-	-	-
Attributable to minorities													-	-	-	-
Share of surplus/ (deficit) of associate													-	-	-	-
<b>Surplus/(Deficit)</b>	<b>1</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,717</b>	<b>188,493</b>	<b>119,704</b>	<b>118,132</b>

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

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Revenue - Functional</b>																
<b>Governance and administration</b>		92,466	92,466	92,466	92,466	92,466	92,466	92,466	92,466	92,466	92,466	92,466	92,466	1,109,592	1,092,231	1,143,506
Executive and council		39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	478,759	416,848	411,594
Finance and administration		52,569	52,569	52,569	52,569	52,569	52,569	52,569	52,569	52,569	52,569	52,569	52,569	630,833	675,383	731,912
Internal audit														-	-	-
<b>Community and public safety</b>		2,296	2,296	2,296	2,296	2,296	2,296	2,296	2,296	2,296	2,296	2,296	2,296	27,556	29,007	30,603
Community and social services		915	915	915	915	915	915	915	915	915	915	915	915	10,980	11,598	12,236
Sport and recreation		276	276	276	276	276	276	276	276	276	276	276	276	3,315	3,511	3,706
Public safety		63	63	63	63	63	63	63	63	63	63	63	63	760	771	814
Housing		1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	12,401	13,021	13,737
Health		8	8	8	8	8	8	8	8	8	8	8	8	100	105	111
<b>Economic and environmental services</b>		1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,941	23,286	24,552	25,903
Planning and development		430	430	430	430	430	430	430	430	430	430	430	431	5,166	5,436	5,735
Road transport		1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	18,120	19,117	20,168
Environmental protection														-	-	-
<b>Trading services</b>		113,601	113,601	113,601	113,601	113,601	113,601	113,601	113,601	113,601	113,601	113,601	113,601	1,363,208	1,487,786	1,606,966
Energy sources		73,096	73,096	73,096	73,096	73,096	73,096	73,096	73,096	73,096	73,096	73,096	73,096	877,157	969,471	1,056,859
Water management		27,384	27,384	27,384	27,384	27,384	27,384	27,384	27,384	27,384	27,384	27,384	27,384	328,612	350,814	372,196
Waste water management		7,237	7,237	7,237	7,237	7,237	7,237	7,237	7,237	7,237	7,237	7,237	7,237	86,848	92,438	97,841
Waste management		5,883	5,883	5,883	5,883	5,883	5,883	5,883	5,883	5,883	5,883	5,883	5,883	70,592	75,064	80,070
<b>Other</b>		820	820	820	820	820	820	820	820	820	820	820	820	9,835	10,391	10,962
<b>Total Revenue - Functional</b>		211,123	211,123	211,123	211,123	211,123	211,123	211,123	211,123	211,123	211,123	211,123	211,123	2,533,477	2,643,967	2,817,940
<b>Expenditure - Functional</b>																
<b>Governance and administration</b>		56,925	56,925	56,925	56,925	56,925	56,925	56,925	56,925	56,925	56,925	56,925	56,921	683,100	720,457	759,584
Executive and council		33,796	33,796	33,796	33,796	33,796	33,796	33,796	33,796	33,796	33,796	33,796	33,795	405,549	428,457	451,162
Finance and administration		22,548	22,548	22,548	22,548	22,548	22,548	22,548	22,548	22,548	22,548	22,548	22,545	270,570	284,600	300,614
Internal audit		582	582	582	582	582	582	582	582	582	582	582	582	6,982	7,400	7,807
<b>Community and public safety</b>		15,289	15,289	15,289	15,289	15,289	15,289	15,289	15,289	15,289	15,289	15,289	15,287	183,469	195,981	206,357
Community and social services		3,519	3,519	3,519	3,519	3,519	3,519	3,519	3,519	3,519	3,519	3,519	3,519	42,230	49,182	51,432
Sport and recreation		4,652	4,652	4,652	4,652	4,652	4,652	4,652	4,652	4,652	4,652	4,652	4,651	55,822	58,419	61,671
Public safety		3,625	3,625	3,625	3,625	3,625	3,625	3,625	3,625	3,625	3,625	3,625	3,625	43,502	44,305	46,750
Housing		1,957	1,957	1,957	1,957	1,957	1,957	1,957	1,957	1,957	1,957	1,957	1,956	23,480	24,718	26,111
Health		1,536	1,536	1,536	1,536	1,536	1,536	1,536	1,536	1,536	1,536	1,536	1,536	18,435	19,357	20,394
<b>Economic and environmental services</b>		11,652	11,652	11,652	11,652	11,652	11,652	11,652	11,652	11,652	11,652	11,652	11,650	139,819	147,634	156,128
Planning and development		4,014	4,014	4,014	4,014	4,014	4,014	4,014	4,014	4,014	4,014	4,014	4,013	48,172	50,729	53,503
Road transport		7,578	7,578	7,578	7,578	7,578	7,578	7,578	7,578	7,578	7,578	7,578	7,578	90,936	96,155	101,834
Environmental protection		59	59	59	59	59	59	59	59	59	59	59	59	711	750	791
<b>Trading services</b>		109,435	109,435	109,435	109,435	109,435	109,435	109,435	109,435	109,435	109,435	109,435	109,433	1,313,216	1,433,383	1,549,458
Energy sources		71,494	71,494	71,494	71,494	71,494	71,494	71,494	71,494	71,494	71,494	71,494	71,493	857,928	947,601	1,032,564
Water management		24,722	24,722	24,722	24,722	24,722	24,722	24,722	24,722	24,722	24,722	24,721	24,721	296,663	317,116	337,784
Waste water management		7,336	7,336	7,336	7,336	7,336	7,336	7,336	7,336	7,336	7,336	7,336	7,336	88,033	93,601	99,040
Waste management		5,883	5,883	5,883	5,883	5,883	5,883	5,883	5,883	5,883	5,883	5,882	5,882	70,592	75,064	80,070
<b>Other</b>		2,115	2,115	2,115	2,115	2,115	2,115	2,115	2,115	2,115	2,115	2,115	2,115	25,380	26,807	28,282
<b>Total Expenditure - Functional</b>		195,416	195,416	195,416	195,416	195,416	195,416	195,416	195,416	195,416	195,416	195,416	195,406	2,344,984	2,524,262	2,699,877
<b>Surplus/(Deficit) before assoc.</b>		15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,717	188,493	119,704	118,132
Share of surplus/ (deficit) of associate													-	-	-	-
<b>Surplus/(Deficit)</b>	1	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,717	188,493	119,704	118,132

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

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>																
<b>Multi-year expenditure to be appropriated</b>	1															
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000	7,000	10,000
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		6,606	6,606	6,606	6,606	6,606	6,606	6,606	6,606	6,606	6,606	6,606	6,605	79,266	43,948	40,768
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	2	8,606	8,606	8,606	8,606	8,606	8,606	8,606	8,606	8,606	8,606	8,606	8,605	103,266	50,948	50,768
<b>Single-year expenditure to be appropriated</b>																
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	31,500	40,177	45,018
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 07 - Strategy Econ Development And Planning		667	667	667	667	667	667	667	667	667	667	667	667	8,000	-	-
Vote 08 - Infrastructure And Services		3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042	36,500	22,000	20,000
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>	2	6,333	6,333	6,333	6,333	6,333	6,333	6,333	6,333	6,333	6,333	6,333	6,333	76,000	62,177	65,018
<b>Total Capital Expenditure</b>	2	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	179,266	113,125	115,786

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

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>																
<b>Capital Expenditure - Functional</b>	1															
<b>Governance and administration</b>		4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	55,500	47,177	55,018
Executive and council		4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	55,500	47,177	55,018
Finance and administration																
Internal audit																
<b>Community and public safety</b>		-	-	-	-	-	-	-	-	-	-	-	-			
Community and social services																
Sport and recreation																
Public safety																
Housing																
Health																
<b>Economic and environmental services</b>		667	667	667	667	667	667	667	667	667	667	667	667	8,000	-	-
Planning and development		667	667	667	667	667	667	667	667	667	667	667	667	8,000	-	-
Road transport																
Environmental protection																
<b>Trading services</b>		9,647	9,647	9,647	9,647	9,647	9,647	9,647	9,647	9,647	9,647	9,647	9,647	115,766	65,948	60,768
Energy sources		5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	67,500	22,000	20,000
Water management		83	83	83	83	83	83	83	83	83	83	83	83	1,000	12,000	11,500
Waste water management		3,939	3,939	3,939	3,939	3,939	3,939	3,939	3,939	3,939	3,939	3,939	3,939	47,266	31,948	29,268
Waste management		-	-	-	-	-	-	-	-	-	-	-	-			
<b>Other</b>																
<b>Total Capital Expenditure - Functional</b>	2	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	179,266	113,125	115,786
<b>Funded by:</b>																
National Government		13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,980	167,766	98,625	96,786
Provincial Government		-	-	-	-	-	-	-	-	-	-	-	-			
District Municipality		-	-	-	-	-	-	-	-	-	-	-	-			
Transfers and subsidies - capital (monetary allocations) (National / Provincial																
Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public		-	-	-	-	-	-	-	-	-	-	-	-			
<b>Transfers recognised - capital</b>		13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,980	167,766	98,625	96,786
<b>Borrowing</b>																
<b>Internally generated funds</b>		958	958	958	958	958	958	958	958	958	958	958	958	11,500	14,500	19,000
<b>Total Capital Funding</b>		14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	179,266	113,125	115,786

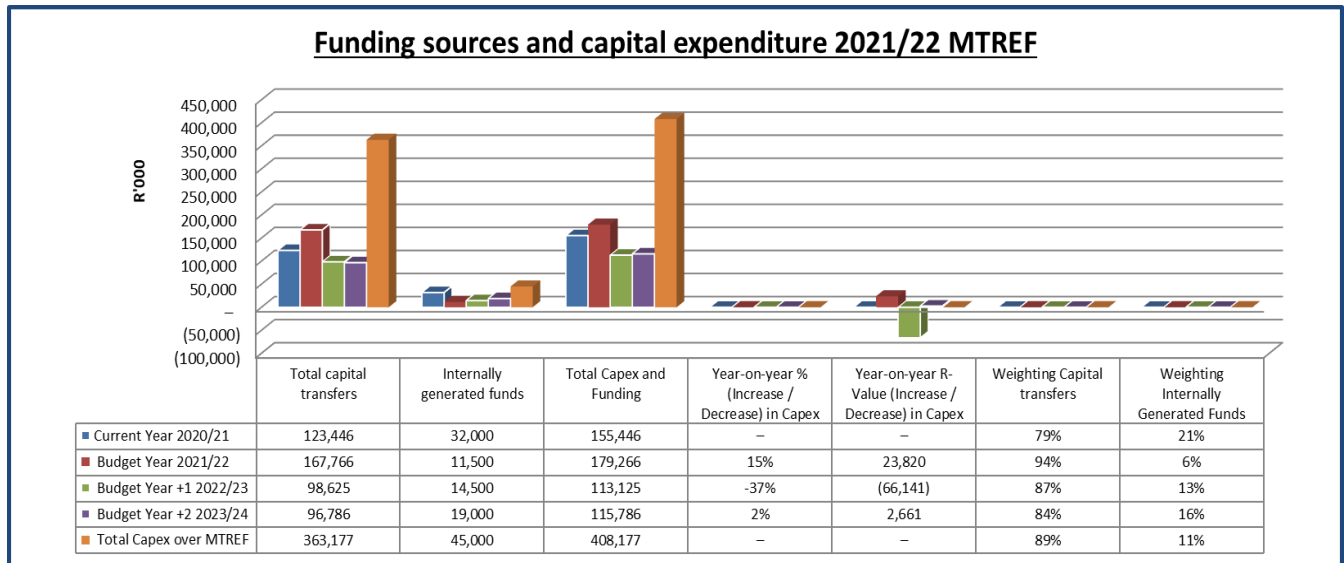
NC091 Sol Plaatje - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>															
<b>Cash Receipts By Source</b>													1		
Property rates	37,699	37,699	37,699	37,699	37,699	37,699	37,699	37,699	37,699	37,699	37,699	37,699	452,388	485,055	514,158
Service charges - electricity revenue	72,311	72,311	72,311	72,311	72,311	72,311	72,311	72,311	72,311	72,311	72,311	72,311	867,730	941,514	1,019,094
Service charges - water revenue	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Service charges - sanitation revenue	4,536	4,536	4,536	4,536	4,536	4,536	4,536	4,536	4,536	4,536	4,536	4,536	54,432	57,174	60,594
Service charges - refuse revenue	3,158	3,158	3,158	3,158	3,158	3,158	3,158	3,158	3,158	3,158	3,158	3,158	37,900	39,795	42,182
Rental of facilities and equipment	26,724	26,724	26,724	26,724	26,724	26,724	26,724	26,724	26,724	26,724	26,724	26,724	320,689	333,524	353,534
Interest earned - external investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Interest earned - outstanding debtors	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Dividends received	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fines, penalties and forfeits	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	34,725	36,553	38,563
Licences and permits	542	542	542	542	542	542	542	542	542	542	542	542	6,500	6,858	7,235
Agency services	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Transfers and Subsidies - Operational	5,522	5,522	5,522	5,522	5,522	5,522	5,522	5,522	5,522	5,522	5,522	5,522	66,267	56,317	59,996
Other revenue	31,092	31,092	31,092	31,092	31,092	31,092	31,092	31,092	31,092	31,092	31,092	31,092	373,107	274,548	465,260
<b>Cash Receipts by Source</b>	<b>184,478</b>	<b>184,478</b>	<b>184,478</b>	<b>184,478</b>	<b>184,478</b>	<b>184,478</b>	<b>184,478</b>	<b>184,478</b>	<b>184,478</b>	<b>184,478</b>	<b>184,478</b>	<b>184,478</b>	<b>2,213,736</b>	<b>2,231,338</b>	<b>2,560,616</b>
<b>Other Cash Flows by Source</b>															
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	5,667	5,667	5,667	5,667	5,667	5,667	5,667	5,667	5,667	5,667	5,667	5,667	68,000	77,019	81,640
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Proceeds on Disposal of Fixed and Intangible Assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Short term loans	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Borrowing long term/refinancing	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in consumer deposits	317	317	317	317	317	317	317	317	317	317	317	317	3,800	3,601	2,953
Decrease (increase) in non-current receivables	22	22	22	22	22	22	22	22	22	22	22	22	268	1,151	(2,143)
Decrease (increase) in non-current investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total Cash Receipts by Source</b>	<b>190,484</b>	<b>190,484</b>	<b>190,484</b>	<b>190,484</b>	<b>190,484</b>	<b>190,484</b>	<b>190,484</b>	<b>190,484</b>	<b>190,484</b>	<b>190,484</b>	<b>190,484</b>	<b>190,484</b>	<b>2,285,804</b>	<b>2,313,109</b>	<b>2,643,067</b>
<b>Cash Payments by Type</b>															
Employee related costs	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Remuneration of councillors	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Finance charges	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	22,261	20,963	19,501
Bulk purchases - electricity	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Acquisitions - water & other inventory	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Contracted services	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Transfers and grants - other municipalities	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Transfers and grants - other	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other expenditure	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Cash Payments by Type</b>	<b>1,855</b>	<b>1,855</b>	<b>1,855</b>	<b>1,855</b>	<b>1,855</b>	<b>1,855</b>	<b>1,855</b>	<b>1,855</b>	<b>1,855</b>	<b>1,855</b>	<b>1,855</b>	<b>1,855</b>	<b>22,261</b>	<b>20,963</b>	<b>19,501</b>
<b>Other Cash Flows/Payments by Type</b>															
Capital assets	14,689	14,689	14,689	14,689	14,689	14,689	14,689	14,689	14,689	14,689	14,689	14,689	176,266	108,125	110,786
Repayment of borrowing	(895)	(895)	(895)	(895)	(895)	(895)	(895)	(895)	(895)	(895)	(895)	(895)	(10,734)	(12,087)	(12,812)
Other Cash Flows/Payments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total Cash Payments by Type</b>	<b>15,649</b>	<b>15,649</b>	<b>15,649</b>	<b>15,649</b>	<b>15,649</b>	<b>15,649</b>	<b>15,649</b>	<b>15,649</b>	<b>15,649</b>	<b>15,649</b>	<b>15,649</b>	<b>15,649</b>	<b>187,793</b>	<b>117,001</b>	<b>117,475</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>174,834</b>	<b>174,834</b>	<b>174,834</b>	<b>174,834</b>	<b>174,834</b>	<b>174,834</b>	<b>174,834</b>	<b>174,834</b>	<b>174,834</b>	<b>174,834</b>	<b>174,834</b>	<b>174,834</b>	<b>2,098,012</b>	<b>2,196,108</b>	<b>2,525,592</b>
Cash/cash equivalents at the month/year begin:	10,308	185,142	359,977	534,811	709,645	884,479	1,059,314	1,234,148	1,408,982	1,583,816	1,758,651	1,933,485	10,308	2,108,320	4,304,428
Cash/cash equivalents at the month/year end:	185,142	359,977	534,811	709,645	884,479	1,059,314	1,234,148	1,408,982	1,583,816	1,758,651	1,933,485	2,108,320	2,108,320	4,304,428	6,830,020

There is a system error with the population of the Cash flow which the service provider is busy working on.

## 18. Capital expenditure details

Indicated in the chart below is the funding sources and capital expenditure for the 2021/22 MTREF. The total capital plan for the MTREF is R408,177 million.



National Treasury recommended that the municipality must improve the capital funding mix, however due to financial constraints the municipality could not significantly increase its contribution from own funding. The municipality has been extremely capital grant dependent over the last few years. The approach was conservative, in order to improve on cash reserves and also as per S18 of the MFMA the internally generated funds must be cash-backed. It will be very irresponsible of the municipality to include projects which does not have secure funding, also bearing in mind that the budget must be funded. Below is a list of capital expenditure by project for 2021/22 to 2023/24

**NC091 Sol Plaatje - Supporting Table SA36 Detailed capital budget**

R thousand		2021/22 Medium Term Revenue & Expenditure Framework		
Function	Project Description	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Parent municipality:</b>				
<i>List all capital projects grouped by Function</i>				
Finance And Administration	Capital:Infrastructure:Existing:Renewal:Roads Infrastructure:Roads	13,000	14,000	16,000
Finance And Administration	Capital:Infrastructure:Existing:Renewal:Storm Water Infrastructure:Storm Water Conveyance	–	–	–
Finance And Administration	Capital:Infrastructure:Existing:Upgrading:Roads Infrastructure:Roads	30,000	15,677	17,018
Finance And Administration	Capital:Non-Infrastructure:New:Computer Equipment	3,500	3,500	4,000
Finance And Administration	Capital:Non-Infrastructure:New:Furniture And Office Equipment	2,000	2,000	3,000
Finance And Administration	Capital:Non-Infrastructure:New:Investment Properties:Revenue Generating:Improved Property	3,000	5,000	5,000
Finance And Administration	Capital:Non-Infrastructure:New:Transport Assets	4,000	7,000	10,000
Finance And Administration	Capital:Non-Infrastructure:New:Community Assets:Community Facilities:Fire/Ambulance Stations	–	–	–
Planning And Development	Capital:Non-Infrastructure:Existing:Upgrading:Community Assets:Community Facilities:Stalls	8,000	–	–
Planning And Development	Capital:Non-Infrastructure:New:Intangible Assets:Unspecified	–	–	–
Energy Sources	Capital:Infrastructure:Existing:Upgrading:Electrical Infrastructure:Hv Substations	–	–	–
Energy Sources	Capital:Infrastructure:Existing:Upgrading:Electrical Infrastructure:Hv Substations	1,500	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks	–	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks	12,000	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks	20,000	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks	–	–	–
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Lv Networks	33,000	22,000	20,000
Energy Sources	Capital:Infrastructure:New:Electrical Infrastructure:Capital Spares	–	–	–
Energy Sources	Capital:Infrastructure:Existing:Renewal:Electrical Infrastructure:Capital Spares	1,000	–	–
Water Management	Capital:Infrastructure:Existing:Renewal:Water Supply Infrastructure:Distribution	–	12,000	11,500
Water Management	Capital:Infrastructure:Existing:Upgrading:Water Supply Infrastructure:Distribution	1,000	–	–
Water Management	Capital:Infrastructure:New:Water Supply Infrastructure:Bulk Mains	–	–	–
Water Management	Capital:Infrastructure:New:Water Supply Infrastructure:Distribution	–	–	–
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Pump Station	25,000	14,948	5,000
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Reticulation	–	12,000	11,500
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Waste Water Treatment Works	–	–	–
Waste Water Management	Capital:Infrastructure:Existing:Renewal:Sanitation Infrastructure:Toilet Facilities	–	5,000	12,768
Waste Water Management	Capital:Infrastructure:New:Sanitation Infrastructure:Reticulation	22,266	–	–
<b>Parent Capital expenditure</b>		<b>179,266</b>	<b>113,125</b>	<b>115,786</b>



Capital project per funding source (R'000)	2021/22	2022/23	2023/24	Grand Total
<b>F_C_T&amp;S_MA_NG_INEP GRANT</b>	<b>66,500</b>	<b>22,000</b>	<b>20,000</b>	<b>108,500</b>
ELECTRIFIC LERATO PARK LINK SERV NETWORK	12,000			12,000
ELECTRIFICATION LETABO PARK	20,000			20,000
LV NETWORKS ACQ-ELECTRIFICAT OF HOUSES		22,000	20,000	42,000
UPGRADE HADISON PARK 66/11 KV SUBSTATION	1,500			1,500
NETWORKS ACQ - ELECTR LERATO PARK	33,000			33,000
<b>F_C_T&amp;S_MA_NG_INTEGRATED URBAN DEVELOPMENT GRANT</b>	<b>66,266</b>	<b>56,677</b>	<b>59,018</b>	<b>181,961</b>
CRAVEN STREET TRADE CENTRE	8,000			8,000
LERATOPARK SEWER UPGRAD DOWNSTREAM INFRA	22,266			22,266
P-CNIN IN PR R-G IMP PRP	3,000	3,000	3,000	9,000
RESEALING OF ROADS VARIOUS WARDS	13,000	14,000	16,000	43,000
SEWER PIPES REFURB PROG VARIOUS WARDS		12,000	11,500	23,500
STORMWAT PROJ-SW CHANNEL GALASH IUDG	10,000			10,000
UPGRADE GRAVEL ROADS WARDS VARIOUS	10,000	15,677	17,018	42,695
WATER PIPES REFURB PROG VARIOUS WARDS		12,000	11,500	23,500
<b>F_C_T&amp;S_MA_NG_N/HOOD DEV PARTNERSHIP GRANT</b>	<b>10,000</b>			<b>10,000</b>
ACQ STORMWAT PROJ-STORWAT CHANNEL GALASH	10,000			10,000
<b>F_C_T&amp;S_MA_NG_WATER SERV INFRA GRANT</b>	<b>25,000</b>	<b>19,948</b>	<b>17,768</b>	<b>62,716</b>
ACQ - CARTERS GLEN SEWER PUMP STATION	25,000	14,948	5,000	44,948
RECONSTRUCTR OF SINK TOILETS WARD17		5,000	12,768	17,768
<b>F_C_TRANSFER FROM OPERATIONAL REVENUE</b>	<b>11,500</b>	<b>14,500</b>	<b>19,000</b>	<b>45,000</b>
ACQ-COMPUTER EQUIPMENT REPLACEMENT	3,500	3,500	4,000	11,000
ACQ-FLEET REPLACEMENT	4,000	7,000	10,000	21,000
ACQ-FURNITURE AND OFFICE EQUIP REPLACEM	2,000	2,000	3,000	7,000
CAPITAL SPARES-ACQ-PREPAID METERS	1,000			1,000
DSITRBUTION-ACQ-WAT METER REPLACEME	1,000			1,000
P-CNIN IN PR R-G IMP PRP		2,000	2,000	4,000
<b>Grand Total</b>	<b>179,266</b>	<b>113,125</b>	<b>115,786</b>	<b>408,177</b>

The project description on SA36 is aligned to the mSCOA description. Indicated above is a more specific breakdown of the capital projects per funding source. The makeup of the capital program for 2021/22 is rightfully dominated by infrastructure projects consisting of roads, storm water, water, sanitation and electricity projects.

The flagship projects are dominated by infrastructure projects, inter alia.

- Electrification of 1,500 households in Lerato Park with a budget of R33 million
- Carters Ridge Pump station Upgrade with a budget of R25 million
- Lerato Park Sewer Services with a budget of R22.2 million
- Electrification of 1,100 households Lethabo Park with a budget of R20 million
- Galeshewe Stormwater and Attenuation Pond R20 million

Provision is also made for Roads projects which have a combined budget of R23 million. Resealing of roads are provided with a budget of R13 million and the upgrade of gravel roads are allocated R10 million. An amount of R8 million is also set aside for the Upgrade of the Craven Street Taxi rank. Lerato Park Link services receives funding to the tune of R12 million. Provision is also made in the budget of R4 million for the Fleet Replacement Program.

## Capital plan by Municipal Functional Classification and Municipal vote

Vote Description  R thousand	Current Year 2020/21		2021/22 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Capital Expenditure - Functional</b>					
<b>Governance and administration</b>	40,500	68,812	55,500	47,177	55,018
Executive and council	40,500	68,812	55,500	47,177	55,018
Finance and administration					
Internal audit					
<b>Community and public safety</b>	-	-	-	-	-
Community and social services					
Sport and recreation					
Public safety					
Housing					
Health					
<b>Economic and environmental services</b>	14,400	15,400	8,000	-	-
Planning and development	14,400	15,400	8,000	-	-
Road transport					
Environmental protection					
<b>Trading services</b>	99,556	71,233	115,766	65,948	60,768
Energy sources	25,658	18,706	67,500	22,000	20,000
Water management	8,000	6,500	1,000	12,000	11,500
Waste water management	65,898	46,027	47,266	31,948	29,268
Waste management	-	-	-	-	-
<b>Other</b>					
<b>Total Capital Expenditure - Functional</b>	<b>154,456</b>	<b>155,446</b>	<b>179,266</b>	<b>113,125</b>	<b>115,786</b>

Vote Description  R thousand	Current Year 2020/21		2021/22 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Capital expenditure - Vote</b>					
<b>Multi-year expenditure to be appropriated</b>					
Vote 01 - Executive & Council	-	-	-	-	-
Vote 02 - Municipal And General	23,500	43,312	24,000	7,000	10,000
Vote 03 - Municipal Manager	-	-	-	-	-
Vote 04 - Corporate Services	-	-	-	-	-
Vote 05 - Community Services	-	-	-	-	-
Vote 06 - Financial Services	-	-	-	-	-
Vote 07 - Strategy Econ Development And Plann	14,400	14,400	-	-	-
Vote 08 - Infrastructure And Services	76,906	63,233	79,266	43,948	40,768
<b>Capital multi-year expenditure sub-total</b>	<b>114,806</b>	<b>120,946</b>	<b>103,266</b>	<b>50,948</b>	<b>50,768</b>
<b>Single-year expenditure to be appropriated</b>					
Vote 01 - Executive & Council	-	-	-	-	-
Vote 02 - Municipal And General	17,000	25,500	31,500	40,177	45,018
Vote 03 - Municipal Manager	-	-	-	-	-
Vote 04 - Corporate Services	-	-	-	-	-
Vote 05 - Community Services	-	-	-	-	-
Vote 06 - Financial Services	-	-	-	-	-
Vote 07 - Strategy Econ Development And Plann	-	1,000	8,000	-	-
Vote 08 - Infrastructure And Services	22,650	8,000	36,500	22,000	20,000
<b>Capital single-year expenditure sub-total</b>	<b>39,650</b>	<b>34,500</b>	<b>76,000</b>	<b>62,177</b>	<b>65,018</b>
<b>Total Capital Expenditure - Vote</b>	<b>154,456</b>	<b>155,446</b>	<b>179,266</b>	<b>113,125</b>	<b>115,786</b>

### 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.

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

Description	Ref	Preceding Years	Current Year 2020/21	2021/22 Medium Term Revenue & Expenditure Framework			Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Total Contract Value
R thousand	1,3	Total	Original Budget	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Parent Municipality:														
<b>Revenue Obligation By Contract</b>	2													
No Future Contracts Greater Than 5m		-	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Expenditure Obligation By Contract</b>	2													
No Future Contracts Greater Than 5m		-	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital Expenditure Obligation By Contract</b>	2													
Upgrade Stormwater Galeshewe		-	-	-	-	-	-	-	-	-	-	-	-	-
Lerato Park Link Water And Sewer		-	-	-	-	-	-	-	-	-	-	-	-	-
Homevale Fire Station		-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
Total Parent Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-

## 20. Legislation and compliance status

Compliance with the MFMA implementation requirements have been substantially adhered to through the following activities:

### 1. In year reporting and mSCOA compliance

Reporting to National Treasury in respect of the submission of data strings was fully complied with on a monthly basis. Section 71 reporting to the Executive Mayor (within 10 working days) has progressively improved and includes the publication of the monthly budget statement on the municipality's website. The conversion to version 6.5 for 2021/22 on the financial system is finalised for implementation 1 July 2021. The use of A-schedules aligned to version 6.5 has been successfully concluded.

### 2. Internship programme

The municipality is participating in the Municipal Financial Management Internship programme and employs five interns undergoing training in various divisions of the Financial Services and Internal Audit. Five additional interns have been appointed during January 2020, however one intern resigned within a week, due to permanent employment elsewhere. Over the last few years the municipality managed to absorb some of the interns who participated in the programme.

### 3. Budget and Treasury Office

The Budget and Treasury Office (BTO) has been established in accordance with the MFMA. The BTO currently has a vacancy rate of 60%, this has been exacerbated by the soft-lock on vacancies due to financial constraints.

### 4. Audit Committee

An Audit Committee has been established and is fully functional.

### 5. Service Delivery and Implementation Plan

The SDBIP document will be tabled with the budget for the 2021/22 MTREF on 26 May 2021.

### 6. Annual Report

Annual report not compiled with in terms of the MFMA requirements. The Annual Report will be tabled on 26 May 2021 with the Annual budget.

7. Annual Financial Statement

Annual Financial Statements for the year ended 30 June 2020 was submitted on 31 October 2020, as per the extended due date.

8. Auditor-General Opinion 2019/2020

<b>Audit report status (2019/20)</b>	Qualified Audit Opinion
<b>Audit Findings</b>	<b>94</b>
<b>Basis for qualified opinion</b>	
Employee Benefits Liabilities	
Service charges	
Property, Plant and Equipment	
Investment Property	
Irregular Expenditure	
Non-Current Provisions	
Sol Plaatje Group Life Trust Fund	
<b>Emphasis of matter paragraphs</b>	
Restatement of corresponding figures	
Material impairments – trade receivables	
Material losses – Electricity and Water	
Underspending of the budget	

## 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 are envisaged to be entered into.


22. Municipal manager's quality certification

**Quality Certificate**

I, B Dhluwayo, 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 Dhluwayo**

**Acting Municipal Manager of Sol Plaatje Local Municipality (NC091)**

Signature:  .....

Date: 21/05/2021

# **CIRCULAR 42**

## **Funding of Budget**

**SOL PLAATJE MUNICIPALITY (NC091)**

Part 1 - Budgeting for Financial Performance				
Description	Ref	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
		R'000	R'000	R'000
<b><u>Revenue by Source (Table 1)</u></b>				
Property rates	A	603,707	647,214	702,111
Service charges	A	1,291,383	1,411,707	1,526,702
Operational Revenue		2,736	2,860	2,997
Rental of facilities and equipment	B	13,145	13,809	14,569
Interest earned - external investments	D	157,200	155,204	151,983
Interest earned - outstanding debtors	D	9,000	12,000	15,000
Fines	B	34,725	36,553	38,563
Licenses and permits	B	6,500	6,858	7,235
Government grants & subsidies - ops		230,640	241,544	243,434
Government grants & subsidies - capital	E	167,766	98,625	96,786
Other income	B	16,675	17,594	18,561
<b>Total Revenue By Source</b>		<b>2,533,477</b>	<b>2,643,967</b>	<b>2,817,940</b>
Internal recoveries		41,754	43,454	44,954
Cross Subsidization		0	1,500	2,000
<b>Total</b>		<b>2,575,232</b>	<b>2,688,921</b>	<b>2,864,894</b>
<b><u>Operating Expenditure by Type (Table 6)</u></b>				
Employee related costs	C	836,388	885,627	934,849
Remuneration of Councilors		34,547	36,275	38,270
Contracted Services		46,687	49,173	51,770
Operational Cost		119,171	126,319	131,607
Other material and consumables		51,331	49,228	50,215
Bulk purchases - Electricity		761,000	848,900	932,547
Bulk purchases - Water		114,000	124,260	135,443
Interest external		22,261	20,963	19,501
Operating leases		600	642	681
Bad debts	F	275,000	293,600	310,648
Grants and subsidies paid		4,850	4,952	5,060
Depreciation		79,150	84,325	89,218
<b>Total Operating Expenditure By Type</b>		<b>2,344,985</b>	<b>2,524,264</b>	<b>2,699,809</b>
Internal Transfer		41,754	43,454	44,954
Cross Subsidization		0	1,500	2,000
<b>Total</b>		<b>2,386,739</b>	<b>2,569,218</b>	<b>2,746,764</b>
<b>Operating Surplus/(Deficit)</b>		<b>188,492</b>	<b>119,703</b>	<b>118,131</b>

**SOL PLAATJE MUNICIPALITY (NC091)**

Part 2 - Budgeting for Cash Flow				
Description	Ref	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
		R'000	R'000	R'000
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>				
<b><u>Receipts</u></b>				
Cash receipts from ratepayers, government and other	A,B	1,795,577	1,969,020	2,174,012
Cash receipts from government - operating		230,640	241,544	243,434
Cash receipts from government and other - capital		167,766	98,625	96,786
Interest received	D	159,450	158,204	155,733
<b><u>Payments</u></b>				
Cash paid to suppliers and employees	I	(2,067,061)	(2,190,973)	(2,356,029)
Finance charges		(22,261)	(20,963)	(19,501)
<b>NET CASH FROM OPERATING ACTIVITIES</b>		<b>264,111</b>	<b>255,458</b>	<b>294,434</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b><u>Receipts</u></b>				
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
<b><u>Payments</u></b>				
Purchase of property, plant and equipment	G	(179,266)	(113,125)	(115,786)
(Increase)/decrease in current assets		0	0	0
Increase in non-current investments		0	0	0
<b>NET CASH FROM INVESTING ACTIVITIES</b>		<b>(179,266)</b>	<b>(113,125)</b>	<b>(115,786)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b><u>Receipts</u></b>				
New loans raised	G	0	0	0
Increase in consumer deposits		3,634	3,961	3,838
<b><u>Payments</u></b>				
Repayment of borrowing	G	(9,402)	(9,534)	(10,734)
<b>NET CASH FROM FINANCING ACTIVITIES</b>		<b>(5,768)</b>	<b>(5,572)</b>	<b>(6,896)</b>
<b>NET INCREASE/(DECREASE) IN CASH</b>		<b>79,077</b>	<b>136,760</b>	<b>171,752</b>
<b>Cash and cash equivalents at the beginning of the year</b>		<b>93,891</b>	<b>172,968</b>	<b>309,728</b>
<b>Cash and cash equivalents at the end of the year</b>		<b>172,968</b>	<b>309,728</b>	<b>481,481</b>



## SOL PLAATJE MUNICIPALITY (NC091)

Part 3 - Reconciliation of reserves and commitments backed by cash/investments				
Description	Ref	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
		R'000	R'000	R'000
Reserves to be backed by cash	H	86,899	16,861	20,699
Creditors unpaid at year end		438,824	465,153	493,062
<b>Total commitments</b>		<b>525,723</b>	<b>482,014</b>	<b>513,761</b>
Cash and cash equivalents at the end of the year		172,968	309,728	481,481
Long term investments		0	0	0
<b>Cash and investments available</b>		<b>172,968</b>	<b>309,728</b>	<b>481,481</b>
<b><u>Explanation notes/references</u></b>				
A It is the billed/accrued amount and it is assumed that 90% will be collected (average at 85% 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 4.1%				
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 14.5% of billable revenue				
G Capital budgeted expenditure of R179,266m is funded by R167,766m grants, R0m donation, R0m from a loan and R11.5m 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				
<b>Is the municipality's budget appropriately funded - Yes</b>				
-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 14.5% of billed revenue				

# **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 plans must be put in place to improve the results
One should be supported in the Blue colour not to calculate a ratio
In situations where the results are not within the acceptable norm, corrective action plans should be taken and referenced

### Template for Calculation of Uniform Financial Ratios and Norms

NO	RATIO	FORMULA	DATA SOURCE	NORM/RANGE	INPUT DESCRIPTION	DATA INPUTS AND RESULTS R'000 2021/22	DATA INPUTS AND RESULTS R'000 2022/23	DATA INPUTS AND RESULTS R'000 2023/24	INTERPRETATION	MUNICIPAL COMMENTS (#)
<b>1. FINANCIAL POSITION</b>										
<b>A. Asset Management/Utilisation</b>										
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 Taxation Expense Total Capital Expenditure	7% 2,344,985 179,266	4% 2,524,264 113,125	4% 2,699,809 115,786	Please refer to page 2 of MFMA Circular No. 71	
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 PPE at carrying value Investment at carrying value Intangible Assets at carrying value	0% 1,946,503 205,178 2,660	0% 1,959,466 203,126 2,687	0% 1,969,824 201,095 2,714	Please refer to page 3 of MFMA Circular No. 71	
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 PPE at carrying value Investment Property at Carrying value	8% 165,331 1,946,503 205,178	8% 173,488 1,959,466 203,126	9% 185,658 1,969,824 201,095	Please refer to page 4 of MFMA Circular No. 71	The total amount used in this calculation is not including labour costs.
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 PPE at carrying value Investment Property at Carrying value	16% 334,709 1,946,503 205,178	20% 353,016 1,535,620 202,754	21% 375,914 1,577,221 204,782	Please refer to page 4 of MFMA Circular No. 71	The total amount used in this calculation is not including labour costs.
<b>B. Debtors Management</b>										
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 Gross Debtors opening balance Bad debts written Off Billed Revenue	84% 1,930,333 1,628,490 - 1,895,090	85% 2,230,167 1,930,333 2,230,167	86% 2,534,519 2,230,167	Please refer to page 5 of MFMA Circular No. 71	The provision for doubtful debt amounts to around 15% annually. This is an increase from previous estimates. The municipality is implementing a debtor recovery project to improve the collection rate.
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 Consumer Debtors Current bad debt Provision	0% 1,306,975	0% 1,600,575	0% 1,911,223	Please refer to page 5 of MFMA Circular No. 71	
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 Bad debts Provision Billed Revenue	120 days 1,930,333 1,306,975 1,895,090	112 days 2,230,167 1,600,575 2,058,921	102 days 2,534,519 1,911,223 2,228,813	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.
<b>C. Liquidity Management</b>										
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 Unspent Conditional Grants Overdraft Short Term Investments Total Annual Operational Expenditure	1 Month - - 172,968 2,089,322	2 Month - - 309,728 2,211,936	2 Month - - 481,481 2,375,530	Please refer to page 7 of MFMA Circular No. 71	
2	Current Ratio	Current Assets / Current Liabilities	Statement of Financial Position, Budget, IDP and AR	1.5 - 2:1	Current Assets Current Liabilities	3.20 2,145,038 671,069	3.24 2,304,086 711,679	3.30 2,456,850 744,625	Please refer to page 7 of MFMA Circular No. 71	

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	1%	1%	1%	Please refer to page 8 of MFMA Circular No. 71
					Redemption	22,261	20,963	19,501	
					Total Operating Expenditure	10,726	12,078	13,345	
					Taxation Expense	2,344,985	2,524,264	2,699,809	
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	8%	7%	6%	Please refer to page 9 of MFMA Circular No. 71
					Total Operating Revenue	182,363	163,295	141,827	
					Operational Conditional Grants	2,533,477	2,643,967	2,817,940	
						230,640	241,544	243,434	
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	109%	199%	331%	Please refer to page 9 of MFMA Circular No. 71
					Bank Overdraft	-	-	-	
					Short Term Investment	172,968	309,728	481,481	
					Long Term Investment	-	-	-	
					Unspent Grants	-	-	-	
					Net Assets	3,232,845	3,352,548	3,470,679	
					Accumulated Surplus	3,074,241	3,197,210	3,325,099	
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	11%	8%	7%	Please refer to page 10 of MFMA Circular No. 71
					Depreciation - Revalued Portion (Only populate if depreciation line item in the Statement of Financial	2,533,477	2,643,967	2,817,940	
					Total Operating Expenditure	79,150	84,325	89,218	
					Taxation Expense	2,344,985	2,524,264	2,699,809	
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	10%	2%	2%	Please refer to page 10 of MFMA Circular No. 71
					Total Electricity Expenditure	952,852	969,471	1,056,859	
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	10%	10%	9%	Please refer to page 11 of MFMA Circular No. 71
					Total Water Expenditure	328,612	350,814	372,196	
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	0%	0%	0%	Please refer to page 12 of MFMA Circular No. 71
					Total Refuse Expenditure	70,592	75,064	80,070	
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	1%	1%	1%	Please refer to page 12 of MFMA Circular No. 71
					Total Sanitation and Water Waste Expenditure	86,848	92,438	97,841	
						85,754	91,208	96,516	
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)	18%	15%	12%	Please refer to page 13 of MFMA Circular No. 71
					Number of units sold ('000)	678,556	695,072	701,158	
						556,416	590,811	617,019	
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)	50%	40%	30%	Please refer to page 13 of MFMA Circular No. 71
					Number of kilolitres sold ('000)	33,760	33,988	34,219	
						16,880	20,393	23,953	
									The Municipality is busy with projects to adress 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.

Total Electricity Losses includes technical losses. According to NERSA's Municipal Tariff Benchmark for 2014/15, the tolerable range is 5% - 12%

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.

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	Number of Active Debtors Accounts (Previous)	0%	1%	1%	Please refer to page 14 of MFMA Circular No. 71	
					66	66	66	67		
					66	66	67	67		
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	CPI	9%	4%	7%	Please refer to page 15 of MFMA Circular No. 71	
					3,90%	4,20%	4,40%			
					2,329,117	2,533,477	2,643,967	2,643,967		
					2,533,477	2,643,967	2,817,940	2,817,940		
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	CPI	9%	8%	7%	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
					3,90%	4,20%	4,40%			
					2,161,121	2,365,711	2,545,342	2,545,342		
					2,365,711	2,545,342	2,721,154	2,721,154		
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	Trade Creditors	142 days	146 days	143 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.
					Contracted Services	438,824	465,153	493,062		
					Repairs and Maintenance	46,687	49,173	51,770		
					General expenses	-	-	-		
					Bulk Purchases	27,111	25,915	24,561		
					Capital Credit Purchases (Capital Credit Purchases refers to additions of Investment Property and Property, Plant and Equipment)	875,000	973,160	1,067,991		
					179,266	113,125	115,786	115,786		
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%	Irregular, Fruitless and Wasteful and Unauthorised Expenditure	0%	0%	0%	Please refer to page 16 of MFMA Circular No. 71	
					Total Operating Expenditure	2,344,985	2,524,264	2,699,809		
					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%	Employee/personnel related cost	37%	37%	36%	Please refer to page 17 of MFMA Circular No. 71	
					836,388	885,627	934,849	934,849		
					Councillors Remuneration	34,547	36,275	38,270		
					Total Operating Expenditure	2,344,985	2,524,264	2,699,809		
					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%	Contracted Services	2%	2%	2%	Please refer to page 17 of MFMA Circular No. 71	
					46,687	49,173	51,770	51,770		
					Total Operating Expenditure	2,344,985	2,524,264	2,699,809		
					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	Internally generated funds	6%	13%	16%	Please refer to page 18 of MFMA Circular No. 71	
					Borrowings	11,500	14,500	19,000		
					Total Capital Expenditure	179,266	113,125	115,786		
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	Internally generated funds	6%	13%	16%	Please refer to page 18 of MFMA Circular No. 71	
					11,500	14,500	19,000	19,000		
					179,266	113,125	115,786	115,786		
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	Total Revenue	97%	94%	95%	Please refer to page 18 of MFMA Circular No. 71	
					2,533,477	2,643,967	2,817,940	2,817,940		
					Government grant and subsidies	230,640	241,544	243,434		
					Public contributions and Donations	167,766	98,625	96,786		
					Capital Grants					
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%	Actual Capital Expenditure	100%	100%	100%	Please refer to page 19 of MFMA Circular No. 71	
					179,266	113,125	115,786	115,786		
					Budget Capital Expenditure	179,266	113,125	115,786		
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%	Actual Operating Expenditure	100%	100%	100%	Please refer to page 20 of MFMA Circular No. 71	
					2,344,985	2,524,264	2,699,809	2,699,809		
					Budget Operating Expenditure	2,344,985	2,524,264	2,699,809		
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%	Actual Operating Revenue	100%	100%	100%	Please refer to page 20 of MFMA Circular No. 71	
					2,533,477	2,643,967	2,817,940	2,817,940		
					Budget Operating Revenue	2,533,477	2,643,967	2,817,940		
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%	Actual Service Charges and Property Rates Revenue	100%	100%	100%	Please refer to page 21 of MFMA Circular No. 71	
					1,895,090	2,058,921	2,228,813	2,228,813		
					Budget Service Charges and Property Rates Revenue	1,895,090	2,058,921	2,228,813		

**MARCH 2021/22  
BUDGET  
ANNEXURES**

**1.Schedules**

**2.Tariffs**

**3.History of Tariffs**

**4.IDP Overview**

**5.SDBIP**

**6.Policies**

**7.By-laws**

**8.MFMA-Circulars**

**SECTION 1:**

**BUDGET  
SCHEDULES  
AND  
SUPPORTING  
TABLES**



# Municipal annual budgets and MTREF & supporting tables

mSCOA Version 6.5

[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: NC091 Sol Plaatje ▼

CFO Name: Kenneth Samolapo (Acting)

Tel: 0538306500

Fax:

E-Mail: ksamolapo@solplaatje.org.za

Budget for MTREF starting: 2021 ▼

Budget Year: 2021/22

Does this municipality have Entities? No ▼

If YES: Identify type of report: Parent Municipality ▼

LGDB Export

Name Votes & Sub-Votes

#### Printing Instructions

##### Showing / Hiding Columns

Hide Pre-audit columns on all

Hide Reference columns on all

##### Showing / Clearing Highlights

Clear Highlights on all sheets

#### Important documents which provide essential assistance

[MFMA Budget Circulars](#)

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Organisational Structure Votes		Complete Votes & Sub-Votes	Select Org. Structure
Vote 01 - Executive & Council	Vote 01	<b>Executive &amp; Council</b>	
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	<b>Municipal And General</b>	
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	<b>Municipal Manager</b>	
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	<b>Corporate Services</b>	
	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	<b>Community Services</b>	
	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 - Polution Control/Collection	05.20 - Refuse - Polution Control/Collection
	05.21	Refuse - Landfill Sites	05.21 - Refuse - Landfill Sites
	05.22	Refuse - Maintenance	05.22 - Refuse - Maintenance
	Vote 06	<b>Financial Services</b>	
	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	<b>Strategy Econ Development And Planning</b>	
	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	<b>Infrastructure And Services</b>	
	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	<b>Other</b>	

**NC091 Sol Plaatje - Contact Information**
**A. GENERAL INFORMATION**

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

*† Grade in terms of the Remuneration of Public Office Bearers Act.*

**B. CONTACT INFORMATION**

<b>Postal address:</b>	
P.O. Box	x5030
City / Town	Kimberley
Postal Code	8300
<b>Street address</b>	
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**

<b>Speaker:</b>		<b>Secretary/PA to the Speaker:</b>	
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	emdali@solplaatje.org.za
<b>Mayor/Executive Mayor:</b>		<b>Secretary/PA to the Mayor/Executive Mayor:</b>	
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
<b>Deputy Mayor/Executive Mayor:</b>		<b>Secretary/PA to the Deputy Mayor/Executive Mayor:</b>	
ID Number		ID Number	
Title		Title	
Name		Name	
Telephone number		Telephone number	
Cell number		Cell number	
Fax number		Fax number	
E-mail address		E-mail address	

**D. MANAGEMENT LEADERSHIP**

<b>Municipal Manager:</b>		<b>Secretary/PA to the Municipal Manager:</b>	
ID Number	751104 5533 089	ID Number	7703280509086
Title	Mr.	Title	Ms
Name	B Dhlwayo (Acting)	Name	J Bonokwane
Telephone number	0538306100	Telephone number	0538306471
Cell number	0798994680	Cell number	0727213953
Fax number	0538331005	Fax number	0538331005
E-mail address	<a href="mailto:0798994680">0798994680</a>	E-mail address	<a href="mailto:jbonokwane@solplaatje.org.za">jbonokwane@solplaatje.org.za</a>
<b>Chief Financial Officer</b>		<b>Secretary/PA to the Chief Financial Officer</b>	
ID Number	810412 5398 083	ID Number	8404230231082
Title	Mr	Title	Mrs
Name	Kenneth Samolapo (Acting)	Name	L Damons
Telephone number	0538306500	Telephone number	0538306502
Cell number	0835423335	Cell number	0727213953
Fax number	0538326571	Fax number	0538314658
E-mail address	<a href="mailto:ksamolapo@solplaatje.org.za">ksamolapo@solplaatje.org.za</a>	E-mail address	<a href="mailto:lbartlett@solplaatje.org.za">lbartlett@solplaatje.org.za</a>
<b>Official responsible for submitting financial information</b>		<b>Official responsible for submitting financial information</b>	
ID Number	7904040134088	ID Number	8112110012080
Title	Ms	Title	Ms
Name	CELESTE CROUCH	Name	CANDY JENNEKE
Telephone number	0538306533	Telephone number	0538306564
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Fax number	0866812135	Fax number	0538314658
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<b>Official responsible for submitting financial information</b>		<b>Official responsible for submitting financial information</b>	
ID Number	5409175029089	ID Number	5708100073082
Title	Mr	Title	Ms
Name	BRIAN ANTHONY	Name	BERYL ENGELBRECHT
Telephone number	0538306437	Telephone number	0538306532
Cell number	0716736302	Cell number	0828346330
Fax number		Fax number	0865344770
E-mail address	<a href="mailto:banthony@solplaatje.org.za">banthony@solplaatje.org.za</a>	E-mail address	<a href="mailto:bengelbrecht@solplaatje.org.za">bengelbrecht@solplaatje.org.za</a>
<b>Official responsible for submitting financial information</b>		<b>Official responsible for submitting financial information</b>	
ID Number	8204210057089	ID Number	6012025021089
Title	Ms	Title	Mr
Name	KARIN DE KLERK	Name	JJ WAGNER
Telephone number	0538306578	Telephone number	0538306504
Cell number	0726005904	Cell number	0828346330
Fax number		Fax number	
E-mail address	<a href="mailto:kdklerk@solplaatje.org.za">kdklerk@solplaatje.org.za</a>	E-mail address	<a href="mailto:jwagner@solplaatje.org.za">jwagner@solplaatje.org.za</a>

2021/22 Medium Term Revenue & Expenditure Framework										
Description	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousands										
<b>Financial Performance</b>										
Property rates	509,454	512,886	555,073	584,108	584,108	584,108	504,877	603,707	647,214	702,111
Service charges	1,005,888	905,350	1,049,129	1,170,018	1,170,018	1,170,018	914,427	1,291,383	1,411,707	1,526,702
Investment revenue	18,700	10,002	5,503	10,000	4,000	4,000	930	9,000	12,000	15,000
Transfers recognised - operational	172,480	192,110	214,815	224,542	260,137	260,137	233,105	230,640	241,544	243,434
Other own revenue	242,559	213,286	212,921	223,893	235,893	235,893	42,932	230,981	232,877	233,908
<b>Total Revenue (excluding capital transfers and contributions)</b>	1,949,082	1,833,634	2,037,442	2,212,561	2,254,156	2,254,156	1,696,271	2,365,711	2,545,342	2,721,154
Employee costs	647,309	688,565	652,922	814,281	800,081	800,081	583,598	836,388	885,627	934,849
Remuneration of councillors	28,409	28,388	30,367	33,023	33,023	33,023	25,158	34,547	36,275	38,270
Depreciation & asset impairment	64,443	61,697	69,409	73,550	73,550	73,550	–	79,150	84,325	89,218
Finance charges	27,213	25,790	30,582	23,542	35,542	35,542	13,687	22,261	20,963	19,501
Inventory consumed and bulk purchases	420,968	505,290	564,405	562,500	641,914	641,914	425,299	926,331	1,022,388	1,118,206
Transfers and grants	9,325	3,940	2,733	6,060	4,280	4,280	1,984	4,850	4,952	5,060
Other expenditure	473,017	339,038	372,893	404,645	442,227	442,227	261,763	441,457	469,733	494,705
<b>Total Expenditure</b>	1,670,684	1,652,708	1,723,311	1,917,601	2,030,618	2,030,618	1,311,489	2,344,984	2,524,262	2,699,808
<b>Surplus/(Deficit)</b>	278,398	180,926	314,131	294,960	223,538	223,538	384,782	20,727	21,079	21,346
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	203,033	197,254	143,011	116,556	109,046	109,046	–	167,766	98,625	96,786
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)	4,561	–	–	14,400	14,400	14,400	–	–	–	–
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	485,992	378,179	–	425,916	346,984	346,984	384,782	188,493	119,704	118,132
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) for the year</b>	485,992	378,179	–	425,916	346,984	346,984	384,782	188,493	119,704	118,132
<b>Capital expenditure &amp; funds sources</b>										
<b>Capital expenditure</b>	245,758	200,685	137,018	154,456	155,446	155,446	90,303	179,266	113,125	115,786
Transfers recognised - capital	183,356	177,023	126,994	130,956	123,446	123,446	82,729	167,766	98,625	96,786
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	–	23,662	10,023	23,500	32,000	32,000	7,574	11,500	14,500	19,000
<b>Total sources of capital funds</b>	183,356	200,685	137,018	154,456	155,446	155,446	90,303	179,266	113,125	115,786
<b>Financial position</b>										
Total current assets	1,319,248	1,564,911	1,831,513	1,855,081	2,044,478	2,044,478	1,877,198	2,203,751	2,359,620	2,653,890
Total non current assets	1,860,122	1,967,676	2,032,530	2,162,581	2,163,571	2,163,571	2,122,833	2,225,894	2,203,591	2,331,680
Total current liabilities	196,761	420,723	550,472	491,084	681,732	681,732	446,111	725,335	695,884	867,804
Total non current liabilities	441,598	460,441	432,945	414,362	414,362	414,362	428,544	417,829	419,095	444,241
Community wealth/Equity	2,834,282	2,861,533	3,121,789	3,424,453	3,359,521	3,359,521	3,293,261	3,325,560	3,489,662	3,717,918
<b>Cash flows</b>										
Net cash from (used) operating	–	–	–	3,660,121	3,660,121	3,660,121	2,631,339	265,277	258,371	297,398
Net cash from (used) investing	–	–	–	(117,321)	(155,446)	(155,446)	(78,331)	(175,998)	(106,974)	(112,929)
Net cash from (used) financing	(32,415)	(2,597)	(1,782)	4,505	(9,534)	(9,534)	(2,263)	(6,934)	(8,486)	(9,859)
<b>Cash/cash equivalents at the year end</b>	193,989	78,863	72,134	3,749,354	3,697,190	3,697,190	2,550,745	114,084	256,995	431,605
<b>Cash backing/surplus reconciliation</b>										
Cash and investments available	81,460	73,916	96,534	123,742	122,492	122,492	(39,063)	172,968	309,728	481,481
Application of cash and investments	316,051	392,338	505,896	(1,302,177)	(1,301,603)	(1,301,603)	(1,323,852)	(945,316)	(1,044,627)	(1,003,588)
<b>Balance - surplus (shortfall)</b>	(234,591)	(318,422)	(409,362)	1,425,919	1,424,095	1,424,095	1,284,789	1,118,284	1,354,355	1,485,069
<b>Asset management</b>										
Asset register summary (WDV)	1,860,122	1,967,676	2,032,530	2,125,446	2,126,436	2,126,436	2,126,436	2,186,027	2,162,874	2,288,820
Depreciation	64,443	61,697	69,409	73,550	73,550	73,550	73,550	79,150	84,325	89,218
Renewal and Upgrading of Existing Assets	171,638	137,169	86,471	87,943	79,384	79,384	79,384	79,500	73,625	73,786
Repairs and Maintenance	252,761	232,446	217,834	262,452	263,435	263,435	263,435	268,726	287,317	307,005
<b>Free services</b>										
Cost of Free Basic Services provided	54,287	25,278	18,398	124,733	124,733	124,733	138,954	138,954	35,769	37,994
Revenue cost of free services provided	26,434	109,345	101,509	124,371	124,371	124,371	119,878	119,878	127,430	135,213
<b>Households below minimum service level</b>										
Water:	6	6	6	6	6	6	6	6	6	6
Sanitation/sewerage:	5	5	5	5	5	5	5	5	5	5
Energy:	6	6	6	6	6	6	6	6	6	6
Refuse:	12	12	12	12	12	12	12	12	12	12

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

Functional Classification Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand	1									
<b>Revenue - Functional</b>										
<b>Governance and administration</b>		<b>1,012,732</b>	<b>1,004,072</b>	<b>1,005,240</b>	<b>1,030,357</b>	<b>1,064,641</b>	<b>1,064,641</b>	<b>1,109,592</b>	<b>1,092,231</b>	<b>1,143,506</b>
Executive and council		492,849	463,786	431,480	419,951	454,836	454,836	478,759	416,848	411,594
Finance and administration		519,882	540,286	573,760	610,406	609,806	609,806	630,833	675,383	731,912
Internal audit		—	—	—	—	—	—	—	—	—
<b>Community and public safety</b>		<b>23,615</b>	<b>23,854</b>	<b>24,994</b>	<b>27,166</b>	<b>26,966</b>	<b>26,966</b>	<b>27,556</b>	<b>29,007</b>	<b>30,603</b>
Community and social services		9,900	9,816	10,359	11,020	10,820	10,820	10,980	11,598	12,236
Sport and recreation		3,615	2,987	2,624	3,790	3,790	3,790	3,315	3,511	3,706
Public safety		253	351	675	660	660	660	760	771	814
Housing		9,790	10,613	10,884	11,601	11,601	11,601	12,401	13,021	13,737
Health		58	87	453	95	95	95	100	105	111
<b>Economic and environmental services</b>		<b>25,773</b>	<b>22,638</b>	<b>22,283</b>	<b>35,886</b>	<b>35,886</b>	<b>35,886</b>	<b>23,286</b>	<b>24,552</b>	<b>25,903</b>
Planning and development		4,627	2,690	3,920	18,631	18,631	18,631	5,166	5,436	5,735
Road transport		21,145	19,948	18,363	17,255	17,255	17,255	18,120	19,117	20,168
Environmental protection		—	—	—	—	—	—	—	—	—
<b>Trading services</b>		<b>1,079,647</b>	<b>970,971</b>	<b>1,119,627</b>	<b>1,240,638</b>	<b>1,240,638</b>	<b>1,240,638</b>	<b>1,363,208</b>	<b>1,487,786</b>	<b>1,606,966</b>
Energy sources		663,235	566,794	680,359	781,232	781,232	781,232	877,157	969,471	1,056,859
Water management		283,299	270,001	294,031	311,226	311,226	311,226	328,612	350,814	372,196
Waste water management		75,664	77,321	84,025	82,175	82,175	82,175	86,848	92,438	97,841
Waste management		57,449	56,855	61,211	66,004	66,004	66,004	70,592	75,064	80,070
<b>Other</b>	4	<b>14,909</b>	<b>9,352</b>	<b>8,309</b>	<b>9,470</b>	<b>9,470</b>	<b>9,470</b>	<b>9,835</b>	<b>10,391</b>	<b>10,962</b>
<b>Total Revenue - Functional</b>	2	<b>2,156,676</b>	<b>2,030,887</b>	<b>2,180,452</b>	<b>2,343,517</b>	<b>2,377,602</b>	<b>2,377,602</b>	<b>2,533,477</b>	<b>2,643,967</b>	<b>2,817,940</b>
<b>Expenditure - Functional</b>										
<b>Governance and administration</b>		<b>584,756</b>	<b>549,422</b>	<b>545,801</b>	<b>665,289</b>	<b>673,909</b>	<b>673,909</b>	<b>683,100</b>	<b>720,457</b>	<b>759,584</b>
Executive and council		376,815	334,155	318,151	396,128	408,128	408,128	405,549	428,457	451,162
Finance and administration		202,747	209,917	221,765	262,445	259,065	259,065	270,570	284,600	300,614
Internal audit		5,194	5,350	5,886	6,716	6,716	6,716	6,982	7,400	7,807
<b>Community and public safety</b>		<b>162,975</b>	<b>154,197</b>	<b>163,275</b>	<b>180,462</b>	<b>181,762</b>	<b>181,762</b>	<b>183,469</b>	<b>195,981</b>	<b>206,357</b>
Community and social services		35,277	36,073	38,327	41,708	41,508	41,508	42,230	49,182	51,432
Sport and recreation		50,286	47,061	48,493	56,172	55,572	55,572	55,822	58,419	61,671
Public safety		34,149	35,366	39,304	41,910	41,910	41,910	43,502	44,305	46,750
Housing		25,826	19,964	20,479	22,866	22,866	22,866	23,480	24,718	26,111
Health		17,437	15,732	16,672	17,806	19,906	19,906	18,435	19,357	20,394
<b>Economic and environmental services</b>		<b>114,123</b>	<b>113,485</b>	<b>118,038</b>	<b>135,508</b>	<b>136,833</b>	<b>136,833</b>	<b>139,819</b>	<b>147,634</b>	<b>156,128</b>
Planning and development		41,528	40,914	40,068	46,540	47,165	47,165	48,172	50,729	53,503
Road transport		72,020	71,954	77,332	88,266	88,966	88,966	90,936	96,155	101,834
Environmental protection		576	618	637	702	702	702	711	750	791
<b>Trading services</b>		<b>1,052,168</b>	<b>1,023,507</b>	<b>1,088,683</b>	<b>1,187,249</b>	<b>1,224,349</b>	<b>1,224,349</b>	<b>1,313,216</b>	<b>1,433,383</b>	<b>1,549,458</b>
Energy sources		687,986	644,809	698,314	762,833	762,333	762,333	857,928	947,601	1,032,564
Water management		233,103	240,218	265,093	278,498	303,998	303,998	296,663	317,116	337,784
Waste water management		76,973	79,071	69,878	79,014	91,114	91,114	88,033	93,601	99,040
Waste management		54,105	59,408	55,398	66,904	66,904	66,904	70,592	75,064	80,070
<b>Other</b>	4	<b>22,295</b>	<b>20,374</b>	<b>21,041</b>	<b>24,518</b>	<b>24,518</b>	<b>24,518</b>	<b>25,380</b>	<b>26,807</b>	<b>28,282</b>
<b>Total Expenditure - Functional</b>	3	<b>1,936,318</b>	<b>1,860,985</b>	<b>1,936,838</b>	<b>2,193,028</b>	<b>2,241,373</b>	<b>2,241,373</b>	<b>2,344,984</b>	<b>2,524,262</b>	<b>2,699,808</b>
<b>Surplus/(Deficit) for the year</b>		<b>220,357</b>	<b>169,902</b>	<b>243,615</b>	<b>150,490</b>	<b>136,229</b>	<b>136,229</b>	<b>188,493</b>	<b>119,704</b>	<b>118,132</b>

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

Functional Classification Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Revenue - Functional</b>	<b>1</b>									
<b>Municipal governance and administration</b>		1,012,732	1,004,072	1,005,240	1,030,357	1,064,641	1,064,641	1,109,592	1,092,231	1,143,506
Executive and council		492,849	463,786	431,480	419,951	454,836	454,836	478,759	416,848	411,594
Mayor and Council										
Municipal Manager, Town Secretary and Chief Executive		492,849	463,786	431,480	419,951	454,836	454,836	478,759	416,848	411,594
Finance and administration		519,882	540,286	573,760	610,406	609,806	609,806	630,833	675,383	731,912
Administrative and Corporate Support		3,739	106	104	1,727	1,727	1,727	1,734	1,788	1,791
Asset Management		–	–	–	600	–	–	–	–	–
Finance		513,181	533,870	571,568	601,459	601,459	601,459	621,579	665,962	721,870
Fleet Management										
Human Resources		2,515	5,901	1,311	6,150	6,150	6,150	6,720	6,793	7,364
Information Technology										
Legal Services										
Marketing, Customer Relations, Publicity and Media Co-										
Property Services		448	410	778	470	470	470	800	840	886
Risk Management										
Security Services										
Supply Chain Management		–	–	–	–	–	–	–	–	–
Valuation Service										
Internal audit		–	–	–	–	–	–	–	–	–
Governance Function										
<b>Community and public safety</b>		23,615	23,854	24,994	27,166	26,966	26,966	27,556	29,007	30,603
Community and social services		9,900	9,816	10,359	11,020	10,820	10,820	10,980	11,598	12,236
Aged Care										
Agricultural										
Animal Care and Diseases										
Cemeteries, Funeral Parlours and Crematoriums		1,515	869	1,524	1,700	1,700	1,700	1,800	1,908	2,013
Child Care Facilities										
Community Halls and Facilities		1,002	841	811	970	970	970	1,030	1,092	1,152
Consumer Protection										
Cultural Matters										
Disaster Management										
Education										
Indigenous and Customary Law										
Industrial Promotion										
Language Policy										
Libraries and Archives		7,384	8,106	8,023	8,350	8,150	8,150	8,150	8,598	9,071
Literacy Programmes										
Media Services										
Museums and Art Galleries										
Population Development										
Provincial Cultural Matters										
Theatres										
Zoo's										
Sport and recreation		3,615	2,987	2,624	3,790	3,790	3,790	3,315	3,511	3,706
Beaches and Jetties										
Casinos, Racing, Gambling, Wagering										
Community Parks (including Nurseries)										
Recreational Facilities		3,508	2,795	2,477	3,590	3,590	3,590	3,135	3,322	3,504
Sports Grounds and Stadiums		107	193	147	200	200	200	180	190	201
Public safety		253	351	675	660	660	660	760	771	814
Civil Defence										
Cleansing										
Control of Public Nuisances										
Fencing and Fences										
Fire Fighting and Protection		225	297	635	600	600	600	700	707	746
Licensing and Control of Animals		28	53	39	60	60	60	60	64	67
Police Forces, Traffic and Street Parking Control										
Pounds										
Housing		9,790	10,613	10,884	11,601	11,601	11,601	12,401	13,021	13,737
Housing		9,790	10,613	10,884	11,601	11,601	11,601	12,401	13,021	13,737
Informal Settlements										
Health		58	87	453	95	95	95	100	105	111
Ambulance										
Health Services		58	87	453	95	95	95	100	105	111
Laboratory Services										
Food Control										
Health Surveillance and Prevention of Communicable										
Vector Control										
Chemical Safety										
<b>Economic and environmental services</b>		25,773	22,638	22,283	35,886	35,886	35,886	23,286	24,552	25,903
Planning and development		4,627	2,690	3,920	18,631	18,631	18,631	5,166	5,436	5,735
Billboards										
Corporate Wide Strategic Planning (IDPs, LEDs)		1,006	854	1,032	15,400	15,400	15,400	1,145	1,214	1,280
Central City Improvement District										
Development Facilitation										
Economic Development/Planning										
Regional Planning and Development										
Town Planning, Building Regulations and Enforcement, and		1,584	1,836	2,888	3,231	3,231	3,231	4,021	4,222	4,454
Project Management Unit		2,037	–	–	–	–	–	–	–	–
Provincial Planning										
Support to Local Municipalities										
Road transport		21,145	19,948	18,363	17,255	17,255	17,255	18,120	19,117	20,168
Public Transport										
Road and Traffic Regulation		20,950	19,754	18,055	17,255	17,255	17,255	18,120	19,117	20,168
Roads		196	194	307	–	–	–	–	–	–
Taxi Ranks										
Environmental protection		–	–	–	–	–	–	–	–	–
Biodiversity and Landscape										
Coastal Protection										
Indigenous Forests										
Nature Conservation										
Pollution Control										
Soil Conservation										
<b>Trading services</b>		1,079,647	970,971	1,119,627	1,240,638	1,240,638	1,240,638	1,363,208	1,487,786	1,606,966
Energy sources		663,235	566,794	680,359	781,232	781,232	781,232	877,157	969,471	1,056,859
Electricity		663,235	566,794	680,359	781,232	781,232	781,232	877,157	969,471	1,056,859
Street Lighting and Signal Systems										
Nonelectric Energy										
Water management		283,299	270,001	294,031	311,226	311,226	311,226	328,612	350,814	372,196
Water Treatment										
Water Distribution		283,299	270,001	294,031	311,226	311,226	311,226	328,612	350,814	372,196
Water Storage										
Waste water management		75,664	77,321	84,025	82,175	82,175	82,175	86,848	92,438	97,841
Public Toilets										
Sewerage		75,664	77,321	84,025	82,175	82,175	82,175	86,848	92,438	97,841
Storm Water Management										
Waste Water Treatment										
Waste management		57,449	56,855	61,211	66,004	66,004	66,004	70,592	75,064	80,070
Recycling										
Solid Waste Disposal (Landfill Sites)										
Solid Waste Removal		57,449	56,855	61,211	66,004	66,004	66,004	70,592	75,064	80,070
Street Cleaning										
<b>Other</b>		14,909	9,352	8,309	9,470	9,470	9,470	9,835	10,391	10,962
Abattoirs										
Air Transport										
Forestry										
Licensing and Regulation		11,086	7,142	6,097	6,375	6,375	6,375	6,760	7,132	7,524
Markets		3,678	2,063	2,091	2,950	2,950	2,950	2,940	3,116	3,288
Tourism		145	147	121	145	145	145	135	142	150
<b>Total Revenue - Functional</b>	<b>2</b>	<b>2,156,676</b>	<b>2,030,887</b>	<b>2,180,452</b>	<b>2,343,517</b>	<b>2,377,602</b>	<b>2,377,602</b>	<b>2,533,477</b>	<b>2,643,967</b>	<b>2,817,940</b>

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

COURT OF PLEAS - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)										
Functional Classification Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand	1									
<b>Expenditure - Functional</b>										
<b>Municipal governance and administration</b>		<b>584,756</b>	<b>549,422</b>	<b>545,801</b>	<b>665,289</b>	<b>673,909</b>	<b>673,909</b>	<b>683,100</b>	<b>720,457</b>	<b>759,584</b>
Executive and council		376,815	334,155	318,151	396,128	408,128	408,128	405,549	428,457	451,162
Mayor and Council		43,801	46,045	52,931	56,511	56,511	56,511	57,883	60,777	64,120
Municipal Manager, Town Secretary and Chief Executive		333,014	288,109	265,219	339,618	351,618	351,618	347,666	367,679	387,042
Finance and administration		202,747	209,917	221,765	262,445	259,065	259,065	270,570	284,600	300,614
Administrative and Corporate Support		28,739	24,558	26,672	27,052	27,052	27,052	27,101	28,590	30,069
Asset Management		5,272	5,578	5,960	8,589	7,989	7,989	8,179	8,588	9,061
Finance		67,063	69,677	72,864	93,370	90,370	90,370	95,921	100,916	106,466
Human Resources		16,201	16,331	20,498	22,370	22,520	22,520	23,083	24,468	26,181
Fleet Management		14,549	21,487	19,219	24,218	24,218	24,218	25,129	26,158	27,807
Information Technology		12,027	10,544	11,478	14,397	14,397	14,397	14,974	15,722	16,587
Legal Services										
Marketing, Customer Relations, Publicity and Media Co-		3,214	3,306	3,524	4,109	4,179	4,179	4,247	4,459	4,704
Property Services		12,860	15,098	14,355	15,966	15,966	15,966	16,639	17,610	18,578
Risk Management		2,099	2,100	2,235	2,496	2,496	2,496	2,593	2,749	2,900
Security Services		18,326	17,901	23,391	22,499	22,499	22,499	24,548	25,777	27,072
Supply Chain Management		13,514	14,176	12,973	16,824	16,824	16,824	17,071	17,925	18,910
Valuation Service		8,883	9,163	8,606	10,554	10,554	10,554	11,085	11,639	12,279
Internal audit		5,194	5,350	5,886	6,716	6,716	6,716	6,982	7,400	7,807
Governance Function		5,194	5,350	5,886	6,716	6,716	6,716	6,982	7,400	7,807
<b>Community and public safety</b>		<b>162,975</b>	<b>154,197</b>	<b>163,275</b>	<b>180,462</b>	<b>181,762</b>	<b>181,762</b>	<b>183,469</b>	<b>195,981</b>	<b>206,357</b>
Community and social services		35,277	36,073	38,327	41,708	41,508	41,508	42,230	49,182	51,432
Aged Care										
Agricultural										
Animal Care and Diseases										
Cemeteries, Funeral Parlours and Crematoriums		16,770	17,826	19,254	20,473	20,473	20,473	20,802	22,355	23,585
Child Care Facilities										
Community Halls and Facilities		3,875	3,522	4,908	4,343	4,343	4,343	4,473	4,741	5,002
Consumer Protection										
Cultural Matters										
Disaster Management										
Education										
Indigenous and Customary Law										
Industrial Promotion										
Language Policy										
Libraries and Archives		14,632	14,726	14,164	16,892	16,692	16,692	16,955	22,086	22,845
Literacy Programmes										
Media Services										
Museums and Art Galleries										
Population Development										
Provincial Cultural Matters										
Theatres										
Zoo's										
Sport and recreation		50,286	47,061	48,493	56,172	55,572	55,572	55,822	58,419	61,671
Beaches and Jetties										
Casinos, Racing, Gambling, Wagering										
Community Parks (including Nurseries)		25,106	23,586	22,867	27,498	26,898	26,898	27,189	28,548	30,118
Recreational Facilities		18,255	17,563	20,671	21,523	21,523	21,523	21,377	22,215	23,437
Sports Grounds and Stadiums		6,924	5,912	4,955	7,151	7,151	7,151	7,256	7,656	8,115
Public safety		34,149	35,366	39,304	41,910	41,910	41,910	43,502	44,305	46,750
Civil Defence										
Cleansing										
Control of Public Nuisances										
Fencing and Fences										
Fire Fighting and Protection		32,890	34,072	37,958	40,393	40,393	40,393	41,953	42,678	45,025
Licensing and Control of Animals		1,259	1,294	1,346	1,516	1,516	1,516	1,549	1,627	1,724
Police Forces, Traffic and Street Parking Control										
Pounds										
Housing		25,826	19,964	20,479	22,866	22,866	22,866	23,480	24,718	26,111
Housing		25,826	19,964	20,479	22,866	22,866	22,866	23,480	24,718	26,111
Informal Settlements										
Health		17,437	15,732	16,672	17,806	19,906	19,906	18,435	19,357	20,394
Ambulance										
Health Services		17,437	15,732	16,672	17,806	19,906	19,906	18,435	19,357	20,394
Laboratory Services										
Food Control										
Health Surveillance and Prevention of Communicable										
Vector Control										
Chemical Safety										
<b>Economic and environmental services</b>		<b>114,123</b>	<b>113,485</b>	<b>118,038</b>	<b>135,508</b>	<b>136,833</b>	<b>136,833</b>	<b>139,819</b>	<b>147,634</b>	<b>156,128</b>
Planning and development		41,528	40,914	40,068	46,540	47,165	47,165	48,172	50,729	53,503
Billboards										
Corporate Wide Strategic Planning (IDPs, LEDs)		9,485	9,331	8,526	10,038	10,663	10,663	10,677	11,318	11,940
Central City Improvement District										
Development Facilitation		5,691	5,611	5,726	6,790	6,790	6,790	6,848	7,190	7,570
Economic Development/Planning										
Regional Planning and Development		24,314	23,885	23,634	27,333	27,333	27,333	28,129	29,576	31,203
Town Planning, Building Regulations and Enforcement, and		2,037	2,087	2,182	2,379	2,379	2,379	2,518	2,644	2,790
Project Management Unit										
Provincial Planning										
Support to Local Municipalities										
Road transport		72,020	71,954	77,332	88,266	88,966	88,966	90,936	96,155	101,834
Public Transport										
Road and Traffic Regulation		32,920	35,175	36,069	46,022	44,622	44,622	47,304	49,906	52,650
Roads		39,100	36,779	41,263	42,244	44,344	44,344	43,632	46,249	49,184
Taxi Ranks										
Environmental protection		576	618	637	702	702	702	711	750	791
Biodiversity and Landscape		576	618	637	702	702	702	711	750	791
Coastal Protection										
Indigenous Forests										
Nature Conservation										
Pollution Control										
Soil Conservation										
<b>Trading services</b>		<b>1,052,168</b>	<b>1,023,507</b>	<b>1,088,683</b>	<b>1,187,249</b>	<b>1,224,349</b>	<b>1,224,349</b>	<b>1,313,216</b>	<b>1,433,383</b>	<b>1,548,458</b>
Energy sources		687,986	644,809	698,314	762,833	762,333	762,333	857,928	947,601	1,032,564
Electricity		659,747	638,151	690,355	755,333	754,833	754,833	849,098	938,153	1,022,454
Street Lighting and Signal Systems		28,239	6,658	7,959	7,500	7,500	7,500	8,830	9,448	10,109
Nonelectric Energy										
Water management		233,103	240,218	265,093	278,498	303,998	303,998	296,663	317,116	337,784
Water Treatment		42,165	45,458	51,961	49,780	65,780	65,780	59,515	62,319	65,260
Water Distribution		190,938	194,760	213,132	228,718	238,218	238,218	237,148	254,797	272,523
Water Storage										
Waste water management		76,973	79,071	69,878	79,014	91,114	91,114	88,033	93,601	99,040
Public Toilets		2,089	1,545	1,889	2,214	5,214	5,214	2,279	2,393	2,524
Sewerage		38,991	37,264	28,496	38,770	47,865	47,865	45,654	48,703	51,673
Storm Water Management										
Waste Water Treatment		35,893	40,263	39,493	38,030	38,035	38,035	40,100	42,506	44,843
Waste management		54,105	59,408	55,398	66,904	66,904	66,904	70,592	75,064	80,070
Recycling										
Solid Waste Disposal (Landfill Sites)		2,428	3,588	3,353	5,113	4,613	4,613	5,081	5,335	5,628
Solid Waste Removal		51,678	55,820	52,046	61,792	62,292	62,292	65,511	69,729	74,442
Street Cleaning										
<b>Other</b>		<b>22,295</b>	<b>20,374</b>	<b>21,041</b>	<b>24,518</b>	<b>24,518</b>	<b>24,518</b>	<b>25,380</b>	<b>26,807</b>	<b>28,282</b>
Abattoirs										
Air Transport										
Forestry										
Licensing and Regulation		11,395	10,936	11,722	14,400	14,400	14,400	15,097	15,927	16,803
Markets		7,015	5,737	5,868	6,170	6,170	6,170	6,242	6,617	6,981
Tourism		3,886	3,701	3,451	3,949	3,949	3,949	4,041	4,263	4,497
<b>Total Expenditure - Functional</b>	<b>3</b>	<b>1,936,318</b>	<b>1,860,985</b>	<b>1,936,838</b>	<b>2,193,028</b>	<b>2,241,373</b>	<b>2,241,373</b>	<b>2,344,984</b>	<b>2,524,262</b>	<b>2,699,808</b>
<b>Surplus/(Deficit) for the year</b>		<b>220,357</b>	<b>169,902</b>	<b>243,615</b>	<b>150,490</b>	<b>136,229</b>	<b>136,229</b>	<b>188,493</b>	<b>119,704</b>	<b>118,132</b>



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

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue by Vote	1									
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		492,849	463,786	431,480	419,951	454,836	454,836	478,759	416,848	411,594
Vote 03 - Municipal Manager		2,037	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		4,553	6,007	1,415	6,177	6,177	6,177	6,804	6,881	7,455
Vote 05 - Community Services		103,311	96,992	99,474	105,200	105,000	105,000	110,627	117,298	124,628
Vote 06 - Financial Services		514,881	533,870	571,568	603,759	603,159	603,159	623,229	667,662	723,570
Vote 07 - Strategy Econ Development And Planning		6,861	5,309	6,910	22,196	22,196	22,196	9,041	9,535	10,059
Vote 08 - Infrastructure And Services		1,032,183	924,923	1,069,606	1,186,235	1,186,235	1,186,235	1,305,018	1,425,743	1,540,633
Vote 09 -		-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	2,156,676	2,030,887	2,180,452	2,343,517	2,377,602	2,377,602	2,533,477	2,643,967	2,817,940
Expenditure by Vote to be appropriated	1									
Vote 01 - Executive & Council		43,801	46,045	52,931	56,511	56,511	56,511	57,883	60,777	64,120
Vote 02 - Municipal And General		321,231	277,590	253,782	327,737	339,737	339,737	335,456	354,860	373,517
Vote 03 - Municipal Manager		18,576	16,144	21,336	24,268	24,268	24,268	25,025	26,367	27,817
Vote 04 - Corporate Services		59,011	62,302	64,204	69,524	69,594	69,594	73,211	76,800	81,111
Vote 05 - Community Services		239,727	244,132	250,522	289,928	289,828	289,828	297,403	316,842	334,708
Vote 06 - Financial Services		112,282	115,007	117,561	149,015	145,415	145,415	152,611	160,409	169,137
Vote 07 - Strategy Econ Development And Planning		54,708	54,587	52,401	57,163	57,788	57,788	59,374	62,692	66,125
Vote 08 - Infrastructure And Services		1,086,983	1,045,177	1,124,100	1,218,882	1,258,232	1,258,232	1,344,020	1,465,516	1,583,273
Vote 09 -		-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	1,936,318	1,860,985	1,936,838	2,193,028	2,241,373	2,241,373	2,344,984	2,524,262	2,699,808
Surplus/(Deficit) for the year	2	220,357	169,902	243,615	150,490	136,229	136,229	188,493	119,704	118,132

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

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand										
<b>Revenue by Vote</b>	1									
<b>Vote 01 - Executive &amp; Council</b>		-	-	-	-	-	-	-	-	-
01.1 - Councillor's Expenses		-	-	-	-	-	-	-	-	-
01.2 - Executive Mayor Admin		-	-	-	-	-	-	-	-	-
01.3 - Speakers Office Admin		-	-	-	-	-	-	-	-	-
<b>Vote 02 - Municipal And General</b>		492,849	463,786	431,480	419,951	454,836	454,836	478,759	416,848	411,594
02.1 - Municipal And General		489,082	463,652	431,480	419,801	454,686	454,686	478,459	416,530	411,259
02.2 - Mun : Insurance Fund - Short Term		2,582	134	-	150	150	150	300	318	335
02.3 - Mun : Workmen's Compensation Fund		1,185	-	-	-	-	-	-	-	-
<b>Vote 03 - Municipal Manager</b>		2,037	-	-	-	-	-	-	-	-
03.1 - Municipal Manager - Admin		-	-	-	-	-	-	-	-	-
03.2 - Internal Investigations		-	-	-	-	-	-	-	-	-
03.3 - Internal Audit		-	-	-	-	-	-	-	-	-
03.4 - Idp Unit		-	-	-	-	-	-	-	-	-
03.5 - Project Management Unit - Pmu		2,037	-	-	-	-	-	-	-	-
<b>Vote 04 - Corporate Services</b>		4,553	6,007	1,415	6,177	6,177	6,177	6,804	6,881	7,455
04.1 - Corporate Services - Admin		-	-	-	-	-	-	-	-	-
04.2 - Office Services And Archives		2,039	106	104	27	27	27	84	88	91
04.3 - H R - Management		-	-	-	-	-	-	-	-	-
04.4 - H R - Recruitment And Benefits		-	-	-	-	-	-	-	-	-
04.5 - H R - Training And Development		1,022	852	1,311	1,150	1,150	1,150	1,220	1,293	1,364
04.6 - H R - Local Authority Training		1,492	5,049	-	5,000	5,000	5,000	5,500	5,500	6,000
04.7 - Publicity And Media Coordination		-	-	-	-	-	-	-	-	-
04.8 - Risk Management		-	-	-	-	-	-	-	-	-
04.9 - Security And Protection		-	-	-	-	-	-	-	-	-
<b>Vote 05 - Community Services</b>		103,311	96,992	99,474	105,200	105,000	105,000	110,627	117,298	124,628
05.1 - Community Services - Admin		-	-	-	-	-	-	-	-	-
05.2 - Emergency Services		225	297	635	600	600	600	700	707	746
05.3 - Biodiversity And Landscape		-	-	-	-	-	-	-	-	-
05.4 - Libraries		7,384	8,106	8,023	8,350	8,150	8,150	8,150	8,598	9,071
05.5 - Road Traffic Regulations		20,950	19,754	18,055	17,255	17,255	17,255	18,120	19,117	20,168
05.6 - Vehicle Licensing And Testing		11,086	7,142	6,097	6,375	6,375	6,375	6,760	7,132	7,524
05.7 - Vehicle Licensing And Testing		-	-	-	-	-	-	-	-	-
05.8 - Community Parks		-	-	-	-	-	-	-	-	-
05.9 - Sport Grounds And Stadiums		107	193	147	200	200	200	180	190	201
05.10 - Community Halls And Facilities		1,002	841	811	970	970	970	1,030	1,092	1,152
05.11 - Swimming Pools		235	298	326	310	310	310	365	385	406
05.12 - Cemeteries		1,515	869	1,524	1,700	1,700	1,700	1,800	1,908	2,013
05.13 - Resorts And Camping Sites Inside Spm		1,509	1,018	879	1,200	1,200	1,200	1,120	1,187	1,253
05.14 - Resorts And Camping Sites Outside Spm		1,122	690	596	1,200	1,200	1,200	850	901	951
05.15 - Resort Transka		641	789	676	880	880	880	800	848	895
05.16 - Health - Admin		-	-	-	-	-	-	-	-	-
05.17 - Health - Clinics		-	-	-	-	-	-	-	-	-
05.18 - Health - Inspections		58	87	453	95	95	95	100	105	111
05.19 - Health - Commonage And Pound		28	53	39	60	60	60	60	64	67
05.20 - Refuse - Pollution Control/Collection		57,449	56,855	61,211	66,004	66,004	66,004	70,592	75,064	80,070
05.21 - Refuse - Landfill Sites		-	-	-	-	-	-	-	-	-
05.22 - Refuse - Maintenance		-	-	-	-	-	-	-	-	-
<b>Vote 06 - Financial Services</b>		514,881	533,870	571,568	603,759	603,159	603,159	623,229	667,662	723,570
06.1 - Financial Services Admin		-	-	-	-	-	-	-	-	-
06.2 - Financial Management Grant		1,700	-	-	1,700	1,700	1,700	1,650	1,700	1,700
06.3 - Asset And Risk		-	-	-	600	-	-	-	-	-
06.4 - Budget And Financial Reporting		945	1,026	-	-	-	-	-	-	-
06.5 - Budget And Financial Reporting		-	-	669	300	300	300	300	300	300
06.6 - Expenditure Creditors/Payroll		1,003	826	996	1,020	1,020	1,020	1,021	1,072	1,131
06.7 - Information Technology		-	-	-	-	-	-	-	-	-
06.8 - Billing Finance		510,106	514,108	555,550	584,138	584,138	584,138	603,757	647,264	702,161
06.9 - Property Rates And Valuations		-	-	-	-	-	-	-	-	-
06.10 - Debt Collection		1,126	17,909	14,352	16,001	16,001	16,001	16,501	17,326	18,279
06.11 - Supply Chain Management		-	-	-	-	-	-	-	-	-
<b>Vote 07 - Strategy Econ Development And Planning</b>		6,881	5,309	6,910	22,196	22,196	22,196	9,041	9,535	10,059
07.1 - Sedp Admin		-	-	-	-	-	-	-	-	-
07.2 - Tourism		145	147	121	145	145	145	135	142	150
07.3 - Properties Services		448	410	778	470	470	470	800	840	886
07.4 - Economic Development And Planning		1,006	854	1,032	15,400	15,400	15,400	1,145	1,214	1,280
07.5 - Town Planning		466	902	1,258	1,201	1,201	1,201	1,501	1,576	1,663
07.6 - Building Inspectorate		1,118	934	1,630	2,030	2,030	2,030	2,520	2,646	2,792
07.7 - Properties Maintenance		-	-	-	-	-	-	-	-	-
07.8 - Markets And Street Trading		3,678	2,063	2,091	2,950	2,950	2,950	2,940	3,116	3,288
07.9 - Urban Renewal Program		-	-	-	-	-	-	-	-	-
<b>Vote 08 - Infrastructure And Services</b>		1,032,183	924,923	1,069,606	1,186,235	1,186,235	1,186,235	1,305,018	1,425,743	1,540,633
08.1 - Infrastructure Admin		-	-	-	-	-	-	-	-	-
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	194	307	-	-	-	-	-	-
08.8 - Housing - Admin		9,790	10,613	10,884	11,601	11,601	11,601	12,401	13,021	13,737
08.9 - Housing - Maintenance		-	-	-	-	-	-	-	-	-
08.10 - Sewerage - Reticulation		75,664	77,321	84,025	82,175	82,175	82,175	86,848	92,438	97,841
08.11 - Sewerage - Treatment		-	-	-	-	-	-	-	-	-
08.12 - Sewerage - Maintenance		-	-	-	-	-	-	-	-	-
08.13 - Water - Treatment		-	-	-	-	-	-	-	-	-
08.14 - Water - Distribution		283,299	270,001	294,031	311,226	311,226	311,226	328,612	350,814	372,196
08.15 - Water - Maintenance		-	-	-	-	-	-	-	-	-
08.16 - Electricity - Admin		663,235	566,794	680,359	781,232	781,232	781,232	877,157	969,471	1,056,859
08.17 - Electricity - Maintenance		-	-	-	-	-	-	-	-	-
08.18 - Electricity - Streetlights Maintenance		-	-	-	-	-	-	-	-	-
<b>Vote 09 -</b>		-	-	-	-	-	-	-	-	-
<b>Vote 10 -</b>		-	-	-	-	-	-	-	-	-
<b>Vote 11 -</b>		-	-	-	-	-	-	-	-	-
<b>Vote 12 -</b>		-	-	-	-	-	-	-	-	-
<b>Vote 13 -</b>		-	-	-	-	-	-	-	-	-
<b>Vote 14 -</b>		-	-	-	-	-	-	-	-	-
<b>Vote 15 - Other</b>		-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>	2	2,156,676	2,030,887	2,180,452	2,343,517	2,377,602	2,377,602	2,533,477	2,643,967	2,817,940

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

2019/20 Financial Performance (Revenue and Expenditure by municipal vote)										
Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand										
Expenditure by Vote										
Vote 01 - Executive & Council	1	43,801	46,045	52,931	56,511	56,511	56,511	57,883	60,777	64,120
01.1 - Councillor's Expenses		28,409	28,388	30,367	33,023	33,023	33,023	34,547	36,275	38,270
01.2 - Executive Mayor Admin		2,671	9,150	11,228	11,983	11,983	11,983	11,424	11,995	12,654
01.3 - Speakers Office Admin		12,720	8,507	11,336	11,505	11,505	11,505	11,912	12,508	13,195
Vote 02 - Municipal And General		321,231	277,560	253,782	327,737	339,737	339,737	335,456	354,860	373,517
02.1 - Municipal And General		317,902	275,667	246,401	327,587	339,587	339,587	335,156	354,542	373,182
02.2 - Mun : Insurance Fund - Short Term		2,396	1,796	7,727	150	150	150	300	318	335
02.3 - Mun : Workmen's Compensation Fund		933	127	(346)	-	-	-	-	-	-
Vote 03 - Municipal Manager		18,576	16,144	21,336	24,268	24,268	24,268	25,025	26,367	27,817
03.1 - Municipal Manager - Admin		11,784	10,519	11,437	11,881	11,881	11,881	12,209	12,820	13,525
03.2 - Internal Investigations		(1,190)	(2,583)	1,256	1,266	1,266	1,266	1,316	1,383	1,459
03.3 - Internal Audit		5,194	5,350	5,886	6,716	6,716	6,716	6,982	7,400	7,807
03.4 - Idp Unit		750	771	575	2,025	2,025	2,025	1,999	2,119	2,236
03.5 - Project Management Unit - Pmu		2,037	2,087	2,182	2,379	2,379	2,379	2,518	2,644	2,790
Vote 04 - Corporate Services		59,011	62,302	64,204	69,524	69,594	69,594	73,211	76,800	81,111
04.1 - Corporate Services - Admin		9,138	8,574	9,173	9,785	9,785	9,785	10,154	10,712	11,301
04.2 - Office Services And Archives		10,495	6,351	7,919	7,683	7,683	7,683	7,857	8,328	8,786
04.3 - H R - Management		8,849	12,003	10,248	13,310	13,310	13,310	13,678	14,362	15,152
04.4 - H R - Recruitment And Benefits		1,717	1,759	1,828	2,253	2,253	2,253	2,327	2,455	2,602
04.5 - H R - Training And Development		2,580	2,676	2,449	3,655	3,655	3,655	3,624	3,842	4,053
04.6 - H R - Local Authority Training		1,404	5,049	4,694	5,000	5,000	5,000	5,500	5,500	6,000
04.7 - Publicity And Media Coordination		3,214	3,306	3,524	4,109	4,179	4,179	4,247	4,459	4,704
04.8 - Risk Management		2,099	2,100	2,235	2,496	2,496	2,496	2,593	2,749	2,900
04.9 - Security And Protection		19,515	20,484	22,135	21,232	21,232	21,232	23,232	24,394	25,613
Vote 05 - Community Services		239,727	244,132	250,522	289,928	289,828	289,828	297,403	316,842	334,708
05.1 - Community Services - Admin		3,582	3,762	3,900	4,304	4,304	4,304	3,709	3,931	4,148
05.2 - Emergency Services		32,890	34,072	37,958	40,393	40,393	40,393	41,953	42,678	45,025
05.3 - Biodiversity And Landscape		576	618	637	702	702	702	711	750	791
05.4 - Libraries		14,632	14,726	14,164	16,892	16,692	16,692	16,955	22,086	22,845
05.5 - Road Traffic Regulations		32,920	35,175	36,069	46,022	44,622	44,622	47,304	49,906	52,650
05.6 - Vehicle Licensing And Testing		11,395	10,936	11,722	14,400	14,400	14,400	15,097	15,927	16,803
05.7 - Vehicle Licensing And Testing		-	-	-	-	-	-	-	-	-
05.8 - Community Parks		25,106	23,586	22,867	27,498	26,898	26,898	27,189	28,548	30,118
05.9 - Sport Grounds And Stadiums		6,924	5,912	4,955	7,151	7,151	7,151	7,256	7,656	8,115
05.10 - Community Halls And Facilities		3,875	3,522	4,908	4,343	4,343	4,343	4,473	4,741	5,002
05.11 - Swimming Pools		5,017	4,290	4,771	5,221	5,221	5,221	5,448	5,747	6,063
05.12 - Cemeteries		16,770	17,826	19,254	20,473	20,473	20,473	20,802	22,355	23,585
05.13 - Resorts And Camping Sites Inside Spm		7,468	6,676	8,469	7,844	7,844	7,844	7,625	7,693	8,117
05.14 - Resorts And Camping Sites Outside Spm		3,741	4,266	4,911	5,553	5,553	5,553	5,493	5,823	6,143
05.15 - Resort Transka		2,029	2,330	2,521	2,905	2,905	2,905	2,811	2,952	3,114
05.16 - Health - Admin		2,875	2,953	2,989	3,457	3,557	3,557	3,479	3,653	3,854
05.17 - Health - Clinics		9,185	5,786	5,453	5,615	5,615	5,615	5,258	5,521	5,797
05.18 - Health - Inspections		5,377	6,994	8,230	8,734	10,734	10,734	9,698	10,183	10,743
05.19 - Health - Commonage And Pound		1,259	1,294	1,346	1,516	1,516	1,516	1,549	1,627	1,724
05.20 - Refuse - Polution Control/Collection		37,135	40,078	40,826	43,352	46,352	46,352	46,994	50,194	53,734
05.21 - Refuse - Landfill Sites		2,428	3,588	3,353	5,113	4,613	4,613	5,081	5,335	5,628
05.22 - Refuse - Maintenance		14,543	15,743	11,220	18,440	15,940	15,940	18,517	19,535	20,708
Vote 06 - Financial Services		112,282	115,007	117,561	149,015	145,415	145,415	152,611	160,409	169,137
06.1 - Financial Services Admin		3,810	3,811	4,061	3,580	3,580	3,580	3,732	3,919	4,134
06.2 - Financial Management Grant		1,714	2,058	1,620	1,700	1,700	1,700	1,650	1,700	1,700
06.3 - Asset And Risk		5,272	5,578	5,960	8,589	7,989	7,989	8,179	8,588	9,061
06.4 - Budget And Financial Reporting		4	-	-	-	-	-	-	-	-
06.5 - Budget And Financial Reporting		11,098	10,779	10,388	19,256	17,226	17,226	19,916	21,111	22,272
06.6 - Expenditure Creditors/Payroll		8,404	7,782	8,024	11,123	11,123	11,123	11,379	11,948	12,605
06.7 - Information Technology		12,027	10,544	11,478	14,397	14,397	14,397	14,974	15,722	16,587
06.8 - Billing Finance		33,805	37,008	38,252	42,261	41,291	41,291	43,375	45,543	48,048
06.9 - Property Rates And Valuations		8,883	9,163	8,606	10,554	10,554	10,554	11,085	11,639	12,279
06.10 - Debt Collection		13,751	14,109	16,200	20,729	20,729	20,729	21,251	22,314	23,541
06.11 - Supply Chain Management		13,514	14,176	12,973	16,824	16,824	16,824	17,071	17,925	18,910
Vote 07 - Strategy Econ Development And Planning		54,708	54,587	52,401	57,163	57,788	57,788	59,374	62,692	66,125
07.1 - Sedp Admin		2,737	2,672	2,740	2,905	2,905	2,905	2,986	3,136	3,292
07.2 - Tourism		3,886	3,701	3,451	3,949	3,949	3,949	4,041	4,263	4,497
07.3 - Properties Services		2,249	2,398	2,476	2,609	2,609	2,609	2,855	2,999	3,164
07.4 - Economic Development And Planning		8,735	8,560	7,951	8,013	8,638	8,638	8,678	9,198	9,704
07.5 - Town Planning		11,149	12,261	12,625	11,840	11,840	11,840	12,578	13,207	13,933
07.6 - Building Inspectorate		5,372	3,619	2,424	4,436	4,436	4,436	4,349	4,607	4,861
07.7 - Properties Maintenance		10,611	12,700	11,879	13,357	13,357	13,357	13,783	14,610	15,414
07.8 - Markets And Street Trading		7,015	5,737	5,868	6,170	6,170	6,170	6,242	6,617	6,981
07.9 - Urban Renewal Program		2,954	2,939	2,986	3,885	3,885	3,885	3,862	4,055	4,278
Vote 08 - Infrastructure And Services		1,086,983	1,045,177	1,124,100	1,218,882	1,258,232	1,258,232	1,344,020	1,465,516	1,583,273
08.1 - Infrastructure Admin		2,074	2,732	2,712	4,098	4,098	4,098	4,219	4,430	4,673
08.2 - Ce - Water And Sanitation		5,720	5,272	5,873	6,959	6,959	6,959	6,983	7,332	7,736
08.3 - Public Toilets		2,089	1,545	1,889	2,214	5,214	5,214	2,279	2,393	2,524
08.4 - Mechanical Workshops		18,838	20,135	19,620	22,370	22,370	22,370	23,083	24,468	26,181
08.5 - Fleet		(2,638)	(3,804)	868	(0)	150	150	-	0	-
08.6 - Roads Planning And Design		5,126	4,174	3,268	6,443	5,443	5,443	6,701	7,103	7,493
08.7 - Road Construction And Maintenance		33,974	32,604	37,995	35,801	38,901	38,901	36,930	39,146	41,691
08.8 - Housing - Admin		20,485	14,252	14,941	16,614	16,614	16,614	17,019	17,870	18,852
08.9 - Housing - Maintenance		5,341	5,712	5,538	6,252	6,252	6,252	6,461	6,848	7,259
08.10 - Sewerage - Reticulation		9,494	3,801	4,744	3,696	11,686	11,686	10,601	11,547	12,473
08.11 - Sewerage - Treatment		35,893	40,263	39,493	38,030	38,035	38,035	40,100	42,506	44,843
08.12 - Sewerage - Maintenance		29,497	33,463	23,753	35,074	36,179	36,179	35,053	37,156	39,200
08.13 - Water - Treatment		42,165	45,458	51,961	49,780	65,780	65,780	59,515	62,319	65,260
08.14 - Water - Distribution		133,098	153,351	171,135	177,166	186,666	186,666	184,650	199,149	213,537
08.15 - Water - Maintenance		57,840	41,409	41,997	51,552	51,552	51,552	52,498	55,648	58,987
08.16 - Electricity - Admin		607,479	589,575	646,785	701,925	702,425	702,425	794,062	879,735	960,746
08.17 - Electricity - Maintenance		52,268	48,576	43,570	53,409	52,409	52,409	55,036	58,418	61,708
08.18 - Electricity - Streetlights Maintenance		28,239	6,658	7,959	7,500	7,500	7,500	8,830	9,448	10,109
Vote 09 -		-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	1,936,318	1,860,985	1,936,838	2,193,028	2,241,373	2,241,373	2,344,984	2,524,262	2,699,808
Surplus/(Deficit) for the year	2	220,357	169,902	243,615	150,490	136,229	136,229	188,493	119,704	118,132

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

R0051 G01 Budget - Table A4 Budgeted Financial Performance (Revenue and Expenditure)											
Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand	1										
Revenue By Source											
Property rates	2	509,454	512,886	555,073	584,108	584,108	584,108	504,877	603,707	647,214	702,111
Service charges - electricity revenue	2	649,455	552,454	664,828	766,232	766,232	766,232	551,567	861,157	952,511	1,038,966
Service charges - water revenue	2	243,316	236,691	258,618	278,626	278,626	278,626	236,470	294,012	314,138	333,503
Service charges - sanitation revenue	2	64,503	67,424	73,119	71,175	71,175	71,175	67,400	76,648	81,626	86,434
Service charges - refuse revenue	2	48,614	48,780	52,564	53,984	53,984	53,984	58,990	59,567	63,433	67,799
Rental of facilities and equipment		10,566	11,092	11,427	12,440	12,440	12,440	10,114	13,145	13,809	14,569
Interest earned - external investments		18,700	10,002	5,503	10,000	4,000	4,000	930	9,000	12,000	15,000
Interest earned - outstanding debtors		174,794	141,429	145,492	154,000	144,000	144,000	(12,948)	157,200	155,204	151,983
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		21,830	36,982	31,614	33,345	33,345	33,345	17,744	34,725	36,553	38,563
Licences and permits		5,312	6,319	5,863	6,100	6,100	6,100	6,878	6,500	6,858	7,235
Agency services		5,539	576	-	-	-	-	-	-	-	-
Transfers and subsidies		172,480	192,110	214,815	224,542	260,137	260,137	233,105	230,640	241,544	243,434
Other revenue	2	24,519	16,309	18,108	18,008	18,008	18,008	16,301	19,411	20,453	21,558
Gains		(1)	577	417	-	22,000	22,000	4,843	-	-	-
Total Revenue (excluding capital transfers and contributions)		1,949,082	1,833,634	2,037,442	2,212,561	2,254,156	2,254,156	1,696,271	2,365,711	2,545,342	2,721,154
Expenditure By Type											
Employee related costs	2	647,309	688,565	652,922	814,281	800,081	800,081	583,598	836,388	885,627	934,849
Remuneration of councillors		28,409	28,388	30,367	33,023	33,023	33,023	25,158	34,547	36,275	38,270
Debt impairment	3	240,467	205,848	232,991	249,000	252,000	252,000	124,504	275,000	293,600	310,648
Depreciation & asset impairment	2	64,443	61,697	69,409	73,550	73,550	73,550	-	79,150	84,325	89,218
Finance charges		27,213	25,790	30,582	23,542	35,542	35,542	13,687	22,261	20,963	19,501
Bulk purchases - electricity	2	420,968	459,678	515,937	562,500	554,500	554,500	386,368	647,000	724,640	797,104
Inventory consumed	8	-	45,612	48,468	-	87,414	87,414	38,931	279,331	297,748	321,102
Contracted services		53,354	42,342	38,346	44,948	49,548	49,548	24,230	46,687	49,173	51,770
Transfers and subsidies		9,325	3,940	2,733	6,060	4,280	4,280	1,984	4,850	4,952	5,060
Other expenditure	4, 5	176,559	90,334	100,987	110,697	140,679	140,679	113,029	119,770	126,960	132,287
Losses		2,637	514	569	-	-	-	-	-	-	-
Total Expenditure		1,670,684	1,652,708	1,723,311	1,917,601	2,030,618	2,030,618	1,311,489	2,344,984	2,524,262	2,699,808
Surplus/(Deficit)		278,398	180,926	314,131	294,960	223,538	223,538	384,782	20,727	21,079	21,346
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		203,033	197,254	143,011	116,556	109,046	109,046	-	167,766	98,625	96,786
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)	6	-	-	-	14,400	14,400	14,400	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		4,561	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		485,992	378,179	457,141	425,916	346,984	346,984	384,782	188,493	119,704	118,132
Taxation											
Surplus/(Deficit) after taxation		485,992	378,179	457,141	425,916	346,984	346,984	384,782	188,493	119,704	118,132
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		485,992	378,179	457,141	425,916	346,984	346,984	384,782	188,493	119,704	118,132
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		485,992	378,179	457,141	425,916	346,984	346,984	384,782	188,493	119,704	118,132

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>	<b>1</b>										
<b>Capital expenditure - Vote</b>											
<b>Multi-year expenditure to be appropriated</b>	<b>2</b>										
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		115,970	60,305	90,408	23,500	43,312	43,312	26,207	24,000	7,000	10,000
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		-	-	-	-	-	-	-	-	-	-
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-
Vote 07 - Strategy Econ Development And Planning		-	-	-	14,400	14,400	14,400	-	-	-	-
Vote 08 - Infrastructure And Services		65,969	67,323	18,392	76,906	63,233	63,233	41,492	79,266	43,948	40,768
Vote 09 -		-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	<b>7</b>	<b>181,939</b>	<b>127,628</b>	<b>108,800</b>	<b>114,806</b>	<b>120,946</b>	<b>120,946</b>	<b>67,699</b>	<b>103,266</b>	<b>50,948</b>	<b>50,768</b>
<b>Single-year expenditure to be appropriated</b>	<b>2</b>										
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		33,084	23,125	3,887	17,000	25,500	25,500	17,157	31,500	40,177	45,018
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		-	-	-	-	-	-	-	-	-	-
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-
Vote 07 - Strategy Econ Development And Planning		-	-	-	-	1,000	1,000	-	8,000	-	-
Vote 08 - Infrastructure And Services		30,736	49,933	24,330	22,650	8,000	8,000	5,447	36,500	22,000	20,000
Vote 09 -		-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>		<b>63,819</b>	<b>73,057</b>	<b>28,218</b>	<b>39,650</b>	<b>34,500</b>	<b>34,500</b>	<b>22,604</b>	<b>76,000</b>	<b>62,177</b>	<b>65,018</b>
<b>Total Capital Expenditure - Vote</b>		<b>245,758</b>	<b>200,685</b>	<b>137,018</b>	<b>154,456</b>	<b>155,446</b>	<b>155,446</b>	<b>90,303</b>	<b>179,266</b>	<b>113,125</b>	<b>115,786</b>
<b>Capital Expenditure - Functional</b>											
<b>Governance and administration</b>		<b>149,054</b>	<b>83,430</b>	<b>94,295</b>	<b>40,500</b>	<b>68,812</b>	<b>68,812</b>	<b>43,364</b>	<b>55,500</b>	<b>47,177</b>	<b>55,018</b>
Executive and council		149,054	83,430	94,295	40,500	68,812	68,812	43,364	55,500	47,177	55,018
Finance and administration		-	-	-	-	-	-	-	-	-	-
Internal audit		-	-	-	-	-	-	-	-	-	-
<b>Community and public safety</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Community and social services		-	-	-	-	-	-	-	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
<b>Economic and environmental services</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>14,400</b>	<b>15,400</b>	<b>15,400</b>	<b>-</b>	<b>8,000</b>	<b>-</b>	<b>-</b>
Planning and development		-	-	-	14,400	15,400	15,400	-	8,000	-	-
Road transport		-	-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-	-
<b>Trading services</b>		<b>96,704</b>	<b>117,256</b>	<b>42,723</b>	<b>99,556</b>	<b>71,233</b>	<b>71,233</b>	<b>46,939</b>	<b>115,766</b>	<b>65,948</b>	<b>60,768</b>
Energy sources		25,105	43,389	12,108	25,658	18,706	18,706	10,573	67,500	22,000	20,000
Water management		64,834	36,981	7,058	8,000	6,500	6,500	4,294	1,000	12,000	11,500
Waste water management		6,766	36,886	23,556	65,898	46,027	46,027	32,071	47,266	31,948	29,268
Waste management		-	-	-	-	-	-	-	-	-	-
<b>Other</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Capital Expenditure - Functional</b>	<b>3</b>	<b>245,758</b>	<b>200,685</b>	<b>137,018</b>	<b>154,456</b>	<b>155,446</b>	<b>155,446</b>	<b>90,303</b>	<b>179,266</b>	<b>113,125</b>	<b>115,786</b>
<b>Funded by:</b>											
National Government		183,356	172,816	126,994	116,556	109,046	109,046	82,729	167,766	98,625	96,786
Provincial Government		-	4,207	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	14,400	14,400	14,400	-	-	-	-
<b>Transfers recognised - capital</b>	<b>4</b>	<b>183,356</b>	<b>177,023</b>	<b>126,994</b>	<b>130,956</b>	<b>123,446</b>	<b>123,446</b>	<b>82,729</b>	<b>167,766</b>	<b>98,625</b>	<b>96,786</b>
<b>Borrowing</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Internally generated funds</b>		<b>-</b>	<b>23,662</b>	<b>10,023</b>	<b>23,500</b>	<b>32,000</b>	<b>32,000</b>	<b>7,574</b>	<b>11,500</b>	<b>14,500</b>	<b>19,000</b>
<b>Total Capital Funding</b>	<b>7</b>	<b>183,356</b>	<b>200,685</b>	<b>137,018</b>	<b>154,456</b>	<b>155,446</b>	<b>155,446</b>	<b>90,303</b>	<b>179,266</b>	<b>113,125</b>	<b>115,786</b>

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

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand	1										
<b>Capital expenditure - Municipal Vote</b>	2										
<b>Multi-year expenditure appropriation</b>											
<b>Vote 01 - Executive &amp; Council</b>		-	-	-	-	-	-	-	-	-	-
01.1 - Councillor's Expenses		-	-	-	-	-	-	-	-	-	-
01.2 - Executive Mayor Admin		-	-	-	-	-	-	-	-	-	-
01.3 - Speakers Office Admin		-	-	-	-	-	-	-	-	-	-
<b>Vote 02 - Municipal And General</b>		115,970	60,305	90,408	23,500	43,312	43,312	26,207	24,000	7,000	10,000
02.1 - Municipal And General		115,970	60,305	90,408	23,500	43,312	43,312	26,207	24,000	7,000	10,000
02.2 - Mun : Insurance Fund - Short Term		-	-	-	-	-	-	-	-	-	-
02.3 - Mun : Workmen's Compensation Fund		-	-	-	-	-	-	-	-	-	-
<b>Vote 03 - Municipal Manager</b>		-	-	-	-	-	-	-	-	-	-
03.1 - Municipal Manager - Admin		-	-	-	-	-	-	-	-	-	-
03.2 - Internal Investigations		-	-	-	-	-	-	-	-	-	-
03.3 - Internal Audit		-	-	-	-	-	-	-	-	-	-
03.4 - Idp Unit		-	-	-	-	-	-	-	-	-	-
03.5 - Project Management Unit - Pmu		-	-	-	-	-	-	-	-	-	-
<b>Vote 04 - Corporate Services</b>		-	-	-	-	-	-	-	-	-	-
04.1 - Corporate Services - Admin		-	-	-	-	-	-	-	-	-	-
04.2 - Office Services And Archives		-	-	-	-	-	-	-	-	-	-
04.3 - H R - Management		-	-	-	-	-	-	-	-	-	-
04.4 - H R - Recruitment And Benefits		-	-	-	-	-	-	-	-	-	-
04.5 - H R - Training And Development		-	-	-	-	-	-	-	-	-	-
04.6 - H R - Local Authority Training		-	-	-	-	-	-	-	-	-	-
04.7 - Publicity And Media Coordination		-	-	-	-	-	-	-	-	-	-
04.8 - Risk Management		-	-	-	-	-	-	-	-	-	-
04.9 - Security And Protection		-	-	-	-	-	-	-	-	-	-
<b>Vote 05 - Community Services</b>		-	-	-	-	-	-	-	-	-	-
05.1 - Community Services - Admin		-	-	-	-	-	-	-	-	-	-
05.2 - Emergency Services		-	-	-	-	-	-	-	-	-	-
05.3 - Biodiversity And Landscape		-	-	-	-	-	-	-	-	-	-
05.4 - Libraries		-	-	-	-	-	-	-	-	-	-
05.5 - Road Traffic Regulations		-	-	-	-	-	-	-	-	-	-
05.6 - Vehicle Licensing And Testing		-	-	-	-	-	-	-	-	-	-
05.7 - Vehicle Licensing And Testing		-	-	-	-	-	-	-	-	-	-
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		-	-	-	-	-	-	-	-	-	-
<b>Vote 06 - Financial Services</b>		-	-	-	-	-	-	-	-	-	-
06.1 - Financial Services Admin		-	-	-	-	-	-	-	-	-	-
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		-	-	-	-	-	-	-	-	-	-
<b>Vote 07 - Strategy Econ Development And Planning</b>		-	-	-	14,400	14,400	14,400	-	-	-	-
07.1 - Sedp Admin		-	-	-	-	-	-	-	-	-	-
07.2 - Tourism		-	-	-	-	-	-	-	-	-	-
07.3 - Properties Services		-	-	-	-	-	-	-	-	-	-
07.4 - Economic Development And Planning		-	-	-	14,400	14,400	14,400	-	-	-	-
07.5 - Town Planning		-	-	-	-	-	-	-	-	-	-
07.6 - Building Inspectorate		-	-	-	-	-	-	-	-	-	-
07.7 - Properties Maintenance		-	-	-	-	-	-	-	-	-	-
07.8 - Markets And Street Trading		-	-	-	-	-	-	-	-	-	-
07.9 - Urban Renewal Program		-	-	-	-	-	-	-	-	-	-
<b>Vote 08 - Infrastructure And Services</b>		65,969	67,323	18,392	76,906	63,233	63,233	41,492	79,266	43,948	40,768
08.1 - Infrastructure Admin		-	-	-	-	-	-	-	-	-	-
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		-	-	-	-	-	-	-	-	-	-
08.8 - Housing - Admin		-	-	-	-	-	-	-	-	-	-
08.9 - Housing - Maintenance		-	-	-	-	-	-	-	-	-	-
08.10 - Sewerage - Reticulation		6,766	25,407	17,700	65,898	46,027	46,027	32,071	47,266	31,948	29,268
08.11 - Sewerage - Treatment		-	-	-	-	-	-	-	-	-	-
08.12 - Sewerage - Maintenance		-	-	-	-	-	-	-	-	-	-
08.13 - Water - Treatment		-	-	-	-	-	-	-	-	-	-
08.14 - Water - Distribution		52,113	36,981	693	5,000	-	-	-	-	12,000	11,500
08.15 - Water - Maintenance		-	-	-	-	-	-	-	-	-	-
08.16 - Electricity - Admin		7,090	4,935	-	6,008	17,206	17,206	9,421	32,900	-	-
08.17 - Electricity - Maintenance		-	-	-	-	-	-	-	-	-	-
08.18 - Electricity - Streetlights Maintenance		-	-	-	-	-	-	-	-	-	-
<b>Vote 09 -</b>		-	-	-	-	-	-	-	-	-	-
<b>Vote 10 -</b>		-	-	-	-	-	-	-	-	-	-
<b>Vote 11 -</b>		-	-	-	-	-	-	-	-	-	-
<b>Vote 12 -</b>		-	-	-	-	-	-	-	-	-	-
<b>Vote 13 -</b>		-	-	-	-	-	-	-	-	-	-
<b>Vote 14 -</b>		-	-	-	-	-	-	-	-	-	-
<b>Vote 15 - Other</b>		-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>		181,939	127,628	108,800	114,806	120,946	120,946	67,699	103,266	50,948	50,768

<b>Capital expenditure - Municipal Vote</b>										
<b>Single-year expenditure appropriation</b>										
<b>Vote 01 - Executive &amp; Council</b>	-	-	-	-	-	-	-	-	-	-
01.1 - Councillor's Expenses	-	-	-	-	-	-	-	-	-	-
01.2 - Executive Mayor Admin	-	-	-	-	-	-	-	-	-	-
01.3 - Speakers Office Admin	-	-	-	-	-	-	-	-	-	-
<b>Vote 02 - Municipal And General</b>	33,084	23,125	3,887	17,000	25,500	25,500	17,157	31,500	40,177	45,018
02.1 - Municipal And General	33,084	23,125	3,887	17,000	25,500	25,500	17,157	31,500	40,177	45,018
02.2 - Mun : Insurance Fund - Short Term	-	-	-	-	-	-	-	-	-	-
02.3 - Mun : Workmen's Compensation Fund	-	-	-	-	-	-	-	-	-	-
<b>Vote 03 - Municipal Manager</b>	-	-	-	-	-	-	-	-	-	-
03.1 - Municipal Manager - Admin	-	-	-	-	-	-	-	-	-	-
03.2 - Internal Investigations	-	-	-	-	-	-	-	-	-	-
03.3 - Internal Audit	-	-	-	-	-	-	-	-	-	-
03.4 - Idp Unit	-	-	-	-	-	-	-	-	-	-
03.5 - Project Management Unit - Pmu	-	-	-	-	-	-	-	-	-	-
<b>Vote 04 - Corporate Services</b>	-	-	-	-	-	-	-	-	-	-
04.1 - Corporate Services - Admin	-	-	-	-	-	-	-	-	-	-
04.2 - Office Services And Archives	-	-	-	-	-	-	-	-	-	-
04.3 - H R - Management	-	-	-	-	-	-	-	-	-	-
04.4 - H R - Recruitment And Benefits	-	-	-	-	-	-	-	-	-	-
04.5 - H R - Training And Development	-	-	-	-	-	-	-	-	-	-
04.6 - H R - Local Authority Training	-	-	-	-	-	-	-	-	-	-
04.7 - Publicity And Media Coordination	-	-	-	-	-	-	-	-	-	-
04.8 - Risk Management	-	-	-	-	-	-	-	-	-	-
04.9 - Security And Protection	-	-	-	-	-	-	-	-	-	-
<b>Vote 05 - Community Services</b>	-	-	-	-	-	-	-	-	-	-
05.1 - Community Services - Admin	-	-	-	-	-	-	-	-	-	-
05.2 - Emergency Services	-	-	-	-	-	-	-	-	-	-
05.3 - Biodiversity And Landscape	-	-	-	-	-	-	-	-	-	-
05.4 - Libraries	-	-	-	-	-	-	-	-	-	-
05.5 - Road Traffic Regulations	-	-	-	-	-	-	-	-	-	-
05.6 - Vehicle Licensing And Testing	-	-	-	-	-	-	-	-	-	-
05.7 - Vehicle Licensing And Testing	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-
<b>Vote 06 - Financial Services</b>	-	-	-	-	-	-	-	-	-	-
06.1 - Financial Services Admin	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-
<b>Vote 07 - Strategy Econ Development And Planning</b>	-	-	-	-	1,000	1,000	-	8,000	-	-
07.1 - Sedp Admin	-	-	-	-	-	-	-	-	-	-
07.2 - Tourism	-	-	-	-	-	-	-	-	-	-
07.3 - Properties Services	-	-	-	-	-	-	-	-	-	-
07.4 - Economic Development And Planning	-	-	-	-	1,000	1,000	-	8,000	-	-
07.5 - Town Planning	-	-	-	-	-	-	-	-	-	-
07.6 - Building Inspectorate	-	-	-	-	-	-	-	-	-	-
07.7 - Properties Maintenance	-	-	-	-	-	-	-	-	-	-
07.8 - Markets And Street Trading	-	-	-	-	-	-	-	-	-	-
07.9 - Urban Renewal Program	-	-	-	-	-	-	-	-	-	-
<b>Vote 08 - Infrastructure And Services</b>	30,736	49,933	24,330	22,650	8,000	8,000	5,447	36,500	22,000	20,000
08.1 - Infrastructure Admin	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-
08.8 - Housing - Admin	-	-	-	-	-	-	-	-	-	-
08.9 - Housing - Maintenance	-	-	-	-	-	-	-	-	-	-
08.10 - Sewerage - Reticulation	-	11,479	5,857	-	-	-	-	-	-	-
08.11 - Sewerage - Treatment	-	-	-	-	-	-	-	-	-	-
08.12 - Sewerage - Maintenance	-	-	-	-	-	-	-	-	-	-
08.13 - Water - Treatment	-	-	-	-	-	-	-	-	-	-
08.14 - Water - Distribution	12,720	-	6,365	3,000	6,500	6,500	4,294	1,000	-	-
08.15 - Water - Maintenance	-	-	-	-	-	-	-	-	-	-
08.16 - Electricity - Admin	18,015	38,454	12,108	19,650	1,500	1,500	1,153	35,500	22,000	20,000
08.17 - Electricity - Maintenance	-	-	-	-	-	-	-	-	-	-
08.18 - Electricity - Streetlights Maintenance	-	-	-	-	-	-	-	-	-	-
<b>Vote 09 -</b>	-	-	-	-	-	-	-	-	-	-
<b>Vote 10 -</b>	-	-	-	-	-	-	-	-	-	-
<b>Vote 11 -</b>	-	-	-	-	-	-	-	-	-	-
<b>Vote 12 -</b>	-	-	-	-	-	-	-	-	-	-
<b>Vote 13 -</b>	-	-	-	-	-	-	-	-	-	-
<b>Vote 14 -</b>	-	-	-	-	-	-	-	-	-	-
<b>Vote 15 - Other</b>	-	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>	63,819	73,057	28,218	39,650	34,500	34,500	22,604	76,000	62,177	65,018
<b>Total Capital Expenditure</b>	245,758	200,685	137,018	154,456	155,446	155,446	90,303	179,266	113,125	115,786





NC091 Sol Plaatje - Table A6 Budgeted Financial Position

Description		Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
ASSETS												
Current assets												
Cash			81,460	73,916	96,534	123,742	122,492	122,492	(39,063)	172,968	309,728	481,481
Call investment deposits	1		–	–	–	–	–	–	–	–	–	–
Consumer debtors	1		1,085,253	1,362,935	1,617,332	1,197,675	1,388,322	1,388,322	1,782,421	1,475,363	1,471,199	1,559,471
Other debtors			144,005	116,681	109,701	525,717	525,717	525,717	118,316	547,474	570,747	604,992
Current portion of long-term receivables			–	–	–	–	–	–	–	–	–	–
Inventory	2		8,530	11,378	7,947	7,947	7,946	7,946	15,523	7,946	7,946	7,946
Total current assets			1,319,248	1,564,911	1,831,513	1,855,081	2,044,478	2,044,478	1,877,198	2,203,751	2,359,620	2,653,890
Non current assets												
Long-term receivables			–	–	–	37,135	37,135	37,135	–	36,867	35,716	37,859
Investments												
Investment property			194,126	208,859	209,344	205,869	209,369	209,369	210,022	205,486	205,610	217,647
Investment in Associate												
Property, plant and equipment	3		1,647,080	1,741,181	1,808,607	1,886,046	1,883,536	1,883,536	1,898,232	1,964,370	1,942,135	2,054,836
Biological												
Intangible			11,052	5,566	2,508	21,667	21,667	21,667	2,508	7,307	7,673	8,133
Other non-current assets			7,864	12,071	12,071	11,864	11,864	11,864	12,071	11,864	12,457	13,204
Total non current assets			1,860,122	1,967,676	2,032,530	2,162,581	2,163,571	2,163,571	2,122,833	2,225,894	2,203,591	2,331,680
TOTAL ASSETS			3,179,370	3,532,588	3,864,043	4,017,662	4,208,049	4,208,049	4,000,031	4,429,645	4,563,210	4,985,569
LIABILITIES												
Current liabilities												
Bank overdraft	1		–	–	–	–	–	–	–	–	–	–
Borrowing	4		–	–	–	9,534	9,534	9,534	–	–	–	–
Consumer deposits			32,415	35,012	36,793	41,823	41,823	41,823	39,056	45,623	49,224	52,177
Trade and other payables	4		163,871	385,712	513,679	356,338	546,985	546,985	407,055	590,399	552,631	715,956
Provisions			475	–	–	83,390	83,390	83,390	–	89,313	94,029	99,671
Total current liabilities			196,761	420,723	550,472	491,084	681,732	681,732	446,111	725,335	695,884	867,804
Non current liabilities												
Borrowing			210,426	201,167	191,815	182,362	182,362	182,362	187,413	172,829	162,095	171,821
Provisions			231,171	259,275	241,131	232,000	232,000	232,000	241,131	245,000	257,000	272,420
Total non current liabilities			441,598	460,441	432,945	414,362	414,362	414,362	428,544	417,829	419,095	444,241
TOTAL LIABILITIES			638,358	881,165	983,417	905,447	1,096,094	1,096,094	874,655	1,143,164	1,114,979	1,312,045
NET ASSETS	5		2,541,011	2,651,423	2,880,626	3,112,215	3,111,955	3,111,955	3,125,375	3,286,481	3,448,232	3,673,525
COMMUNITY WEALTH/EQUITY												
Accumulated Surplus/(Deficit)			2,733,916	2,788,761	3,052,305	3,345,810	3,266,878	3,266,878	3,223,777	3,246,167	3,407,482	3,630,807
Reserves	4		100,366	72,772	69,484	78,643	92,643	92,643	69,484	79,393	82,181	87,111
TOTAL COMMUNITY WEALTH/EQUITY	5		2,834,282	2,861,533	3,121,789	3,424,453	3,359,521	3,359,521	3,293,261	3,325,560	3,489,662	3,717,918

NC091 Sol Plaatje - Table A7 Budgeted Cash Flows

Description		Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework			
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CASH FLOW FROM OPERATING ACTIVITIES												
Receipts												
Property rates			-	-	-	634,569	634,569	634,569	486,473	537,299	592,545	651,412
Service charges			-	-	-	1,616,147	1,616,147	1,616,147	1,650,728	1,149,722	1,287,108	1,408,043
Other revenue			-	-	-	(238,057)	(238,057)	(238,057)	(842,707)	73,781	77,673	81,925
Transfers and Subsidies - Operational	1		-	-	-	65,355	65,355	65,355	50,024	230,640	241,544	243,434
Transfers and Subsidies - Capital	1		-	-	-	65,601	65,601	65,601	(10,927)	167,766	98,625	96,786
Interest			-	-	-	10,000	10,000	10,000	1,925	9,000	12,000	15,000
Dividends										-	-	-
Payments												
Suppliers and employees			-	-	-	1,476,904	1,476,904	1,476,904	1,295,824	(1,875,821)	(2,025,209)	(2,174,640)
Finance charges			-	-	-	23,542	23,542	23,542	-	(22,261)	(20,963)	(19,501)
Transfers and Grants	1		-	-	-	6,060	6,060	6,060	-	(4,850)	(4,952)	(5,060)
NET CASH FROM/(USED) OPERATING ACTIVITIES			-	-	-	3,660,121	3,660,121	3,660,121	2,631,339	265,277	258,371	297,398
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts												
Proceeds on disposal of PPE										-	-	-
Decrease (increase) in non-current receivables			-	-	-	37,135	-	-	-	268	1,151	(2,143)
Decrease (increase) in non-current investments										-	-	-
Payments												
Capital assets			-	-	-	(154,456)	(155,446)	(155,446)	(78,331)	(176,266)	(108,125)	(110,786)
NET CASH FROM/(USED) INVESTING ACTIVITIES			-	-	-	(117,321)	(155,446)	(155,446)	(78,331)	(175,998)	(106,974)	(112,929)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Short term loans										-	-	-
Borrowing long term/refinancing										-	-	-
Increase (decrease) in consumer deposits			(32,415)	(2,597)	(1,782)	(5,029)	-	-	(2,263)	3,800	3,601	2,953
Payments												
Repayment of borrowing			-	-	-	9,534	(9,534)	(9,534)	-	(10,734)	(12,087)	(12,812)
NET CASH FROM/(USED) FINANCING ACTIVITIES			(32,415)	(2,597)	(1,782)	4,505	(9,534)	(9,534)	(2,263)	(6,934)	(8,486)	(9,859)
NET INCREASE/ (DECREASE) IN CASH HELD			(32,415)	(2,597)	(1,782)	3,547,304	3,495,141	3,495,141	2,550,745	82,345	142,911	174,611
Cash/cash equivalents at the year begin:	2		226,404	81,460	73,916	202,050	202,050	202,050	-	31,739	114,084	256,995
Cash/cash equivalents at the year end:	2		193,989	78,863	72,134	3,749,354	3,697,190	3,697,190	2,550,745	114,084	256,995	431,605

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

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>											
<b>Cash and investments available</b>											
Cash/cash equivalents at the year end	1	193,989	78,863	72,134	3,749,354	3,697,190	3,697,190	2,550,745	114,084	256,995	431,605
Other current investments > 90 days		(112,529)	(4,947)	24,400	(3,625,612)	(3,574,698)	(3,574,698)	(2,589,808)	58,884	52,733	49,876
Non current assets - Investments	1	-	-	-	-	-	-	-	-	-	-
<b>Cash and investments available:</b>		<b>81,460</b>	<b>73,916</b>	<b>96,534</b>	<b>123,742</b>	<b>122,492</b>	<b>122,492</b>	<b>(39,063)</b>	<b>172,968</b>	<b>309,728</b>	<b>481,481</b>
<b>Application of cash and investments</b>											
Unspent conditional transfers		31,649	6,901	27,126	-	190,648	190,648	134,836	12,628	(372)	(94)
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2										
Other working capital requirements	3	184,036	312,665	409,287	(1,380,820)	(1,584,894)	(1,584,894)	(1,528,171)	(1,037,337)	(1,126,436)	(1,090,605)
Other provisions											
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5	100,366	72,772	69,484	78,643	92,643	92,643	69,484	79,393	82,181	87,111
<b>Total Application of cash and investments:</b>		<b>316,051</b>	<b>392,338</b>	<b>505,896</b>	<b>(1,302,177)</b>	<b>(1,301,603)</b>	<b>(1,301,603)</b>	<b>(1,323,852)</b>	<b>(945,316)</b>	<b>(1,044,627)</b>	<b>(1,003,588)</b>
<b>Surplus(shortfall)</b>		<b>(234,591)</b>	<b>(318,422)</b>	<b>(409,362)</b>	<b>1,425,919</b>	<b>1,424,095</b>	<b>1,424,095</b>	<b>1,284,789</b>	<b>1,118,284</b>	<b>1,354,355</b>	<b>1,485,069</b>



NC091 Sol Plaatje - Table A9 Asset Management

Description		Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Total Upgrading of Existing Assets</b>		6	138,193	50,443	79,738	35,500	44,412	44,412	40,500	15,677	17,018
Roads Infrastructure			96,872	–	79,738	28,000	39,912	39,912	30,000	15,677	17,018
Storm water Infrastructure			–	–	–	–	–	–	–	–	–
Electrical Infrastructure			11,819	12,637	–	4,500	500	500	1,500	–	–
Water Supply Infrastructure			22,662	14,713	–	3,000	3,000	3,000	1,000	–	–
Sanitation Infrastructure			6,766	21,287	–	–	–	–	–	–	–
Solid Waste Infrastructure			–	–	–	–	–	–	–	–	–
Rail Infrastructure			–	–	–	–	–	–	–	–	–
Coastal Infrastructure			–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure			–	–	–	–	–	–	–	–	–
<b>Infrastructure</b>			138,118	48,637	79,738	35,500	43,412	43,412	32,500	15,677	17,018
Community Facilities			75	–	–	–	1,000	1,000	8,000	–	–
Sport and Recreation Facilities			–	–	–	–	–	–	–	–	–
<b>Community Assets</b>			75	–	–	–	1,000	1,000	8,000	–	–
<b>Heritage Assets</b>			–	–	–	–	–	–	–	–	–
Revenue Generating			–	–	–	–	–	–	–	–	–
Non-revenue Generating			–	–	–	–	–	–	–	–	–
<b>Investment properties</b>			–	–	–	–	–	–	–	–	–
Operational Buildings			–	1,806	–	–	–	–	–	–	–
Housing			–	–	–	–	–	–	–	–	–
<b>Other Assets</b>			–	1,806	–	–	–	–	–	–	–
<b>Biological or Cultivated Assets</b>			–	–	–	–	–	–	–	–	–
Servitudes			–	–	–	–	–	–	–	–	–
Licences and Rights			–	–	–	–	–	–	–	–	–
<b>Intangible Assets</b>			–	–	–	–	–	–	–	–	–
Computer Equipment			–	–	–	–	–	–	–	–	–
Furniture and Office Equipment			–	–	–	–	–	–	–	–	–
Machinery and Equipment			–	–	–	–	–	–	–	–	–
Transport Assets			–	–	–	–	–	–	–	–	–
Land			–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals			–	–	–	–	–	–	–	–	–
<b>Total Capital Expenditure</b>		4	245,758	200,685	137,018	154,456	155,446	155,446	179,266	113,125	115,786
Roads Infrastructure			108,887	18,677	79,738	33,000	46,912	46,912	43,000	29,677	33,018
Storm water Infrastructure			11,436	51,582	–	–	2,000	2,000	–	–	–
Electrical Infrastructure			25,105	43,389	12,108	25,658	18,706	18,706	67,500	22,000	20,000
Water Supply Infrastructure			64,834	36,981	7,058	8,000	6,500	6,500	1,000	12,000	11,500
Sanitation Infrastructure			6,766	36,886	23,556	65,898	46,027	46,027	47,266	31,948	29,268
Solid Waste Infrastructure			–	–	–	–	–	–	–	–	–
Rail Infrastructure			–	–	–	–	–	–	–	–	–
Coastal Infrastructure			–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure			–	–	–	–	–	–	–	–	–
<b>Infrastructure</b>			217,028	187,514	122,461	132,556	120,146	120,146	158,766	95,625	93,786
Community Facilities			440	1,856	4,534	–	7,400	7,400	8,000	–	–
Sport and Recreation Facilities			8,144	2,642	–	–	–	–	–	–	–
<b>Community Assets</b>			8,583	4,497	4,534	–	7,400	7,400	8,000	–	–
<b>Heritage Assets</b>			–	4,207	–	–	–	–	–	–	–
Revenue Generating			813	2,660	813	1,500	5,000	5,000	3,000	5,000	5,000
Non-revenue Generating			–	–	–	–	–	–	–	–	–
<b>Investment properties</b>			813	2,660	813	1,500	5,000	5,000	3,000	5,000	5,000
Operational Buildings			–	1,806	–	–	–	–	–	–	–
Housing			–	–	–	–	–	–	–	–	–
<b>Other Assets</b>			–	1,806	–	–	–	–	–	–	–
<b>Biological or Cultivated Assets</b>			–	–	–	–	–	–	–	–	–
Servitudes			–	–	–	–	–	–	–	–	–
Licences and Rights			11,340	–	–	14,400	14,400	14,400	–	–	–
<b>Intangible Assets</b>			11,340	–	–	14,400	14,400	14,400	–	–	–
Computer Equipment			864	–	3,253	2,000	4,500	4,500	3,500	3,500	4,000
Furniture and Office Equipment			548	–	634	2,000	2,000	2,000	2,000	2,000	3,000
Machinery and Equipment			578	–	–	–	–	–	–	–	–
Transport Assets			6,003	–	5,323	2,000	2,000	2,000	4,000	7,000	10,000
Land			–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals			–	–	–	–	–	–	–	–	–
TOTAL CAPITAL EXPENDITURE - Asset class			245,758	200,685	137,018	154,456	155,446	155,446	179,266	113,125	115,786

NC091 Sol Plaatje - Table A9 Asset Management

Description		Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
ASSET REGISTER SUMMARY - PPE (WDV)		5	1,860,122	1,967,676	2,032,530	2,125,446	2,126,436	2,126,436	2,186,027	2,162,874	2,288,820
Roads Infrastructure			362,255	396,469	475,549	166,555	180,467	180,467	177,129	171,013	182,834
Storm water Infrastructure			47,709	66,727	53,445	95,805	97,805	97,805	118,802	124,742	132,226
Electrical Infrastructure			237,020	269,120	273,592	318,881	311,930	311,930	374,895	325,765	341,991
Water Supply Infrastructure			257,705	285,144	284,983	473,728	472,228	472,228	493,378	528,997	559,517
Sanitation Infrastructure			365,436	396,531	407,873	471,975	452,104	452,104	447,042	451,712	474,218
Solid Waste Infrastructure			22,612	21,806	21,127	6,599	6,599	6,599	6,599	6,929	7,345
Rail Infrastructure			–	–	–	–	–	–	–	–	–
Coastal Infrastructure			–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure			–	–	–	–	–	–	–	–	–
Infrastructure			1,292,737	1,435,798	1,516,569	1,533,543	1,521,133	1,521,133	1,617,844	1,609,157	1,698,130
Community Assets			184,392	168,391	160,502	262,467	269,867	269,867	260,850	240,492	254,922
Heritage Assets			7,864	12,071	12,071	11,864	11,864	11,864	11,864	12,457	13,204
Investment properties			194,126	208,859	209,344	205,869	209,369	209,369	202,486	200,610	212,647
Other Assets			–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets			–	–	–	–	–	–	–	–	–
Intangible Assets			11,052	5,566	2,508	21,667	21,667	21,667	7,307	7,673	8,133
Computer Equipment			4,745	5,756	4,823	9,863	12,363	12,363	13,387	13,881	15,004
Furniture and Office Equipment			4,131	3,597	2,664	2,628	2,628	2,628	2,621	2,652	3,691
Machinery and Equipment			3,337	3,128	2,911	4,638	4,638	4,638	4,638	4,869	5,162
Transport Assets			37,576	31,090	25,653	17,977	17,977	17,977	10,100	13,405	16,790
Land			120,161	93,420	95,485	54,930	54,930	54,930	54,930	57,677	61,138
Zoo's, Marine and Non-biological Animals			–	–	–	–	–	–	–	–	–
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)		5	1,860,122	1,967,676	2,032,530	2,125,446	2,126,436	2,126,436	2,186,027	2,162,874	2,288,820
EXPENDITURE OTHER ITEMS			317,203	294,143	287,242	336,002	336,985	336,985	347,876	371,642	396,223
Depreciation		7	64,443	61,697	69,409	73,550	73,550	73,550	79,150	84,325	89,218
Repairs and Maintenance by Asset Class		3	252,761	232,446	217,834	262,452	263,435	263,435	268,726	287,317	307,005
Roads Infrastructure			43,323	42,323	46,057	44,251	47,737	47,737	45,195	50,545	56,226
Storm water Infrastructure			483	598	–	665	589	589	600	636	677
Electrical Infrastructure			67,611	56,875	52,173	61,259	60,009	60,009	64,176	68,189	72,155
Water Supply Infrastructure			51,220	36,640	37,718	45,002	45,772	45,772	45,998	48,758	51,683
Sanitation Infrastructure			26,596	28,872	20,370	30,824	31,009	31,009	30,903	32,757	34,562
Solid Waste Infrastructure			17,012	18,778	13,991	22,983	22,983	22,983	22,978	24,219	25,649
Rail Infrastructure			–	–	–	–	–	–	–	–	–
Coastal Infrastructure			1,780	1,329	–	–	–	–	–	–	–
Information and Communication Infrastructure			–	–	–	–	–	–	–	–	–
Infrastructure			208,025	185,414	170,309	204,983	208,098	208,098	209,850	225,104	240,953
Community Facilities			2,247	2,916	1,785	3,222	2,222	2,222	3,420	3,894	4,110
Sport and Recreation Facilities			402	401	533	770	770	770	790	447	473
Community Assets			2,649	3,318	2,318	3,992	2,992	2,992	4,210	4,341	4,583
Heritage Assets			–	–	–	–	–	–	–	–	–
Revenue Generating			6,063	6,653	6,357	7,289	7,289	7,289	7,509	7,959	8,431
Non-revenue Generating			–	–	–	–	–	–	–	–	–
Investment properties			6,063	6,653	6,357	7,289	7,289	7,289	7,509	7,959	8,431
Operational Buildings			12,268	13,924	12,760	10,489	14,289	14,289	14,890	15,784	16,669
Housing			–	–	–	–	–	–	–	–	–
Other Assets			12,268	13,924	12,760	10,489	14,289	14,289	14,890	15,784	16,669
Biological or Cultivated Assets			–	–	–	–	–	–	–	–	–
Servitudes			–	–	–	–	–	–	–	–	–
Licences and Rights			–	–	–	–	–	–	–	–	–
Intangible Assets			–	–	–	–	–	–	–	–	–
Computer Equipment			–	–	–	–	–	–	–	–	–
Furniture and Office Equipment			1,377	1,261	1,051	1,732	1,742	1,742	1,684	1,778	1,877
Machinery and Equipment			17,247	17,095	21,657	23,251	22,631	22,631	24,179	25,609	27,364
Transport Assets			5,133	4,782	3,383	10,716	6,394	6,394	6,404	6,742	7,129
Land			–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals			–	–	–	–	–	–	–	–	–
TOTAL EXPENDITURE OTHER ITEMS			317,203	294,143	287,242	336,002	336,985	336,985	347,876	371,642	396,223
Renewal and upgrading of Existing Assets as % of total capex			69.8%	68.4%	63.1%	56.9%	51.1%	51.1%	44.3%	65.1%	63.7%
Renewal and upgrading of Existing Assets as % of deprecn			266.3%	222.3%	124.6%	119.6%	107.9%	107.9%	100.4%	87.3%	82.7%
R&M as a % of PPE			15.3%	13.3%	12.0%	13.9%	14.0%	14.0%	13.7%	14.8%	14.9%
Renewal and upgrading and R&M as a % of PPE			23.0%	19.0%	15.0%	16.0%	16.0%	16.0%	16.0%	17.0%	17.0%

NC091 Sol Plaatje - Table A10 Basic service delivery measurement

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Household service targets</b>	1									
<b>Water:</b>										
Piped water inside dwelling		43,577	43,577	43,577	43,577	43,577	43,577	43,577	43,577	43,577
Piped water inside yard (but not in dwelling)		22,582	22,582	22,582	22,582	22,582	22,582	22,582	22,582	22,582
Using public tap (at least min.service level)	2	-	-	-	-	-	-	-	-	-
Other water supply (at least min.service level)	4	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		66,159	66,159	66,159	66,159	66,159	66,159	66,159	66,159	66,159
Using public tap (< min.service level)	3	5,272	5,272	5,272	5,272	5,272	5,272	5,272	5,272	5,272
Other water supply (< min.service level)	4	160	160	160	160	160	160	160	160	160
No water supply		349	349	349	349	349	349	349	349	349
<i>Below Minimum Service Level sub-total</i>		5,781	5,781	5,781	5,781	5,781	5,781	5,781	5,781	5,781
<b>Total number of households</b>	5	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>
<b>Sanitation/sewerage:</b>										
Flush toilet (connected to sewerage)		63,359	63,359	63,359	63,359	63,359	63,359	63,359	63,359	63,359
Flush toilet (with septic tank)		1,816	1,816	1,816	1,816	1,816	1,816	1,816	1,816	1,816
Chemical toilet		22	22	22	22	22	22	22	22	22
Pit toilet (ventilated)		1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235
Other toilet provisions (> min.service level)		342	342	342	342	342	342	342	342	342
<i>Minimum Service Level and Above sub-total</i>		66,774	66,774	66,774	66,774	66,774	66,774	66,774	66,774	66,774
Bucket toilet		4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		812	812	812	812	812	812	812	812	812
<i>Below Minimum Service Level sub-total</i>		5,164	5,164	5,164	5,164	5,164	5,164	5,164	5,164	5,164
<b>Total number of households</b>	5	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>
<b>Energy:</b>										
Electricity (at least min.service level)		9,116	9,116	9,116	9,116	9,116	9,116	9,116	9,116	9,116
Electricity - prepaid (min.service level)		57,145	57,145	57,145	57,145	57,145	57,145	57,145	57,145	57,145
<i>Minimum Service Level and Above sub-total</i>		66,261	66,261	66,261	66,261	66,261	66,261	66,261	66,261	66,261
Electricity (< min.service level)		4,320	4,320	4,320	4,320	4,320	4,320	4,320	4,320	4,320
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		1,357	1,357	1,357	1,357	1,357	1,357	1,357	1,357	1,357
<i>Below Minimum Service Level sub-total</i>		5,677	5,677	5,677	5,677	5,677	5,677	5,677	5,677	5,677
<b>Total number of households</b>	5	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>
<b>Refuse:</b>										
Removed at least once a week		59,526	59,526	59,526	59,526	59,526	59,526	59,526	59,526	59,526
<i>Minimum Service Level and Above sub-total</i>		59,526	59,526	59,526	59,526	59,526	59,526	59,526	59,526	59,526
Removed less frequently than once a week		1,538	1,538	1,538	1,538	1,538	1,538	1,538	1,538	1,538
Using communal refuse dump		1,605	1,605	1,605	1,650	1,650	1,650	1,605	1,605	1,605
Using own refuse dump		3,373	3,373	3,373	3,373	3,373	3,373	3,373	3,373	3,373
Other rubbish disposal		1,371	1,371	1,371	1,371	1,371	1,371	1,371	1,371	1,371
No rubbish disposal		4,526	4,526	4,526	4,526	4,526	4,526	4,526	4,526	4,526
<i>Below Minimum Service Level sub-total</i>		12,413	12,413	12,413	12,458	12,458	12,458	12,413	12,413	12,413
<b>Total number of households</b>	5	<b>71,939</b>	<b>71,939</b>	<b>71,939</b>	<b>71,984</b>	<b>71,984</b>	<b>71,984</b>	<b>71,939</b>	<b>71,939</b>	<b>71,939</b>
<b>Households receiving Free Basic Service</b>	7									
Water (6 kilolitres per household per month)		13,712	14,647	11,509	12,000	12,000	12,000	12,000	13,000	15,000
Sanitation (free minimum level service)		13,712	14,647	11,509	12,000	12,000	12,000	12,000	13,000	15,000
Electricity/other energy (50kwh per household per month)		13,712	14,647	11,509	12,000	12,000	12,000	12,000	13,000	15,000
Refuse (removed at least once a week)		13,712	14,647	11,509	12,000	12,000	12,000	12,000	13,000	15,000
<b>Cost of Free Basic Services provided - Formal Settlements (R'000)</b>	8									
Water (6 kilolitres per indigent household per month)		6,052	6,317	5,824	8,125	8,125	8,125	8,000	8,480	8,946
Sanitation (free sanitation service to indigent households)		-	289	310	330	330	330	400	424	447
Electricity/other energy (50kwh per indigent household per month)		-	6,956	-	12,000	12,000	12,000	12,000	12,900	13,868
Refuse (removed once a week for indigent households)		11,504	11,716	12,263	13,200	13,200	13,200	13,300	13,965	14,733
<b>Cost of Free Basic Services provided - Informal Formal Settlements (R'000)</b>		36,731	-	-	91,078	91,078	91,078	105,254	-	-
<b>Total cost of FBS provided</b>		<b>54,287</b>	<b>25,278</b>	<b>18,398</b>	<b>124,733</b>	<b>124,733</b>	<b>124,733</b>	<b>138,954</b>	<b>35,769</b>	<b>37,994</b>
<b>Highest level of free service provided per household</b>										
Property rates (R value threshold)		15,000	-	-	15,000	15,000	15,000	15,000	-	-
Water (kilolitres per household per month)		6	-	-	6	6	6	6	-	-
Sanitation (kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (Rand per household per month)		145	-	-	175	175	175	187	-	-
Electricity (kwh per household per month)		50	-	-	50	50	50	50	-	-
Refuse (average litres per week)		21	-	-	21	21	21	21	-	-
<b>Revenue cost of subsidised services provided (R'000)</b>	9									
Property rates (tariff adjustment) ( impermissible values per section 17 of MPRA)		118	-	-	124	124	124	128	-	-
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA		9,546	32,686	28,084	36,480	36,480	36,480	36,150	38,319	40,427
Water (in excess of 6 kilolitres per indigent household per month)		-	19,948	16,626	22,000	22,000	22,000	19,100	20,246	21,360
Sanitation (in excess of free sanitation service to indigent households)		16,770	19,930	19,787	25,167	25,167	25,167	24,000	25,440	26,839
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	32,600	32,931	36,000	36,000	36,000	36,000	38,700	41,603
Refuse (in excess of one removal a week for indigent households)		-	4,181	4,082	4,600	4,600	4,600	4,500	4,725	4,985
Municipal Housing - rental rebates		-	-	-	-	-	-	-	-	-
Housing - top structure subsidies		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
<b>Total revenue cost of subsidised services provided</b>	6	<b>26,434</b>	<b>109,345</b>	<b>101,509</b>	<b>124,371</b>	<b>124,371</b>	<b>124,371</b>	<b>119,878</b>	<b>127,430</b>	<b>135,213</b>

NC091 Sol Plaatje - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

RC091 Soti Pilaatje - Supporting Table SAT1 Supporting detail to Budgeted Financial Performance											
Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand											
REVENUE ITEMS:											
Property rates	6										
Total Property Rates		519,000	545,573	583,157	620,588	620,588	620,588	511,975	639,857	685,533	742,537
Less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)		9,546	32,686	28,084	36,480	36,480	36,480	7,099	36,150	38,319	40,427
Net Property Rates		509,454	512,886	555,073	584,108	584,108	584,108	504,877	603,707	647,214	702,111
Service charges - electricity revenue	6										
Total Service charges - electricity revenue		649,455	592,010	697,759	814,232	814,232	814,232	565,140	909,157	1,004,111	1,094,436
Less Revenue Foregone (in excess of 50 kwh per indigent household per month)			32,600	32,931	36,000	36,000	36,000	13,573	36,000	38,700	41,603
Less Cost of Free Basis Services (50 kwh per indigent household per month)		-	6,956	-	12,000	12,000	12,000		12,000	12,900	13,868
Net Service charges - electricity revenue		649,455	552,454	664,828	766,232	766,232	766,232	551,567	861,157	952,511	1,038,966
Service charges - water revenue	6										
Total Service charges - water revenue		249,368	262,956	281,068	308,751	308,751	308,751	243,600	321,112	342,864	363,809
Less Revenue Foregone (in excess of 6 kilolitres per indigent household per month)			19,948	16,626	22,000	22,000	22,000	7,130	19,100	20,246	21,360
Less Cost of Free Basis Services (6 kilolitres per indigent household per month)		6,052	6,317	5,824	8,125	8,125	8,125		8,000	8,480	8,946
Net Service charges - water revenue		243,316	236,691	258,618	278,626	278,626	278,626	236,470	294,012	314,138	333,503
Service charges - sanitation revenue											
Total Service charges - sanitation revenue		81,272	87,643	93,216	96,673	96,673	96,673	82,428	101,048	107,490	113,721
Less Revenue Foregone (in excess of free sanitation service to indigent households)		16,770	19,930	19,787	25,167	25,167	25,167	15,028	24,000	25,440	26,839
Less Cost of Free Basis Services (free sanitation service to indigent households)		-	289	310	330	330	330		400	424	447
Net Service charges - sanitation revenue		64,503	67,424	73,119	71,175	71,175	71,175	67,400	76,648	81,626	86,434
Service charges - refuse revenue	6										
Total refuse removal revenue		60,118	64,677	68,909	71,784	71,784	71,784	60,564	77,367	82,123	87,517
Total landfill revenue											
Less Revenue Foregone (in excess of one removal a week to indigent households)		-	4,181	4,082	4,600	4,600	4,600	1,574	4,500	4,725	4,985
Less Cost of Free Basis Services (removed once a week to indigent households)		11,504	11,716	12,263	13,200	13,200	13,200		13,300	13,965	14,733
Net Service charges - refuse revenue		48,614	48,780	52,564	53,984	53,984	53,984	58,990	59,567	63,433	67,799
Other Revenue by source											
Fuel Levy											
Other Revenue		24,519	16,309	18,108	18,008	18,008	18,008	16,301	19,411	20,453	21,558
Total 'Other' Revenue	1	24,519	16,309	18,108	18,008	18,008	18,008	16,301	19,411	20,453	21,558
EXPENDITURE ITEMS:											
Employee related costs	2										
Basic Salaries and Wages		340,348	365,625	384,859	447,432	436,029	436,029	339,346	459,193	487,555	514,265
Pension and UIF Contributions		56,594	59,547	62,760	75,305	75,305	75,305	54,123	77,965	82,085	86,666
Medical Aid Contributions		42,819	45,183	48,775	57,150	57,150	57,150	45,717	58,845	62,117	65,638
Overtime		52,037	54,563	45,344	36,555	36,551	36,551	32,197	39,484	41,406	43,719
Performance Bonus		26,376	26,336	27,067	34,519	34,519	34,519	25,978	35,421	37,286	39,366
Motor Vehicle Allowance		40,598	40,274	40,843	50,861	50,861	50,861	33,683	53,582	56,405	59,518
Cellphone Allowance		1,531	1,501	1,503	1,746	1,746	1,746	1,221	1,701	1,790	1,889
Housing Allowances		2,429	2,674	2,805	3,178	3,178	3,178	2,285	3,197	3,368	3,556
Other benefits and allowances		24,875	26,777	27,808	29,584	32,791	32,791	21,298	28,647	30,159	31,868
Payments in lieu of leave		14,428	13,784	909	16,000	10,000	10,000	4,933	14,000	14,980	15,879
Long service awards		15,510	16,773	19,571	23,951	23,951	23,951	19,371	22,853	24,072	25,416
Post-retirement benefit obligations	4	29,763	35,530	(9,322)	38,000	38,000	38,000	3,446	41,500	44,405	47,069
sub-total	5	647,309	688,565	652,922	814,281	800,081	800,081	583,598	836,388	885,627	934,849
Less: Employees costs capitalised to PPE											
Total Employee related costs	1	647,309	688,565	652,922	814,281	800,081	800,081	583,598	836,388	885,627	934,849
Depreciation & asset impairment											
Depreciation of Property, Plant & Equipment		60,000	58,056	64,786	68,550	68,550	68,550	-	74,150	78,975	83,547
Lease amortisation		4,071	3,641	4,215	5,000	5,000	5,000	-	5,000	5,350	5,671
Capital asset impairment		371	-	407	-	-	-	-	-	-	-
Total Depreciation & asset impairment	1	64,443	61,697	69,409	73,550	73,550	73,550	-	79,150	84,325	89,218
Bulk purchases - electricity											
Electricity bulk purchases	1	420,968	459,678	515,937	562,500	554,500	554,500	386,368	647,000	724,640	797,104
Total bulk purchases	1	420,968	459,678	515,937	562,500	554,500	554,500	386,368	647,000	724,640	797,104
Transfers and grants											
Cash transfers and grants		9,325	3,940	2,733	6,060	4,280	4,280	1,984	4,850	4,952	5,060
Non-cash transfers and grants		-	-	-	-	-	-	-	-	-	-
Total transfers and grants	1	9,325	3,940	2,733	6,060	4,280	4,280	1,984	4,850	4,952	5,060
Contracted services											
Outsourced Services		33,443	26,657	23,385	29,195	33,695	33,695	17,030	30,755	32,553	34,438
Consultants and Professional Services		11,133	3,281	5,076	5,788	5,888	5,888	2,630	5,612	5,698	5,792
Contractors		8,778	12,403	9,886	9,965	9,965	9,965	4,570	10,320	10,922	11,541
Total contracted services		53,354	42,342	38,346	44,948	49,548	49,548	24,230	46,687	49,173	51,770
Other Expenditure By Type											
Collection costs		-	-	53	-	-	-	(142)	-	-	-
Contributions to 'other' provisions		-	2	(179)	-	-	-	-	-	-	-
Audit fees		4,930	4,917	5,326	5,800	5,800	5,800	4,396	6,000	6,420	6,805
Other Expenditure		171,629	85,416	95,787	104,897	134,879	134,879	108,775	113,770	120,540	125,481
Total 'Other' Expenditure	1	176,559	90,334	100,987	110,697	140,679	140,679	113,029	119,770	126,960	132,287
by Expenditure Item	8										
Employee related costs		99,042	109,913	109,285	126,110	125,110	125,110	96,573	130,610	138,436	146,752
Inventory Consumed (Project Maintenance)		137,128	110,563	103,942	126,470	127,297	127,297	88,245	127,071	137,100	147,696
Contracted Services		11,714	7,597	869	5,630	5,630	5,630	387	5,210	5,603	6,005
Other Expenditure		4,877	4,373	3,738	5,242	5,397	5,397	3,424	5,835	6,179	6,551
Total Repairs and Maintenance Expenditure	9	252,761	232,446	217,834	262,452	263,435	263,435	188,628	268,726	287,317	307,005
Inventory Consumed											
Inventory Consumed - Water		-	-	-	-	87,414	87,414	-	114,000	124,260	135,444
Inventory Consumed - Other		-	45,612	48,468	-	-	-	38,931	165,331	173,488	185,658
Total Inventory Consumed & Other Material		-	45,612	48,468	-	87,414	87,414	38,931	279,331	297,748	321,102



C091: Sri Lanka - 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	Vote 05 - Community Services	Vote 06 - Financial Services	Vote 07 - Strategy Econ Development And Planning	Vote 08 - Infrastructure And Services	Vote 09 -	Vote 10 -	Vote 11 -	Vote 12 -	Vote 13 -	Vote 14 -	Vote 15 - Other	Total
R thousand	1																
<b>Revenue By Source</b>																	
Property rates		-	-	-	-	-	603,707	-	-	-	-	-	-	-	-	-	603,707
Service charges - electricity revenue		-	-	-	-	-	-	-	861,157	-	-	-	-	-	-	-	861,157
Service charges - water revenue		-	-	-	-	-	-	-	294,012	-	-	-	-	-	-	-	294,012
Service charges - sanitation revenue		-	-	-	-	-	-	-	76,648	-	-	-	-	-	-	-	76,648
Service charges - refuse revenue		-	-	-	-	59,567	-	-	-	-	-	-	-	-	-	-	59,567
Rental of facilities and equipment		-	-	-	-	90	-	655	12,400	-	-	-	-	-	-	-	13,145
Interest earned - external investments		-	9,000	-	-	-	-	-	-	-	-	-	-	-	-	-	9,000
Interest earned - outstanding debtors		-	86,000	-	-	11,000	-	-	60,200	-	-	-	-	-	-	-	157,200
Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		-	-	-	-	18,225	16,500	-	-	-	-	-	-	-	-	-	34,725
Licences and permits		-	-	-	-	6,500	-	-	-	-	-	-	-	-	-	-	6,500
Agency services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other revenue		-	303	-	1,304	7,445	1,372	8,386	601	-	-	-	-	-	-	-	19,411
Transfers and subsidies		-	215,690	-	5,500	7,800	1,650	-	-	-	-	-	-	-	-	-	230,640
Gains		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue (excluding capital transfers and contribution)</b>		-	310,993	-	6,804	110,627	623,229	9,041	1,305,018	-	-	-	-	-	-	-	2,365,711
<b>Expenditure By Type</b>																	
Employee related costs		18,016	67,900	19,525	66,640	249,564	131,935	50,529	232,278	-	-	-	-	-	-	-	836,388
Remuneration of councillors		34,547	-	-	-	-	-	-	-	-	-	-	-	-	-	-	34,547
Debt impairment		-	145,000	-	-	3,000	-	-	127,000	-	-	-	-	-	-	-	275,000
Depreciation & asset impairment		-	47,800	-	-	900	-	-	30,450	-	-	-	-	-	-	-	79,150
Finance charges		-	209	-	-	-	-	-	22,051	-	-	-	-	-	-	-	22,261
Bulk purchases - electricity		-	-	-	-	-	-	-	761,000	-	-	-	-	-	-	-	761,000
Inventory consumed		-	67,104	-	-	-	-	-	212,227	-	-	-	-	-	-	-	279,331
Contracted services		100	8,080	4,419	2	340	1,460	345	31,941	-	-	-	-	-	-	-	46,687
Transfers and subsidies		-	4,700	-	-	150	-	-	-	-	-	-	-	-	-	-	4,850
Other expenditure		4,905	41,185	931	3,762	8,504	16,933	1,915	41,636	-	-	-	-	-	-	-	119,770
Losses		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>		57,569	381,978	24,875	70,405	262,457	150,328	52,789	1,458,583	-	-	-	-	-	-	-	2,458,984
<b>Surplus/(Deficit)</b>																	
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		(57,569)	(70,985)	(24,875)	(63,601)	(151,830)	472,901	(43,748)	(153,565)	-	-	-	-	-	-	-	(93,273)
			167,766	-	-	-	-	-	-	-	-	-	-	-	-	-	167,766
<b>Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) Transfers and subsidies - capital (in-kind - all)</b>																	
			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		(57,569)	96,781	(24,875)	(63,601)	(151,830)	472,901	(43,748)	(153,565)	-	-	-	-	-	-	-	74,493

NC091 Soi Plaatje - Supporting Table SA3 Supporting detail to Budgeted Financial Position											
Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand											
ASSETS											
Consumer debtors											
Consumer debtors		2 203,082	2,308,838	2,663,488	2,592,037	2,775,420	2,775,420	2,447,892	3,109,489	3,337,342	3,514,267
Less: Provision for debt impairment		(1,117,830)	(945,903)	(1,046,157)	(1,394,362)	(1,387,098)	(1,387,098)	(665,471)	(1,634,126)	(1,866,142)	(1,954,796)
Total Consumer debtors	2	1,085,253	1,362,935	1,617,332	1,197,675	1,388,322	1,388,322	1,782,421	1,475,363	1,471,199	1,559,471
Debt impairment provision											
Balance at the beginning of the year		(932,336)	(788,171)	(925,195)	(1,290,023)	(1,290,023)	(1,290,023)	(741,509)	(1,538,673)	(1,784,250)	(1,891,305)
Contributions to the provision		144,166	(137,024)	183,686	(98,650)	(98,650)	(98,650)	83,973	(182,525)	(191,652)	(203,151)
Bad debts written off		(329,659)	(20,708)	(304,648)	(5,689)	1,575	1,575	(7,935)	87,072	109,759	139,660
Balance at end of year		(1,117,830)	(945,903)	(1,046,157)	(1,394,362)	(1,387,098)	(1,387,098)	(665,471)	(1,634,126)	(1,866,142)	(1,954,796)
Inventory											
Water											
Opening Balance		1,969	1,892	2,236	2,282	2,282	2,282	2,282	2,282	2,282	2,281
System Input Volume		(77)	344	46	-	87,414	87,414	617	114,000	124,260	135,443
Water Treatment Works		-	-	-	-	-	-	-	-	-	-
Bulk Purchases		(77)	344	46	-	87,414	87,414	617	114,000	124,260	135,443
Natural Sources		-	-	-	-	-	-	-	-	-	-
Authorised Consumption	6	-	-	-	-	(87,414)	(87,414)	-	(114,000)	(124,260)	(135,444)
Billed Authorised Consumption		-	-	-	-	297,101	297,101	-	285,895	291,631	305,401
Billed Metered Consumption		-	-	-	-	304,365	304,365	-	293,450	299,488	313,730
Free Basic Water		-	-	-	-	44,174	44,174	-	45,941	47,779	50,645
Subsidised Water		-	-	-	-	-	-	-	-	-	-
Revenue Water		-	-	-	-	260,191	260,191	-	247,509	251,710	263,084
Billed Unmetered Consumption		-	-	-	-	(7,264)	(7,264)	-	(7,555)	(7,857)	(8,329)
Free Basic Water		-	-	-	-	(7,264)	(7,264)	-	(7,555)	(7,857)	(8,329)
Subsidised Water		-	-	-	-	-	-	-	-	-	-
Revenue Water		-	-	-	-	-	-	-	-	-	-
UnBilled Authorised Consumption		-	-	-	-	(384,515)	(384,515)	-	(399,895)	(415,891)	(440,845)
Unbilled Metered Consumption		-	-	-	-	(384,515)	(384,515)	-	(399,895)	(415,891)	(440,845)
Unbilled Unmetered Consumption		-	-	-	-	-	-	-	-	-	-
Water Losses		-	-	-	-	-	-	-	-	-	-
Apparent losses		-	-	-	-	-	-	-	-	-	-
Unauthorised Consumption		-	-	-	-	-	-	-	-	-	-
Customer Meter Inaccuracies		-	-	-	-	-	-	-	-	-	-
Real losses		-	-	-	-	-	-	-	-	-	-
Leakage on Transmission and Distribution Mains		-	-	-	-	-	-	-	-	-	-
Leakage and Overflows at Storage Tanks/Reservoirs		-	-	-	-	-	-	-	-	-	-
Leakage on Service Connections up to the point of Customer Meter		-	-	-	-	-	-	-	-	-	-
Data Transfer and Management Errors		-	-	-	-	-	-	-	-	-	-
Unavoidable Annual Real Losses		-	-	-	-	-	-	-	-	-	-
Non-revenue Water		-	-	-	-	(384,515)	(384,515)	-	(399,895)	(415,891)	(440,845)
Closing Balance Water		1,892	2,236	2,282	2,282	2,282	2,282	2,899	2,282	2,281	2,281
Agricultural											
Opening Balance		-	-	-	-	-	-	-	-	-	-
Acquisitions	7	-	-	-	-	-	-	-	-	-	-
Issues	8	-	-	-	-	-	-	-	-	-	-
Adjustments	9	-	-	-	-	-	-	-	-	-	-
Write-offs		-	-	-	-	-	-	-	-	-	-
Closing balance - Agricultural		-	-	-	-	-	-	-	-	-	-
Consumables											
Standard Rated											
Opening Balance		-	-	250	1,006	1,006	1,006	1,006	1,006	1,006	1,006
Acquisitions	7	-	3,630	7,055	-	-	-	5,125	7,386	7,750	8,294
Issues	8	-	(3,494)	(6,225)	-	-	-	(2,852)	(7,386)	(7,750)	(8,294)
Adjustments	9	-	170	(31)	-	-	-	(46)	-	-	-
Write-offs		-	(56)	(42)	-	-	-	-	-	-	-
Closing balance - Consumables Standard Rated		-	250	1,006	1,006	1,006	1,006	3,234	1,006	1,006	1,006
Zero Rated											
Opening Balance		-	-	(234)	(521)	(521)	(521)	(521)	(521)	(521)	(521)
Acquisitions	7	-	13,307	11,341	-	-	-	8,839	3,379	3,546	3,795
Issues	8	-	(13,342)	(11,551)	-	-	-	(8,727)	(3,379)	(3,546)	(3,795)
Adjustments	9	-	(166)	-	-	-	-	-	-	-	-
Write-offs		-	(32)	(77)	-	-	-	-	-	-	-
Closing balance - Consumables Zero Rated		-	(234)	(521)	(521)	(521)	(521)	(408)	(521)	(521)	(521)
Finished Goods											
Opening Balance		-	-	-	-	-	-	-	-	-	-
Acquisitions	7	-	-	-	-	-	-	-	-	-	-
Issues	8	-	-	-	-	-	-	-	-	-	-
Adjustments	9	-	-	-	-	-	-	-	-	-	-
Write-offs		-	-	-	-	-	-	-	-	-	-
Closing balance - Finished Goods		-	-	-	-	-	-	-	-	-	-
Materials and Supplies											
Opening Balance		-	-	2,485	(1,463)	(1,463)	(1,463)	(1,463)	(1,463)	(1,463)	(1,463)
Acquisitions	7	-	31,141	26,760	-	-	-	31,926	154,566	162,192	173,569
Issues	8	-	(28,776)	(30,692)	-	-	-	(27,352)	(154,566)	(162,192)	(173,569)
Adjustments	9	-	350	43	-	-	-	46	-	-	-
Write-offs		-	(231)	(60)	-	-	-	-	-	-	-
Closing balance - Materials and Supplies		-	2,485	(1,463)	(1,463)	(1,463)	(1,463)	3,157	(1,463)	(1,463)	(1,463)
Work-in-progress											
Opening Balance		-	-	-	-	-	-	-	-	-	-
Materials		-	-	-	-	-	-	-	-	-	-

NC091 Sol Plaatje - Supporting Table SA3 Supporting detail to 'Budgeted Financial Position'

NC091 Soi Plaatje - Supporting Table SA3 Supporting detail to 'Budgeted Financial Position'											
Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand											
Transfers		-	-	-	-	-	-	-	-	-	-
Closing balance - Work-in-progress		-	-	-	-	-	-	-	-	-	-
Housing Stock											
Opening Balance		6,638	6,638	6,642	6,642	6,642	6,642	6,642	6,642	6,642	6,642
Acquisitions		-	-	-	-	-	-	-	-	-	-
Transfers		-	1,671	0	-	-	-	-	-	-	-
Sales		-	(1,667)	-	-	-	-	-	-	-	-
Closing Balance - Housing Stock		6,638	6,642	6,642	6,642	6,642	6,642	6,642	6,642	6,642	6,642
Land											
Opening Balance		-	-	-	-	-	-	-	-	-	-
Acquisitions		-	-	-	-	-	-	-	-	-	-
Sales		-	-	-	-	-	-	-	-	-	-
Adjustments		-	-	-	-	-	-	-	-	-	-
Correction of Prior period errors		-	-	-	-	-	-	-	-	-	-
Closing Balance - Land		-	-	-	-	-	-	-	-	-	-
Closing Balance - Inventory & Consumables		8,530	11,378	7,947	7,947	7,946	7,946	15,523	7,946	7,946	7,946
Property, plant and equipment (PPE)											
PPE at cost/valuation (excl. finance leases)		2,307,524	2,452,172	2,583,551	2,753,739	2,751,229	2,751,229	2,673,176	2,907,745	2,932,678	3,104,812
Leases recognised as PPE		-	-	-	-	-	-	-	-	-	-
Less: Accumulated depreciation		660,444	710,991	774,944	867,693	867,693	867,693	774,944	943,375	990,544	1,049,976
Total Property, plant and equipment (PPE)	2	1,647,080	1,741,181	1,808,607	1,886,046	1,883,536	1,883,536	1,898,232	1,964,370	1,942,135	2,054,836
LIABILITIES											
Current liabilities - Borrowing											
Short term loans (other than bank overdraft)		-	-	-	9,534	9,534	9,534	-	-	-	-
Current portion of long-term liabilities		-	-	-	-	-	-	-	-	-	-
Total Current liabilities - Borrowing		-	-	-	9,534	9,534	9,534	-	-	-	-
Trade and other payables											
Trade Payables	5	184,036	312,665	409,287	410,538	410,538	410,538	160,112	662,312	641,592	817,555
Other creditors		-	-	-	-	-	-	-	6,188	6,414	6,799
Unspent conditional transfers		31,649	6,901	27,126	-	190,648	190,648	134,836	12,628	(372)	(94)
VAT		(51,814)	66,146	77,266	(54,201)	(54,201)	(54,201)	112,108	(90,728)	(95,004)	(108,304)
Total Trade and other payables	2	163,871	385,712	513,679	356,338	546,985	546,985	407,055	590,399	552,631	715,956
Non current liabilities - Borrowing											
Borrowing	4	210,426	201,167	191,815	182,362	182,362	182,362	187,413	172,829	162,095	171,821
Finance leases (including PPP asset element)		-	-	-	-	-	-	-	-	-	-
Total Non current liabilities - Borrowing		210,426	201,167	191,815	182,362	182,362	182,362	187,413	172,829	162,095	171,821
Provisions - non-current											
Retirement benefits		230,112	257,488	239,565	232,000	232,000	232,000	239,565	245,000	257,000	272,420
Refuse landfill site rehabilitation		-	477	298	-	-	-	298	-	-	-
Other		1,060	1,310	1,268	-	-	-	1,268	-	-	-
Total Provisions - non-current		231,171	259,275	241,131	232,000	232,000	232,000	241,131	245,000	257,000	272,420
CHANGES IN NET ASSETS											
Accumulated Surplus/(Deficit)											
Accumulated Surplus/(Deficit) - opening balance		2,207,787	2,468,282	2,606,287	2,918,594	2,918,594	2,918,594	2,838,779	3,058,424	3,288,565	3,513,509
GRAP adjustments		-	-	-	-	-	-	-	-	-	-
Restated balance		2,207,787	2,468,282	2,606,287	2,918,594	2,918,594	2,918,594	2,838,779	3,058,424	3,288,565	3,513,509
Surplus/(Deficit)		485,992	378,179	457,141	425,916	346,984	346,984	384,782	188,493	119,704	118,132
Transfers to/from Reserves		26,579	1,789	3,289	1,300	1,300	1,300	-	(750)	(788)	(835)
Depreciation offsets		-	-	-	-	-	-	-	-	-	-
Other adjustments		13,559	(59,489)	(14,412)	-	-	-	217	-	-	-
Accumulated Surplus/(Deficit)	1	2,733,916	2,788,761	3,052,305	3,345,810	3,266,878	3,266,878	3,223,777	3,246,167	3,407,482	3,630,807
Reserves											
Housing Development Fund		-	-	-	-	-	-	-	-	-	-
Capital replacement		65,117	39,313	43,753	29,762	43,762	43,762	43,753	26,745	23,577	24,992
Self-insurance		24,278	22,616	14,555	33,106	33,106	33,106	14,555	35,609	39,238	41,592
Other reserves		10,970	10,843	11,176	15,775	15,775	15,775	11,176	17,039	19,366	20,528
Revaluation		-	-	-	-	-	-	-	-	-	-
Total Reserves	2	100,366	72,772	69,484	78,643	92,643	92,643	69,484	79,393	82,181	87,111
TOTAL COMMUNITY WEALTH/EQUITY	2	2,834,282	2,861,533	3,121,789	3,424,453	3,359,521	3,359,521	3,293,261	3,325,560	3,489,662	3,717,918



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

Report 001: Mayor's Supporting Table One Reconciliation of the Strategic Objectives and Budget (Operating Expenditure)													
Strategic Objective	Goal	Goal Code	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	
R thousand													
GOOD GOVERNANCE AND PUBLIC PARTICIPATION				365,032	323,636	306,714	384,247	396,247	396,247	393,339	415,637	437,637	
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT				112,282	115,007	117,561	149,015	145,415	145,415	152,611	160,409	169,137	
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION				77,587	78,446	85,541	93,791	93,861	93,861	98,236	103,167	108,928	
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT				1,326,710	1,289,309	1,374,622	1,508,810	1,548,060	1,548,060	1,641,423	1,782,358	1,917,981	
LOCAL ECONOMIC DEVELOPMENT	Marketing the municipality as premier destination for tourism and investment	A		54,708	54,587	52,401	57,163	57,788	57,788	59,374	62,692	66,125	
Allocations to other priorities													
Total Expenditure				1	1,936,318	1,860,985	1,936,838	2,193,028	2,241,373	2,241,373	2,344,984	2,524,262	2,699,808

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

Report on Budget Supporting Plans and Recommendations on Strategic Objectives and Budget (Capital Expenditure)												
Strategic Objective	Goal	Goal Code	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand												
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Marketing the municipality as premier destination for tourism and investment	A		149,054	83,430	94,295	40,500	68,812	68,812	55,500	47,177	55,018
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT				96,704	117,256	42,723	99,556	71,233	71,233	115,766	65,948	60,768
LOCAL ECONOMIC DEVELOPMENT				–	–	–	14,400	15,400	15,400	8,000	–	–
Allocations to other priorities				3								
Total Capital Expenditure			1	245,758	200,685	137,018	154,456	155,446	155,446	179,266	113,125	115,786

NC091 Sol Plaatje - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24

NC091 Sol Plaatje - Supporting Table SA8 Performance indicators and benchmarks

RC037 - 301 Page - Supporting Table SA0 - Performance indicators and benchmarks											
Description of financial indicator	Basis of calculation	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b><u>Borrowing Management</u></b>											
Credit Rating		Baa1.za	1.8		Baa1.za	1.6	1.6	1.6			
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	1.6%	1.6%	1.8%	0.7%	2.2%	2.2%	1.0%	1.4%	1.3%	1.2%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	1.5%	1.6%	1.7%	0.7%	2.3%	2.3%	0.9%	1.5%	1.4%	1.3%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b><u>Safety of Capital</u></b>											
Gearing	Long Term Borrowing/ Funds & Reserves	209.7%	276.4%	276.1%	231.9%	196.8%	196.8%	269.7%	217.7%	197.2%	197.2%
<b><u>Liquidity</u></b>											
Current Ratio	Current assets/current liabilities	6.7	3.7	3.3	3.8	3.0	3.0	4.2	3.0	3.4	3.1
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	6.7	3.7	3.3	3.8	3.0	3.0	4.2	3.0	3.4	3.1
Liquidity Ratio	Monetary Assets/Current Liabilities	0.4	0.2	0.2	0.3	0.2	0.2	(0.1)	0.2	0.4	0.6
<b><u>Revenue Management</u></b>											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		0.0%	0.0%	0.0%	130.4%	128.3%	128.3%	150.6%	89.0%	91.3%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		0.0%	0.0%	0.0%	128.3%	128.3%	128.3%	150.6%	89.0%	91.3%	92.4%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	63.1%	80.7%	84.8%	79.6%	86.6%	86.6%	112.1%	87.1%	81.6%	80.9%
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%
<b><u>Creditors Management</u></b>											
Creditors System Efficiency	% of Creditors Paid Within Terms (within 'MFMA' s 65(e))	100.0%	0.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%	0.0%	0.0%
Creditors to Cash and Investments		94.9%	396.5%	567.4%	10.9%	11.1%	11.1%	6.3%	580.5%	249.7%	189.4%
<b><u>Other Indicators</u></b>											
Electricity Distribution Losses (2)	Total Volume Losses (kW)	65255183	128150719	93841831	92892604	92892604	92892604	0	108568949	111211482	112185346
	Total Cost of Losses (Rand '000)	55,721	117,524	99,335	90,000	90,000	90,000	–	121,760	135,824	149,208
	% Volume (units purchased and generated less units sold)/units purchased and generated	0	2557.0%	1925.0%	1600.0%	1600.0%	1600.0%	0.0%	1600.0%	1600.0%	1600.0%
Water Distribution Losses (2)	Total Volume Losses (kℓ)	17,584	21,256	23,300	17,455	17,455	17,455	–	16,880	16,994	17,109
	Total Cost of Losses (Rand '000)	42787571	56679652	66605225	55000000	55000000	55000000	0	57000000	62130000	67721700
	% Volume (units purchased and generated less units sold)/units purchased and generated	0	5981.0%	6230.0%	5000.0%	5000.0%	5000.0%	0.0%	5000.0%	5000.0%	5000.0%
Employee costs	Employee costs/(Total Revenue - capital revenue)	33.2%	37.6%	32.0%	36.8%	35.5%	35.5%	34.4%	35.4%	34.8%	34.4%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	34.7%	39.1%	33.5%	38.3%	37.0%	37.0%		36.8%	36.2%	35.8%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	13.0%	12.7%	10.7%	11.9%	11.7%	11.7%		11.4%	11.3%	11.3%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	4.7%	4.8%	4.9%	4.4%	4.8%	4.8%	0.8%	4.3%	4.1%	4.0%
<b><u>IDP regulation financial viability indicators</u></b>											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	–	–	3,911.2	101.8	101.8	101.8	74.1	88.6	82.8	89.1
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	80.6%	103.5%	106.9%	97.6%	108.3%	108.3%	133.0%	106.0%	98.5%	96.5%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	1.6	0.6	0.6	25.2	24.5	24.5	25.1	0.7	1.4	2.2



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	2017/18	2018/19	2019/20	Current Year 2020/21	2021/22 Medium Term Revenue & Expenditure Framework		
						Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcome
<b>Demographics</b>												
Population			201	243	248	255	255	255	255	255	255	255
Females aged 5 - 14			40	-	46	36	36	36	36	36	36	36
Males aged 5 - 14			40	-	47	36	36	36	36	36	36	36
Females aged 15 - 34			55	-	70	41	41	41	41	41	41	41
Males aged 15 - 34			59	-	65	44	44	44	44	44	44	44
Unemployment			28	28	79	90	90	90	90	90	90	90
<b>Monthly household income (no. of households)</b>	1, 12											
No income		0-2400	4,393	79,310	7,032	44	44	44	44	44	44	44
R1 - R1 600		2400-6000	127,071	114,291	2,001	330	330	330	330	330	330	330
R1 601 - R3 200		6000-12000	32,171	9,682	3,215	1,650	1,650	1,650	1,650	1,650	1,650	1,650
R3 201 - R6 400		12000-18000	26,483	11,928	9,683	2,390	2,390	2,390	2,390	2,390	2,390	2,390
R6 401 - R12 800		18000-30000	12,879	10,923	11,291	5,090	5,090	5,090	5,090	5,090	5,090	5,090
R12 801 - R25 600		30000-42000	3,615	5,243	8,977	6,730	6,730	6,730	6,730	6,730	6,730	6,730
R25 601 - R51 200		42000-54000	1,078	2,056	7,235	6,220	6,220	6,220	6,220	6,220	6,220	6,220
R52 201 - R102 400		54000-72000	611	333	5,776	6,260	6,260	6,260	6,260	6,260	6,260	6,260
R102 401 - R204 800		72000-96000	310	242	3,506	5,860	5,860	5,860	5,860	5,860	5,860	5,860
R204 801 - R409 600		96000-132000	134	78	1,987	5,930	5,930	5,930	5,930	5,930	5,930	5,930
R409 601 - R819 200		132000-192000	-	-	268	6,420	6,420	6,420	6,420	6,420	6,420	6,420
> R819 200		192000-360000	-	-	224	8,350	8,350	8,350	8,350	8,350	8,350	8,350
<b>Poverty profiles (no. of households)</b>												
< R2 060 per household per month	13											
Insert description	2											
<b>Household demographics (000)</b>												
Number of people in municipal area			201	243	248	255	255	255	255	255	255	255
Number of poor people in municipal area			81	74	33	40	40	40	40	40	40	40
Number of households in municipal area			50	52	60	63	63	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)			-	-	-	-	-	-	-	-	-	-
<b>Housing statistics</b>	3											
Formal			41,282	46,230	49,202	54,500	54,500	54,500	54,500	54,500	54,500	54,500
Informal			9,247	9,733	11,095	9,594	9,594	9,594	9,594	9,594	9,594	9,594
<b>Total number of households</b>			50,529	51,963	60,297	64,094	64,094	64,094	64,094	64,094	64,094	64,094
Dwellings provided by municipality	4		-	-	440	2,550	2,550	2,550	2,550	2,550	2,550	2,550
Dwellings provided by province/s			-	-	-	-	-	-	-	-	-	-
Dwellings provided by private sector	5		-	-	-	-	-	-	-	-	-	-
<b>Total new housing dwellings</b>			-	-	440	2,550	2,550	2,550	2,550	2,550	2,550	2,550
<b>Economic</b>	6											
Inflation/inflation outlook (CPIX)						5.3%	5.3%	5.3%	5.2%	3.9%	4.2%	4.4%
Interest rate - borrowing						12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%
Interest rate - investment						6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Remuneration increases						7.4%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%
Consumption growth (electricity)						1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Consumption growth (water)						1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
<b>Collection rates</b>	7											
Property tax/service charges						88.0%	88.0%	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						0.0%	100.0%	100.0%	100.0%	0.0%	0.0%	0.0%

Detail on the provision of municipal services for A10

Total municipal services	Ref.		2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
		<b>Household service targets (000)</b>									
		<b>Water:</b>									
		Piped water inside dwelling	43,577	43,577	43,577	43,577	43,577	43,577	43,577	43,577	43,577
		Piped water inside yard (but not in dwelling)	22,582	22,582	22,582	22,582	22,582	22,582	22,582	22,582	22,582
		Using public tap (at least min.service level)	-	-	-	-	-	-	-	-	-
		Other water supply (at least min.service level)	-	-	-	-	-	-	-	-	-
		Minimum Service Level and Above sub-total	66,159	66,159	66,159	66,159	66,159	66,159	66,159	66,159	66,159
		Using public tap (< min.service level)	5,272	5,272	5,272	5,272	5,272	5,272	5,272	5,272	5,272
		Other water supply (< min.service level)	160	160	160	160	160	160	160	160	160
		No water supply	349	349	349	349	349	349	349	349	349
		Below Minimum Service Level sub-total	5,781	5,781	5,781	5,781	5,781	5,781	5,781	5,781	5,781
		<b>Total number of households</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>
		<b>Sanitation/sewerage:</b>									
		Flush toilet (connected to sewerage)	63,359	63,359	63,359	63,359	63,359	63,359	63,359	63,359	63,359
		Flush toilet (with septic tank)	1,816	1,816	1,816	1,816	1,816	1,816	1,816	1,816	1,816
		Chemical toilet	22	22	22	22	22	22	22	22	22
		Pit toilet (ventilated)	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235
		Other toilet provisions (> min.service level)	342	342	342	342	342	342	342	342	342
		Minimum Service Level and Above sub-total	66,774	66,774	66,774	66,774	66,774	66,774	66,774	66,774	66,774
		Bucket toilet	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352
		Other toilet provisions (< min.service level)	-	-	-	-	-	-	-	-	-
		No toilet provisions	812	812	812	812	812	812	812	812	812
		Below Minimum Service Level sub-total	5,164	5,164	5,164	5,164	5,164	5,164	5,164	5,164	5,164
		<b>Total number of households</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>
		<b>Energy:</b>									
		Electricity (at least min.service level)	9,116	9,116	9,116	9,116	9,116	9,116	9,116	9,116	9,116
		Electricity - prepaid (min.service level)	57,145	57,145	57,145	57,145	57,145	57,145	57,145	57,145	57,145
		Minimum Service Level and Above sub-total	66,261	66,261	66,261	66,261	66,261	66,261	66,261	66,261	66,261
		Electricity (< min.service level)	4,320	4,320	4,320	4,320	4,320	4,320	4,320	4,320	4,320
		Electricity - prepaid (< min. service level)	-	-	-	-	-	-	-	-	-
		Other energy sources	1,357	1,357	1,357	1,357	1,357	1,357	1,357	1,357	1,357
		Below Minimum Service Level sub-total	5,677	5,677	5,677	5,677	5,677	5,677	5,677	5,677	5,677
		<b>Total number of households</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>
		<b>Refuse:</b>									
		Removed at least once a week	59,526	59,526	59,526	59,526	59,526	59,526	59,526	59,526	59,526
		Minimum Service Level and Above sub-total	59,526	59,526	59,526	59,526	59,526	59,526	59,526	59,526	59,526
		Removed less frequently than once a week	1,538	1,538	1,538	1,538	1,538	1,538	1,538	1,538	1,538
		Using communal refuse dump	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605
		Using own refuse dump	3,373	3,373	3,373	3,373	3,373	3,373	3,373	3,373	3,373
		Other rubbish disposal	1,371	1,371	1,371	1,371	1,371	1,371	1,371	1,371	1,371
		No rubbish disposal	4,526	4,526	4,526	4,526	4,526	4,526	4,526	4,526	4,526
		Below Minimum Service Level sub-total	12,413	12,413	12,413	12,458	12,458	12,458	12,413	12,413	12,413
		<b>Total number of households</b>	<b>71,939</b>	<b>71,939</b>	<b>71,939</b>	<b>71,984</b>	<b>71,984</b>	<b>71,984</b>	<b>71,939</b>	<b>71,939</b>	<b>71,939</b>
Municipal in-house services		<b>Household service targets (000)</b>									
		<b>Water:</b>									
		Piped water inside dwelling	43,577	43,577	43,577	43,577	43,577	43,577	43,577	43,577	43,577
		Piped water inside yard (but not in dwelling)	22,582	22,582	22,582	22,582	22,582	22,582	22,582	22,582	22,582
		Using public tap (at least min.service level)	-	-	-	-	-	-	-	-	-
		Other water supply (at least min.service level)	-	-	-	-	-	-	-	-	-
		Minimum Service Level and Above sub-total	66,159	66,159	66,159	66,159	66,159	66,159	66,159	66,159	66,159
		Using public tap (< min.service level)	5,272	5,272	5,272	5,272	5,272	5,272	5,272	5,272	5,272
		Other water supply (< min.service level)	160	160	160	160	160	160	160	160	160
		No water supply	349	349	349	349	349	349	349	349	349
		Below Minimum Service Level sub-total	5,781	5,781	5,781	5,781	5,781	5,781	5,781	5,781	5,781
		<b>Total number of households</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>	<b>71,940</b>
		<b>Sanitation/sewerage:</b>									
		Flush toilet (connected to sewerage)	63,359	63,359	63,359	63,359	63,359	63,359	63,359	63,359	63,359
		Flush toilet (with septic tank)	1,816	1,816	1,816	1,816	1,816	1,816	1,816	1,816	1,816
		Chemical toilet	22	22	22	22	22	22	22	22	22
		Pit toilet (ventilated)	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235
		Other toilet provisions (> min.service level)	342	342	342	342	342	342	342	342	342
		Minimum Service Level and Above sub-total	66,774	66,774	66,774	66,774	66,774	66,774	66,774	66,774	66,774
		Bucket toilet	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352
		Other toilet provisions (< min.service level)	-	-	-	-	-	-	-	-	-
		No toilet provisions	812	812	812	812	812	812	812	812	812
		Below Minimum Service Level sub-total	5,164	5,164	5,164	5,164	5,164	5,164	5,164	5,164	5,164
		<b>Total number of households</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>
		<b>Energy:</b>									
		Electricity (at least min.service level)	9,116	9,116	9,116	9,116	9,116	9,116	9,116	9,116	9,116
		Electricity - prepaid (min.service level)	57,145	57,145	57,145	57,145	57,145	57,145	57,145	57,145	57,145
		Minimum Service Level and Above sub-total	66,261	66,261	66,261	66,261	66,261	66,261	66,261	66,261	66,261
		Electricity (< min.service level)	4,320	4,320	4,320	4,320	4,320	4,320	4,320	4,320	4,320
		Electricity - prepaid (< min. service level)	-	-	-	-	-	-	-	-	-
		Other energy sources	1,357	1,357	1,357	1,357	1,357	1,357	1,357	1,357	1,357
		Below Minimum Service Level sub-total	5,677	5,677	5,677	5,677	5,677	5,677	5,677	5,677	5,677
		<b>Total number of households</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>	<b>71,938</b>
		<b>Refuse:</b>									
		Removed at least once a week	59,526	59,526	59,526	59,526	59,526	59,526	59,526	59,526	59,526
		Minimum Service Level and Above sub-total	59,526	59,526	59,526	59,526	59,526	59,526	59,526	59,526	59,526
		Removed less frequently than once a week	1,538	1,538	1,538	1,538	1,538	1,538	1,538	1,538	1,538
		Using communal refuse dump	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605
		Using own refuse dump	3,373	3,373	3,373	3,373	3,373	3,373	3,373	3,373	3,373
		Other rubbish disposal	1,371	1,371	1,371	1,371	1,371	1,371	1,371	1,371	1,371
		No rubbish disposal	4,526	4,526	4,526	4,526	4,526	4,526	4,526	4,526	4,526
		Below Minimum Service Level sub-total	12,413	12,413	12,413	12,458	12,458	12,458	12,413	12,413	12,413
		<b>Total number of households</b>	<b>71,939</b>	<b>71,939</b>	<b>71,939</b>	<b>71,984</b>	<b>71,984</b>	<b>71,984</b>	<b>71,939</b>	<b>71,939</b>	<b>71,939</b>





## NC091 Sol Plaatje Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Funding measures												
Cash/cash equivalents at the year end - R'000	18(1)b	1	193,989	78,863	72,134	3,749,354	3,697,190	3,697,190	2,550,745	114,084	256,995	431,605
Cash + investments at the yr end less applications - R'000	18(1)b	2	(234,591)	(318,422)	(409,362)	1,425,919	1,424,095	1,424,095	1,284,789	1,118,284	1,354,355	1,485,069
Cash year end/monthly employee/supplier payments	18(1)b	3	1.6	0.6	0.6	25.2	24.5	24.5	25.1	0.7	1.4	2.2
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	485,992	378,179	457,141	425,916	346,984	346,984	384,782	188,493	119,704	118,132
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	5	N.A.	(12.4%)	7.1%	3.3%	(6.0%)	(6.0%)	(25.1%)	2.0%	2.6%	2.3%
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	0.0%	0.0%	0.0%	101.8%	102.3%	102.3%	88.8%	82.8%	85.4%	87.0%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	15.9%	14.5%	14.5%	14.2%	14.4%	14.4%	8.8%	14.5%	14.3%	13.9%
Capital payments % of capital expenditure	18(1)c;19	8	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	86.7%	98.3%	95.6%	95.7%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10								98.1%	97.6%	97.5%
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	20.4%	16.7%	(0.2%)	11.1%	0.0%	(0.7%)	5.7%	0.9%	6.0%
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)	(0.7%)	(3.1%)	6.0%
R&M % of Property Plant & Equipment	20(1)(vi)	13	15.3%	13.3%	12.0%	13.9%	14.0%	14.0%	14.2%	13.7%	14.8%	14.9%
Asset renewal % of capital budget	20(1)(vi)	14	13.6%	43.2%	4.9%	34.0%	22.5%	22.5%	0.0%	21.8%	51.2%	49.0%

## NC091 Sol Plaatje - Supporting Table SA11 Property rates summary

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Valuation:</b>	1									
Date of valuation:		2015/01/01	2015/01/01	2019/01/01	2019/01/01					
Financial year valuation used		2017	0	2019	2019			0		
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	1
No. of data collectors (FTE)	3	6	–	6	6	6	6	6	6	6
No. of internal valuers (FTE)	3	2	–	2	2	2	2	2	2	2
No. of external valuers (FTE)	3	1	–	1	1	1	1	1	1	1
No. of additional valuers (FTE)	4	–	–	–	–	–	–	–	–	–
Valuation appeal board established? (Y/N)		Yes	Yes	Yes	No			No		
Implementation time of new valuation roll (mths)		24	–	–	24			–		
No. of properties	5	54,376	–	55,031	55,172	55,172	55,172	56,275	57,401	57,401
No. of sectional title values	5	1,012	–	1,165	1,182	1,182	1,182	1,206	1,230	1,230
No. of unreasonably difficult properties s7(2)		–	–	–	–	–	–	–	–	–
No. of supplementary valuations		1,703	–	738	504	504	504	514	524	524
No. of valuation roll amendments		1,703	–	738	504	504	504	514	524	524
No. of objections by rate payers		46	–	591	–	–	–	–	–	–
No. of appeals by rate payers		16	–	39	–	–	–	–	–	–
No. of successful objections	8	13	–	171	–	–	–	–	–	–
No. of successful objections > 10%	8	9	–	127	–	–	–	–	–	–
Supplementary valuation		1	–	1	1	1	1	1	1	1
Public service infrastructure value (Rm)	5	75	–	129	129	129	129	131	134	134
Municipality owned property value (Rm)		1,356	–	1,113	1,112	1,112	1,112	1,134	1,157	1,157
<b>Valuation reductions:</b>										
Valuation reductions-public infrastructure (Rm)		–	–	–	–	–	–	–	–	–
Valuation reductions-nature reserves/park (Rm)		–	–	–	–	–	–	–	–	–
Valuation reductions-mineral rights (Rm)		–	–	–	–	–	–	–	–	–
Valuation reductions-R15,000 threshold (Rm)		715	–	699	706	706	706	720	734	734
Valuation reductions-public worship (Rm)		–	–	–	–	–	–	–	–	–
Valuation reductions-other (Rm)		–	–	–	–	–	–	–	–	–
<b>Total valuation reductions:</b>		<b>715</b>	<b>–</b>	<b>699</b>	<b>706</b>	<b>706</b>	<b>706</b>	<b>720</b>	<b>734</b>	<b>734</b>
Total value used for rating (Rm)	5	28,962	–	34,757	34,986	34,986	34,986	35,686	36,400	36,400
Total land value (Rm)	5									
Total value of improvements (Rm)	5									
Total market value (Rm)	5	29,676	–	35,456	35,692	35,692	35,692	36,406	37,134	37,134
<b>Rating:</b>										
Residential rate used to determine rate for other categories? (Y/N)	5	Yes	Yes	No	Yes			Yes		
Differential rates used? (Y/N)		Yes	Yes	No	Yes			Yes		
Limit on annual rate increase (s20)? (Y/N)		Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
Special rating area used? (Y/N)		No	–	–	–	–	–	–	–	–
Phasing-in properties s21 (number)		0	0	0	0	0	0	0	0	0
Rates policy accompanying budget? (Y/N)		Yes	Yes	No	Yes			Yes		
Fixed amount minimum value (R'000)		–	–	–	–			–		
Non-residential prescribed ratio s19? (%)		0.0%	0.0%	0.0%	0.0%			0.0%		
<b>Rate revenue:</b>										
Rate revenue budget (R '000)	6	511,595	512,886	578,654	597,676	597,676	597,676	609,630	621,822	702,111
Rate revenue expected to collect (R'000)	6	460,436	405,607	462,923	537,909	537,909	537,909	548,667	559,640	596,794
Expected cash collection rate (%)		90.0%	79.1%	0.0%	90.0%	90.0%	90.0%	90.0%	90.0%	85.0%
Special rating areas (R'000)	7									
Rebates, exemptions - indigent (R'000)										
Rebates, exemptions - pensioners (R'000)		2,559	–	2,678	2,878	2,878	2,878	2,936	2,995	2,995
Rebates, exemptions - bona fide farm. (R'000)		2,473	–	2,503	2,766	2,766	2,766	2,821	2,877	2,877
Rebates, exemptions - other (R'000)		13,629	–	14,462	15,699	15,699	15,699	16,013	16,333	16,333
Phase-in reductions/discounts (R'000)		–	–	–	–	–	–	–	–	–
<b>Total rebates, exemptns, reductns, discs (R'000)</b>		<b>18,661</b>	<b>–</b>	<b>19,643</b>	<b>21,343</b>	<b>21,343</b>	<b>21,343</b>	<b>21,770</b>	<b>22,205</b>	<b>22,205</b>

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.
<b>Current Year 2020/21</b>																	
<b>Valuation:</b>																	
No. of properties		48,297	215	2,064	446	279	3,025	182	-	-	-	-	-	-	-	642	22
No. of sectional title property values		1,096	2	52	-	30	2	-	-	-	-	-	-	-	-	-	-
No. of unreasonably difficult properties s7(2)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
No. of supplementary valuations		347	2	40	2	-	16	-	-	-	-	-	-	-	-	97	-
Supplementary valuation (Rm)		222,690,000	2,600,000	388,035,000	22,000,000	-	27,760,000	-	-	-	-	-	-	-	-	6,911,000	-
No. of valuation roll amendments		347	2	40	2	-	16	-	-	-	-	-	-	-	-	97	-
No. of objections by rate-payers		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
No. of appeals by rate-payers		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
No. of appeals by rate-payers finalised		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
No. of successful objections	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
No. of successful objections > 10%	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Estimated no. of properties not valued		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Years since last valuation ( <b>select</b> )		2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Frequency of valuation ( <b>select</b> )		4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Method of valuation used ( <b>select</b> )		Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market
Base of valuation ( <b>select</b> )		Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	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)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Combination of rating types used? (Y/N)		No	No	No	No	No	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	No	No	No	No	No
Is balance rated by uniform rate/variable rate?		Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform
<b>Valuation reductions:</b>																	
Valuation reductions-public infrastructure (Rm)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Valuation reductions-nature reserves/park (Rm)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Valuation reductions-mineral rights (Rm)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Valuation reductions-R15,000 threshold (Rm)		706	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Valuation reductions-public worship (Rm)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Valuation reductions-other (Rm)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total valuation reductions:</b>																	
Total value used for rating (Rm)	6	20,108	733	6,423	2,274	3,220	1,112	129	-	-	-	-	-	-	-	879	108
Total land value (Rm)	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total value of improvements (Rm)	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total market value (Rm)	6	20,813	733	6,423	2,274	3,220	1,112	129	-	-	-	-	-	-	-	879	108
<b>Rating:</b>																	
Average rate	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rate revenue budget (R'000)		205,601	21,616	192,228	3,098	150,371	-	-	-	-	-	-	-	-	-	-	24,762
Rate revenue expected to collect (R'000)		185,041	19,454	173,005	2,788	135,334	-	-	-	-	-	-	-	-	-	-	22,286
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%
Special rating areas (R'000)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rebates, exemptions - indigent (R'000)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rebates, exemptions - pensioners (R'000)		2,878	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rebates, exemptions - bona fide farm. (R'000)		-	-	-	2,766	-	-	-	-	-	-	-	-	-	-	-	-
Rebates, exemptions - other (R'000)		7,847	2,783	5,069	-	-	-	-	-	-	-	-	-	-	-	-	-
Phase-in reductions/discounts (R'000)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total rebates, exemptns, reductns, discs (R'000)</b>																	

**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 2021/22																	
Valuation:																	
No. of properties		49,263	219	2,105	455	285	3,086	186	-	-	-	-	-	-	-	655	22
No. of sectional title property values		1,118	2	53	-	31	2	-	-	-	-	-	-	-	-	-	-
No. of unreasonably difficult properties s7(2)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
No. of supplementary valuations		354	2	41	2	-	16	-	-	-	-	-	-	-	-	99	-
Supplementary valuation (Rm)		227,143,800	2,652,000	395,795,700	22,440,000	-	28,315,200	-	-	-	-	-	-	-	-	7,049,220	-
No. of valuation roll amendments		354	2	41	2	-	16	-	-	-	-	-	-	-	-	99	-
No. of objections by rate-payers		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
No. of appeals by rate-payers		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
No. of appeals by rate-payers finalised		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
No. of successful objections	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
No. of successful objections > 10%	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Estimated no. of properties not valued		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Years since last valuation (select)		3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
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	Market	Market	Market	Market	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.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.
Phasing-in properties s21 (number)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Combination of rating types used? (Y/N)		No	No	No	No	No	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	No	No	No	No	No
Is balance rated by uniform rate/variable rate?		Uniform	Uniform	Uniform	Uniform	Uniform	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)		720	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Valuation reductions-public worship (Rm)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Valuation reductions-other (Rm)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total valuation reductions:																	
Total value used for rating (Rm)	6	20,510	748	6,551	2,320	3,285	1,134	131	-	-	-	-	-	-	-	897	111
Total land value (Rm)	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total value of improvements (Rm)	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total market value (Rm)	6	21,230	748	6,551	2,320	3,285	1,134	131	-	-	-	-	-	-	-	897	111
Rating:																	
Average rate	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rate revenue budget (R'000)		209,713	22,048	196,073	3,160	153,378	-	-	-	-	-	-	-	-	-	-	25,257
Rate revenue expected to collect (R'000)		188,742	19,843	176,465	2,844	138,040	-	-	-	-	-	-	-	-	-	-	22,731
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%
Special rating areas (R'000)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rebates, exemptions - indigent (R'000)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rebates, exemptions - pensioners (R'000)		2,936	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rebates, exemptions - bona fide farm. (R'000)		-	-	-	2,821	-	-	-	-	-	-	-	-	-	-	-	-
Rebates, exemptions - other (R'000)		8,004	2,839	5,170	-	-	-	-	-	-	-	-	-	-	-	-	-
Phase-in reductions/discounts (R'000)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total rebates,exemptns,eductns,discs (R'000)																	



NC091 Sol Plaatje - Supporting Table SA13a Service Tariffs by category

Description	Ref	Provide description of tariff structure where appropriate	2017/18	2018/19	2019/20	Current Year 2020/21	2021/22 Medium Term Revenue & Expenditure Framework		
							Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Property rates (rate in the Rand)</b>	1								
Residential properties		Residential	0.0102	-	-	0.0108	0.0112	0.0120	0.0130
Residential properties - vacant land									
Formal/informal settlements									
Small holdings									
Farm properties - used		Agricultural farms	0.0026	-	-	0.0027	0.0028	0.0030	0.0033
Farm properties - not used		Agricultural business	0.0026	-	-	0.0027	0.0028	0.0030	0.0033
Industrial properties		Industrial	0.0327	-	-	0.0347	0.0358	0.0384	0.0416
Business and commercial properties		Business/Residential	0.0303	-	-	0.0321	0.0335	0.0360	0.0390
Communal land - residential									
Communal land - small holdings									
Communal land - farm property									
Communal land - business and commercial									
Communal land - other									
State-owned properties		State/Public schools	0.0715	-	-	0.0758	-	-	-
Municipal properties									
Public service infrastructure									
Privately owned towns serviced by the owner									
State trust land									
Restitution and redistribution properties									
Protected areas									
National monuments properties									
<b>Exemptions, reductions and rebates (Rands)</b>									
<b>Residential properties</b>									
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
Indigent rebate or exemption									
Pensioners/social grants rebate or exemption									
Temporary relief rebate or exemption									
Bona fide farmers rebate or exemption									
<b>Other rebates or exemptions</b>	2								
<b>Water tariffs</b>									
<b>Domestic</b>									
Basic charge/fixed fee (Rands/month)									
Service point - vacant land (Rands/month)									
Water usage - flat rate tariff (c/kl)									
Water usage - life line tariff		Residential (0-6kl)	6	-	-	6	7	7	8
Water usage - Block 1 (c/kl)		Residential (7-20kl)	24	-	-	25	29	31	33
Water usage - Block 2 (c/kl)		Residential (21-40kl)	27	-	-	28	33	35	38
Water usage - Block 3 (c/kl)		Residential (41-60kl)	28	-	-	30	35	37	40
Water usage - Block 4 (c/kl)		Residential (more than 60kl)	30	-	-	32	37	40	42
<b>Other</b>	2								
<b>Waste water tariffs</b>									
<b>Domestic</b>									
Basic charge/fixed fee (Rands/month)		Basic charge	145	-	-	155	181	193	204
Service point - vacant land (Rands/month)									
Waste water - flat rate tariff (c/kl)									
Volumetric charge - Block 1 (c/kl)		(fill in structure)							
Volumetric charge - Block 2 (c/kl)		(fill in structure)							
Volumetric charge - Block 3 (c/kl)		(fill in structure)							

Volumetric charge - Block 4 (c/kl)							
<b>Other</b>	2						
<b>Electricity tariffs</b>							
<b>Domestic</b>							
Basic charge/fixed fee (Rands/month)		-	-	-	-	-	-
Service point - vacant land (Rands/month)							
FBE							
Life-line tariff - meter							
Life-line tariff - prepaid							
Flat rate tariff - meter (c/kwh)							
Flat rate tariff - prepaid(c/kwh)							
Meter - IBT Block 1 (c/kwh)	Block 1 (0-50Kwh)	1	-	-	1	2	2
Meter - IBT Block 2 (c/kwh)	Block 2 (51-350Kwh)	2	-	-	1	3	3
Meter - IBT Block 3 (c/kwh)	Block 3 (351-600Kwh)	2	-	-	2	-	-
Meter - IBT Block 4 (c/kwh)	Block 4 (> 600Kwh)	2	-	-	2	-	-
Meter - IBT Block 5 (c/kwh)	(fill in thresholds)						
Prepaid - IBT Block 1 (c/kwh)	Block 1 (0-50Kwh)	1	-	-	1	2	-
Prepaid - IBT Block 2 (c/kwh)	Block 2 (51-350Kwh)	2	-	-	1	3	-
Prepaid - IBT Block 3 (c/kwh)	Block 3 (351-600Kwh)	2	-	-	2	-	-
Prepaid - IBT Block 4 (c/kwh)	Block 4 (>600Kwh)	2	-	-	2	-	-
Prepaid - IBT Block 5 (c/kwh)	(fill in thresholds)						
<b>Other</b>	2						
<b>Waste management tariffs</b>							
<b>Domestic</b>							
Street cleaning charge							
Basic charge/fixed fee	Basic charge	104	-	-	111	129	138
80l bin - once a week							
250l bin - once a week							

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

Description	Ref	Provide description of tariff structure where appropriate	2017/18	2018/19	2019/20	Current Year 2020/21	2021/22 Medium Term Revenue & Expenditure Framework		
							Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Exemptions, reductions and rebates (Rands)</b>									
Residential Properties		standard rebate	15,000	-	-	15,000	15,000	15,000	15,000
<b>Water tariffs</b>									
Water Usage - Life Line Tariff		Residential (0-6kl)	6	-	-	6	7	-	-
Water Usage - Block 1 (C/Kl)		Residential (7-20kl)	24	-	-	25	30	-	-
Water Usage - Block 2 (C/Kl)		Residential (21-40kl)	27	-	-	28	34	-	-
Water Usage - Block 3 (C/Kl)		Residential (41-60kl)	28	-	-	30	36	-	-
Water Usage - Block 4 (C/Kl)		Residential (more than 60kl)	30	-	-	32	39	-	-
<b>Waste water tariffs</b>									
Basic Charge		Basic charge	145	-	-	155	187	-	-
<b>Electricity tariffs</b>									
Domestic Basic Charge			-	-	-	-	-	-	-
Meter - 1bt Block 1 (C/Kwh)		Block 1 (0-50 Kwh)	-	-	-	-	2	-	-
Meter - 1bt Block 2 (C/Kwh)		Block 2 (51-350Kwh)	-	-	-	-	3	-	-
Meter - 1bt Block 3 (C/Kwh)		Block 3 (351-600Kwh) (Block 1:	2	-	-	2	2	-	-
Meter - 1bt Block 4 (C/Kwh)		Block 4 (> 600 Kwh) (Block 2:	2	-	-	2	3	-	-

## NC091 Sol Plaatje - Supporting Table SA14 Household bills

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22 % incr.	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Rand/cent											
<b>Monthly Account for Household - 'Middle Income Range'</b>	1										
<b>Rates and services charges:</b>											
Property rates		525.10	556.60	501.01	533.07	533.07	533.07	7.7%	574.32	615.73	667.94
Electricity: Basic levy		—	—	—	—	—	—	(100.0%)	—	—	—
Electricity: Consumption		1,862.57	1,591.45	2,094.95	1,934.95	1,934.95	1,934.95	14.6%	2,217.25	2,452.50	2,675.19
Water: Basic levy											
Water: Consumption		497.81	527.04	558.69	589.42	589.42	589.42	4.0%	612.99	654.98	695.33
Sanitation		114.61	121.42	129.32	136.43	136.43	136.43	4.0%	141.89	151.10	160.00
Refuse removal		81.77	86.68	92.32	97.39	97.39	97.39	4.0%	101.29	107.86	115.28
Other											
<b>sub-total</b>		<b>3,081.86</b>	<b>2,883.19</b>	<b>3,376.29</b>	<b>3,291.26</b>	<b>3,291.26</b>	<b>3,291.26</b>	<b>10.8%</b>	<b>3,647.74</b>	<b>3,982.17</b>	<b>4,313.74</b>
VAT on Services		360.16	382.90	428.52	413.78	413.78	413.78	11.4%	461.01	504.97	546.87
<b>Total large household bill:</b>		<b>3,442.02</b>	<b>3,266.09</b>	<b>3,804.81</b>	<b>3,705.04</b>	<b>3,705.04</b>	<b>3,705.04</b>	<b>10.9%</b>	<b>4,108.75</b>	<b>4,487.14</b>	<b>4,860.61</b>
<b>% increase/-decrease</b>			<b>(5.1%)</b>	<b>16.5%</b>	<b>(2.6%)</b>	<b>—</b>	<b>—</b>		<b>10.9%</b>	<b>9.2%</b>	<b>8.3%</b>
<b>Monthly Account for Household - 'Affordable Range'</b>	2										
<b>Rates and services charges:</b>											
Property rates		371.79	394.09	354.73	377.43	377.43	377.43	7.7%	406.64	435.95	472.92
Electricity: Basic levy		—	—	—	—	—	—	(100.0%)	—	—	—
Electricity: Consumption		878.89	646.58	932.15	860.97	860.97	860.97	14.6%	986.58	1,091.26	1,190.35
Water: Basic levy											
Water: Consumption		392.77	415.79	440.79	465.03	465.03	465.03	4.0%	483.63	516.76	548.59
Sanitation		114.61	121.42	129.32	136.43	136.43	136.43	4.0%	141.89	151.10	160.00
Refuse removal		81.77	86.68	92.32	97.39	97.39	97.39	4.0%	101.29	107.86	115.28
Other											
<b>sub-total</b>		<b>1,839.83</b>	<b>1,664.56</b>	<b>1,949.31</b>	<b>1,937.25</b>	<b>1,937.25</b>	<b>1,937.25</b>	<b>9.4%</b>	<b>2,120.03</b>	<b>2,302.93</b>	<b>2,487.14</b>
VAT on Services		205.53	224.48	236.09	234.00	234.00	234.00	9.8%	257.01	280.05	302.13
<b>Total small household bill:</b>		<b>2,045.36</b>	<b>1,889.04</b>	<b>2,185.40</b>	<b>2,171.25</b>	<b>2,171.25</b>	<b>2,171.25</b>	<b>9.5%</b>	<b>2,377.04</b>	<b>2,582.98</b>	<b>2,789.27</b>
<b>% increase/-decrease</b>			<b>(7.6%)</b>	<b>15.7%</b>	<b>(0.6%)</b>	<b>—</b>	<b>—</b>		<b>9.5%</b>	<b>8.7%</b>	<b>8.0%</b>
<b>Monthly Account for Household - 'Indigent' Household receiving free basic services</b>	3										
<b>Rates and services charges:</b>											
Property rates		218.47	231.58	208.45	221.79	221.79	221.79	7.7%	238.95	256.18	277.90
Electricity: Basic levy											
Electricity: Consumption		440.54	293.89	499.98	384.84	384.84	384.84	145,900.0%	440.99	487.78	532.07
Water: Basic levy											
Water: Consumption		261.39	276.65	293.31	309.44	309.44	309.44	4.0%	321.82	343.86	365.04
Sanitation											
Refuse removal											
Other											
<b>sub-total</b>		<b>920.40</b>	<b>802.12</b>	<b>1,001.74</b>	<b>916.07</b>	<b>916.07</b>	<b>916.07</b>	<b>9.4%</b>	<b>1,001.76</b>	<b>1,087.82</b>	<b>1,175.01</b>
VAT on Services		98.27	85.58	102.12	104.15	104.15	104.15	98,610.0%	114.42	124.75	134.57
<b>Total small household bill:</b>		<b>1,018.67</b>	<b>887.70</b>	<b>1,103.86</b>	<b>1,020.22</b>	<b>1,020.22</b>	<b>1,020.22</b>	<b>9.4%</b>	<b>1,116.18</b>	<b>1,212.57</b>	<b>1,309.58</b>
<b>% increase/-decrease</b>			<b>(12.9%)</b>	<b>24.4%</b>	<b>(7.6%)</b>	<b>—</b>	<b>—</b>		<b>9.4%</b>	<b>8.6%</b>	<b>8.0%</b>

[illegible]

NC091 Sol Plaatje - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity	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
Name of institution & investment ID	1	Yrs/Months												
<b>Parent municipality</b>														
Standard Bank 048466271-073		6 months	Notice	Yes	Fixed	8.50%	0		07 May 2019	21,852	-	-	-	21,852
Nedbank 9002324052		6 months	Notice	Yes	Fixed	8.06%	0		06 June 2019	10,397	-	-	-	10,397
Absa Bank 20-7291-5615		6 months	Notice	Yes	Fixed	8.02%	0		06 June 2019	10,396	-	-	-	10,396
Investec Bank Jb 9778751		6 months	Notice	Yes	Fixed	7.95%	0		06 June 2019	10,392	-	-	-	10,392
Absa Bank 20-6295-4443		12 months	Fixed	Yes	Fixed	8.10%	0		26 June 2019	3,302	-	-	-	3,302
Absa Bank 20-78146864		5 months	Fixed	Yes	Fixed	7.54%	0		26 June 2019	2,383	-	-	-	2,383
First Rand, Nedbank, S'Dard, Investec		12 months	Call a/c	Yes	Variable	6.30%	0		30 June 2020	43,072	-	-	-	43,072
<b>Municipality sub-total</b>										<b>101,794</b>		-	-	<b>101,794</b>
<b>Entities</b>														
N/A														-
														-
														-
														-
<b>Entities sub-total</b>										-		-	-	-
<b>TOTAL INVESTMENTS AND INTEREST</b>	1									<b>101,794</b>		-	-	<b>101,794</b>

[illegible]

## NC091 Sol Plaatje - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand										
<b>RECEIPTS:</b>	1, 2									
<b>Operating Transfers and Grants</b>										
<b>National Government:</b>		158,936	182,323	199,286	216,542	246,112	246,112	222,840	233,315	234,752
Local Government Equitable Share										
Equitable Share		150,982	172,437	189,150	205,072	234,642	234,642	212,328	226,115	227,052
Expanded Public Works Programme Integrated Grant		4,762	3,137	3,608	4,170	4,170	4,170	3,362	–	–
Infrastructure Skills Development Grant		1,492	5,049	4,500	5,000	5,000	5,000	5,500	5,500	6,000
Local Government Financial Management Grant		1,700	1,700	1,700	1,700	1,700	1,700	1,650	1,700	1,700
Municipal Disaster Recovery Grant		–	–	–	–	–	–	–	–	–
Municipal Disaster Relief Grant		–	–	328	–	–	–	–	–	–
Municipal Human Settlement Capacity Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Municipal Infrastructure Grant		–	–	–	–	–	–	–	–	–
Municipal Systems Improvement Grant		–	–	–	600	600	600	–	–	–
Water Services Operating Subsidy Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
<b>Provincial Government:</b>		7,599	8,267	15,530	8,000	14,625	14,625	7,800	8,229	8,682
Capacity Building		–	–	–	–	–	–	–	–	–
Expanded Public Works Programme		599	467	–	–	–	–	–	–	–
Library Services		7,000	7,800	–	–	–	–	–	–	–
Primary Health Care		–	–	–	–	–	–	–	–	–
Specify (Add grant description)		–	–	15,530	8,000	14,625	14,625	7,800	8,229	8,682
<b>District Municipality:</b>		3,908	1,520	–	–	–	–	–	–	–
14/15: AWARENESS PROGRAMMES		3,908	–	–	–	–	–	–	–	–
Finance and Admin		–	1,520	–	–	–	–	–	–	–
IT Related Projects		–	–	–	–	–	–	–	–	–
Public Safety		–	–	–	–	–	–	–	–	–
<b>Other grant providers:</b>		–	–	–	–	–	–	–	–	–
European Union		–	–	–	–	–	–	–	–	–
Higher Education SA (HESA)		–	–	–	–	–	–	–	–	–
<b>Total Operating Transfers and Grants</b>	5	170,443	192,110	214,815	224,542	260,737	260,737	230,640	241,544	243,434
<b>Capital Transfers and Grants</b>										
<b>National Government:</b>		200,676	191,170	143,011	116,556	109,046	109,046	167,766	98,625	96,786
Infrastructure Skills Development Grant		32,000	36,997	–	–	–	–	–	–	–
Integrated National Electrification Programme Grant		–	–	11,842	19,658	17,206	17,206	66,500	22,000	20,000
Integrated Urban Development Grant		–	–	–	50,955	50,955	50,955	66,266	56,677	59,018
Municipal Infrastructure Grant		34,663	52,242	53,039	–	–	–	–	–	–
Municipal Water Infrastructure Grant		10,150	–	–	–	–	–	–	–	–
Neighbourhood Development Partnership Grant		97,537	58,000	70,386	20,000	27,912	27,912	10,000	–	–
Regional Bulk Infrastructure Grant		26,326	14,713	–	–	–	–	–	–	–
Water Services Infrastructure Grant		–	29,218	7,743	25,943	12,972	12,972	25,000	19,948	17,768
<b>Provincial Government:</b>		2,357	6,083	–	–	–	–	–	–	–
Capacity Building		2,357	6,083	–	–	–	–	–	–	–
Library Services		–	–	–	–	–	–	–	–	–
<b>District Municipality:</b>		–	–	–	–	–	–	–	–	–
Specify (Add grant description)		–	–	–	–	–	–	–	–	–
<b>Other grant providers:</b>		–	–	–	14,400	14,400	14,400	–	–	–
European Union		–	–	–	14,400	14,400	14,400	–	–	–
<b>Total Capital Transfers and Grants</b>	5	203,033	197,254	143,011	130,956	123,446	123,446	167,766	98,625	96,786
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>		373,476	389,363	357,826	355,498	384,183	384,183	398,406	340,169	340,220



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

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand										
<b>EXPENDITURE:</b>	1									
<b><u>Operating expenditure of Transfers and Grants</u></b>										
<b>National Government:</b>		105,696	100,821	106,843	101,067	129,337	129,337	101,646	105,421	111,260
Local Government Equitable Share		97,817	90,577	96,007	90,197	118,467	118,467	91,134	98,221	103,560
Expanded Public Works Programme Integrated Grant		4,762	3,137	3,608	4,170	4,170	4,170	3,362	-	-
Infrastructure Skills Development Grant		1,404	5,049	4,694	5,000	5,000	5,000	5,500	5,500	6,000
Local Government Financial Management Grant		1,714	2,058	1,620	1,700	1,700	1,700	1,650	1,700	1,700
Municipal Disaster Relief Grant		-	-	916	-	-	-	-	-	-
Municipal Systems Improvement Grant		-	-	-	-	-	-	-	-	-
<b>Provincial Government:</b>		4,392	624	9,226	7,910	12,523	12,523	7,800	8,229	8,682
Library Services		53	36	-	-	-	-	-	-	-
Specify (Add grant description)		4,338	588	9,226	7,910	12,523	12,523	7,800	8,229	8,682
<b>District Municipality:</b>		2,672	2,059	-	-	-	-	-	-	-
Maintenance		2,672	2,059	-	-	-	-	-	-	-
<b>Other grant providers:</b>		-	-	-	-	-	-	-	-	-
European Union		-	-	-	-	-	-	-	-	-
<b>Total operating expenditure of Transfers and Grants:</b>		112,760	103,504	116,069	108,977	141,860	141,860	109,446	113,650	119,942
<b><u>Capital expenditure of Transfers and Grants</u></b>										
<b>National Government:</b>		183,356	172,816	126,994	116,556	109,046	109,046	167,766	98,625	96,786
Integrated National Electrification Programme Grant		24,491	35,686	10,297	19,658	17,206	17,206	66,500	22,000	20,000
Integrated Urban Development Grant		-	-	-	50,955	50,955	50,955	66,266	56,677	59,018
Municipal Infrastructure Grant		32,566	45,428	48,758	-	-	-	-	-	-
Municipal Water Infrastructure Grant		6,766	-	-	-	-	-	-	-	-
Neighbourhood Development Partnership Grant		96,872	51,582	61,206	20,000	27,912	27,912	10,000	-	-
Regional Bulk Infrastructure Grant		22,662	14,713	-	-	-	-	-	-	-
Water Services Infrastructure Grant		-	25,407	6,733	25,943	12,972	12,972	25,000	19,948	17,768
<b>Provincial Government:</b>		-	4,207	-	-	-	-	-	-	-
Sports and Recreation		-	4,207	-	-	-	-	-	-	-
<b>District Municipality:</b>		-	-	-	-	-	-	-	-	-
Specify (Add grant description)		-	-	-	-	-	-	-	-	-
<b>Other grant providers:</b>		-	-	-	14,400	14,400	14,400	-	-	-
European Union		-	-	-	14,400	14,400	14,400	-	-	-
<b>Total capital expenditure of Transfers and Grants</b>		183,356	177,023	126,994	130,956	123,446	123,446	167,766	98,625	96,786
<b>TOTAL EXPENDITURE OF TRANSFERS AND GRANTS</b>		296,116	280,527	243,064	239,933	265,306	265,306	277,212	212,275	216,728

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

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>										
<b>Operating transfers and grants:</b>	1,3									
<b>National Government:</b>										
Balance unspent at beginning of the year		(2,644)	(3,141)	(1,892)	-	-	-	-	-	-
Current year receipts		(5,765)	(8,637)	(4,500)	-	-	-	-	-	-
<b>Conditions met - transferred to revenue</b>		<b>5,268</b>	<b>9,886</b>	<b>4,500</b>	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities		(3,141)	(1,892)	(3,784)	-	-	-	-	-	-
<b>Provincial Government:</b>										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		-	-	-	-	-	-	-	-	-
<b>Conditions met - transferred to revenue</b>		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
<b>District Municipality:</b>										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		-	-	-	-	-	-	-	-	-
<b>Conditions met - transferred to revenue</b>		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
<b>Other grant providers:</b>										
Balance unspent at beginning of the year		-	(83)	-	-	-	-	-	-	-
Current year receipts		-	(1,904)	-	(65,355)	(256,003)	(256,003)	(230,640)	(241,544)	(243,434)
<b>Conditions met - transferred to revenue</b>		-	<b>1,987</b>	-	<b>65,355</b>	<b>65,355</b>	<b>65,355</b>	<b>218,012</b>	<b>241,916</b>	<b>243,528</b>
Conditions still to be met - transferred to liabilities		-	-	-	-	(190,648)	(190,648)	(12,628)	372	94
<b>Total operating transfers and grants revenue</b>		<b>5,268</b>	<b>11,873</b>	<b>4,500</b>	<b>65,355</b>	<b>65,355</b>	<b>65,355</b>	<b>218,012</b>	<b>241,916</b>	<b>243,528</b>
<b>Total operating transfers and grants - CTBM</b>	2	<b>(3,141)</b>	<b>(1,892)</b>	<b>(3,784)</b>	<b>-</b>	<b>(190,648)</b>	<b>(190,648)</b>	<b>(12,628)</b>	<b>372</b>	<b>94</b>
<b>Capital transfers and grants:</b>	1,3									
<b>National Government:</b>										
Balance unspent at beginning of the year		-	(20,653)	(5,009)	-	-	-	-	-	-
Current year receipts		(215,003)	(175,526)	(168,384)	(65,601)	(65,601)	(65,601)	(167,766)	(98,625)	(96,786)
<b>Conditions met - transferred to revenue</b>		<b>194,350</b>	<b>191,170</b>	<b>143,011</b>	<b>65,601</b>	<b>65,601</b>	<b>65,601</b>	<b>167,766</b>	<b>98,625</b>	<b>96,786</b>
Conditions still to be met - transferred to liabilities		(20,653)	(5,009)	(33,639)	-	-	-	-	-	-
<b>Provincial Government:</b>										
Balance unspent at beginning of the year		(932)	-	-	-	-	-	-	-	-
Current year receipts		-	-	-	-	-	-	-	-	-
<b>Conditions met - transferred to revenue</b>		<b>932</b>	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
<b>District Municipality:</b>										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		-	-	-	-	-	-	-	-	-
<b>Conditions met - transferred to revenue</b>		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
<b>Other grant providers:</b>										
Balance unspent at beginning of the year		(8,774)	(7,855)	-	-	-	-	-	-	-
Current year receipts		-	(128)	-	-	-	-	-	-	-
<b>Conditions met - transferred to revenue</b>		<b>918</b>	<b>7,983</b>	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities		(7,855)	-	-	-	-	-	-	-	-
<b>Total capital transfers and grants revenue</b>		<b>196,200</b>	<b>199,153</b>	<b>143,011</b>	<b>65,601</b>	<b>65,601</b>	<b>65,601</b>	<b>167,766</b>	<b>98,625</b>	<b>96,786</b>
<b>Total capital transfers and grants - CTBM</b>	2	<b>(28,509)</b>	<b>(5,009)</b>	<b>(33,639)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL TRANSFERS AND GRANTS REVENUE</b>		<b>201,468</b>	<b>211,026</b>	<b>147,511</b>	<b>130,956</b>	<b>130,956</b>	<b>130,956</b>	<b>385,778</b>	<b>340,541</b>	<b>340,314</b>
<b>TOTAL TRANSFERS AND GRANTS - CTBM</b>		<b>(31,649)</b>	<b>(6,901)</b>	<b>(37,423)</b>	<b>-</b>	<b>(190,648)</b>	<b>(190,648)</b>	<b>(12,628)</b>	<b>372</b>	<b>94</b>

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

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand											
<b>Cash Transfers to other municipalities</b>											
<i>Insert description</i>	1										
<b>Total Cash Transfers To Municipalities:</b>		-	-	-	-	-	-	-	-	-	-
<b>Cash Transfers to Entities/Other External Mechanisms</b>											
	2										
<b>Total Cash Transfers To Entities/Ems'</b>		-	-	-	-	-	-	-	-	-	-
<b>Cash Transfers to other Organs of State</b>											
	3										
<b>Total Cash Transfers To Other Organs Of State:</b>		-	-	-	-	-	-	-	-	-	-
<b>Cash Transfers to Organisations</b>											
<i>Non-Prof.Oth Inst/Grants&amp;Don Diam &amp; Dor</i>		2,730	-	-	-	-	-	-	-	-	-
<i>Non-Prof.Oth Inst/Grants&amp;Don Oth Pub Gra</i>		2,720	1,498	374	3,500	2,000	2,000	270	2,500	2,500	2,500
<i>Non-Prof.Oth Institut/Gariep</i>		1,600	-	-	-	-	-	-	-	-	-
<i>Non-Prof.Oth Institut/Sport Council</i>		-	-	-	-	-	-	-	-	-	-
<i>Non-Prof.Other Institutions/Spca</i>		1,600	1,700	2,000	2,100	2,100	2,100	1,575	2,200	2,300	2,400
<b>Total Cash Transfers To Organisations</b>		8,650	3,198	2,374	5,600	4,100	4,100	1,845	4,700	4,800	4,900
<b>Cash Transfers to Groups of Individuals</b>											
<i>Hh Oth Trans: Housing - Individual Supp</i>		539	604	237	300	20	20	1	-	-	-
<i>Hh Ssp Soc Ass: Grant In Aid</i>		136	138	122	160	160	160	139	150	152	160
<b>Total Cash Transfers To Groups Of Individuals:</b>		675	743	359	460	180	180	140	150	152	160
<b>TOTAL CASH TRANSFERS AND GRANTS</b>	6	9,325	3,940	2,733	6,060	4,280	4,280	1,984	4,850	4,952	5,060
<b>Non-Cash Transfers to other municipalities</b>											
	1										
<b>Total Non-Cash Transfers To Municipalities:</b>		-	-	-	-	-	-	-	-	-	-
<b>Non-Cash Transfers to Entities/Other External Mechanisms</b>											
	2										
<b>Total Non-Cash Transfers To Entities/Ems'</b>		-	-	-	-	-	-	-	-	-	-
<b>Non-Cash Transfers to other Organs of State</b>											
	3										
<b>Total Non-Cash Transfers To Other Organs Of State:</b>		-	-	-	-	-	-	-	-	-	-
<b>Non-Cash Grants to Organisations</b>											
	4										
<b>Total Non-Cash Grants To Organisations</b>		-	-	-	-	-	-	-	-	-	-
<b>Groups of Individuals</b>											
	5										
<b>Total Non-Cash Grants To Groups Of Individuals:</b>		-	-	-	-	-	-	-	-	-	-
<b>TOTAL NON-CASH TRANSFERS AND GRANTS</b>		-	-	-	-	-	-	-	-	-	-
<b>TOTAL TRANSFERS AND GRANTS</b>	6	9,325	3,940	2,733	6,060	4,280	4,280	1,984	4,850	4,952	5,060

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

Summary of Employee and Councillor remuneration	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand		A	B	C	D	E	F	G	H	I
<b>Councillors (Political Office Bearers plus Other)</b>	1									
Basic Salaries and Wages		–	–	–	–	–	–	–	–	–
Pension and UIF Contributions		947	927	844	–	–	–	–	–	–
Medical Aid Contributions		248	306	320	–	–	–	–	–	–
Motor Vehicle Allowance		–	–	–	–	–	–	–	–	–
Cellphone Allowance		2,883	2,766	2,874	3,212	3,212	3,212	3,243	3,405	3,592
Housing Allowances		–	–	–	–	–	–	–	–	–
Other benefits and allowances		24,332	24,389	26,329	29,811	29,811	29,811	31,305	32,870	34,678
<b>Sub Total - Councillors</b>		<b>28,409</b>	<b>28,388</b>	<b>30,367</b>	<b>33,023</b>	<b>33,023</b>	<b>33,023</b>	<b>34,547</b>	<b>36,275</b>	<b>38,270</b>
% increase	4		(0.1%)	7.0%	8.7%	–	–	4.6%	5.0%	5.5%
<b>Senior Managers of the Municipality</b>	2									
Basic Salaries and Wages		7,121	8,440	8,465	8,166	8,166	8,166	8,600	9,050	9,541
Pension and UIF Contributions		936	843	981	1,080	1,080	1,080	1,108	1,166	1,229
Medical Aid Contributions		162	193	206	217	217	217	252	266	280
Overtime		–	–	–	–	–	–	–	–	–
Performance Bonus		–	–	–	–	–	–	–	–	–
Motor Vehicle Allowance	3	1,632	1,913	2,244	1,876	1,876	1,876	1,961	2,064	2,176
Cellphone Allowance	3	168	168	168	202	202	202	202	212	224
Housing Allowances	3	30	36	36	37	37	37	39	41	44
Other benefits and allowances	3	15	15	15	106	106	106	105	111	117
Payments in lieu of leave		–	–	–	–	–	–	–	–	–
Long service awards		37	48	45	49	49	49	62	65	69
Post-retirement benefit obligations	6									
<b>Sub Total - Senior Managers of Municipality</b>		<b>10,100</b>	<b>11,655</b>	<b>12,160</b>	<b>11,733</b>	<b>11,733</b>	<b>11,733</b>	<b>12,329</b>	<b>12,976</b>	<b>13,679</b>
% increase	4		15.4%	4.3%	(3.5%)	–	–	5.1%	5.2%	5.4%
<b>Other Municipal Staff</b>										
Basic Salaries and Wages		333,228	357,185	376,393	439,266	427,863	427,863	450,593	478,504	504,724
Pension and UIF Contributions		55,658	58,704	61,779	74,225	74,225	74,225	76,857	80,919	85,437
Medical Aid Contributions		42,657	44,990	48,569	56,933	56,933	56,933	58,592	61,851	65,358
Overtime		52,037	54,563	45,344	36,555	36,551	36,551	39,484	41,406	43,719
Performance Bonus		26,376	26,336	27,067	34,519	34,519	34,519	35,421	37,286	39,366
Motor Vehicle Allowance	3	38,967	38,361	38,599	48,985	48,985	48,985	51,621	54,341	57,342
Cellphone Allowance	3	1,363	1,333	1,335	1,545	1,545	1,545	1,499	1,578	1,665
Housing Allowances	3	2,400	2,638	2,769	3,140	3,140	3,140	3,158	3,326	3,512
Other benefits and allowances	3	24,860	26,762	27,793	29,478	32,686	32,686	28,541	30,048	31,751
Payments in lieu of leave		14,428	13,784	909	16,000	10,000	10,000	14,000	14,980	15,879
Long service awards		15,473	16,725	19,526	23,902	23,902	23,902	22,791	24,007	25,347
Post-retirement benefit obligations	6	29,763	35,530	(9,322)	38,000	38,000	38,000	41,500	44,405	47,069
<b>Sub Total - Other Municipal Staff</b>		<b>637,209</b>	<b>676,910</b>	<b>640,762</b>	<b>802,548</b>	<b>788,348</b>	<b>788,348</b>	<b>824,059</b>	<b>872,651</b>	<b>921,169</b>
% increase	4		6.2%	(5.3%)	25.2%	(1.8%)	–	4.5%	5.9%	5.6%
<b>Total Parent Municipality</b>		<b>675,719</b>	<b>716,953</b>	<b>683,289</b>	<b>847,304</b>	<b>833,104</b>	<b>833,104</b>	<b>870,935</b>	<b>921,902</b>	<b>973,119</b>
			6.1%	(4.7%)	24.0%	(1.7%)	–	4.5%	5.9%	5.6%

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

Summary of Employee and Councillor remuneration R thousand	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Board Members of Entities</b>										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Board Fees										
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
<b>Sub Total - Board Members of Entities</b>		-	-	-	-	-	-	-	-	-
<b>% increase</b>	4		-	-	-	-	-	-	-	-
<b>Senior Managers of Entities</b>										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
<b>Sub Total - Senior Managers of Entities</b>		-	-	-	-	-	-	-	-	-
<b>% increase</b>	4		-	-	-	-	-	-	-	-
<b>Other Staff of Entities</b>										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
<b>Sub Total - Other Staff of Entities</b>		-	-	-	-	-	-	-	-	-
<b>% increase</b>	4		-	-	-	-	-	-	-	-
<b>Total Municipal Entities</b>		-	-	-	-	-	-	-	-	-
<b>TOTAL SALARY, ALLOWANCES &amp; BENEFITS</b>		675,719	716,953	683,289	847,304	833,104	833,104	870,935	921,902	973,119
<b>% increase</b>	4		6.1%	(4.7%)	24.0%	(1.7%)	-	4.5%	5.9%	5.6%
<b>TOTAL MANAGERS AND STAFF</b>	5,7	647,309	688,565	652,922	814,281	800,081	800,081	836,388	885,627	934,849

Disclosure of Salaries, Allowances & Benefits 1.	Ref	No.	Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum				1.				2.
<b>Councillors</b>	3							
Speaker	4		-		991,012			991,012
Chief Whip			-	-	-			-
Executive Mayor			-	-	1,226,294			1,226,294
Deputy Executive Mayor			-	-	-			-
Executive Committee			-	-	9,321,913			9,321,913
Total for all other councillors			-	-	23,008,215			23,008,215
<b>Total Councillors</b>	8	-	-	-	<b>34,547,434</b>			<b>34,547,434</b>
<b>Senior Managers of the Municipality</b>	5							
Municipal Manager (MM)			2,119,923	1,785	191,100			2,312,808
Chief Finance Officer			1,407,313	254,361	454,110			2,115,784
SM D01			1,373,215	260,399	457,245			2,090,859
SM D02			1,312,278	239,289	424,293			1,975,860
SM D03			1,289,492	247,691	407,362			1,944,545
SM D04			1,098,120	356,288	434,960			1,889,368
								-
List of each official with packages >= senior manager								
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
<b>Total Senior Managers of the Municipality</b>	8,10	-	<b>8,600,341</b>	<b>1,359,813</b>	<b>2,369,070</b>	<b>-</b>		<b>12,329,224</b>
<b>A Heading for Each Entity</b>	6,7							
List each member of board by designation								
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
<b>Total for municipal entities</b>	8,10	-	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>
<b>TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION</b>	10	-	<b>8,600,341</b>	<b>1,359,813</b>	<b>36,916,504</b>	<b>-</b>		<b>46,876,658</b>

NC091 Sol Plaatje - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers		Ref	2019/20			Current Year 2020/21			Budget Year 2021/22		
Number		1,2	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
<b>Municipal Council and Boards of Municipal Entities</b>											
Councillors (Political Office Bearers plus Other Councillors)			65	65	–	65	65	–	65	65	–
Board Members of municipal entities		4									
<b>Municipal employees</b>											
Municipal Manager and Senior Managers		5									
Other Managers		3	6	6	–	6	6	–	6	6	–
Professionals		7	3	2	–	3	3	–	3	3	–
Finance			198	79	1	198	174	3	198	181	3
Spatial/town planning			13	13	1	13	13	1	13	13	1
Information Technology			19	6	–	19	13	2	19	13	2
Roads			4	4	–	4	4	–	4	4	–
Electricity			2	2	–	2	1	–	2	2	–
Water			13	7	–	13	7	–	13	8	–
Sanitation			2	2	–	2	1	–	2	2	–
Refuse			3	3	–	3	1	–	3	3	–
Other			–	–	–	–	–	–	–	–	–
Technicians			142	42	–	142	134	–	142	136	–
Finance			275	185	10	275	232	7	275	250	8
Spatial/town planning			10	10	–	10	9	–	10	9	–
Information Technology			29	15	–	29	15	4	29	15	4
Roads			8	4	–	8	6	2	8	5	1
Electricity			6	6	–	6	6	–	6	6	3
Water			150	98	2	150	125	–	150	147	–
Sanitation			10	3	4	10	10	–	10	10	–
Refuse			25	20	1	25	25	1	25	25	–
Other			1	–	–	1	1	–	1	1	–
Clerks (Clerical and administrative)			36	29	3	36	35	–	36	32	–
Service and sales workers			429	345	57	429	374	29	429	402	34
Skilled agricultural and fishery workers			348	206	–	348	251	–	348	231	–
Craft and related trades			145	78	–	145	40	–	145	44	–
Plant and Machine Operators											
Elementary Occupations			215	100	2	215	101	–	215	101	–
			1,017	618	141	1,017	656	94	1,017	656	112
<b>TOTAL PERSONNEL NUMBERS</b>		9	<b>2,701</b>	<b>1,684</b>	<b>211</b>	<b>2,701</b>	<b>1,902</b>	<b>133</b>	<b>2,701</b>	<b>1,939</b>	<b>157</b>
<b>% increase</b>						–	12.9%	(37.0%)	–	1.9%	18.0%
<b>Total municipal employees headcount</b>		6, 10	<b>3,021</b>	<b>1,922</b>	<b>245</b>	<b>3,021</b>	<b>2,154</b>	<b>162</b>	<b>3,021</b>	<b>2,189</b>	<b>186</b>
Finance personnel headcount		8, 10	<b>306</b>	<b>225</b>	<b>32</b>	<b>306</b>	<b>238</b>	<b>29</b>	<b>306</b>	<b>236</b>	<b>29</b>
Human Resources personnel headcount		8, 10	<b>14</b>	<b>13</b>	<b>2</b>	<b>14</b>	<b>14</b>	<b>–</b>	<b>14</b>	<b>14</b>	<b>–</b>

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

Description		Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
R thousand	July		August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	
<b>Revenue By Source</b>																	
Property rates			50,309	50,309	50,309	50,309	50,309	50,309	50,309	50,309	50,309	50,309	50,309	603,707	647,214	702,111	
Service charges - electricity revenue			71,763	71,763	71,763	71,763	71,763	71,763	71,763	71,763	71,763	71,763	71,763	861,157	952,511	1,038,966	
Service charges - water revenue			24,501	24,501	24,501	24,501	24,501	24,501	24,501	24,501	24,501	24,501	24,501	294,012	314,138	333,503	
Service charges - sanitation revenue			6,387	6,387	6,387	6,387	6,387	6,387	6,387	6,387	6,387	6,387	6,387	76,648	81,626	86,434	
Service charges - refuse revenue			4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	59,567	63,433	67,799	
Rental of facilities and equipment			1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	13,145	13,809	14,569	
Interest earned - external investments			750	750	750	750	750	750	750	750	750	750	750	9,000	12,000	15,000	
Interest earned - outstanding debtors			13,100	13,100	13,100	13,100	13,100	13,100	13,100	13,100	13,100	13,100	13,100	157,200	155,204	151,983	
Dividends received			–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Fines, penalties and forfeits			2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	34,725	36,553	38,563	
Licences and permits			542	542	542	542	542	542	542	542	542	542	542	6,500	6,858	7,235	
Agency services			–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Transfers and subsidies			19,220	19,220	19,220	19,220	19,220	19,220	19,220	19,220	19,220	19,220	19,220	230,640	241,544	243,434	
Other revenue			1,618	1,618	1,618	1,618	1,618	1,618	1,618	1,618	1,618	1,618	1,618	19,411	20,453	21,558	
Gains			–	–	–	–	–	–	–	–	–	–	–	–	–	–	
<b>Total Revenue (excluding capital transfers and contribution)</b>			<b>197,143</b>	<b>197,143</b>	<b>197,143</b>	<b>197,143</b>	<b>197,143</b>	<b>197,143</b>	<b>197,143</b>	<b>197,143</b>	<b>197,143</b>	<b>197,143</b>	<b>197,143</b>	<b>2,365,711</b>	<b>2,545,342</b>	<b>2,721,154</b>	
<b>Expenditure By Type</b>																	
Employee related costs			69,699	69,699	69,699	69,699	69,699	69,699	69,699	69,699	69,699	69,699	69,695	836,388	885,627	934,849	
Remuneration of councillors			2,879	2,879	2,879	2,879	2,879	2,879	2,879	2,879	2,879	2,879	2,879	34,547	36,275	38,270	
Debt impairment			22,917	22,917	22,917	22,917	22,917	22,917	22,917	22,917	22,917	22,917	22,917	275,000	293,600	310,648	
Depreciation & asset impairment			6,596	6,596	6,596	6,596	6,596	6,596	6,596	6,596	6,596	6,596	6,596	79,150	84,325	89,218	
Finance charges			1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	22,261	20,963	19,501	
Bulk purchases - electricity			63,417	63,417	63,417	63,417	63,417	63,417	63,417	63,417	63,417	63,417	(50,583)	647,000	724,640	797,104	
Inventory consumed			13,778	13,778	13,778	13,778	13,778	13,778	13,778	13,778	13,778	13,778	127,776	279,331	297,748	321,102	
Contracted services			3,891	3,891	3,891	3,891	3,891	3,891	3,891	3,891	3,891	3,891	3,890	46,687	49,173	51,770	
Transfers and subsidies			404	404	404	404	404	404	404	404	404	404	404	4,850	4,952	5,060	
Other expenditure			9,981	9,981	9,981	9,981	9,981	9,981	9,981	9,981	9,981	9,981	9,977	119,770	126,960	132,287	
Losses			–	–	–	–	–	–	–	–	–	–	–	–	–	–	
<b>Total Expenditure</b>			<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,406</b>	<b>2,344,984</b>	<b>2,524,262</b>	<b>2,699,808</b>	
<b>Surplus/(Deficit)</b>			<b>1,726</b>	<b>1,726</b>	<b>1,726</b>	<b>1,726</b>	<b>1,726</b>	<b>1,726</b>	<b>1,726</b>	<b>1,726</b>	<b>1,726</b>	<b>1,726</b>	<b>1,736</b>	<b>20,727</b>	<b>21,079</b>	<b>21,346</b>	
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)			13,980	13,980	13,980	13,980	13,980	13,980	13,980	13,980	13,980	13,980	13,981	167,766	98,625	96,786	
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)																	
Transfers and subsidies - capital (in-kind - all)			–	–	–	–	–	–	–	–	–	–	–	–	–	–	
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>			<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,717</b>	<b>188,493</b>	<b>119,704</b>	<b>118,132</b>	
Taxation													–	–	–	–	
Attributable to minorities													–	–	–	–	
Share of surplus/ (deficit) of associate													–	–	–	–	
<b>Surplus/(Deficit)</b>			<b>1</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,717</b>	<b>188,493</b>	<b>119,704</b>	<b>118,132</b>	



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

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>																
<b>Revenue by Vote</b>																
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	478,759	416,848	411,594
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		567	567	567	567	567	567	567	567	567	567	567	567	6,804	6,881	7,455
Vote 05 - Community Services		9,219	9,219	9,219	9,219	9,219	9,219	9,219	9,219	9,219	9,219	9,219	9,219	110,627	117,298	124,628
Vote 06 - Financial Services		51,936	51,936	51,936	51,936	51,936	51,936	51,936	51,936	51,936	51,936	51,936	51,936	623,229	667,662	723,570
Vote 07 - Strategy Econ Development And Planning		753	753	753	753	753	753	753	753	753	753	753	753	9,041	9,535	10,059
Vote 08 - Infrastructure And Services		108,751	108,751	108,751	108,751	108,751	108,751	108,751	108,751	108,751	108,751	108,751	108,752	1,305,018	1,425,743	1,540,633
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>		<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>211,123</b>	<b>2,533,477</b>	<b>2,643,967</b>	<b>2,817,940</b>
<b>Expenditure by Vote to be appropriated</b>																
Vote 01 - Executive & Council		4,824	4,824	4,824	4,824	4,824	4,824	4,824	4,824	4,824	4,824	4,824	4,823	57,883	60,777	64,120
Vote 02 - Municipal And General		27,955	27,955	27,955	27,955	27,955	27,955	27,955	27,955	27,955	27,955	27,955	27,954	335,456	354,860	373,517
Vote 03 - Municipal Manager		2,085	2,085	2,085	2,085	2,085	2,085	2,085	2,085	2,085	2,085	2,085	2,085	25,025	26,367	27,817
Vote 04 - Corporate Services		6,101	6,101	6,101	6,101	6,101	6,101	6,101	6,101	6,101	6,101	6,101	6,100	73,211	76,800	81,111
Vote 05 - Community Services		24,784	24,784	24,784	24,784	24,784	24,784	24,784	24,784	24,784	24,784	24,784	24,781	297,403	316,842	334,708
Vote 06 - Financial Services		12,718	12,718	12,718	12,718	12,718	12,718	12,718	12,718	12,718	12,718	12,718	12,716	152,611	160,409	169,137
Vote 07 - Strategy Econ Development And Planning		4,948	4,948	4,948	4,948	4,948	4,948	4,948	4,948	4,948	4,948	4,948	4,947	59,374	62,692	66,125
Vote 08 - Infrastructure And Services		112,002	112,002	112,002	112,002	112,002	112,002	112,002	112,002	112,002	112,002	112,002	111,999	1,344,020	1,465,516	1,583,273
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure by Vote</b>		<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,406</b>	<b>2,344,984</b>	<b>2,524,262</b>	<b>2,699,808</b>
<b>Surplus/(Deficit) before assoc.</b>		<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,717</b>	<b>188,493</b>	<b>119,704</b>	<b>118,132</b>
Taxation													-	-	-	-
Attributable to minorities													-	-	-	-
Share of surplus/ (deficit) of associate													-	-	-	-
<b>Surplus/(Deficit)</b>	<b>1</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,717</b>	<b>188,493</b>	<b>119,704</b>	<b>118,132</b>

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

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand																
Revenue - Functional																
Governance and administration		92,466	92,466	92,466	92,466	92,466	92,466	92,466	92,466	92,466	92,466	92,466	92,466	1,109,592	1,092,231	1,143,506
Executive and council		39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	39,897	478,759	416,848	411,594
Finance and administration		52,569	52,569	52,569	52,569	52,569	52,569	52,569	52,569	52,569	52,569	52,569	52,569	630,833	675,383	731,912
Internal audit														—	—	—
Community and public safety		2,296	2,296	2,296	2,296	2,296	2,296	2,296	2,296	2,296	2,296	2,296	2,296	27,556	29,007	30,603
Community and social services		915	915	915	915	915	915	915	915	915	915	915	915	10,980	11,598	12,236
Sport and recreation		276	276	276	276	276	276	276	276	276	276	276	276	3,315	3,511	3,706
Public safety		63	63	63	63	63	63	63	63	63	63	63	63	760	771	814
Housing		1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	12,401	13,021	13,737
Health		8	8	8	8	8	8	8	8	8	8	8	8	100	105	111
Economic and environmental services		1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,941	23,286	24,552	25,903
Planning and development		430	430	430	430	430	430	430	430	430	430	430	431	5,166	5,436	5,735
Road transport		1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	18,120	19,117	20,168
Environmental protection														—	—	—
Trading services		113,601	113,601	113,601	113,601	113,601	113,601	113,601	113,601	113,601	113,601	113,601	113,601	1,363,208	1,487,786	1,606,966
Energy sources		73,096	73,096	73,096	73,096	73,096	73,096	73,096	73,096	73,096	73,096	73,096	73,096	877,157	969,471	1,056,859
Water management		27,384	27,384	27,384	27,384	27,384	27,384	27,384	27,384	27,384	27,384	27,384	27,384	328,612	350,814	372,196
Waste water management		7,237	7,237	7,237	7,237	7,237	7,237	7,237	7,237	7,237	7,237	7,237	7,237	86,848	92,438	97,841
Waste management		5,883	5,883	5,883	5,883	5,883	5,883	5,883	5,883	5,883	5,883	5,883	5,883	70,592	75,064	80,070
Other		820	820	820	820	820	820	820	820	820	820	820	820	9,835	10,391	10,962
Total Revenue - Functional		211,123	211,123	211,123	211,123	211,123	211,123	211,123	211,123	211,123	211,123	211,123	211,123	2,533,477	2,643,967	2,817,940
Expenditure - Functional																
Governance and administration		56,925	56,925	56,925	56,925	56,925	56,925	56,925	56,925	56,925	56,925	56,925	56,921	683,100	720,457	759,584
Executive and council		33,796	33,796	33,796	33,796	33,796	33,796	33,796	33,796	33,796	33,796	33,796	33,795	405,549	428,457	451,162
Finance and administration		22,548	22,548	22,548	22,548	22,548	22,548	22,548	22,548	22,548	22,548	22,548	22,545	270,570	284,600	300,614
Internal audit		582	582	582	582	582	582	582	582	582	582	582	582	6,982	7,400	7,807
Community and public safety		15,289	15,289	15,289	15,289	15,289	15,289	15,289	15,289	15,289	15,289	15,289	15,287	183,469	195,981	206,357
Community and social services		3,519	3,519	3,519	3,519	3,519	3,519	3,519	3,519	3,519	3,519	3,519	3,519	42,230	49,182	51,432
Sport and recreation		4,652	4,652	4,652	4,652	4,652	4,652	4,652	4,652	4,652	4,652	4,652	4,651	55,822	58,419	61,671
Public safety		3,625	3,625	3,625	3,625	3,625	3,625	3,625	3,625	3,625	3,625	3,625	3,625	43,502	44,305	46,750
Housing		1,957	1,957	1,957	1,957	1,957	1,957	1,957	1,957	1,957	1,957	1,957	1,956	23,480	24,718	26,111
Health		1,536	1,536	1,536	1,536	1,536	1,536	1,536	1,536	1,536	1,536	1,536	1,536	18,435	19,357	20,394
Economic and environmental services		11,652	11,652	11,652	11,652	11,652	11,652	11,652	11,652	11,652	11,652	11,652	11,650	139,819	147,634	156,128
Planning and development		4,014	4,014	4,014	4,014	4,014	4,014	4,014	4,014	4,014	4,014	4,014	4,013	48,172	50,729	53,503
Road transport		7,578	7,578	7,578	7,578	7,578	7,578	7,578	7,578	7,578	7,578	7,578	7,578	90,936	96,155	101,834
Environmental protection		59	59	59	59	59	59	59	59	59	59	59	59	711	750	791
Trading services		109,435	109,435	109,435	109,435	109,435	109,435	109,435	109,435	109,435	109,435	109,435	109,433	1,313,216	1,433,383	1,549,458
Energy sources		71,494	71,494	71,494	71,494	71,494	71,494	71,494	71,494	71,494	71,494	71,494	71,493	857,928	947,601	1,032,564
Water management		24,722	24,722	24,722	24,722	24,722	24,722	24,722	24,722	24,722	24,722	24,722	24,721	296,663	317,116	337,784
Waste water management		7,336	7,336	7,336	7,336	7,336	7,336	7,336	7,336	7,336	7,336	7,336	7,336	88,033	93,601	99,040
Waste management		5,883	5,883	5,883	5,883	5,883	5,883	5,883	5,883	5,883	5,883	5,883	5,882	70,592	75,064	80,070
Other		2,115	2,115	2,115	2,115	2,115	2,115	2,115	2,115	2,115	2,115	2,115	2,115	25,380	26,807	28,282
Total Expenditure - Functional		195,416	195,416	195,416	195,416	195,416	195,416	195,416	195,416	195,416	195,416	195,416	195,406	2,344,984	2,524,262	2,699,808
Surplus/(Deficit) before assoc.		15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,717	188,493	119,704	118,132
Share of surplus/ (deficit) of associate													—	—	—	—
Surplus/(Deficit)	1	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,707	15,717	188,493	119,704	118,132

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

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Multi-year expenditure to be appropriated</b>	1															
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000	7,000	10,000
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		6,606	6,606	6,606	6,606	6,606	6,606	6,606	6,606	6,606	6,606	6,606	6,605	79,266	43,948	40,768
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	2	8,606	8,606	8,606	8,606	8,606	8,606	8,606	8,606	8,606	8,606	8,606	8,605	103,266	50,948	50,768
<b>Single-year expenditure to be appropriated</b>																
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	31,500	40,177	45,018
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 07 - Strategy Econ Development And Planning		667	667	667	667	667	667	667	667	667	667	667	667	8,000	-	-
Vote 08 - Infrastructure And Services		3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042	36,500	22,000	20,000
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>	2	6,333	6,333	6,333	6,333	6,333	6,333	6,333	6,333	6,333	6,333	6,333	6,333	76,000	62,177	65,018
<b>Total Capital Expenditure</b>	2	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	179,266	113,125	115,786

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

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Capital Expenditure - Functional</b>	1															
<b>Governance and administration</b>		4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	55,500	47,177	55,018
Executive and council		4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	4,625	55,500	47,177	55,018
Finance and administration													-	-	-	-
Internal audit													-	-	-	-
<b>Community and public safety</b>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and social services													-	-	-	-
Sport and recreation													-	-	-	-
Public safety													-	-	-	-
Housing													-	-	-	-
Health													-	-	-	-
<b>Economic and environmental services</b>		667	667	667	667	667	667	667	667	667	667	667	667	8,000	-	-
Planning and development		667	667	667	667	667	667	667	667	667	667	667	667	8,000	-	-
Road transport													-	-	-	-
Environmental protection													-	-	-	-
<b>Trading services</b>		9,647	9,647	9,647	9,647	9,647	9,647	9,647	9,647	9,647	9,647	9,647	9,647	115,766	65,948	60,768
Energy sources		5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	67,500	22,000	20,000
Water management		83	83	83	83	83	83	83	83	83	83	83	83	1,000	12,000	11,500
Waste water management		3,939	3,939	3,939	3,939	3,939	3,939	3,939	3,939	3,939	3,939	3,939	3,939	47,266	31,948	29,268
Waste management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other</b>													-	-	-	-
<b>Total Capital Expenditure - Functional</b>	2	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	179,266	113,125	115,786
<b>Funded by:</b>																
National Government		13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,980	167,766	98,625	96,786
Provincial Government		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital (primary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Transfers recognised - capital</b>		13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,981	13,980	167,766	98,625	96,786
<b>Borrowing</b>													-	-	-	-
<b>Internally generated funds</b>		958	958	958	958	958	958	958	958	958	958	958	958	11,500	14,500	19,000
<b>Total Capital Funding</b>		14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	179,266	113,125	115,786

MONTHLY CASH FLOWS	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>															
<b>Cash Receipts By Source</b>													1		
Property rates	44,775	44,775	44,775	44,775	44,775	44,775	44,775	44,775	44,775	44,775	44,775	44,775	537,299	592,545	651,412
Service charges - electricity revenue	72,311	72,311	72,311	72,311	72,311	72,311	72,311	72,311	72,311	72,311	72,311	72,311	867,730	941,514	1,019,094
Service charges - water revenue	15,805	15,805	15,805	15,805	15,805	15,805	15,805	15,805	15,805	15,805	15,805	15,805	189,661	248,625	286,173
Service charges - sanitation revenue	4,536	4,536	4,536	4,536	4,536	4,536	4,536	4,536	4,536	4,536	4,536	4,536	54,432	57,174	60,594
Service charges - refuse revenue	3,158	3,158	3,158	3,158	3,158	3,158	3,158	3,158	3,158	3,158	3,158	3,158	37,900	39,795	42,182
Rental of facilities and equipment	26,724	26,724	26,724	26,724	26,724	26,724	26,724	26,724	26,724	26,724	26,724	26,724	320,689	333,524	353,534
Interest earned - external investments	750	750	750	750	750	750	750	750	750	750	750	750	9,000	12,000	15,000
Interest earned - outstanding debtors													-		
Dividends received													-		
Fines, penalties and forfeits	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	34,725	36,553	38,563
Licences and permits	542	542	542	542	542	542	542	542	542	542	542	542	6,500	6,858	7,235
Agency services													-		
Transfers and Subsidies - Operational	19,220	19,220	19,220	19,220	19,220	19,220	19,220	19,220	19,220	19,220	19,220	19,220	230,640	241,544	243,434
Other revenue	(24,011)	(24,011)	(24,011)	(24,011)	(24,011)	(24,011)	(24,011)	(24,011)	(24,011)	(24,011)	(24,011)	(24,011)	(288,133)	(299,262)	(317,407)
<b>Cash Receipts by Source</b>	<b>166,704</b>	<b>166,704</b>	<b>166,704</b>	<b>166,704</b>	<b>166,704</b>	<b>166,704</b>	<b>166,704</b>	<b>166,704</b>	<b>166,704</b>	<b>166,704</b>	<b>166,704</b>	<b>166,704</b>	<b>2,000,442</b>	<b>2,210,870</b>	<b>2,399,814</b>
<b>Other Cash Flows by Source</b>															
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	13,980	13,980	13,980	13,980	13,980	13,980	13,980	13,980	13,980	13,980	13,980	13,981	167,766	98,625	96,786
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)													-		
Proceeds on Disposal of Fixed and Intangible Assets													-		
Short term loans													-		
Borrowing long term/refinancing													-		
Increase (decrease) in consumer deposits	317	317	317	317	317	317	317	317	317	317	317	317	3,800	3,601	2,953
Decrease (increase) in non-current receivables	22	22	22	22	22	22	22	22	22	22	22	22	268	1,151	(2,143)
Decrease (increase) in non-current investments													-		
<b>Total Cash Receipts by Source</b>	<b>181,023</b>	<b>181,023</b>	<b>181,023</b>	<b>181,023</b>	<b>181,023</b>	<b>181,023</b>	<b>181,023</b>	<b>181,023</b>	<b>181,023</b>	<b>181,023</b>	<b>181,023</b>	<b>181,023</b>	<b>2,172,276</b>	<b>2,314,246</b>	<b>2,497,410</b>
<b>Cash Payments by Type</b>															
Employee related costs	69,699	69,699	69,699	69,699	69,699	69,699	69,699	69,699	69,699	69,699	69,699	69,695	836,388	885,627	934,849
Remuneration of councillors													-		
Finance charges	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	22,261	20,963	19,501
Bulk purchases - electricity	53,917	53,917	53,917	53,917	53,917	53,917	53,917	53,917	53,917	53,917	53,917	53,917	647,000	724,640	797,104
Acquisitions - water & other inventory	9,500	9,500	9,500	9,500	9,500	9,500	9,500	9,500	9,500	9,500	9,500	9,500	114,000	124,260	135,444
Contracted services													-		
Transfers and grants - other municipalities													-		
Transfers and grants - other	404	404	404	404	404	404	404	404	404	404	404	404	4,850	4,952	5,060
Other expenditure	23,203	23,203	23,203	23,203	23,203	23,203	23,203	23,203	23,203	23,203	23,203	23,198	278,433	290,681	307,244
<b>Cash Payments by Type</b>	<b>158,578</b>	<b>158,578</b>	<b>158,578</b>	<b>158,578</b>	<b>158,578</b>	<b>158,578</b>	<b>158,578</b>	<b>158,578</b>	<b>158,578</b>	<b>158,578</b>	<b>158,578</b>	<b>158,569</b>	<b>1,902,932</b>	<b>2,051,124</b>	<b>2,199,201</b>
<b>Other Cash Flows/Payments by Type</b>															
Capital assets	14,689	14,689	14,689	14,689	14,689	14,689	14,689	14,689	14,689	14,689	14,689	14,689	176,266	108,125	110,786
Repayment of borrowing	895	895	895	895	895	895	895	895	895	895	895	895	10,734	12,087	12,812
Other Cash Flows/Payments													-		
<b>Total Cash Payments by Type</b>	<b>174,162</b>	<b>174,162</b>	<b>174,162</b>	<b>174,162</b>	<b>174,162</b>	<b>174,162</b>	<b>174,162</b>	<b>174,162</b>	<b>174,162</b>	<b>174,162</b>	<b>174,162</b>	<b>174,152</b>	<b>2,089,932</b>	<b>2,171,336</b>	<b>2,322,800</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>6,861</b>	<b>6,861</b>	<b>6,861</b>	<b>6,861</b>	<b>6,861</b>	<b>6,861</b>	<b>6,861</b>	<b>6,861</b>	<b>6,861</b>	<b>6,861</b>	<b>6,861</b>	<b>6,871</b>	<b>82,345</b>	<b>142,911</b>	<b>174,611</b>
Cash/cash equivalents at the month/year begin:	31,739	38,600	45,462	52,323	59,184	66,045	72,906	79,768	86,629	93,490	100,351	107,213	31,739	114,084	256,995
Cash/cash equivalents at the month/year end:	38,600	45,462	52,323	59,184	66,045	72,906	79,768	86,629	93,490	100,351	107,213	114,084	114,084	256,995	431,605

[illegible]

**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

References

1. Total agreement period from commencement until end

2. Annual value

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

[illegible]



Capital expenditure on new assets by asset class											
Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	
R thousand	1										
Capital expenditure on new assets by Asset Class/Sub-class											
Infrastructure		53,609	54,793	35,989	44,613	41,761	41,761	87,266	22,000	20,000	
Roads Infrastructure		-	-	-	-	-	-	-	-	-	
Roads											
Road Structures											
Road Furniture											
Capital Spares											
Storm water Infrastructure		11,436	-	-	-	-	-	-	-	-	
Drainage Collection											
Storm water Conveyance		11,436	-	-	-	-	-	-	-	-	
Attenuation											
Electrical Infrastructure		12,721	24,017	12,108	18,158	17,206	17,206	65,000	22,000	20,000	
Power Plants											
HV Substations											
HV Switching Station											
HV Transmission Conductors											
MV Substations											
MV Switching Stations											
MV Networks											
LV Networks		12,721	24,017	10,297	18,158	17,206	17,206	65,000	22,000	20,000	
Capital Spares		-	-	1,811	-	-	-	-	-	-	
Water Supply Infrastructure		29,452	19,297	7,058	-	3,500	3,500	-	-	-	
Dams and Weirs											
Boreholes											
Reservoirs		-	-	-	-	-	-	-	-	-	
Pump Stations		26,387	7,302	-	-	-	-	-	-	-	
Water Treatment Works											
Bulk Mains		-	-	693	-	-	-	-	-	-	
Distribution		3,064	11,995	6,365	-	3,500	3,500	-	-	-	
Distribution Points		-	-	-	-	-	-	-	-	-	
PRV Stations											
Capital Spares											
Sanitation Infrastructure		-	11,479	16,823	26,455	21,055	21,055	22,266	-	-	
Pump Station		-	-	-	-	-	-	-	-	-	
Reticulation		-	11,479	16,823	26,455	21,055	21,055	22,266	-	-	
Waste Water Treatment Works											
Outfall Sewers											
Toilet Facilities		-	-	-	-	-	-	-	-	-	
Capital Spares											
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-	
Landfill Sites											
Waste Transfer Stations											
Waste Processing Facilities											
Waste Drop-off Points											
Waste Separation Facilities											
Electricity Generation Facilities											
Capital Spares											
Rail Infrastructure		-	-	-	-	-	-	-	-	-	
Rail Lines											
Rail Structures											
Rail Furniture											
Drainage Collection											
Storm water Conveyance											
Attenuation											
MV Substations											
LV Networks											
Capital Spares											
Coastal Infrastructure		-	-	-	-	-	-	-	-	-	
Sand Pumps											
Piers											
Revetments											
Promenades											
Capital Spares											
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-	
Data Centres											
Core Layers											
Distribution Layers											
Capital Spares											

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

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>	<b>1</b>									
<b>Community Assets</b>		364	1,856	4,534	-	6,400	6,400	-	-	-
Community Facilities		364	1,856	4,534	-	6,400	6,400	-	-	-
Halls										
Centres										
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations		364	1,856	4,534	-	6,400	6,400	-	-	-
Testing Stations										
Museums										
Galleries										
Theatres										
Libraries										
Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
<b>Heritage assets</b>		-	4,207	-	-	-	-	-	-	-
Monuments		-	4,207	-	-	-	-	-	-	-
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
<b>Investment properties</b>		813	2,660	813	1,500	5,000	5,000	3,000	5,000	5,000
Revenue Generating		813	2,660	813	1,500	5,000	5,000	3,000	5,000	5,000
Improved Property		813	2,660	813	1,500	5,000	5,000	3,000	5,000	5,000
Unimproved Property										
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
<b>Other assets</b>		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Municipal Offices										
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing		-	-	-	-	-	-	-	-	-
Staff Housing										
Social Housing										
Capital Spares										
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets										
<b>Intangible Assets</b>		11,340	-	-	14,400	14,400	14,400	-	-	-
Servitudes										
Licences and Rights		11,340	-	-	14,400	14,400	14,400	-	-	-
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications		11,340	-	-	-	-	-	-	-	-
Load Settlement Software Applications										
Unspecified		-	-	-	14,400	14,400	14,400	-	-	-
<b>Computer Equipment</b>		864	-	3,253	2,000	4,500	4,500	3,500	3,500	4,000
Computer Equipment		864	-	3,253	2,000	4,500	4,500	3,500	3,500	4,000
<b>Furniture and Office Equipment</b>		548	-	634	2,000	2,000	2,000	2,000	2,000	3,000
Furniture and Office Equipment		548	-	634	2,000	2,000	2,000	2,000	2,000	3,000
<b>Machinery and Equipment</b>		578	-	-	-	-	-	-	-	-
Machinery and Equipment		578	-	-	-	-	-	-	-	-
<b>Transport Assets</b>		6,003	-	5,323	2,000	2,000	2,000	4,000	7,000	10,000
Transport Assets		6,003	-	5,323	2,000	2,000	2,000	4,000	7,000	10,000
<b>Land</b>		-	-	-	-	-	-	-	-	-
Land										
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals										
<b>Total Capital Expenditure on new assets</b>	<b>1</b>	<b>74,120</b>	<b>63,516</b>	<b>50,547</b>	<b>66,513</b>	<b>76,061</b>	<b>76,061</b>	<b>99,766</b>	<b>39,500</b>	<b>42,000</b>



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

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>	<b>1</b>									
Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		8,144	2,642	-	-	-	-	-	-	-
Indoor Facilities										
Outdoor Facilities		8,144	2,642	-	-	-	-	-	-	-
Capital Spares										
<b>Heritage assets</b>		-	-	-	-	-	-	-	-	-
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
<b>Other assets</b>		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Municipal Offices										
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing		-	-	-	-	-	-	-	-	-
Staff Housing										
Social Housing										
Capital Spares										
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets										
<b>Intangible Assets</b>		-	-	-	-	-	-	-	-	-
Servitudes										
Licences and Rights		-	-	-	-	-	-	-	-	-
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Load Settlement Software Applications										
Unspecified										
<b>Computer Equipment</b>		-	-	-	-	-	-	-	-	-
Computer Equipment										
<b>Furniture and Office Equipment</b>		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment										
<b>Machinery and Equipment</b>		-	-	-	-	-	-	-	-	-
Machinery and Equipment										
<b>Transport Assets</b>		-	-	-	-	-	-	-	-	-
Transport Assets										
<b>Land</b>		-	-	-	-	-	-	-	-	-
Land										
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals										
<b>Total Capital Expenditure on renewal of existing assets</b>	<b>1</b>	<b>33,445</b>	<b>86,726</b>	<b>6,733</b>	<b>52,443</b>	<b>34,972</b>	<b>34,972</b>	<b>39,000</b>	<b>57,948</b>	<b>56,768</b>
<b>Renewal of Existing Assets as % of total capex</b>		24.2%	43.2%	4.9%	34.0%	22.5%	22.5%	21.8%	51.2%	49.0%
<b>Renewal of Existing Assets as % of deprecn"</b>		51.9%	140.6%	9.7%	71.3%	47.5%	47.5%	49.3%	68.7%	63.6%

R007 - GRI Hedge – Supporting Table C-6C Repairs and Maintenance Expenditure by Asset Class										
Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand	1									
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		208,025	185,414	170,309	204,983	208,098	208,098	209,850	225,104	240,953
Roads Infrastructure		43,323	42,323	46,057	44,251	47,737	47,737	45,195	50,545	56,226
Roads		36,558	34,301	39,850	37,691	41,177	41,177	38,685	41,007	43,658
Road Structures										
Road Furniture		6,765	8,022	6,206	6,560	6,560	6,560	6,510	9,538	12,568
Capital Spares										
Storm water Infrastructure		483	598	–	665	589	589	600	636	677
Drainage Collection		483	598	–	665	589	589	600	636	677
Storm water Conveyance										
Attenuation										
Electrical Infrastructure		67,611	56,875	52,173	61,259	60,009	60,009	64,176	68,189	72,155
Power Plants										
HV Substations		5,455	968	1,097	1,230	1,230	1,230	1,280	1,357	1,431
HV Switching Station		3,993	5,037	4,081	4,750	4,800	4,800	4,850	5,141	5,429
HV Transmission Conductors										
MV Substations		1,273	1,054	1,553	1,500	1,500	1,500	1,630	1,728	1,823
MV Switching Stations		4,640	4,731	4,793	5,690	5,030	5,030	5,850	6,201	6,542
MV Networks		1,508	1,965	1,576	2,080	1,980	1,980	1,900	2,014	2,125
LV Networks		21,097	14,072	14,307	14,200	14,660	14,660	16,050	17,096	18,169
Capital Spares		29,644	29,049	24,766	31,809	30,809	30,809	32,616	34,653	36,635
Water Supply Infrastructure		51,220	36,640	37,718	45,002	45,772	45,772	45,998	48,758	51,683
Dams and Weirs										
Boreholes										
Reservoirs		2,451	1,987	675	5,650	3,950	3,950	5,400	5,724	6,067
Pump Stations		1,145	716	66	1,450	50	50	1,400	1,484	1,573
Water Treatment Works		2,074	2,189	5,508	2,900	1,982	1,982	2,900	3,074	3,258
Bulk Mains		3,018	214	2,125	3,000	2,189	2,189	3,000	3,180	3,371
Distribution		41,354	29,980	23,882	30,147	35,656	35,656	30,943	32,799	34,767
Distribution Points										
PRV Stations										
Capital Spares		1,179	1,554	5,463	1,855	1,945	1,945	2,355	2,496	2,646
Sanitation Infrastructure		26,596	28,872	20,370	30,824	31,009	31,009	30,903	32,757	34,562
Pump Station		10,158	9,420	3,161	8,000	8,130	8,130	8,050	8,533	9,006
Reticulation		15,165	17,484	17,039	20,524	21,629	21,629	20,553	21,786	22,984
Waste Water Treatment Works		697	391	25	500	400	400	500	530	559
Outfall Sewers										
Toilet Facilities		576	1,578	144	1,800	850	850	1,800	1,908	2,013
Capital Spares										
Solid Waste Infrastructure		17,012	18,778	13,991	22,983	22,983	22,983	22,978	24,219	25,649
Landfill Sites		16,971	18,525	13,802	22,703	19,703	19,703	22,698	23,925	25,339
Waste Transfer Stations										
Waste Processing Facilities		41	253	189	280	3,280	3,280	280	294	310
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Rail Lines										
Rail Structures										
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure		1,780	1,329	–	–	–	–	–	–	–
Sand Pumps										
Piers										
Revetments										
Promenades										
Capital Spares		1,780	1,329	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Data Centres										
Core Layers										
Distribution Layers										
Capital Spares										
Community Assets		2,649	3,318	2,318	3,992	2,992	2,992	4,210	4,341	4,583
Community Facilities		2,247	2,916	1,785	3,222	2,222	2,222	3,420	3,894	4,110
Halls		133	47	110	120	120	120	130	138	145
Centres										
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations		192	181	–	200	200	200	200	202	213
Testing Stations										
Museums										
Galleries										

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

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>	<b>1</b>									
Theatres		53	36	12	40	40	40	30	32	33
Libraries		462	475	451	650	650	650	660	1,003	1,058
Cemeteries/Crematoria										
Police		1,223	1,988	1,035	2,000	1,000	1,000	2,200	2,310	2,437
Parks		184	190	176	212	212	212	200	210	223
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		402	401	533	770	770	770	790	447	473
Indoor Facilities		335	333	166	370	370	370	370	390	414
Outdoor Facilities		67	68	366	400	400	400	420	56	59
Capital Spares		-	-	-	-	-	-	-	-	-
<b>Heritage assets</b>		-	-	-	-	-	-	-	-	-
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
<b>Investment properties</b>		6,063	6,653	6,357	7,289	7,289	7,289	7,509	7,959	8,431
Revenue Generating		6,063	6,653	6,357	7,289	7,289	7,289	7,509	7,959	8,431
Improved Property		5,939	6,175	5,893	6,789	6,789	6,789	6,999	7,418	7,858
Unimproved Property		124	478	464	500	500	500	510	541	573
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
<b>Other assets</b>		12,268	13,924	12,760	10,489	14,289	14,289	14,890	15,784	16,669
Operational Buildings		12,268	13,924	12,760	10,489	14,289	14,289	14,890	15,784	16,669
Municipal Offices		10,537	12,644	11,834	9,389	13,189	13,189	13,790	14,618	15,422
Pay/Enquiry Points										
Building Plan Offices										
Workshops		1,731	1,280	926	1,100	1,100	1,100	1,100	1,166	1,248
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing		-	-	-	-	-	-	-	-	-
Staff Housing										
Social Housing										
Capital Spares										
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets										
<b>Intangible Assets</b>		-	-	-	-	-	-	-	-	-
Servitudes										
Licences and Rights		-	-	-	-	-	-	-	-	-
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Load Settlement Software Applications										
Unspecified										
<b>Computer Equipment</b>		-	-	-	-	-	-	-	-	-
Computer Equipment										
<b>Furniture and Office Equipment</b>		1,377	1,261	1,051	1,732	1,742	1,742	1,684	1,778	1,877
Furniture and Office Equipment		1,377	1,261	1,051	1,732	1,742	1,742	1,684	1,778	1,877
<b>Machinery and Equipment</b>		17,247	17,095	21,657	23,251	22,631	22,631	24,179	25,609	27,364
Machinery and Equipment		17,247	17,095	21,657	23,251	22,631	22,631	24,179	25,609	27,364
<b>Transport Assets</b>		5,133	4,782	3,383	10,716	6,394	6,394	6,404	6,742	7,129
Transport Assets		5,133	4,782	3,383	10,716	6,394	6,394	6,404	6,742	7,129
<b>Land</b>		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals										
<b>Total Repairs and Maintenance Expenditure</b>	<b>1</b>	<b>252,761</b>	<b>232,446</b>	<b>217,834</b>	<b>262,452</b>	<b>263,435</b>	<b>263,435</b>	<b>268,726</b>	<b>287,317</b>	<b>307,005</b>
<b>R&amp;M as a % of PPE</b>		15.3%	13.3%	12.0%	13.9%	14.0%	14.0%	14.2%	14.6%	15.8%
<b>R&amp;M as % Operating Expenditure</b>		15.1%	14.1%	12.6%	13.7%	13.0%	13.0%	20.5%	12.3%	12.2%



NC091 Sol Plaatje - Supporting Table SA34d Depreciation by asset class

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>	<b>1</b>									
<i>Theatres</i>										
<i>Libraries</i>										
<i>Cemeteries/Crematoria</i>										
<i>Police</i>										
<i>Parks</i>										
<i>Public Open Space</i>										
<i>Nature Reserves</i>										
<i>Public Ablution Facilities</i>										
<i>Markets</i>										
<i>Stalls</i>										
<i>Abattoirs</i>										
<i>Airports</i>										
<i>Taxi Ranks/Bus Terminals</i>										
<i>Capital Spares</i>										
<i>Sport and Recreation Facilities</i>		-	-	-	-	-	-	-	-	-
<i>Indoor Facilities</i>										
<i>Outdoor Facilities</i>										
<i>Capital Spares</i>										
<b>Heritage assets</b>		-	-	-	-	-	-	-	-	-
<i>Monuments</i>										
<i>Historic Buildings</i>										
<i>Works of Art</i>										
<i>Conservation Areas</i>										
<i>Other Heritage</i>		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		217	217	207	300	300	300	300	321	340
<i>Revenue Generating</i>		217	217	207	300	300	300	300	321	340
<i>Improved Property</i>		217	-	-	-	-	-	-	-	-
<i>Unimproved Property</i>		-	217	207	300	300	300	300	321	340
<i>Non-revenue Generating</i>		-	-	-	-	-	-	-	-	-
<i>Improved Property</i>										
<i>Unimproved Property</i>										
<b>Other assets</b>		-	-	-	-	-	-	-	-	-
<i>Operational Buildings</i>		-	-	-	-	-	-	-	-	-
<i>Municipal Offices</i>		-	-	-	-	-	-	-	-	-
<i>Pay/Enquiry Points</i>		-	-	-	-	-	-	-	-	-
<i>Building Plan Offices</i>										
<i>Workshops</i>										
<i>Yards</i>										
<i>Stores</i>										
<i>Laboratories</i>										
<i>Training Centres</i>										
<i>Manufacturing Plant</i>										
<i>Depots</i>										
<i>Capital Spares</i>										
<i>Housing</i>		-	-	-	-	-	-	-	-	-
<i>Staff Housing</i>										
<i>Social Housing</i>										
<i>Capital Spares</i>										
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
<i>Biological or Cultivated Assets</i>										
<b>Intangible Assets</b>		4,071	3,641	4,215	5,000	5,000	5,000	5,000	5,350	5,671
<i>Servitudes</i>		-	-	-	-	-	-	-	-	-
<i>Licences and Rights</i>		4,071	3,641	4,215	5,000	5,000	5,000	5,000	5,350	5,671
<i>Water Rights</i>										
<i>Effluent Licenses</i>										
<i>Solid Waste Licenses</i>										
<i>Computer Software and Applications</i>		4,071	3,641	4,215	5,000	5,000	5,000	5,000	5,350	5,671
<i>Load Settlement Software Applications</i>										
<i>Unspecified</i>		-	-	-	-	-	-	-	-	-
<b>Computer Equipment</b>		2,673	1,596	2,001	2,500	2,500	2,500	2,500	2,675	2,836
<i>Computer Equipment</i>		2,673	1,596	2,001	2,500	2,500	2,500	2,500	2,675	2,836
<b>Furniture and Office Equipment</b>		1,323	1,012	1,043	2,500	2,500	2,500	1,500	1,605	1,701
<i>Furniture and Office Equipment</i>		1,323	1,012	1,043	2,500	2,500	2,500	1,500	1,605	1,701
<b>Machinery and Equipment</b>		1,257	803	936	1,300	1,300	1,300	1,300	1,391	1,474
<i>Machinery and Equipment</i>		1,257	803	936	1,300	1,300	1,300	1,300	1,391	1,474
<b>Transport Assets</b>		8,384	6,486	10,777	7,500	7,500	7,500	12,000	12,840	13,610
<i>Transport Assets</i>		8,384	6,486	10,777	7,500	7,500	7,500	12,000	12,840	13,610
<b>Land</b>		800	805	1,178	850	850	850	900	945	997
<i>Land</i>		800	805	1,178	850	850	850	900	945	997
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
<i>Zoo's, Marine and Non-biological Animals</i>										
<b>Total Depreciation</b>	<b>1</b>	<b>64,443</b>	<b>61,697</b>	<b>69,409</b>	<b>73,550</b>	<b>73,550</b>	<b>73,550</b>	<b>79,150</b>	<b>84,325</b>	<b>89,218</b>





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

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>	<b>1</b>									
<u>Markets</u>		-	-	-	-	1,000	1,000	8,000	-	-
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
<u>Heritage assets</u>		-	-	-	-	-	-	-	-	-
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
<u>Investment properties</u>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
<u>Other assets</u>		-	1,806	-	-	-	-	-	-	-
Operational Buildings		-	1,806	-	-	-	-	-	-	-
Municipal Offices		-	1,806	-	-	-	-	-	-	-
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing		-	-	-	-	-	-	-	-	-
Staff Housing										
Social Housing										
Capital Spares										
<u>Biological or Cultivated Assets</u>		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets										
<u>Intangible Assets</u>		-	-	-	-	-	-	-	-	-
Servitudes										
Licences and Rights		-	-	-	-	-	-	-	-	-
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Load Settlement Software Applications										
Unspecified										
<u>Computer Equipment</u>		-	-	-	-	-	-	-	-	-
Computer Equipment										
<u>Furniture and Office Equipment</u>		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment										
<u>Machinery and Equipment</u>		-	-	-	-	-	-	-	-	-
Machinery and Equipment										
<u>Transport Assets</u>		-	-	-	-	-	-	-	-	-
Transport Assets										
<u>Land</u>		-	-	-	-	-	-	-	-	-
Land										
<u>Zoo's, Marine and Non-biological Animals</u>		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals										
<b>Total Capital Expenditure on upgrading of existing assets</b>	<b>1</b>	<b>138,193</b>	<b>50,443</b>	<b>79,738</b>	<b>35,500</b>	<b>44,412</b>	<b>44,412</b>	<b>40,500</b>	<b>15,677</b>	<b>17,018</b>
<u>Upgrading of Existing Assets as % of total capex</u>		0.0%	25.1%	58.2%	23.0%	28.6%	28.6%	22.6%	13.9%	14.7%
<u>Upgrading of Existing Assets as % of deprecn*</u>		214.4%	81.8%	114.9%	48.3%	60.4%	60.4%	51.2%	18.6%	19.1%

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

Vote Description	Ref	2021/22 Medium Term Revenue & Expenditure Framework			Forecasts			
		Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Present value
<b>R thousand</b>								
<b>Capital expenditure</b>	1							
Vote 01 - Executive & Council		-	-	-	-	-	-	-
Vote 02 - Municipal And General		55,500	47,177	55,018	-	-	-	-
Vote 03 - Municipal Manager		-	-	-	-	-	-	-
Vote 04 - Corporate Services		-	-	-	-	-	-	-
Vote 05 - Community Services		-	-	-	-	-	-	-
Vote 06 - Financial Services		-	-	-	-	-	-	-
Vote 07 - Strategy Econ Development And Planning		8,000	-	-	-	-	-	-
Vote 08 - Infrastructure And Services		115,766	65,948	60,768	-	-	-	-
Vote 09 -		-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-
<i>List entity summary if applicable</i>								
<b>Total Capital Expenditure</b>		<b>179,266</b>	<b>113,125</b>	<b>115,786</b>	-	-	-	-
<b>Future operational costs by vote</b>	2							
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								
Vote 09 -								
Vote 10 -								
Vote 11 -								
Vote 12 -								
Vote 13 -								
Vote 14 -								
Vote 15 - Other								
<i>List entity summary if applicable</i>								
<b>Total future operational costs</b>		-	-	-	-	-	-	-
<b>Future revenue by source</b>	3							
Property rates		603,707	647,214	702,111				
Service charges - electricity revenue		861,157	952,511	1,038,966				
Service charges - water revenue		294,012	314,138	333,503				
Service charges - sanitation revenue		76,648	81,626	86,434				
Service charges - refuse revenue		59,567	63,433	67,799				
Rental of facilities and equipment		13,145	13,809	14,569				
<i>List other revenues sources if applicable</i>		9,000	12,000	15,000				
<i>List entity summary if applicable</i>								
<b>Total future revenue</b>		<b>1,917,235</b>	<b>2,084,730</b>	<b>2,258,382</b>	-	-	-	-
<b>Net Financial Implications</b>		<b>(1,737,969)</b>	<b>(1,971,605)</b>	<b>(2,142,596)</b>	-	-	-	-

NC091 Sol Plaatje - Supporting Table SA36 Detailed capital budget

R thousand													2021/22 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 2019/20	Current Year 2020/21 Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Parent municipality:</b>																	
<i>List all capital projects grouped by Function</i>																	
Finance And Administration	Infrastructure Existing Renewal Roads Infrastructure	–	RENEWAL	competitive and responsive economic infrastructure	Inclusion and Access		Roads Infrastructure	Roads	WHOLE OF THE MUNICIPALITY	0	0		–	7,000	13,000	14,000	16,000
Finance And Administration	Capital Infrastructure Existing Renewal Storm Water Infrastructure	–	RENEWAL	competitive and responsive economic infrastructure	Inclusion and Access		Storm Water Infrastructure	Storm Water Conveyance	WHOLE OF THE MUNICIPALITY	0	0		–	2,000	–	–	–
Finance And Administration	Capital Infrastructure Existing Upgrading Roads Infrastructure	–	UPGRADING	competitive and responsive economic infrastructure	Inclusion and Access		Roads Infrastructure	Roads	WHOLE OF THE MUNICIPALITY	0	0		79,738	39,912	30,000	15,677	17,018
Finance And Administration	Capital Non-Infrastructure New Computer Equipment	–	NEW	effective and development-oriented public infrastructure	Growth		Computer Equipment	Computer Equipment	WHOLE OF THE MUNICIPALITY	0	0		3,253	4,500	3,500	3,500	4,000
Finance And Administration	Capital Non-Infrastructure New Furniture And Office Equipment	–	NEW	effective and development-oriented public infrastructure	Growth		Furniture And Office Equipment	Furniture And Office Equipment	WHOLE OF THE MUNICIPALITY	0	0		634	2,000	2,000	2,000	3,000
Finance And Administration	Capital Non-Infrastructure New Investment	–	NEW		Growth		Revenue Generating	Improved Property	WHOLE OF THE MUNICIPALITY	0	0		813	5,000	3,000	5,000	5,000
Finance And Administration	Capital Non-Infrastructure New Transport Assets	–	NEW		Growth		Transport Assets	Transport Assets	WHOLE OF THE MUNICIPALITY	0	0		5,323	2,000	4,000	7,000	10,000
Finance And Administration	Capital Non-Infrastructure New Community Facilities	–	NEW	naïve, responsive and sustainable social protection	Growth		Community Facilities	Fire/Ambulance Stations	WARD 3	0	0		4,534	6,400	–	–	–
Planning And Development	Capital Non-Infrastructure Existing Upgrading Community Facilities	–	UPGRADING	effective and development-oriented public infrastructure	Inclusion and Access		Community Facilities	Stalls	WHOLE OF THE MUNICIPALITY	0	0		–	1,000	8,000	–	–
Planning And Development	Capital Non-Infrastructure New Intangible Assets	–	NEW	effective and development-oriented public infrastructure	Growth		Licences And Rights	Unspecified	WHOLE OF THE MUNICIPALITY	0	0		–	14,400	–	–	–
Energy Sources	Capital Infrastructure Existing Upgrading Electrical Infrastructure	–	UPGRADING	competitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	Hv Substations	WARD 29	0	0		–	500	–	–	–
Energy Sources	Capital Infrastructure Existing Upgrading Electrical Infrastructure	–	UPGRADING	competitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	Hv Substations	WARD 34	0	0		–	–	1,500	–	–
Energy Sources	Capital Infrastructure New Electrical Infrastructure	–	NEW	competitive and responsive economic infrastructure	Growth		Electrical Infrastructure	Lv Networks	WARD 21	0	0		221	–	–	–	–
Energy Sources	Capital Infrastructure New Electrical Infrastructure	–	NEW	competitive and responsive economic infrastructure	Growth		Electrical Infrastructure	Lv Networks	WARD 28	0	0		42	17,205	12,000	–	–
Energy Sources	Capital Infrastructure New Electrical Infrastructure	–	NEW	competitive and responsive economic infrastructure	Growth		Electrical Infrastructure	Lv Networks	WARD 38	0	0		–	–	20,000	–	–
Energy Sources	Capital Infrastructure New Electrical Infrastructure	–	NEW	competitive and responsive economic infrastructure	Growth		Electrical Infrastructure	Lv Networks	WARD 4	0	0		5,137	–	–	–	–
Energy Sources	Capital Infrastructure New Electrical Infrastructure	–	NEW	competitive and responsive economic infrastructure	Growth		Electrical Infrastructure	Lv Networks	WHOLE OF THE MUNICIPALITY	0	0		4,897	–	33,000	22,000	20,000
Energy Sources	Capital Infrastructure New Electrical Infrastructure	–	NEW	competitive and responsive economic infrastructure	Growth		Electrical Infrastructure	Capital Spares	WHOLE OF THE MUNICIPALITY	0	0		1,811	–	–	–	–
Energy Sources	Capital Infrastructure Existing Renewal Electrical Infrastructure	–	RENEWAL	competitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	Capital Spares	WHOLE OF THE MUNICIPALITY	0	0		–	1,000	1,000	–	–
Water Management	Capital Infrastructure Existing Renewal Water Supply Infrastructure	Distrib010	RENEWAL	competitive and responsive economic infrastructure	Inclusion and Access		Water Supply Infrastructure	Distribution	WHOLE OF THE MUNICIPALITY	0	0		–	–	–	12,000	11,500
Water Management	Capital Infrastructure Existing Upgrading Water Supply Infrastructure	–	UPGRADING	competitive and responsive economic infrastructure	Inclusion and Access		Water Supply Infrastructure	Distribution	WHOLE OF THE MUNICIPALITY	0	0		–	3,000	1,000	–	–
Water Management	Capital Infrastructure New Water Supply Infrastructure	PA2_SD03_OS04_W	NEW	competitive and responsive economic infrastructure	Growth		Water Supply Infrastructure	Bulk Mains	WARD 28	0	0		693	–	–	–	–
Water Management	Capital Infrastructure New Water Supply Infrastructure	–	NEW	competitive and responsive economic infrastructure	Growth		Water Supply Infrastructure	Distribution	WHOLE OF THE MUNICIPALITY	0	0		6,365	3,500	–	–	–
Waste Water Management	Capital Infrastructure Existing Renewal Sanitation Infrastructure	–	RENEWAL	competitive and responsive economic infrastructure	Inclusion and Access		Sanitation Infrastructure	Pump Station	WHOLE OF THE MUNICIPALITY	0	0		877	12,972	25,000	14,948	5,000
Waste Water Management	Capital Infrastructure Existing Renewal Sanitation Infrastructure	–	RENEWAL	competitive and responsive economic infrastructure	Inclusion and Access		Sanitation Infrastructure	Reticalulation	WHOLE OF THE MUNICIPALITY	0	0		–	–	–	12,000	11,500
Waste Water Management	Capital Infrastructure Existing Renewal Sanitation Infrastructure	–	RENEWAL	competitive and responsive economic infrastructure	Inclusion and Access		Sanitation Infrastructure	Waste Water Treatment Works	WHOLE OF THE MUNICIPALITY	0	0		5,857	–	–	–	–
Waste Water Management	Capital Infrastructure Existing Renewal Sanitation Infrastructure	–	RENEWAL	competitive and responsive economic infrastructure	Inclusion and Access		Sanitation Infrastructure	Toilet Facilities	WARD 17	0	0		–	12,000	–	5,000	12,768
Waste Water Management	Capital Infrastructure New Sanitation Infrastructure	–	NEW	competitive and responsive economic infrastructure	Growth		Sanitation Infrastructure	Reticalulation	WARD 28	0	0		16,823	21,055	22,266	–	–
<b>Parent Capital expenditure</b>													<b>137,018</b>	<b>155,446</b>	<b>179,266</b>	<b>113,125</b>	<b>115,786</b>
<b>Entities:</b>																	
<i>List all capital projects grouped by Entity</i>																	
<b>Entity A</b>																	
Water project A																	
<b>Entity B</b>																	
Electricity project B																	
<b>Entity Capital expenditure</b>													<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total Capital expenditure</b>													<b>137,018</b>	<b>155,446</b>	<b>179,266</b>	<b>113,125</b>	<b>115,786</b>

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

[illegible]

NC091 Sol Plaatje - Supporting Table SA38 Consolidated detailed operational projects

R thousand	Function	Project Description	Project Number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	Prior year outcomes		2021/22 Medium Term Revenue & Expenditure Framework		
													Audited Outcome 2019/20	Current Year 2020/21 Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Parent municipality: List all operational projects grouped by Function																	
<b>Executive And Council</b>																	
		<b>Operational: Municipal Running Cost</b>	<b>M123</b>	<b>Municipal Running Cost</b>	san settlements and improved quality of life	Governance			<b>WHOLE OF THE MUNICIPALITY</b>		0	0	68,267	72,691	73,796	77,523	81,787
Executive And Council	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Furniture And Office Equipment	And Office Equipment	OF THE MUNICIPALITY	0	0	1	5	5	5	6
Finance And Administration	Operational Municipal Running Cost	Municipal Running Cost	M123	Municipal Running Cost	san settlements and improved quality of life	Governance			<b>WHOLE OF THE MUNICIPALITY</b>		0	0	419,900	522,128	551,990	583,233	612,050
Finance And Administration	Operational: Typical Work Streams: Elections	Work Streams	-	Work Streams	san settlements and improved quality of life	Inclusion and Access			<b>WHOLE OF THE MUNICIPALITY</b>		0	0	5,623	2,000	2,000	2,000	2,000
Finance And Administration	Operational: Typical Work Streams: Expanded Public Works Programme Project	Work Streams	-	Work Streams	effective and development-oriented projects	Inclusion and Access			<b>WHOLE OF THE MUNICIPALITY</b>		0	0	3,608	4,170	3,362	-	-
Finance And Administration	Twice Emergency & Disaster Management: Disaster Management	Work Streams	-	Work Streams	effective and development-oriented projects; responsive and sustainable social projects	Governance			<b>WHOLE OF THE MUNICIPALITY</b>		0	0	3,060	22,070	-	-	-
Finance And Administration	Operational Maintenance-Infrastructure Preventative Maintenance: Interval Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Inclusion and Access		Electrical Infrastructure	Switching Stations	OF THE MUNICIPALITY	0	0	210	300	300	318	340
Finance And Administration	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Furniture And Office Equipment	And Office Equipment	OF THE MUNICIPALITY	0	0	971	1,579	1,524	1,609	1,699
Finance And Administration	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Machinery And Equipment	Machinery And Equipment	OF THE MUNICIPALITY	0	0	19,222	20,790	21,383	22,866	24,253
Finance And Administration	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Interval Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Machinery And Equipment	Machinery And Equipment	OF THE MUNICIPALITY	0	0	12	15	15	16	17
Finance And Administration	Operational Maintenance-Non-Infrastructure Corrective Maintenance: Planned Other	Corrective Maintenance	-	Corrective Maintenance	effective and development-oriented projects	Governance		Operational Buildings	Municipal Offices	OF THE MUNICIPALITY	0	0	11,834	13,157	13,779	14,606	15,410
Finance And Administration	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Operational Buildings	Municipal Offices	OF THE MUNICIPALITY	0	0	-	30	10	11	11
Finance And Administration	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Operational Buildings	Workshops	OF THE MUNICIPALITY	0	0	926	1,100	1,100	1,166	1,248
Finance And Administration	Operational Maintenance-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and responsive economic infrastructure	Inclusion and Access		Roads Infrastructure	Road Furniture	OF THE MUNICIPALITY	0	0	5,884	6,000	6,000	9,000	12,000
Finance And Administration	Operational Maintenance-Non-Infrastructure Corrective Maintenance: Emergency/Traffic	Corrective Maintenance	-	Corrective Maintenance	effective and development-oriented projects	Governance		Transport Assets	Transport Assets	OF THE MUNICIPALITY	0	0	113	280	250	265	284
Finance And Administration	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Transport Assets	Transport Assets	OF THE MUNICIPALITY	0	0	182	517	448	474	501
Finance And Administration	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Interval Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Transport Assets	Transport Assets	OF THE MUNICIPALITY	0	0	102	362	156	164	173
Internal Audit	Operational Municipal Running Cost	Municipal Running Cost	M123	Municipal Running Cost	san settlements and improved quality of life	Governance			<b>WHOLE OF THE MUNICIPALITY</b>		0	0	5,884	6,713	6,979	7,397	7,804
Internal Audit	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Furniture And Office Equipment	And Office Equipment	OF THE MUNICIPALITY	0	0	1	3	3	3	3
Community And Social Services	Operational Municipal Running Cost	Municipal Running Cost	M123	Municipal Running Cost	san settlements and improved quality of life	Governance			<b>WHOLE OF THE MUNICIPALITY</b>		0	0	37,818	40,721	41,475	48,078	50,266
Community And Social Services	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects; responsive and sustainable social projects	Inclusion and Access		Community Facilities	Centres/Community Halls	OF THE MUNICIPALITY	0	0	60	100	90	400	422
Community And Social Services	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects; responsive and sustainable social projects	Inclusion and Access		Community Facilities	Centres/Community Halls	OF THE MUNICIPALITY	0	0	297	330	330	350	369
Community And Social Services	Operational Maintenance-Non-Infrastructure Corrective Maintenance: Planned Other	Corrective Maintenance	-	Corrective Maintenance	effective and development-oriented projects	Inclusion and Access		Community Facilities	Halls	OF THE MUNICIPALITY	0	0	110	120	130	138	145
Community And Social Services	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	Quality basic education	Inclusion and Access		Community Facilities	Libraries	OF THE MUNICIPALITY	0	0	12	40	30	32	33
Community And Social Services	Operational Maintenance-Non-Infrastructure Corrective Maintenance: Planned Machinery	Corrective Maintenance	-	Corrective Maintenance	Quality basic education	Governance		Machinery And Equipment	Machinery And Equipment	OF THE MUNICIPALITY	0	0	1	2	2	2	2
Community And Social Services	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	Quality basic education	Governance		Transport Assets	Transport Assets	OF THE MUNICIPALITY	0	0	28	195	173	183	193
Sport And Recreation	Operational Municipal Running Cost	Municipal Running Cost	M123	Municipal Running Cost	san settlements and improved quality of life	Governance			<b>WHOLE OF THE MUNICIPALITY</b>		0	0	45,339	52,235	51,183	53,923	56,924
Sport And Recreation	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Inclusion and Access		Community Facilities	Parks	OF THE MUNICIPALITY	0	0	1,035	1,000	2,200	2,310	2,437
Sport And Recreation	Operational Maintenance-Non-Infrastructure Corrective Maintenance: Planned Machinery	Corrective Maintenance	-	Corrective Maintenance	effective and development-oriented projects	Governance		Machinery And Equipment	Machinery And Equipment	OF THE MUNICIPALITY	0	0	1,068	949	954	1,009	1,064
Sport And Recreation	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Planned Other	Corrective Maintenance	-	Corrective Maintenance	effective and development-oriented projects	Inclusion and Access		Sport And Recreation Facilities	Indoor Facilities	OF THE MUNICIPALITY	0	0	166	370	370	390	414
Sport And Recreation	Operational Maintenance-Non-Infrastructure Corrective Maintenance: Planned Other	Corrective Maintenance	-	Corrective Maintenance	effective and development-oriented projects	Inclusion and Access		Sport And Recreation Facilities	Outdoor Facilities	OF THE MUNICIPALITY	0	0	366	400	420	56	59
Sport And Recreation	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Transport Assets	Transport Assets	OF THE MUNICIPALITY	0	0	518	618	695	731	772
Public Safety	Operational Municipal Running Cost	Municipal Running Cost	M123	Municipal Running Cost	san settlements and improved quality of life	Governance			<b>WHOLE OF THE MUNICIPALITY</b>		0	0	49,869	54,502	56,854	58,450	61,672
Public Safety	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects; responsive and sustainable social projects	Inclusion and Access		Community Facilities	Centres/Community Halls	OF THE MUNICIPALITY	0	0	94	220	240	253	267
Public Safety	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Planned Other	Corrective Maintenance	-	Corrective Maintenance	effective and development-oriented projects; responsive and sustainable social projects	Inclusion and Access		Community Facilities	Ambulance Station	OF THE MUNICIPALITY	0	0	-	200	200	202	213
Public Safety	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Inclusion and Access		Community Facilities	Public Open Space	OF THE MUNICIPALITY	0	0	176	212	200	210	223
Public Safety	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Machinery And Equipment	Machinery And Equipment	OF THE MUNICIPALITY	0	0	224	370	350	354	373
Public Safety	Operational Maintenance-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and responsive economic infrastructure	Inclusion and Access		Solid Waste Infrastructure	Landfill Sites	OF THE MUNICIPALITY	0	0	11,220	15,940	18,517	19,535	20,708
Public Safety	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Transport Assets	Transport Assets	OF THE MUNICIPALITY	0	0	662	805	755	763	805
Housing	Operational Municipal Running Cost	Municipal Running Cost	M123	Municipal Running Cost	san settlements and improved quality of life	Governance			<b>WHOLE OF THE MUNICIPALITY</b>		0	0	14,941	16,614	17,019	17,870	18,852
Housing	Operational Maintenance-Non-Infrastructure Existing Renewal: Community Assets: Community Facilities	RENEWAL	-	RENEWAL	effective and development-oriented projects	Inclusion and Access		Community Facilities	Capital Spares	OF THE MUNICIPALITY	0	0	-	3	2	2	2
Housing	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Spatial Integration		Revenue Generating	Improved Properties	OF THE MUNICIPALITY	0	0	5,051	5,689	5,899	6,252	6,628
Housing	Operational Maintenance-Non-Infrastructure Corrective Maintenance: Emergency/Intervention	Corrective Maintenance	-	Corrective Maintenance	effective and development-oriented projects	Spatial Integration		Revenue Generating	Improved Properties	OF THE MUNICIPALITY	0	0	464	500	510	541	573
Housing	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Interval Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Transport Assets	Transport Assets	OF THE MUNICIPALITY	0	0	23	60	50	53	56
Health	Operational Municipal Running Cost	Municipal Running Cost	M123	Municipal Running Cost	san settlements and improved quality of life	Governance			<b>WHOLE OF THE MUNICIPALITY</b>		0	0	16,635	19,782	18,343	19,260	20,292
Health	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Furniture And Office Equipment	And Office Equipment	OF THE MUNICIPALITY	0	0	35	74	62	65	68
Health	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Transport Assets	Transport Assets	OF THE MUNICIPALITY	0	0	2	50	30	32	33
Planning And Development	Operational Municipal Running Cost	Municipal Running Cost	M123	Municipal Running Cost	san settlements and improved quality of life	Governance			<b>WHOLE OF THE MUNICIPALITY</b>		0	0	43,252	51,266	54,231	57,152	60,279
Planning And Development	Operational: Typical Work Streams: Expanded Public Works Programme Project	Work Streams	-	Work Streams	effective and development-oriented projects	Inclusion and Access			<b>WHOLE OF THE MUNICIPALITY</b>		0	0	(2)	613	-	-	-
Planning And Development	Operational: Typical Work Streams: Local Economic Development Project Implementation	Work Streams	-	Work Streams	effective and development-oriented projects	Spatial Integration			<b>WHOLE OF THE MUNICIPALITY</b>		0	0	74	650	570	604	637
Planning And Development	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Furniture And Office Equipment	And Office Equipment	OF THE MUNICIPALITY	0	0	10	36	35	37	39
Planning And Development	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Transport Assets	Transport Assets	OF THE MUNICIPALITY	0	0	0	12	12	13	13
Planning And Development	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Interval Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Transport Assets	Transport Assets	OF THE MUNICIPALITY	0	0	2	30	25	27	28
Road Transport	Operational Municipal Running Cost	Municipal Running Cost	M123	Municipal Running Cost	san settlements and improved quality of life	Governance			<b>WHOLE OF THE MUNICIPALITY</b>		0	0	35,609	43,542	46,329	48,877	51,565
Road Transport	Operational Maintenance-Non-Infrastructure Existing Renewal: Community Assets: Community Facilities	RENEWAL	-	RENEWAL	effective and development-oriented projects	Inclusion and Access		Community Facilities	Capital Spares	OF THE MUNICIPALITY	0	0	394	260	200	212	226
Road Transport	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Furniture And Office Equipment	And Office Equipment	OF THE MUNICIPALITY	0	0	11	5	25	27	28
Road Transport	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Machinery And Equipment	Machinery And Equipment	OF THE MUNICIPALITY	0	0	50	275	275	290	306
Road Transport	Operational Maintenance-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and responsive economic infrastructure	Inclusion and Access		Roads Infrastructure	Road Furniture	OF THE MUNICIPALITY	0	0	322	560	510	538	568
Road Transport	Operational Maintenance-Infrastructure Corrective Maintenance: Planned Roads Infrastructure	Corrective Maintenance	-	Corrective Maintenance	effective and responsive economic infrastructure	Inclusion and Access		Roads Infrastructure	Roads	OF THE MUNICIPALITY	0	0	6,216	5,450	2,400	2,544	2,709
Road Transport	Operational Maintenance-Infrastructure Corrective Maintenance: Planned Roads Infrastructure	Corrective Maintenance	-	Corrective Maintenance	effective and responsive economic infrastructure	Inclusion and Access		Roads Infrastructure	Roads	OF THE MUNICIPALITY	0	0	28	216	180	191	203
Road Transport	Operational Maintenance-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and responsive economic infrastructure	Inclusion and Access		Roads Infrastructure	Roads	OF THE MUNICIPALITY	0	0	31,339	32,361	33,505	35,516	37,624
Road Transport	Operational Maintenance-Infrastructure Corrective Maintenance: Planned Storm Water	Corrective Maintenance	-	Corrective Maintenance	effective and responsive economic infrastructure	Inclusion and Access		Storm Water Infrastructure	Rainwater Collection	OF THE MUNICIPALITY	0	0	-	254	300	318	339
Road Transport	Operational Maintenance-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and responsive economic infrastructure	Inclusion and Access		Storm Water Infrastructure	Rainwater Collection	OF THE MUNICIPALITY	0	0	-	335	300	318	339
Road Transport	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and responsive economic infrastructure	Governance		Transport Assets	Transport Assets	OF THE MUNICIPALITY	0	0	95	255	200	211	223
Road Transport	Operational Maintenance-Non-Infrastructure Preventative Maintenance: Interval Based	Preventative Maintenance	-	Preventative Maintenance	effective and development-oriented projects	Governance		Transport Assets	Transport Assets	OF THE MUNICIPALITY	0	0	-	10	10	11	11
Environmental Protection	Operational Municipal Running Cost	Municipal Running Cost	M123	Municipal Running Cost	san settlements and improved quality of life	Governance			<b>WHOLE OF THE MUNICIPALITY</b>		0	0	41,274	43,774	47,425	50,650	54,215
Environmental Protection	Operational Maintenance-Infrastructure Preventative Maintenance: Condition Based	Preventative Maintenance	-	Preventative Maintenance	effective and responsive economic infrastructure	Inclusion and Access		Solid Waste Infrastructure	Waste Processing Facilities	OF THE MUNICIPALITY	0	0	189	3,280	280	294	310
Energy Sources	Operational Municipal Running Cost	Municipal Running Cost	M123	Municipal Running Cost	san settlements and improved quality of life	Governance			<b>WHOLE OF THE MUNICIPALITY</b>		0	0	647,392	703,575	794,752	880,472	961,532

NC091 Sol Plaatje - Supporting Table SA38 Consolidated detailed operational projects

R thousand	Function	Project Description	Project Number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	Prior year outcomes		2021/22 Medium Term Revenue & Expenditure Framework			
													Audited Outcome 2019/20	Current Year 2020/21 Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	
	Energy Sources	Operational-Non-Infrastructure-Existing-Renewal-Community Assets-Community Facilities	-	RENEWAL	effective and development-oriented projects	Inclusion and Access		Community Facilities	Capital Spares	OF THE MUNIC	0	0	1	200	200	212	224	
	Energy Sources	Operational-Maintenance-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Capital Spares	Capital Spares	OF THE MUNIC	0	0	24,766	30,809	32,616	34,653	36,635	
	Energy Sources	Operational-Maintenance-Infrastructure-Corrective Maintenance-Emergency-Electrical	-	Corrective Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	Hv Substations	OF THE MUNIC	0	0	121	160	160	170	179	
	Energy Sources	Operational-Maintenance-Infrastructure-Corrective Maintenance-Planned-Electrical	-	Corrective Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	Hv Substations	OF THE MUNIC	0	0	120	170	170	180	190	
	Energy Sources	Operational-Maintenance-Infrastructure-Preventative Maintenance-Interval Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	Hv Substations	OF THE MUNIC	0	0	857	900	950	1,007	1,062	
	Energy Sources	Operational-Maintenance-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	y Switching Station	OF THE MUNIC	0	0	-	-	200	212	224	
	Energy Sources	Operational-Maintenance-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	y Switching Station	OF THE MUNIC	0	0	20	250	200	212	224	
	Energy Sources	Operational-Maintenance-Infrastructure-Preventative Maintenance-Interval Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	y Switching Station	OF THE MUNIC	0	0	1,967	2,000	2,150	2,279	2,404	
	Energy Sources	Operational-Maintenance-Infrastructure-Corrective Maintenance-Emergency-Electrical	-	Corrective Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	Lv Networks	OF THE MUNIC	0	0	1,943	1,950	2,100	2,226	2,348	
	Energy Sources	Operational-Maintenance-Infrastructure-Corrective Maintenance-Planned-Electrical	-	Corrective Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	Lv Networks	OF THE MUNIC	0	0	3,164	4,060	3,800	4,028	4,250	
	Energy Sources	Operational-Maintenance-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	Lv Networks	OF THE MUNIC	0	0	418	500	500	530	559	
	Energy Sources	Operational-Maintenance-Infrastructure-Preventative Maintenance-Interval Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	Lv Networks	OF THE MUNIC	0	0	1,284	1,150	1,350	1,431	1,510	
	Energy Sources	Operational-Maintenance-Infrastructure-Preventative Maintenance-Interval Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	Lv Networks	OF THE MUNIC	0	0	7,497	7,000	8,300	8,881	9,503	
	Energy Sources	Operational-Maintenance-Infrastructure-Corrective Maintenance-Planned-Electrical	-	Corrective Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	Mv Networks	OF THE MUNIC	0	0	395	-	100	106	112	
	Energy Sources	Operational-Maintenance-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	Mv Networks	OF THE MUNIC	0	0	673	1,230	1,150	1,219	1,286	
	Energy Sources	Operational-Maintenance-Infrastructure-Preventative Maintenance-Interval Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	Mv Networks	OF THE MUNIC	0	0	509	750	650	689	727	
	Energy Sources	Operational-Maintenance-Infrastructure-Corrective Maintenance-Emergency-Electrical	-	Corrective Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	Mv Substations	OF THE MUNIC	0	0	225	250	250	265	280	
	Energy Sources	Operational-Maintenance-Infrastructure-Corrective Maintenance-Planned-Electrical	-	Corrective Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	Mv Substations	OF THE MUNIC	0	0	256	250	280	297	313	
	Energy Sources	Operational-Maintenance-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	Mv Substations	OF THE MUNIC	0	0	1,072	1,000	1,100	1,166	1,230	
	Energy Sources	Operational-Maintenance-Infrastructure-Corrective Maintenance-Emergency-Electrical	-	Corrective Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	y Switching Station	OF THE MUNIC	0	0	2,538	2,600	3,050	3,233	3,411	
	Energy Sources	Operational-Maintenance-Infrastructure-Corrective Maintenance-Planned-Electrical	-	Corrective Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	y Switching Station	OF THE MUNIC	0	0	1,212	1,320	1,600	1,696	1,789	
	Energy Sources	Operational-Maintenance-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	y Switching Station	OF THE MUNIC	0	0	517	500	550	583	615	
	Energy Sources	Operational-Maintenance-Infrastructure-Preventative Maintenance-Interval Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	y Switching Station	OF THE MUNIC	0	0	526	610	650	689	727	
	Energy Sources	Operational-Maintenance-Non-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Spacial Integration		Revenue Generating	improved Property	OF THE MUNIC	0	0	842	1,100	1,100	1,166	1,230	
	Water Management	Operational-Municipal Running Cost	M123	Municipal Running Cost	ran settlements and improved quality of life	Governance		WHOLE OF THE MUNIC	WHOLE OF THE MUNIC	WHOLE OF THE MUNIC	0	0	223,096	247,946	244,166	261,469	278,797	
	Water Management	Two's Emergency & Disaster Management-Disaster Management	-	Work Streams	petitive and sustainable social projects	Governance		WHOLE OF THE MUNIC	WHOLE OF THE MUNIC	WHOLE OF THE MUNIC	0	0	-	4,500	-	-	-	
	Water Management	Operational-Maintenance-Non-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Governance		Machinery And Equipment	tying And Equip	OF THE MUNIC	0	0	1,079	230	1,200	1,272	1,348	
	Water Management	Operational-Maintenance-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Roads Infrastructure	Roads	OF THE MUNIC	0	0	2,267	3,150	2,600	2,756	2,921	
	Water Management	Operational-Maintenance-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Sanitation Infrastructure	Pump Station	OF THE MUNIC	0	0	217	900	700	742	787	
	Water Management	Operational-Maintenance-Non-Infrastructure-Preventative Maintenance-Interval Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Governance		Transport Assets	Transport Assets	OF THE MUNIC	0	0	716	1,500	2,000	2,120	2,247	
	Water Management	Operational-Maintenance-Infrastructure-Corrective Maintenance-Emergency-Water Supply	-	Corrective Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Water Supply Infrastructure	Bulk Mains	OF THE MUNIC	0	0	2,125	2,189	3,000	3,180	3,371	
	Water Management	Operational-Maintenance-Infrastructure-Corrective Maintenance-Planned-Water Supply	-	Corrective Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Water Supply Infrastructure	Capital Spares	OF THE MUNIC	0	0	1,249	900	1,400	1,484	1,573	
	Water Management	Operational-Maintenance-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Water Supply Infrastructure	Capital Spares	OF THE MUNIC	0	0	118	205	155	164	174	
	Water Management	Operational-Maintenance-Infrastructure-Preventative Maintenance-Interval Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Water Supply Infrastructure	Capital Spares	OF THE MUNIC	0	0	4,096	840	800	848	899	
	Water Management	Operational-Maintenance-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Water Supply Infrastructure	Distribution	OF THE MUNIC	0	0	23,882	35,656	30,943	32,799	34,767	
	Water Management	Operational-Maintenance-Infrastructure-Corrective Maintenance-Emergency-Water Supply	-	Corrective Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Water Supply Infrastructure	Pump Stations	OF THE MUNIC	0	0	66	50	1,400	1,484	1,573	
	Water Management	Operational-Maintenance-Infrastructure-Corrective Maintenance-Emergency-Water Supply	-	Corrective Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Water Supply Infrastructure	Reservoirs	OF THE MUNIC	0	0	244	-	700	742	787	
	Water Management	Operational-Maintenance-Infrastructure-Corrective Maintenance-Planned-Water Supply	-	Corrective Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Water Supply Infrastructure	Reservoirs	OF THE MUNIC	0	0	191	1,000	1,000	1,060	1,124	
	Water Management	Operational-Maintenance-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Water Supply Infrastructure	Reservoirs	OF THE MUNIC	0	0	239	2,950	3,700	3,922	4,157	
	Water Management	Operational-Maintenance-Infrastructure-Corrective Maintenance-Emergency-Water Supply	-	Corrective Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Water Supply Infrastructure	Water Treatment Works	OF THE MUNIC	0	0	4,742	1,882	2,200	2,332	2,472	
	Water Management	Operational-Maintenance-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Water Supply Infrastructure	Water Treatment Works	OF THE MUNIC	0	0	765	100	700	742	787	
	Waste Water Management	Operational-Municipal Running Cost	M123	Municipal Running Cost	ran settlements and improved quality of life	Governance		WHOLE OF THE MUNIC	WHOLE OF THE MUNIC	WHOLE OF THE MUNIC	0	0	46,125	51,935	52,979	56,445	59,841	
	Waste Water Management	Two's Emergency & Disaster Management-Disaster Management	-	Work Streams	petitive and sustainable social projects	Governance		WHOLE OF THE MUNIC	WHOLE OF THE MUNIC	WHOLE OF THE MUNIC	0	0	-	3,000	-	-	-	
	Waste Water Management	Operational-Non-Infrastructure-Existing-Renewal-Community Assets-Community Facilities	-	RENEWAL	effective and development-oriented projects	Inclusion and Access		Community Facilities	Capital Spares	OF THE MUNIC	0	0	777	2,120	1,250	1,325	1,398	
	Waste Water Management	Operational-Maintenance-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Electrical Infrastructure	y Switching Station	OF THE MUNIC	0	0	1,884	2,250	2,000	2,120	2,237	
	Waste Water Management	Operational-Maintenance-Infrastructure-Corrective Maintenance-Emergency-Sanitation	-	Corrective Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Sanitation Infrastructure	Pump Station	OF THE MUNIC	0	0	1,781	6,250	6,250	6,625	6,989	
	Waste Water Management	Operational-Maintenance-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Sanitation Infrastructure	Pump Station	OF THE MUNIC	0	0	1,163	980	1,100	1,166	1,230	
	Waste Water Management	Operational-Maintenance-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Sanitation Infrastructure	Relocation	OF THE MUNIC	0	0	17,039	21,629	20,553	21,786	22,984	
	Waste Water Management	Operational-Maintenance-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Sanitation Infrastructure	Toilet Facilities	OF THE MUNIC	0	0	144	850	1,800	1,908	2,013	
	Waste Water Management	Operational-Maintenance-Infrastructure-Corrective Maintenance-Emergency-Sanitation	-	Corrective Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Sanitation Infrastructure	Water Treatment Works	OF THE MUNIC	0	0	25	400	500	530	559	
	Waste Water Management	Operational-Maintenance-Non-Infrastructure-Preventative Maintenance-Interval Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Governance		Transport Assets	Transport Assets	OF THE MUNIC	0	0	939	1,700	1,600	1,696	1,789	
	Waste Water Management	Operational-Municipal Running Cost	M123	Municipal Running Cost	ran settlements and improved quality of life	Governance		WHOLE OF THE MUNIC	WHOLE OF THE MUNIC	WHOLE OF THE MUNIC	0	0	771	850	900	945	997	
	Waste Water Management	Operational-Maintenance-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and responsive economic infrastructure	Inclusion and Access		Solid Waste Infrastructure	Landfill Sites	OF THE MUNIC	0	0	2,582	3,763	4,181	4,390	4,631	
	Other	Operational-Municipal Running Cost	M123	Municipal Running Cost	ran settlements and improved quality of life	Governance		WHOLE OF THE MUNIC	WHOLE OF THE MUNIC	WHOLE OF THE MUNIC	0	0	9,857	9,657	9,852	10,425	10,998	
	Other	Operational-Typical Work Streams-Tourism-Tourism Projects	-	Work Streams	effective and development-oriented projects	Growth		WHOLE OF THE MUNIC	WHOLE OF THE MUNIC	WHOLE OF THE MUNIC	0	0	166	420	400	422	445	
	Other	Operational-Maintenance-Non-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and development-oriented projects	Governance		Furniture And Office Equipment	And Office Equipment	OF THE MUNIC	0	0	22	40	30	32	34	
	Other	Operational-Maintenance-Non-Infrastructure-Preventative Maintenance-Condition Based	-	Preventative Maintenance	petitive and development-oriented projects	Governance		Operational Buildings	Municipal Offices	OF THE MUNIC	0	0	0	2	1	1	1	
Parent Operational expenditure													0	1,936,838	2,241,373	2,344,984	2,524,262	2,699,808
Entities:																		
List all Operational projects grouped by Entity																		
Entity A																		
Water project A																		
Entity B																		
Electricity project B																		
Entity Operational expenditure													-	-	-	-	-	-
Total Operational expenditure													1,936,838	2,241,373	2,344,984	2,524,262	2,699,808	

**SECTION 2:**

**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 R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
Residential Property	0.010376	0.011179	0.011985	0.013001
Vacant Residential Property	0.015564	0.016768	0.017978	0.019502
Industrial Property	0.033204	0.035774	0.038353	0.041605
Vacant Industrial	0.036316	0.039126	0.041948	0.045505
Business and Commercial Property	0.031128	0.033537	0.035955	0.039004
Vacant Business and Commercial Property	0.036316	0.039126	0.041948	0.045505
Agricultural Property	0.002594	0.002795	0.002996	0.003250
Mining Property	0.228275	0.245938	0.263670	0.286029
Public Service Property	0.046693	0.050307	0.053934	0.058507
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	0.010376	0.011179	0.011985	0.013001
Municipal property used for Municipal Purposes	0.000000	0.000000	0.000000	0.000000
Independent Schools	0.002594	0.005589	0.005993	0.006501
Sports Grounds and facilities operated for gain	0.000000	0.000000	0.000000	0.000000
Average rates tariff	0.017204	0.017359	0.018611	0.020189

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.

1.1.7

Subject to section 19, a municipality may, in terms of the criteria set out in its rates policy, levy different rates for different categories of rateable property, determined in subsection (2) and (3), which must be determined according to the:

- use of the property;
- permitted use of the property; or
- a combination of (a) and (b).

The following categories was based on ownership and will be removed as from 1 July 2021 and incorporated into other categories according to use:

- Property Used by Organ of State
- Solar Farms
- University

		PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
1.2	<b><u>MUNICIPAL SWIMMING POOLS &amp; SPORTS FIELDS (COMMUNITY &amp; SOCIAL DEVELOPMENT SERVICES)</u></b>				
1.2.1	<b><u>Karen Muir Swimming Pool</u></b>				
	Admission fees - Children	13.00	14.00	15.00	16.00
	Admission fees - Adults	18.00	19.00	20.00	22.00
	Season tickets - Children	138.00	144.00	154.00	167.00
	Season tickets - Adults	239.00	249.00	267.00	290.00
	Hire of pool	2,014.00	2,095.00	2,246.00	2,436.00
	Key / Loss / damage / breakage deposit	1,696.00	1,764.00	1,891.00	2,051.00
1.2.2	<b><u>Florianville Swimming Pool</u></b>				
	Admission fees - Children	13.00	14.00	15.00	16.00
	Admission fees - Adults	18.00	19.00	20.00	22.00
	Season tickets - Children	117.00	122.00	131.00	142.00
	Season tickets - Adults	191.00	199.00	213.00	231.00
	Hire of pool	1,908.00	1,984.00	2,127.00	2,307.00
	Key / Loss / damage / breakage deposit	1,696.00	1,764.00	1,891.00	2,051.00
1.2.3	<b><u>Roodepan Swimming Pool</u></b>				
	Admission fees - Children	10.00	10.00	11.00	12.00
	Admission fees - Adults	18.00	19.00	20.00	22.00
	Season tickets - Children	106.00	110.00	118.00	128.00
	Season tickets - Adults	170.00	177.00	190.00	206.00
	Hire of pool	1,908.00	1,984.00	2,127.00	2,307.00
	Key / Loss / damage / breakage deposit	1,696.00	1,764.00	1,891.00	2,051.00
1.2.4	<b><u>Galeshewe Swimming Pool</u></b>				
	Admission fees - Children	10.00	10.00	11.00	12.00
	Admission fees - Adults	18.00	19.00	20.00	22.00
	Season tickets - Children	106.00	110.00	118.00	128.00
	Season tickets - Adults	170.00	177.00	190.00	206.00
	Hire of pool	1,908.00	1,984.00	2,127.00	2,307.00
	Key / Loss / damage / breakage deposit	1,696.00	1,764.00	1,891.00	2,051.00
	* Hire of pool for functions / commercial use (tariff applicable to all pools)	4,240.00	4,410.00	4,728.00	5,129.00
	* Key / Loss / damage / breakage deposit	2,650.00	2,756.00	2,955.00	3,206.00
1.2.5	<b><u>De Beers Stadium</u></b>				
	Hire of athletics track	1,420.00	1,477.00	1,583.00	1,717.00
	Key / Loss / damage / breakage deposit	1,420.00	1,477.00	1,583.00	1,717.00
	Apparatus per day	848.00	882.00	946.00	1,026.00
	Key / Loss / damage / breakage deposit	1,166.00	1,213.00	1,300.00	1,410.00
	Training sessions (Schools/Clubs) per season	196.00	204.00	219.00	238.00
	Hire of sports field/preparation fee	763.00	794.00	851.00	923.00
	Key / Loss / damage / breakage deposit	1,166.00	1,213.00	1,300.00	1,410.00
	Preparation Fee	763.00	794.00	851.00	923.00
	VIP Lounge	763.00	794.00	851.00	923.00
	Lights :Fixed (plus hourly rate)	1,632.00	1,697.00	1,819.00	1,973.00
	: Hourly rate	51.00	53.00	57.00	62.00
	<b>HIRE OF STADIUM</b>				
	Other than sport	2,650.00	2,756.00	2,955.00	3,206.00
	Key / Loss / damage / breakage deposit	2,120.00	2,205.00	2,364.00	2,564.00
	Music festivals/events /commercial use	24,380.00	25,355.00	27,183.00	29,488.00
	Key / Loss / damage / breakage deposit	33,920.00	35,277.00	37,820.00	41,027.00
	<b>HIRE OF HALL NO. 4</b>				
	Indoor sport	170.00	177.00	190.00	206.00
	Hire of cafeteria/bar	339.00	353.00	378.00	410.00
	Key / Loss / damage / breakage deposit	1,166.00	1,213.00	1,300.00	1,410.00

	PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
<b>PRACTICE SESSIONS FOR ATHLETICS</b>				
Season ticket for individuals	180.00	187.00	200.00	217.00
Individual per session	46.00	48.00	51.00	55.00
<b>GROUPS:</b>				
1 - 10 per session	80.00	83.00	89.00	97.00
11 - 20 per session	102.00	106.00	114.00	124.00
21 - 30 per session	129.00	134.00	144.00	156.00
31 - 40 per session	159.00	165.00	177.00	192.00
41 - 60 per session	186.00	193.00	207.00	225.00
61 and more per session	270.00	281.00	301.00	327.00
<b>1.2.6 Galeshewe Stadium</b>				
Sport per day	1,060.00	1,102.00	1,181.00	1,281.00
Key / Loss / damage / breakage deposit	1,431.00	1,488.00	1,595.00	1,730.00
Other than sport	4,770.00	4,961.00	5,319.00	5,770.00
Key / Loss / damage / breakage deposit	2,120.00	2,205.00	2,364.00	2,564.00
Music festivals/events /commercial use	19,080.00	19,843.00	21,274.00	23,078.00
Key / Loss / damage / breakage deposit	32,860.00	34,174.00	36,638.00	39,745.00
Lights :Fixed (plus hourly rate)	3,286.00	3,417.00	3,663.00	3,974.00
: Hourly rate	95.00	99.00	106.00	115.00
<b>1.2.7 Galeshewe Arena</b>				
Hire of arena per day	413.00	430.00	461.00	500.00
Hire of hall per day	212.00	220.00	236.00	256.00
Key / Loss / damage / breakage deposit	689.00	717.00	769.00	834.00
Music festivals/events /commercial use	6,254.00	6,504.00	6,973.00	7,564.00
Key / Loss / damage / breakage deposit	12,720.00	13,229.00	14,183.00	15,386.00
Lights :Fixed (plus hourly rate)	53.00	55.00	59.00	64.00
: Hourly rate	15.00	16.00	17.00	18.00
<b>1.2.8 West-End Indoor Facility</b>				
<u>Competitive sport -</u>				
Prior occupation per day	777.00	808.00	866.00	939.00
Main Hall (per day)	1,826.00	1,899.00	2,036.00	2,209.00
Key / Loss / damage / breakage deposit	1,815.00	1,888.00	2,024.00	2,196.00
Small Hall (per day)	1,134.00	1,179.00	1,264.00	1,371.00
Key / Loss / damage / breakage deposit	1,134.00	1,179.00	1,264.00	1,371.00
<u>Training sessions -</u>				
Main Hall (per hour)	188.00	196.00	210.00	228.00
Key / Loss / damage / breakage deposit	284.00	295.00	316.00	343.00
Small Hall (per hour)	136.00	141.00	151.00	164.00
Key / Loss / damage / breakage deposit	249.00	259.00	278.00	302.00
<u>Other than sport -</u>				
Prior occupation per day	907.00	943.00	1,011.00	1,097.00
Main Hall	2,268.00	2,359.00	2,529.00	2,743.00
Key / Loss / damage / breakage deposit	2,268.00	2,359.00	2,529.00	2,743.00
Small Hall	1,270.00	1,321.00	1,416.00	1,536.00
Key / Loss / damage / breakage deposit	1,361.00	1,415.00	1,517.00	1,646.00
<u>Commercial use -</u>				
Prior occupation per day	931.00	968.00	1,038.00	1,126.00
Main Hall (per day)	5,104.00	5,308.00	5,691.00	6,174.00
Key / Loss / damage / breakage deposit	15,085.00	15,688.00	16,819.00	18,245.00
Small Hall (per day)	2,268.00	2,359.00	2,529.00	2,743.00
Key / Loss / damage / breakage deposit	2,268.00	2,359.00	2,529.00	2,743.00
Kitchen (per day)	647.00	673.00	722.00	783.00
Key / Loss / damage / breakage deposit	1,134.00	1,179.00	1,264.00	1,371.00

	PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
Braai (per day)	681.00	708.00	759.00	823.00
Key / Loss / damage / breakage deposit	1,134.00	1,179.00	1,264.00	1,371.00
Conference room	681.00	708.00	759.00	823.00
Key / Loss / damage / breakage deposit	794.00	826.00	886.00	961.00

1.2.9

**West-End Club****Commercial use -**

Prior occupation per day	998.00	1,038.00	1,113.00	1,207.00
Main Hall (per day)	4,877.00	5,072.00	5,438.00	5,899.00
Key / Loss / damage / breakage deposit	11,909.00	12,385.00	13,278.00	14,404.00

**Competitive sport -**

Prior occupation per day	851.00	885.00	949.00	1,029.00
Main Hall (per day)	1,134.00	1,179.00	1,264.00	1,371.00
Key / Loss / damage / breakage deposit	1,134.00	1,179.00	1,264.00	1,371.00

**Training sessions -**

Main Hall (per hour)	187.00	194.00	208.00	226.00
Key / Loss / damage / breakage deposit	306.00	318.00	341.00	370.00
Main Hall (other than specified)	2,552.00	2,654.00	2,845.00	3,086.00
Key / Loss / damage / breakage deposit	2,552.00	2,654.00	2,845.00	3,086.00
Kitchen	646.00	672.00	720.00	781.00
Key / Loss / damage / breakage deposit	1,134.00	1,179.00	1,264.00	1,371.00
Braai area	681.00	708.00	759.00	823.00
Key / Loss / damage / breakage deposit	1,134.00	1,179.00	1,264.00	1,371.00
Trog Bar	907.00	943.00	1,011.00	1,097.00
Key / Loss / damage / breakage deposit	1,134.00	1,179.00	1,264.00	1,371.00
Soccer Field	646.00	672.00	720.00	781.00
Key / Loss / damage / breakage deposit	907.00	943.00	1,011.00	1,097.00
Cricket field	646.00	672.00	720.00	781.00
Key / Loss / damage / breakage deposit	907.00	943.00	1,011.00	1,097.00
Air Conditioner	737.00	766.00	821.00	891.00
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**

**PROPOSED  
TARIFFS**  
2021/07/01  
R

**PROPOSED  
TARIFFS**  
2022/07/01  
R

**PROPOSED  
TARIFFS**  
2023/07/01  
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.

1.2.10	<b><u>Open Mine Caravan Park</u></b>				
	Caravans - (per Caravan)	147.00	153.00	164.00	178.00
	- (per person)	74.00	77.00	83.00	90.00
	Caravan Club				
	Minimum of 20 Caravans - (per Caravan)	108.00	112.00	120.00	130.00
	- (per person)	68.00	71.00	76.00	82.00
	Pensioners - (per Caravan)	102.00	106.00	114.00	124.00
	- (per person)	68.00	71.00	76.00	82.00
	Tent (per site)	108.00	112.00	120.00	130.00
	(per person)	85.00	88.00	94.00	102.00
	Day Visitors:				
	Car (per car)	85.00	88.00	94.00	102.00
	(per person)	91.00	95.00	102.00	111.00
	Bus (per bus)	420.00	437.00	469.00	509.00
	(per person)	74.00	77.00	83.00	90.00
1.3	<b><u>BURIAL PLOT FEES (COMMUNITY &amp; SOCIAL DEVELOPMENT SERVICES)</u></b>				
1.3.1	<b><u>West-End and Kenilworth Cemeteries</u></b>				
	Re-opening (casket)	1,081.00	1,124.00	1,205.00	1,307.00
	Re-opening (adults)	880.00	915.00	981.00	1,064.00
	Re-opening (babies)	700.00	728.00	780.00	846.00
	Burial of ashes	233.00	242.00	259.00	281.00
	Grave fees (adult)	1,484.00	1,543.00	1,654.00	1,794.00
	Grave fees (children under 7)	1,134.00	1,179.00	1,264.00	1,371.00
	Special graves (casket)	2,088.00	2,172.00	2,329.00	2,526.00
	Wall of Remembrance (per niche)	2,194.00	2,282.00	2,447.00	2,655.00
	Two burials per grave	3,180.00	3,307.00	3,545.00	3,846.00
	Reserved graves	3,180.00	3,307.00	3,545.00	3,846.00
	Monument erection fee - single graves	541.00	563.00	604.00	655.00
	Monument erection fee - double graves	933.00	970.00	1,040.00	1,128.00
	Sundry payment - Saturday funerals	1,113.00	1,158.00	1,241.00	1,346.00

	PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
1.3.2	<b><u>Roodepan, Greenpoint and Galeshewe Cemeteries</u></b>			
	Re-opening (casket)	933.00	970.00	1,040.00
	Re-opening (adults)	710.00	738.00	791.00
	Re-opening (babies)	615.00	640.00	686.00
	Burial of ashes	233.00	242.00	259.00
	Grave fees (adult)	933.00	970.00	1,040.00
	Grave fees (children under 7)	413.00	430.00	461.00
	Special graves (casket)	1,802.00	1,874.00	2,009.00
	Pauper graves	392.00	408.00	437.00
	Two burials per grave	2,226.00	2,315.00	2,482.00
	Reserved graves	2,268.00	2,359.00	2,529.00
	Monument erection fee - single graves	541.00	563.00	604.00
	Monument erection fee - double graves	933.00	970.00	1,040.00
	Sundry payment - Saturday funerals	1,113.00	1,158.00	1,241.00
1.3.3	<b><u>Ritchie, Motswedimosa and Rietvale Cemeteries</u></b>			
	Re-opening (casket)	933.00	970.00	1,040.00
	Re-opening (adults)	710.00	738.00	791.00
	Re-opening (babies)	615.00	640.00	686.00
	Burial of ashes	233.00	242.00	259.00
	Grave fees (adult)	933.00	970.00	1,040.00
	Grave fees (children under 7)	413.00	430.00	461.00
	Special graves (casket)	1,802.00	1,874.00	2,009.00
	Pauper graves	392.00	408.00	437.00
	Two burials per grave	2,226.00	2,315.00	2,482.00
	Reserved graves	2,268.00	2,359.00	2,529.00
	Monument erection fee - single graves	541.00	563.00	604.00
	Monument erection fee - double graves	933.00	970.00	1,040.00
	Sundry payment - Saturday funerals	1,113.00	1,158.00	1,241.00
	<b><u>Phutanang Cemetery</u></b>			
	Re-opening (dome casket/casket)	1,081.00	970.00	1,040.00
	Re-opening (adults)-normal	880.00	738.00	791.00
	Re-opening (babies)	700.00	640.00	686.00
	Burial of ashes	233.00	242.00	259.00
	Grave fees (adult)	1,484.00	970.00	1,040.00
	Grave fees (children under 7)	1,134.00	430.00	461.00
	Special graves (dome casket/casket)	2,088.00	1,874.00	2,009.00
	Pauper graves	2,194.00	408.00	437.00
	Two burials per grave	3,180.00	2,315.00	2,482.00
	Reserved graves	541.00	2,359.00	2,529.00
	Monument erection fee - single graves	933.00	563.00	604.00
	Monument erection fee - double graves	1,113.00	970.00	1,040.00
	Sundry payment - Saturday funerals	403.00	1,158.00	1,241.00
1.3.4	Grave Fees for Deceased Indigent Account holders	360.00	374.00	401.00
1.4	<b><u>PLEASURE RESORTS AND CARAVAN PARKS (COMMUNITY &amp; SOCIAL DEVELOPMENT SERVICES)</u></b>			

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 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
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#### Accommodation deposit

A deposit must be paid within 48 hours of the date of the request for a reservation. Deposit amount is 75% of total amount.

Preference would be given to all clients (reservations) who utilise accommodation for longer periods during high peak season. Deposits for such reservations will be the full amount of the reservation with the provision that payments being received within the month the reservation has been done.

\*\*\*No free entry for Riverton residents

All Resorts - Festivals /events (see condition no 33)

as per quotation as per quotation as per quotation as per quotation

1.4.1

#### Riverton Pleasure Resort

##### Chalets/Villas

Basic tariff per unit

143.00 149.00 160.00 174.00

Per bed available in the unit

201.00 209.00 224.00 243.00

With the proviso that if a five-bed unit is available and only a four-bed unit is required, the tariff for a four-bed unit is applicable (converted to the nearest multiple of 5).

##### Rondavels

Basic tariff per unit

83.00 86.00 92.00 100.00

Per bed available in the unit

143.00 149.00 160.00 174.00

If group bookings are made where more than 50 beds are required, a 15% discount becomes applicable.

Upgraded Rondavels : Basic tariff per unit

118.00 123.00 132.00 143.00

Upgraded Rondavels : Per bed available in the unit

157.00 163.00 175.00 190.00

##### Caravan Park

Caravan (per day)

118.00 123.00 132.00 143.00

Per person (per day)

56.00 58.00 62.00 67.00

Caravan Clubs (minimum of 15 caravans)

(excluding December holidays)

30% discount 30% discount 30% discount 30% discount

Pensioners (excluding December holidays)

40% discount 40% discount 40% discount 40% discount

Super Tube per ride

6.00 6.00 6.00 7.00

Day visitors

45.00 47.00 50.00 54.00

Day visitors (1 May - 31 August)

28.00 29.00 31.00 34.00

Cars

33.00 34.00 36.00 39.00

Season ticket (minimum 100 tickets)

50% discount 50% discount 50% discount 50% discount

Boats

85.00 88.00 94.00 102.00

Hall (for period of 24 hours)

601.00 625.00 670.00 727.00

#### Key / Loss / damage / breakage deposit

Chalets and Villas

562.00 584.00 626.00 679.00

Rondavels

562.00 584.00 626.00 679.00

Hall

562.00 584.00 626.00 679.00

Group reservations

6,292.00 6,544.00 7,016.00 7,611.00

For calculation of tariffs, a day will be calculated from 15:00 - 11:00 the following day or 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.

1.4.2

#### Langleg Pleasure Resort

##### Chalets

143.00 149.00 160.00 174.00

Basic tariff per unit

129.00 134.00 144.00 156.00

Per bed available in the unit

##### Rondavels

Basic tariff per unit

83.00 86.00 92.00 100.00

Per bed available in the unit

42.00 44.00 47.00 51.00

Entire Resort: (Chalets, Rondavels, Hall, Dormitories, Ablutions, Day visitors area)

(Key deposit of R19000-00 as well as payment for 15 (fifteen) security guards from a recognized security company on the day of the festival is compulsory)

39326.00 40,899.00 43,848.00 47,566.00

	PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
<u>Key / Loss / damage / breakage deposit</u>				
Resort	20,225.00	21,034.00	22,551.00	24,463.00
Chalets	562.00	584.00	626.00	679.00
Rondavels	562.00	584.00	626.00	679.00
<u>Camping sites</u>				
Tent 6 persons(per day)	106.00	110.00	118.00	128.00
Per person (per day)	56.00	58.00	62.00	67.00
<u>Caravans</u>				
Per caravan (per day)	124.00	129.00	138.00	150.00
Per person (per day)	68.00	71.00	76.00	82.00
<u>Hall</u>				
24-hour period	1,348.00	1,402.00	1,503.00	1,630.00
Per person	39.00	41.00	44.00	48.00
Key / Loss / damage / breakage deposit	562.00	584.00	626.00	679.00
<u>Day visitors</u>				
Per person	45.00	47.00	50.00	54.00
Cars	34.00	35.00	38.00	41.00
<u>Group accommodation</u>				
Key / Loss / damage / breakage deposit	1,685.00	1,752.00	1,878.00	2,037.00
Per person per night (without bedding)	112.00	116.00	124.00	135.00
Per person per night (with bedding)	135.00	140.00	150.00	163.00
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	174.00	181.00	194.00	210.00
Per bed available in the unit	208.00	216.00	232.00	252.00
(Amount converted to the nearest multiple of 5).				
Key / Loss / damage / breakage deposit	562.00	584.00	626.00	679.00
<u>Chalets : Transka</u>				
Basic tariff per unit	143.00	149.00	160.00	174.00
Per bed available in the unit	143.00	149.00	160.00	174.00
Key / Loss / damage / breakage deposit	562.00	584.00	626.00	679.00
<u>Caravan Park :Transka</u>				
Caravan (per day)	129.00	134.00	144.00	156.00
Per person (per day)	68.00	71.00	76.00	82.00
<u>Group accommodation</u>				
Transka - per person per night (with bedding)	129.00	134.00	144.00	156.00
Key / Loss / damage / breakage deposit	1,685.00	1,752.00	1,878.00	2,037.00
Rekaofela - per person per night	152.00	158.00	169.00	183.00
Key / Loss / damage / breakage deposit	1,685.00	1,752.00	1,878.00	2,037.00



	PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
Hall - (24-hour period) Kopano	1,180.00	1,227.00	1,315.00	1,427.00
- (48-hour period)	1,236.00	1,285.00	1,378.00	1,495.00
- (72-hour period)	1,292.00	1,344.00	1,441.00	1,563.00
- (96-hour period)	1,348.00	1,402.00	1,503.00	1,630.00
(More than 96 hours)	1,966.00	2,045.00	2,192.00	2,378.00
Key / Loss / damage / breakage deposit	1,685.00	1,752.00	1,878.00	2,037.00
<b><u>Training Centre - Mongano Hall</u></b>				
Per person per night	152.00	158.00	169.00	183.00
Key / Loss / damage / breakage deposit	1,685.00	1,752.00	1,878.00	2,037.00
Hall - (24-hour period)	2,528.00	2,629.00	2,819.00	3,058.00
- (48-hour period)	2,640.00	2,746.00	2,944.00	3,194.00
- (72-hour period)	2,809.00	2,921.00	3,132.00	3,398.00
- (96-hour period)	2,921.00	3,038.00	3,257.00	3,533.00
(More than 96 hours)	5,000.00	5,200.00	5,575.00	6,048.00
Key / Loss / damage / breakage deposit	1,685.00	1,752.00	1,878.00	2,037.00
Prior occupation	1,124.00	1,169.00	1,253.00	1,359.00
<b><u>Recreation Hall - Riverside Hall</u></b>				
Hall - (24-hour period)	6,292.00	6,544.00	7,016.00	7,611.00
- (48-hour period)	6,517.00	6,778.00	7,267.00	7,883.00
- (72-hour period)	6,629.00	6,894.00	7,391.00	8,018.00
- (96-hour period)	6,854.00	7,128.00	7,642.00	8,290.00
(More than 96 hours)	7,528.00	7,829.00	8,393.00	9,105.00
Prior occupation (per day)	640.00	666.00	714.00	775.00
Key / Loss / damage / breakage deposit	2,809.00	2,921.00	3,132.00	3,398.00
<b><u>Meals and refreshments</u></b>				
That a 10% levy be charged on all catering costs over weekends, long weekends and public holidays.				
<b><u>Catering at Rekaofela Resort is compulsory</u></b>				
<b><u>No outside Caterers are allowed to do catering at this facility</u></b>				
Daily conference tariff per person per day for a minimum of 20-40 delegates.	764.00	795.00	852.00	924.00
Daily conference tariff per person per day for less than 20 delegates,	899.00	935.00	1,002.00	1,087.00
<b>Breakfast</b>	58.00	60.00	64.00	69.00
	61.00	63.00	68.00	74.00
	74.00	77.00	83.00	90.00
	87.00	90.00	96.00	104.00
	99.00	103.00	110.00	119.00
	113.00	118.00	127.00	138.00
	152.00	158.00	169.00	183.00
<b>Lunch / Dinner</b>	74.00	77.00	83.00	90.00
	87.00	90.00	96.00	104.00
	93.00	97.00	104.00	113.00
	99.00	103.00	110.00	119.00
	93.00	97.00	104.00	113.00
	107.00	111.00	119.00	129.00
	112.00	116.00	124.00	135.00
	118.00	123.00	132.00	143.00
	124.00	129.00	138.00	150.00
	129.00	134.00	144.00	156.00
	136.00	141.00	151.00	164.00
	148.00	154.00	165.00	179.00
	157.00	163.00	175.00	190.00
	169.00	176.00	189.00	205.00
	198.00	206.00	221.00	240.00

	PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
<b>Poeding</b>	34.00 39.00 51.00	35.00 41.00 53.00	38.00 44.00 57.00	41.00 48.00 62.00
<b><u>Additional meals</u></b>				
<b>Finger lunch per person</b>	56.00 74.00 81.00 107.00 124.00	58.00 77.00 84.00 111.00 129.00	62.00 83.00 90.00 119.00 138.00	67.00 90.00 98.00 129.00 150.00
<b>Spitbraai per person</b>	247.00 286.00 325.00	257.00 297.00 338.00	276.00 318.00 362.00	299.00 345.00 393.00
<b>Weddings per person</b>	265.00 286.00 339.00 382.00	276.00 297.00 353.00 397.00	296.00 318.00 378.00 426.00	321.00 345.00 410.00 462.00
<b><u>Coffee/Tea &amp; Refreshments</u></b>				
Coffee/Tea (per person)	23.00	24.00	26.00	28.00
Coffee/Tea & refreshments (per person)	57.00	59.00	63.00	68.00
Coffee/Tea & muffens (per person)	49.00	51.00	55.00	60.00
Tableclothes (weddings) each	61.00	63.00	68.00	74.00
Crockery and cutlery (per day)	371.00	386.00	414.00	449.00
Overhead projector (per day)	73.00	76.00	81.00	88.00
Video machine (per day)	68.00	71.00	76.00	82.00
Television (per day)	45.00	47.00	50.00	54.00
Flip chart	45.00	47.00	50.00	54.00
Flip chart paper (per batch)	309.00	321.00	344.00	373.00
Cool room (24-hours)	123.00	128.00	137.00	149.00
Data Projector (per day)	247.00	257.00	276.00	299.00
<b><u>Printing charges and phone calls</u></b>				
Paper prints - A4	11.00	11.00	12.00	13.00
Paper prints - A3	15.00	16.00	17.00	18.00
Fax - A4	24.00	25.00	27.00	29.00
<b><u>Day Visitor Tariff</u></b>				
Per person (Transka)	24.00	25.00	27.00	29.00
Per person Seasonal (Transka) Easter/ December till 10th of January	67.00	70.00	75.00	81.00
School children out of season (Transka)	12.00	12.00	13.00	14.00
Winter Period ( 1 May till 31st July	12.00	12.00	13.00	14.00
Buses (15 Seater and more) / Cars	33.00	34.00	36.00	39.00
Putt-Putt	22.00	23.00	25.00	27.00

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 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
<u>Hire of Lapas</u>			
Lapa A	424.00	441.00	473.00
Lapa B	424.00	441.00	473.00
Lapa C	477.00	496.00	532.00
Key / Loss / damage / breakage deposit	530.00	551.00	591.00
			641.00

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)	477.00	496.00	532.00	577.00
1-Activity introduction (per person) - instruction, refreshments, equipment	530.00	551.00	591.00	641.00

##### Instructor's fees

Instructor's fees per day (with OAA Level 2 training)	477.00	496.00	532.00	577.00
Instructor's fees per day (with OAA Level 3 training)	530.00	551.00	591.00	641.00
Instructor's transport costs (per Km)	6.00	6.00	6.00	7.00

**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 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
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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	<b><u>PERSONNAL HEALTH</u></b> <b><u>PATIENT INFORMATION FROM CLINICS</u></b> Per enquiry per person	449.00	467.00	501.00	543.00
1.5	<b><u>HOUSING (SERVICES &amp; INFRASTRUCTURE)</u></b> 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	1,590.00 2,014.00  1,749.00 2,120.00  2,332.00 2,862.00 3,074.00 2,067.00  2,597.00 3,180.00 3,657.00  3,180.00  2,544.00 3,074.00  2,120.00 2,544.00   2,120.00 2,597.00  2,014.00 2,597.00  774.00 1,272.00 1,749.00	1,654.00 2,095.00  1,819.00 2,205.00  2,425.00 2,976.00 3,197.00 2,150.00  2,701.00 3,307.00 3,803.00  3,307.00  2,646.00 3,197.00  2,205.00 2,646.00   2,701.00  2,095.00 2,701.00  805.00 1,323.00 1,819.00	1,773.00 2,246.00  1,950.00 2,364.00  2,600.00 3,191.00 3,428.00 2,305.00  2,896.00 3,545.00 4,077.00  3,545.00  2,837.00 3,428.00  2,364.00 2,837.00   2,896.00  2,246.00 2,896.00  863.00 1,418.00 1,950.00	1,923.00 2,436.00  2,115.00 2,564.00  2,820.00 3,462.00 3,719.00 2,500.00  3,142.00 3,846.00 4,423.00  3,846.00  3,078.00 3,719.00  2,564.00 3,078.00   3,142.00  2,436.00 3,142.00  936.00 1,538.00 2,115.00

	PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
<u>Flamingo Court</u>				
1 Bedroom	1,325.00	1,378.00	1,477.00	1,602.00
2 Bedroom	1,696.00	1,764.00	1,891.00	2,051.00
Bachelor	1,219.00	1,268.00	1,359.00	1,474.00
<u>Carports</u>				
Carport with locking facility (per month)	117.00	122.00	131.00	142.00
Carport without locking facility (per month)	53.00	55.00	59.00	64.00
Key deposit	159.00	165.00	177.00	192.00
Administration fee	180.00	187.00	200.00	217.00
<u>By-pass houses</u>				
7 Villiers street	1,961.00	2,039.00	2,186.00	2,371.00
9 Villiers street	1,802.00	1,874.00	2,009.00	2,179.00
27a St Augustines road	1,961.00	2,039.00	2,186.00	2,371.00
28 St Augustines road	2,226.00	2,315.00	2,482.00	2,692.00
29 St Augustines road	1,749.00	1,819.00	1,950.00	2,115.00
20 Auction	1,961.00	2,039.00	2,186.00	2,371.00
4 Marriott	1,802.00	1,874.00	2,009.00	2,179.00
21 Diebel	2,385.00	2,480.00	2,659.00	2,884.00
13 Fuller	1,590.00	1,654.00	1,773.00	1,923.00
49 Jacobson	2,650.00	2,756.00	2,955.00	3,206.00
183 Barkly	1,113.00	1,158.00	1,241.00	1,346.00
185 Barkly	2,438.00	2,536.00	2,719.00	2,950.00
30 Meyer	3,604.00	3,748.00	4,018.00	4,359.00
West end Nursery house	1,961.00	2,039.00	2,186.00	2,371.00
Pioneer cemetery house	519.00	540.00	579.00	628.00
104a Waterworks street	2,226.00	2,315.00	2,482.00	2,692.00
Administration fee	159.00	165.00	177.00	192.00
<u>Santa centre</u>				
Rental units	74.00	77.00	83.00	90.00
<u>Dingaan family units</u>				
Bachelor	307.00	319.00	342.00	371.00
1 Bedroom	339.00	353.00	378.00	410.00
<u>Selling Scheme</u>				
Administration charges	106.00	110.00	118.00	128.00
Insurance	48.00	50.00	54.00	59.00
<u>Informal housing</u>				
Occupation fee	127.00	132.00	142.00	154.00
1.6 <u>MARK (STRATEGY, ECONOMIC DEVELOPMENT &amp; PLANNING SERVICES)</u>				
<u>Hire</u>				
Office (per m2) per month	33.00	34.00	36.00	39.00
<u>Cold rooms per month</u>				
Outsdie	3181.00	3,308.00	3,547.00	3,848.00
Inside	6346.00	6,600.00	7,076.00	7,676.00
<u>Outside buildings</u> (per m2) per month	39.00	41.00	44.00	48.00
Parking per month	68.00	71.00	76.00	82.00
Transaction fees per transaction	1.20	1.00	1.00	1.00
Ripening fees per pallet per day	21.00	22.00	24.00	26.00
Ripening fees per box per day	5.00	5.00	5.00	5.00
Hiring of the Lapa	1,348.00	1,402.00	1,503.00	1,630.00
<u>Small trollies per day</u>				
Trolley	6.00	6.00	6.00	7.00
Pallet jack	29.00	30.00	32.00	35.00
Storage (per m2) per month	12.00	12.00	13.00	14.00
Big trollies ( plus refundable deposits of R10.00)	11	11.00	12.00	13.00

	PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
1.7	<b><u>SIDEWALK AND ROAD TARIFFS (SERVICES &amp; INFRASTRUCTURE)</u></b>			
	Lowered curbing per meter	257.00	267.00	286.00
	Per safety pole on sidewalk	231.00	240.00	257.00
	Tar patching work per m2 - area ÷ 30mm thickness installed	387.00	402.00	431.00
	Application fee for upgrading of sidewalk per square meter	2.00	2.08	2.00
	Application and advertisement for closure of road	5,618.00	5,843.00	6,264.00
	Lowered kerbs inspections	90.00	94.00	101.00
	Erf peg inspections (per inspection)	152.00	158.00	169.00
	Wayleave applications: Once-off fee			
	a) Application of a wayleave (to offset the cost of the documentation and inspection costs),	2,500.00	2,600.00	2,787.00
	b) A non-refundable deposit per road crossing shall be apply.	2,000.00	2,080.00	2,230.00
	Recurring fee			
	c) An additional cost per linear metre per annum, in lure of a rental fees of use of the municipal infrastructure.	2.00	2.08	2.23
	d) Failure to comply with the stipulated request as per (c) above will result in a fixed cost per annum being applied.	200,000.00	208,000.00	222,997.00
1.8	<b><u>URBAN PLANNING (STRATEGY, ECONOMIC DEVELOPMENT &amp; PLANNING SERVICES)</u></b>			
1.8.1	<b><u>Building Control Section</u></b>			
	<b><u>Building Plan Inspection Fees</u></b>			
	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	755.00	785.00	842.00
	Minor building work as defined in the definitions of the NBR	755.00	785.00	842.00
	Swimming Pool	755.00	785.00	842.00
	Boundary Wall - Plan Submission	755.00	785.00	842.00
	Cellphone Mast - Plan Submission	1,049.00	1,091.00	1,170.00
	Re-inspection of defective work (every inspection more than two)	712.00	740.00	793.00
	Re-submission of lapsed plans	1,360.00	1,414.00	1,516.00
	Alterations to drainage systems	618.00	643.00	689.00
	For all new buildings per m2	19.00	20.00	21.00
	For all as-built buildings, completed or under construction	92.00	96.00	103.00
	For new buildings over 500m2 (per m2)	17.00	18.00	19.00
	For all new buildings per m2 exceeding 1000m2	16.00	17.00	18.00
	Per Government subsidized house	75.00	78.00	84.00
	For additions to any existing building per m2	19.00	20.00	21.00
	For additions over 500m2 (per m2)	17.00	18.00	19.00
	For additions of buildings per m2 exceeding 1000m2	16.00	17.00	18.00
	For business temporary structure/s per square meter	11.00	11.00	12.00
	For any government building/s per square meter	19.00	20.00	21.00
	For residential temporary structure per square meter	6.00	6.00	6.00
	<b><u>For internal alterations to existing buildings.</u></b>			
	Between 0 & 250m2 any existing building	1,135.00	1,180.00	1,265.00
	Between 250 & 500m2 any existing building	1,287.00	1,338.00	1,434.00
	Between 500 & 750m2 any existing building	2,191.00	2,279.00	2,443.00
	Between 750 & 1000m2 any existing building	4,202.00	4,370.00	4,685.00
	Between 1000 & 5000m2 any existing building	8,000.00	8,320.00	8,920.00
	Between 5000 & 10000m2 any existing building	13,209.00	13,737.00	14,727.00
	Private Contractors - Council supervision per house type (over and above inspection fees)	152.00	158.00	169.00
	Postage of Plans less than weigh 1Kg	226.00	235.00	252.00
	Postage of Plans less than weigh 2Kg	453.00	471.00	505.00
	Postage of Plans less than weigh 5Kg	906.00	942.00	1,010.00
	Postage of Plans less than weigh 7Kg	1,812.00	1,884.00	2,020.00
	Postage of Plans exceeding weigh 7Kg	3,020.00	3,141.00	3,367.00
1.8.1.2	<b><u>Building Control Penalty and Fine schedule for Law-Enforcement (New)</u></b>			
	Demolition Permit	1,112.00	1,156.00	1,239.00

	PRESENT TARIFFS 	PROPOSED TARIFFS 2021/07/01	PROPOSED TARIFFS 2022/07/01	PROPOSED TARIFFS 2023/07/01
	R	R	R	R
Temporary Occupancy	1,112.00	1,156.00	1,239.00	1,344.00
Section 7 (6) Approval	6,180.00	6,427.00	6,890.00	7,474.00
Accumulative daily fine CIB	152.00	158.00	169.00	183.00
Under construction illegal work per m2	92.00	96.00	103.00	112.00
Submission fee for completed illegal work per m2	92.00	96.00	103.00	112.00
Dumping building rubble exceed 30days per m3	303.00	315.00	338.00	367.00
Dumping building rubble exceed 60days per m3	454.00	472.00	506.00	549.00
Encroachment to council land (per day)	152.00	158.00	169.00	183.00
Failing to display building permit onsite	755.00	785.00	842.00	913.00
Aggressive FDBP (per day)	152.00	158.00	169.00	183.00
Structure as nuisance in terms of Section 10	152.00	158.00	169.00	183.00
Aggressive structure as nuisance	1,511.00	1,571.00	1,684.00	1,827.00
Unauthorised erected public tent 500-1000m2	755.00	785.00	842.00	913.00
Unauthorised erected public tent 1000-5000m2	1,511.00	1,571.00	1,684.00	1,827.00
Unauthorised erected public tent 2000-10000m2	3,020.00	3,141.00	3,367.00	3,653.00
Unauthorised erected public tent 10000-above	7,551.00	7,853.00	8,419.00	9,133.00
Unauthorised erected artist stage	2,265.00	2,356.00	2,526.00	2,740.00
Unauthorised demolishing of structure/s	7,551.00	7,853.00	8,419.00	9,133.00
Unauthorised occupying building/s	3,775.00	3,926.00	4,209.00	4,566.00
Amendment fee	755.00	785.00	842.00	913.00
Additional Occupancy per certificate	159.00	165.00	177.00	192.00
<b>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</b>	3,171.00	3,298.00	3,536.00	3,836.00
Rezoning	1,163.00	1,210.00	1,297.00	1,407.00
Consent use / Conditional uses	1,163.00	1,210.00	1,297.00	1,407.00
Phasing of Layout Plan	631.00	656.00	703.00	763.00
All departures included in applications submitted for council approval(basic fee included)	1,163.00	1,210.00	1,297.00	1,407.00
Consolidation	631.00	656.00	703.00	763.00
Subdivision:				
Basic subdivision fee	1,163.00	1,210.00	1,297.00	1,407.00
Thereafter:				
3-10 erven an additional payment (per erf)	126.00	131.00	140.00	152.00
11-50 erven an additional payment (per erf)	63.00	66.00	71.00	77.00
51 and above erven an additional payment (per erf)	13.00	14.00	15.00	16.00
Advertising deposit per application (Local Newspapers)	2,265.00	2,356.00	2,526.00	2,740.00
Removal, Suspension or Amendment of Title Deed	1,163.00	1,210.00	1,297.00	1,407.00
Advertising: Government Gazette	5,736.00	5,965.00	6,395.00	6,937.00
Advertising: Local Newspaper (two placements)	3,775.00	3,926.00	4,209.00	4,566.00
Amendment of condition of approval/layout plan of previous Council decision without the basic fee	1,163.00	1,210.00	1,297.00	1,407.00
Extension of Council approval without basic fee	1,163.00	1,210.00	1,297.00	1,407.00
Cancellation Fee	455.00	473.00	507.00	550.00
<b>Delegated Departures as per Zoning Scheme:</b>				
Delegated departures (coverage: Erven less than 600m² not exceeding 60%)	680.00	707.00	758.00	822.00
Delegated departures (second dwelling: max 75m²) (excluding electrical contribution fees)	680.00	707.00	758.00	822.00
Delegated departures (garages/carports: not exceeding 6m on Street Building Lines except title conditions for garages)	680.00	707.00	758.00	822.00
All departures excluding the above for Council approval	1,966.00	2,045.00	2,192.00	2,378.00

PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R

**Home Businesses: Per application only  
(No basic fee)**

Home business registration	831.00	864.00	926.00	1,005.00
Home business registration (Galeshewe)	831.00	864.00	926.00	1,005.00
<b>Other:</b>				
Information (without copy costs)	38.00	40.00	43.00	47.00
Zoning Certificate	120.00	125.00	134.00	145.00
CUP Reports/SDF/LUMS/IDP/GURP	1,360.00	1,414.00	1,516.00	1,645.00
Building Plan research (without copy costs)	38.00	40.00	43.00	47.00
Building statistics - Monthly	226.00	235.00	252.00	273.00
- Annually	1,663.00	1,730.00	1,855.00	2,012.00
Scanning of plans - any size	New	30.00	32.00	35.00

**RESIDENTIAL BUSINESS BYLAW 2011**

OFFENCE	SECT				
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)	2,247.00	2,337.00	2,505.00	2,717.00
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	1,124.00	1,169.00	1,253.00	1,359.00
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	1,124.00	1,169.00	1,253.00	1,359.00
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)	562.00	584.00	626.00	679.00
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	1,124.00	1,169.00	1,253.00	1,359.00
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	2,247.00	2,337.00	2,505.00	2,717.00
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	2,247.00	2,337.00	2,505.00	2,717.00
Any person who contravenes or fails to comply with this: Retails 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	2,247.00	2,337.00	2,505.00	2,717.00
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	2,247.00	2,337.00	2,505.00	2,717.00
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's with the municipality's Land Use Management scheme, from time to time.	5.2	1,124.00	1,169.00	1,253.00	1,359.00
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	2,247.00	2,337.00	2,505.00	2,717.00
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	2,247.00	2,337.00	2,505.00	2,717.00
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	1,124.00	1,169.00	1,253.00	1,359.00
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	1,124.00	1,169.00	1,253.00	1,359.00
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	1,124.00	1,169.00	1,253.00	1,359.00

1.8.1.3



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 complied 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 of 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)

- 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)
- 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)
- 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)
- Any person who contravenes or fails to comply with this: No kitchen facility may be provided to guests in the lettable rooms; 2.3
- 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
- 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
- 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
- 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
- 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
- (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, ablution and water supply fittings in good working order;
- (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;
- (f) supply fresh linen and unused soap for each letting; and
- (g) Take adequate measures to eradicate pests on the premises.

5 (a) –  
(g)

2,247.00	2,337.00	2,505.00	2,717.00
2,247.00	2,337.00	2,505.00	2,717.00
1,685.00	1,752.00	1,878.00	2,037.00
1,685.00	1,752.00	1,878.00	2,037.00
1,685.00	1,752.00	1,878.00	2,037.00
1,685.00	1,752.00	1,878.00	2,037.00
1,124.00	1,169.00	1,253.00	1,359.00
1,124.00	1,169.00	1,253.00	1,359.00
1,685.00	1,752.00	1,878.00	2,037.00
1,685.00	1,752.00	1,878.00	2,037.00
2,000.00	2,000.00	2,000.00	2,000.00

PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
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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

2,247.00

2,337.00

2,505.00

2,717.00

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

2,247.00

2,337.00

2,505.00

2,717.00

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

2,247.00

2,337.00

2,505.00

2,717.00

Any person who contravenes or fails to comply with this: A license issued in terms of this section shall not be transferable.

2.4

1,124.00

1,169.00

1,253.00

1,359.00

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

562.00

584.00

626.00

679.00

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

562.00

584.00

626.00

679.00

(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;

562.00

584.00

626.00

679.00

(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

562.00

584.00

626.00

679.00

(d) A playroom for play activities, serving of meals and sleeping purposes with a minimum free-playing area of 3m<sup>2</sup> 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.

562.00

584.00

626.00

679.00

(e) A kitchen complying with the following requirements

-

-

-

-

(i) The kitchen including scullery, shall have a minimum floor area of 14m<sup>2</sup> for a maximum of 30 children accommodated with an additional 0,3 m<sup>2</sup> per child for 30 to 100 children and a further 0.1 m<sup>2</sup> per child for every child in excess of

1,124.00

1,169.00

1,253.00

1,359.00

(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

562.00

584.00

626.00

679.00

(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:

1,124.00

1,169.00

1,253.00

1,359.00

(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

562.00

584.00

626.00

679.00

(v) Each bowl of the double-compartment sink shall have a minimum depth of 225mm and minimum capacity of 55 litres

225.00

234.00

251.00

272.00

(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.

1,124.00

1,169.00

1,253.00

1,359.00

(vii) The floor of the kitchen shall be of concrete or other similar impervious material

562.00

584.00

626.00

679.00

(viii) Natural light and ventilation shall be provided in accordance with the municipality's building by-laws

899.00

935.00

1,002.00

1,087.00

(ix) Wall surfaces shall be tiled or smooth-plastered and oil-painted in light-coloured oil

1,124.00

1,169.00

1,253.00

1,359.00

	PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
(x) Ceilings shall be dust proof	562.00	584.00	626.00	679.00
(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;	899.00	935.00	1,002.00	1,087.00
(xii) All worktables shall be constructed of metal with a stainless steel top;	562.00	584.00	626.00	679.00
(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;	562.00	584.00	626.00	679.00
(xiv) Facilities for the storage of vegetables shall be provided;	562.00	584.00	626.00	679.00
(xv) There shall be provided suitable refrigeration facilities for the storage of perishable foodstuffs	1,124.00	1,169.00	1,253.00	1,359.00
(xvi) There shall be provided a sufficient number of metal bins with covers for the temporary storage of refuse pending disposal	1,124.00	1,169.00	1,253.00	1,359.00
	-	-	-	-
1.8.2 <b>Advertising</b>				
Application fee	356.00	370.00	397.00	431.00
Directional sign board single once off	1,391.00	1,447.00	1,551.00	1,683.00
Directional sign board double once off	2,727.00	2,836.00	3,040.00	3,298.00
LED - Digital Billboard displayed on municipal property per month	2,092.00	2,176.00	2,333.00	2,531.00
	-	-	-	-
Per banner	334.00	347.00	372.00	404.00
Per Illegal Boards	417.00	434.00	465.00	504.00
Per Illegal Boards Additional fee if not removed within 2 (two) weeks	278.00	289.00	310.00	336.00
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	1,391.00	1,447.00	1,551.00	1,683.00
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	6,956.00	7,234.00	7,756.00	8,414.00
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 <b>Plan Printing Charges</b>				
<u>Paper prints:</u>				
Size A4	10.00	11.00	12.00	13.00
Size A3	12.00	12.00	13.00	14.00
Size A2	16.00	17.00	18.00	20.00
Size A1	62.00	64.00	69.00	75.00
Size A0	91.00	95.00	102.00	111.00
<u>Opaque Film Prints &amp; Transparent Prints</u>				
Size A4	24.00	25.00	27.00	29.00
Size A3	45.00	47.00	50.00	54.00
Size A2	119.00	124.00	133.00	144.00
Size A1	166.00	173.00	185.00	201.00
Size A0	257.00	267.00	286.00	310.00
<u>Plans plotted by REGIS System</u>				
Size A4	52.00	54.00	58.00	63.00
Size A3	70.00	73.00	78.00	85.00
Size A2	139.00	145.00	155.00	168.00
Size A1	207.00	215.00	231.00	251.00
Size A0	245.00	255.00	273.00	296.00

PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
<u>Paper prints: Color</u>			
Size A4	6.00	6.00	7.00
Size A3	4.00	4.00	4.00
Size A2	13.00	14.00	16.00
Size A1	67.00	70.00	81.00
Size A0	83.00	86.00	100.00
<u>Opaque Film Prints &amp; Transparent Prints Color</u>			
Size A4	28.00	29.00	34.00
Size A3	54.00	56.00	65.00
Size A2	147.00	153.00	178.00
Size A1	200.00	208.00	242.00
Size A0	301.00	313.00	364.00
<u>Plans plotted by REGIS System - Color</u>			
Size A4	57.00	59.00	68.00
Size A3	104.00	108.00	126.00
Size A2	174.00	181.00	210.00
Size A1	280.00	291.00	338.00
Size A0	297.00	309.00	359.00
<u>Other</u>			
Information (without copy cart)	30.00	31.00	36.00
CUP Reports/SDF/LUMS/IDP/GURP	144.00	150.00	175.00
Building Plan search fee (without copy cart)	1,506.00	1,566.00	1,821.00
Building Statistics - Monthly	144.00	150.00	175.00
- Annually	1,506.00	1,566.00	1,821.00
Building Occupancy Certificate	876.00	911.00	1,060.00
Temporary Occupancy	876.00	911.00	1,060.00
Hoarding on Municipal property per square meter	144.00	150.00	175.00
Compulsory (removal executed by Municipal) of Building rubble per m3 load	753.00	783.00	910.00
Penalty on illegal building structure/s, per day and to be attached to account	226.00	235.00	273.00
Penalty on illegal encroaching to adjacent erf/erven, per day and to be attached to account	226.00	235.00	273.00
Penalty on Illegal usage of property other than as zoned, per day and to be attached to account	226.00	235.00	273.00
Penalty on Illegal closing of adjacent neighbour access, per day and to be attached to account	226.00	235.00	273.00
Penalty on Illegal closing for storm water flow allowance, per day and to be attached to account	226.00	235.00	273.00
Penalty on deviation from approved building plan/s, per day and to be attached to account	226.00	235.00	273.00
Penalty on illegal encroaching to municipality land or property, per day and to be attached to account	226.00	235.00	273.00
Unauthorised sewer connection	1,511.00	1,571.00	1,827.00
Unauthorised water connection	1,511.00	1,571.00	1,827.00
Unauthorised electrical connection	1,511.00	1,571.00	1,827.00
Commencing building work or statutory stages controlled without council authorisation	754.00	784.00	912.00
Unauthorised erection of structures for event	22,472.00	23,371.00	25,056.00
<b><u>PARKS &amp; RECREATION (COMMUNITY &amp; SOCIAL DEVELOPMENT SERVICES)</u></b>			

1.9

1.9.1

**TARIFFS FOR RECREATION HALL**

Development Sport

Training sessions (Monday - Thursday)

07:45 - 16:30 (per hour)

Key / Loss / damage / breakage deposit

51.00	53.00	57.00	62.00
125.00	130.00	139.00	151.00

PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
* <u>Monday - Friday</u>			
07:00 - 12:00 (per session)	363.00	378.00	405.00
12:00 - 17:00 (per session)	363.00	378.00	405.00
17:00 - 07:00 (per hour)	454.00	472.00	506.00
* <u>Saturdays</u>			
A basic fee is charged for 4 hours or part thereof	737.00	766.00	821.00
For every additional hour which the facility is used an additional tariff is payable	363.00	378.00	405.00
* <u>Sundays &amp; Public Holidays</u>			
A basic fee is charged for 4 hours or part thereof	794.00	826.00	886.00
For every additional hour which the facility is used an additional tariff is payable	374.00	389.00	417.00
* <u>All Dances</u>			
A basic fee is charged for 4 hours or part thereof	2,836.00	2,949.00	3,162.00
For every additional hour which the facility is used an additional tariff is payable	748.00	778.00	834.00
* Funerals - for 4 hours	681.00	708.00	759.00
For every additional hour	369.00	384.00	412.00
Preparation fee (per hour)	454.00	472.00	506.00
* Key / Loss / damage / breakage deposit	1,248.00	1,298.00	1,392.00
<b><u>TARIFFS FOR SOCIAL CENTRE, R C ELLIOTT HALL AND RITCHIE</u></b>			
<u>Development Sport</u>			
Training sessions (Monday - Thursday)			
07:45 - 16:30 (per hour)	51.00	53.00	57.00
Key / Loss / damage / breakage deposit	125.00	130.00	139.00
* <u>Monday - Friday</u>			
07:00 - 12:00 (per session)	363.00	378.00	405.00
12:00 - 17:00 (per session)	258.00	268.00	287.00
17:00 - 07:00 (per hour)	454.00	472.00	506.00
* <u>Saturdays</u>			
A basic fee charged for 4 hours or part thereof	737.00	766.00	821.00
For every additional hour which the facility is used an additional tariff is payable	374.00	389.00	417.00
* <u>Sundays &amp; Public Holidays</u>			
A basic fee is charged for 4 hours or part thereof	794.00	826.00	886.00
For every additional hour which the facility is used an additional tariff is payable	374.00	389.00	417.00
* <u>All Dances</u>			
A basic fee is charged for 4 hours or part thereof	2,836.00	2,949.00	3,162.00
For every additional hour which the facility is used an additional tariff is payable	748.00	778.00	834.00
* Funerals - for 4 hours	681.00	708.00	759.00
For every additional hour	369.00	384.00	412.00
Preparation fee (per hour)	454.00	472.00	506.00
* Key / Loss / damage / breakage deposit	1,248.00	1,298.00	1,392.00

1.9.2

PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
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1.9.3 **TARIFFS FOR FLORIANVILLE HALL**

Development Sport

Training sessions (Monday - Thursday)

07:45 - 16:30 (per hour)

Key / Loss / damage / breakage deposit

51.00	53.00	57.00	62.00
125.00	130.00	139.00	151.00

\* Monday - Friday

07:00 - 12:00 (per session)

12:00 - 17:00 (per session)

17:00 - 07:00 (per hour)

363.00	378.00	405.00	439.00
363.00	378.00	405.00	439.00
454.00	472.00	506.00	549.00

\* 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

738.00	768.00	823.00	893.00
374.00	389.00	417.00	452.00

\* 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

794.00	826.00	886.00	961.00
787.00	818.00	877.00	951.00

\* 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

2,836.00	2,949.00	3,162.00	3,430.00
748.00	778.00	834.00	905.00

\* Funerals - for 4 hours

For every additional hour

Preparation fee (per hour)

681.00	708.00	759.00	823.00
369.00	384.00	412.00	447.00
454.00	472.00	506.00	549.00

\* Key / Loss / damage / breakage deposit

1,248.00	1,298.00	1,392.00	1,510.00
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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

51.00	53.00	57.00	62.00
125.00	130.00	139.00	151.00

\* Monday - Friday

07:00 - 12:00 (per session)

12:00 - 17:00 (per session)

17:00 - 07:00 (per hour)

244.00	254.00	272.00	295.00
244.00	254.00	272.00	295.00
244.00	254.00	272.00	295.00

\* 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

681.00	708.00	759.00	823.00
340.00	354.00	380.00	412.00

\* 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

703.00	731.00	784.00	850.00
374.00	389.00	417.00	452.00
1,248.00	1,298.00	1,392.00	1,510.00

\* 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

2,836.00	2,949.00	3,162.00	3,430.00
748.00	778.00	834.00	905.00

PRESENT TARIFFS	PROPOSED TARIFFS	PROPOSED TARIFFS	PROPOSED TARIFFS
2021/07/01	2021/07/01	2022/07/01	2023/07/01
R	R	R	R
* Funerals - for 4 hours	681.00	708.00	759.00
For every additional hour	369.00	384.00	412.00
Preparation fee (per hour)	454.00	472.00	506.00
* Key / Loss / damage / breakage deposit	1,248.00	1,298.00	1,392.00

1.9.5

**CITY HALL****\* Monday - Friday**

07:00 - 12:00 (per session)

1,090.00 1,134.00 1,216.00 1,319.00

12:00 - 17:00 (per session)

1,090.00 1,134.00 1,216.00 1,319.00

17:00 - 07:00 (per hour)

657.00 683.00 732.00 794.00

**\* Saturdays**

A basic fee charged for 4 hours or part thereof

1,701.00 1,769.00 1,897.00 2,058.00

For every additional hour which the facility is used  
an additional tariff is payable

454.00 472.00 506.00 549.00

**\* Sundays & Public Holidays**

A basic fee is charged for 4 hours or part thereof

1,871.00 1,946.00 2,086.00 2,263.00

For every additional hour which the facility is used  
an additional tariff is payable

657.00 683.00 732.00 794.00

\* Key / Loss / damage / breakage deposit

1,361.00 1,415.00 1,517.00 1,646.00

**\*\* All Dances**

A basic fee is charged for 4 hours or part thereof

2,836.00 2,949.00 3,162.00 3,430.00

For every additional hour which the facility is used  
an additional tariff is payable

782.00 813.00 872.00 946.00

\*\* Key / Loss / damage / breakage deposit

1,701.00 1,769.00 1,897.00 2,058.00

**\*\*\* Supper Room**

07:00 - 12:00 (per session)

851.00 885.00 949.00 1,029.00

12:00 - 17:00 (per session)

851.00 885.00 949.00 1,029.00

17:00 - 07:00 (per hour)

625.00 650.00 697.00 756.00

\*\*\* Funerals - for 4 hours

1,701.00 1,769.00 1,897.00 2,058.00

For every additional hour

369.00 384.00 412.00 447.00

**\*\*\* Key / Loss / damage / breakage deposit**

1,134.00 1,179.00 1,264.00 1,371.00

Preparation fee (per hour) applicable to all activities

499.00 519.00 556.00 603.00

Aircon \ 8 hour session

1,134.00 1,179.00 1,264.00 1,371.00

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

636.00 661.00 709.00 769.00

\* Maximum

1,919.00 1,996.00 2,140.00 2,321.00

Administration costs for the leasing of land/property (with each renewal of contract)

636.00 661.00 709.00 769.00

Advertising for alienation or leasing of land

848.00 882.00 946.00 1,026.00

1.9.7

**TRAFFIC****FUNCTIONS, MARCHES & SPORT****Monday to Saturday**

One or two Officers per event

1,092.00

1,140.00

1,222.00

1,326.00

Three or four Officers per event

2,162.00

2,250.00

2,412.00

2,617.00

More than four Officers per event

2,692.00

2,800.00

3,002.00

3,257.00

**Sunday and Public Holidays**

Per Officer per hour or part thereof

1,039.00

1,080.00

1,158.00

1,256.00

**ESCORT OF ABNORMAL LOADS****Monday to Saturday**

Per Officer per hour or part thereof

636.00

670.00

718.00

779.00

**Sunday and Public Holidays**

Per Officer per hour or part thereof

2,099.00

2,180.00

2,337.00

2,535.00

**RENTAL OF ROAD SIGNS**

Renting of temporary Road Signs -

360.00

370.00

397.00

431.00

Deposit per sign

212.00

220.00

236.00

256.00

**HIRE OF PARKING BAY**

Hiring of a Parking Bay per Parking Bay per Day

244.00

250.00

268.00

291.00

**SEARCH FEES**

Service of Summonses for other Local Authorities (per Summons executed)

117.00

120.00

129.00

140.00

Accident Report

new

100.00

107.00

116.00

**WEIGHBRIDGE**

0 - 3500 kg

138.00

140.00

150.00

163.00

3500 - 9000 kg

254.00

260.00

279.00

303.00

9000 - 16000 kg

376.00

390.00

418.00

453.00

Above 16000 kg

625.00

650.00

697.00

756.00

1.9.8

**LIBRARY**

Videos, Fiksie en Nie-fiksie / DVD

8.00

8.00

9.00

10.00

Damaged barcode

5.00

5.00

5.00

5.00

Postal tariffs : reminders

9.00

9.00

10.00

11.00

Fines : per week

3.00

3.00

3.00

3.00

: per month

11.00

11.00

12.00

13.00

Maximum fine per item

42.00

44.00

47.00

51.00

Reservation fee

5.00

5.00

5.00

5.00

Admin fee : Phone calls

16.00

17.00

18.00

20.00

Admin fee : Cell phone calls

19.00

20.00

21.00

23.00

Book record covers

13.00

14.00

15.00

16.00

Duplicate computer membership card

42.00

44.00

47.00

51.00

Photocopy charges - A4

0.60

1.00

1.00

1.00

- A3

1.10

1.00

1.00

1.00

Country members (per annum)

170.00

177.00

190.00

206.00

Visitors - deposit

180.00

187.00

200.00

217.00

- fee

159.00

165.00

177.00

192.00

PRESENT  
TARIFFS  
RPROPOSED  
TARIFFS  
2021/07/01  
RPROPOSED  
TARIFFS  
2022/07/01  
RPROPOSED  
TARIFFS  
2023/07/01  
R



	PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
<u>Laminates:</u>				
A4	8.00	8.00	9.00	10.00
A3	16.00	17.00	18.00	20.00
85mm x 60	5.00	5.00	5.00	5.00
A5	6.00	6.00	6.00	7.00
Inter library loans	95.00	99.00	106.00	115.00
Books rebinding	85.00	88.00	94.00	102.00
Toilet tariff	1.00	1.00	1.00	1.00
CD container / DVD	6.00	6.00	6.00	7.00
Research fee (inter library loans)	30.00	31.00	33.00	36.00
<u>Fax facility:</u>				
Local per page	5.00	5.00	5.00	5.00
National per page	13.00	14.00	15.00	16.00
International per page	34.00	35.00	38.00	41.00
Faxes received per page	3.00	3.00	3.00	3.00
Fax to mail (all 086 numbers) per page	11.00	11.00	12.00	13.00
<b><u>MAIN- AND GALESHEWE LIBRARIES</u></b>				
<u>Non-profitable Organisations and Cultural Activities</u>				
Per session	180.00	187.00	200.00	217.00
Kitchen facilities	64.00	67.00	72.00	78.00
Key / Loss / damage / breakage deposit	509.00	529.00	567.00	615.00
<u>Commercial Institutions and Political Parties</u>				
Per session	424.00	441.00	473.00	513.00
Kitchen facilities	64.00	67.00	72.00	78.00
Key / Loss / damage / breakage deposit	509.00	529.00	567.00	615.00
Audio visual material (per item)	85.00	88.00	94.00	102.00
Data Projector (Main Library only) per session	339.00	353.00	378.00	410.00
<b><u>HALL RENTALS</u></b>				
<b><u>SONNY LEON LIBRARY</u></b>				
<u>Non-profitable organisations and Cultural Activities</u>				
Per session	106.00	110.00	118.00	128.00
Kitchen facilities	64.00	67.00	72.00	78.00
Key / Loss / damage / breakage deposit	509.00	529.00	567.00	615.00
<u>Commercial Institutions and Political Parties</u>				
Per session	265.00	276.00	296.00	321.00
Kitchen facilities	64.00	67.00	72.00	78.00
Key / Loss / damage / breakage deposit	509.00	529.00	567.00	615.00
Audio visual material (per item)	85.00	88.00	94.00	102.00
<b><u>HALL RENTALS</u></b>				
<b><u>BEACONSFIELD AND JUDY SCOTT LIBRARIES</u></b>				
<u>Non-profitable organizations and Cultural Activities</u>				
Per session	106.00	110.00	118.00	128.00
Kitchen	64.00	67.00	72.00	78.00
Key / Loss / damage / breakage deposit	509.00	529.00	567.00	615.00
<u>Commercial Institutions and Political Parties</u>				
Per session	265.00	276.00	296.00	321.00
Kitchen facilities	64.00	67.00	72.00	78.00
Key / Loss / damage / breakage deposit	509.00	529.00	567.00	615.00
Audio visual material (per item)	85.00	88.00	94.00	102.00

PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
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**AFRICANA LIBRARY****Research fees**

* National	933.00	970.00	1,040.00	1,128.00
* International	1,166.00	1,213.00	1,300.00	1,410.00

\* 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	46.00	48.00	51.00	55.00
* Assistance vehicle	8.50	9.00	10.00	11.00

**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	2,192.00	2,280.00	2,444.00	2,651.00
Portable pump	1,096.00	1,140.00	1,222.00	1,326.00
Assistance vehicle	1,096.00	1,140.00	1,222.00	1,326.00
Hazmat Pumps	2,192.00	2,280.00	2,444.00	2,651.00

**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	1,096.00	1,140.00	1,222.00	1,326.00
Portable pump	548.00	570.00	611.00	663.00
Assistance vehicle	548.00	570.00	611.00	663.00
Hazmat Pumps	1,096.00	1,140.00	1,222.00	1,326.00

**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	594.00	618.00	663.00	719.00
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**Specialized equipment**

(Calculated per unit used)

Chemical extinguisher	455.00	473.00	507.00	550.00
CO <sup>2</sup> extinguisher	455.00	473.00	507.00	550.00
Breathing apparatus	315.00	328.00	352.00	382.00
Refill of SCBA/SCUBA cylinder : per cylinder	36.00	37.00	40.00	43.00
* Jaws of Life rescue equipment - per incident / use	943.00	981.00	1,052.00	1,141.00
* Rollgliss rescue equipment - per incident / use	943.00	981.00	1,052.00	1,141.00
* Medical equipment (consumables) - per patient	455.00	473.00	507.00	550.00
* Pneumatic Equipment - per incident / use	943.00	981.00	1,052.00	1,141.00
* 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 <sup>2</sup> - purchase tariff per Kg	Tariff +20%	Tariff +20%	Tariff +20%	Tariff +20%
Dry chemical powder - purchase tariff per Kg	Tariff +20%	Tariff +20%	Tariff +20%	Tariff +20%
Foam - purchase tariff per liter	Tariff +20%	Tariff +20%	Tariff +20%	Tariff +20%

PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
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**Inspection fees**

(Calculated per inspection or plan approved)

Fire prevention inspection, building plans and sites per project

548.00	570.00	611.00	663.00
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Inspection of flammable liquids, solids and gasses installations:

\* 1 liter - 2000 liter

636.00	661.00	709.00	769.00
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\* 2001 liter - 5000 liter

822.00	855.00	917.00	995.00
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\* 5001 liter - 50000 liter

1,003.00	1,043.00	1,118.00	1,213.00
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\* 50001 litre and more

1,187.00	1,234.00	1,323.00	1,435.00
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\*Tankers - irrespective the size and inspected at the Emergency Services - per registration certificate

606.00	630.00	675.00	732.00
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Inspection and service of fire extinguishers for Municipal Sections - per extinguisher serviced.

as per tender	as per tender	as per tender	as per tender
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Monitoring of fire alarms (per month per alarm)

244.00	254.00	272.00	295.00
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**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)

11.00	12.00	13.00	14.00
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Single trip (Children - Primary School) (Return Trip 2x single)

11.00	12.00	13.00	14.00
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**Regional Tourism Centre**

Kiosk:

Minimum tender price/month - 12 month period

1,325.00	1,378.00	1,477.00	1,602.00
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Cubicles:

Minimum tender price/month - 12 month period

954.00	992.00	1,064.00	1,154.00
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Exhibition space per m² per day

18.00	19.00	20.00	22.00
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Hawkers shelter per day

34.00	35.00	38.00	41.00
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**Informal Trade facilities**

Stalls with storage facilities

373.00	388.00	416.00	451.00
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Stalls without storage facilities

179.00	186.00	199.00	216.00
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Fruits and Vegetable Structures

243.00	253.00	271.00	294.00
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Pension Pay Points ( Card Carrying Pensioners)

71.00	74.00	79.00	86.00
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Caravans within CBD (Auction set-off price)

472.00	491.00	526.00	571.00
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Caravans outside CBD

237.00	246.00	264.00	286.00
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1.9.11

**POUND SERVICES****Impounding:**

Horses, donkey's, cattle and pigs (each, once off payment)

170.00	177.00	190.00	206.00
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Sheep and goat (each, once off payment)

68.00	71.00	76.00	82.00
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**Maintenance**

Horses, donkey's, cattle and pigs (each per day)

68.00	71.00	76.00	82.00
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Sheep and goat (each per day)

35.00	36.00	39.00	42.00
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**G.W.K rent tariff**

Large stock unit

68.00	71.00	76.00	82.00
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Small stock unit

41.00	43.00	46.00	50.00
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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 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
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1.10 **LABORATORY TARIFFS (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)**

Chemical Analysis

Digester samples	635.00	660.00	708.00	768.00
Waste activated sludge	180.00	187.00	200.00	217.00
Sludge volume index	91.00	95.00	102.00	111.00
Nitrates	144.00	150.00	161.00	175.00
Potassium	173.00	180.00	193.00	209.00
Sulfates	173.00	180.00	193.00	209.00
Phosphate	173.00	180.00	193.00	209.00
Fluoride	173.00	180.00	193.00	209.00
Total solids	173.00	180.00	193.00	209.00
Free Residual Chlorine	91.00	95.00	102.00	111.00
Magnesium	197.00	205.00	220.00	239.00
COD	157.00	163.00	175.00	190.00
TKN = Total Kjeldahl Nitrogen	197.00	205.00	220.00	239.00
NH-3/Ammonia	197.00	205.00	220.00	239.00
Zinc	197.00	205.00	220.00	239.00
Iron	197.00	205.00	220.00	239.00
Manganese	197.00	205.00	220.00	239.00
Plate Count	180.00	187.00	200.00	217.00
Suspended solids	180.00	187.00	200.00	217.00
Hardness	180.00	187.00	200.00	217.00
Alkalinity	180.00	187.00	200.00	217.00
Total Chloride	180.00	187.00	200.00	217.00
Aluminium	180.00	187.00	200.00	217.00
PH	79.00	82.00	88.00	95.00
Conductivity	79.00	82.00	88.00	95.00
Turbidity	79.00	82.00	88.00	95.00
Dissolved Oxygen	79.00	82.00	88.00	95.00

Packets

Water Bacteriological E. coli and coli	363.00	378.00	405.00	439.00
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1.11 **MISCELLANEOUS (FINANCIAL SERVICES)**

1.11.1 Furnishing of information

(a) Search of any account	95.00	99.00	106.00	115.00
(b) For the inspection of any Deed document or diagram or any details relating thereto	95.00	99.00	106.00	115.00
(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)	95.00	99.00	106.00	115.00
(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).	212.00	220.00	236.00	256.00
<b>NB. ABOVE - In respect of (a)(b) and (d) for every hour or portion thereof</b>				

1.11.2	Water - Reconnection fees	1,060.00	1,102.00	1,181.00	1,281.00
	Water - Disconnection fees	1,060.00	1,102.00	1,181.00	1,281.00
	Water - Temporary consumption (Funerals, etc.)	212.00	220.00	236.00	256.00
1.11.3	Special meter reading	212.00	220.00	236.00	256.00
1.11.4	Meter test - Electricity	636.00	661.00	709.00	769.00
	Electricity - Temporary consumption (Funerals, etc.)	318.00	331.00	355.00	385.00
1.11.5	Electricity - Non-payment penalty:				
	* For Conventional meters	689.00	717.00	769.00	834.00
	* For Prepaid meters	424.00	441.00	473.00	513.00

		PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
1.11.6	Electricity - Reconnection fees (Controller Wire)	742.00	772.00	828.00	898.00
	Tampering administration fee	1,802.00	1,874.00	2,009.00	2,179.00
	Tamper disconnection fee	3,445.00	3,583.00	3,841.00	4,167.00
	Tamper reconnection fee	3,445.00	3,583.00	3,841.00	4,167.00
1.11.7	<u>Informal Housing - Erven with pails</u>				
	Bulk refuse	32.00	33.00	35.00	38.00
	Pails	See sanitation	See sanitation	See sanitation	See sanitation
	High Mast	30.00	31.00	33.00	36.00
	Gravel road	28.00	29.00	31.00	34.00
	Stand pipe	32.00	33.00	35.00	38.00
1.11.8	<u>Informal Housing - Sewered Erven</u>				
	Bulk refuse	32.00	33.00	35.00	38.00
	Sewerage	See sanitation	See sanitation	See sanitation	See sanitation
	High Mast	30.00	31.00	33.00	36.00
	Gravel road	28.00	29.00	31.00	34.00
	Stand pipe	32.00	33.00	35.00	38.00
1.11.9	Electricity availability	265.00	276.00	296.00	321.00
1.11.10	Water availability	265.00	276.00	296.00	321.00
1.11.11	Fixed electricity (limited supply - 2Amps)	265.00	276.00	296.00	321.00
1.11.12	<u>Deposits - Electricity and Water Supply</u>				
	<u>Flats:</u>				
	1-Bedroom	1,325.00	1,405.00	1,512.00	1,617.00
	2-Bedroom	1,590.00	1,685.00	1,814.00	1,940.00
	3-Bedroom	2,014.00	2,135.00	2,298.00	2,457.00
	<u>Townhouses:</u>				
	2-Bedroom	1,590.00	1,685.00	1,814.00	1,940.00
	3-Bedroom	2,014.00	2,135.00	2,298.00	2,457.00
	<u>Domestic Houses:</u>				
	2-Bedroom	1,590.00	1,685.00	1,814.00	1,940.00
	3-Bedroom	2,014.00	2,135.00	2,298.00	2,457.00
	More than 3-bedrooms	2,862.00	3,034.00	3,265.00	3,491.00
	Builders water deposit	2,862.00	2,976.00	3,191.00	3,462.00
	<u>Business/Industries:</u>				
	Small power users	2,862.00	3,034.00	3,265.00	3,491.00
	Large power users	6,890.00	7,303.00	7,860.00	8,405.00
	<u>Rural consumers</u>				
	Informal housing	80.00	85.00	91.00	97.00
	<u>Businesses/Industries:</u>				
	Bulk water supply	6,890.00	7,303.00	7,860.00	8,405.00
	Indigents - Water deposit	74.00	78.00	84.00	90.00
1.11.13	Valuation Roll (CD or Disk)	5,035.00	5,236.00	5,614.00	6,090.00
1.11.14	Address List (CD or Disk)	5,035.00	5,236.00	5,614.00	6,090.00

		PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
1.11.15	<u>Penalty for an unmetered</u> (official) Water connection Thereafter a daily penalty until meter is installed (per day) Consumption per house	12,720.00 1,378.00 6,890.00	13,229.00 1,433.00 7,166.00	14,183.00 1,536.00 7,683.00	15,386.00 1,666.00 8,335.00
1.11.16	Electricity and water availability for Business/Industries/State.	265.00	276.00	296.00	321.00
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	371.00	386.00	414.00	449.00
1.11.18	A basic tariff for services which are impractical to be metered as per the Tariff Policy	159.00	165.00	177.00	192.00
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	<b><u>WATER TARIFFS (SERVICES &amp; INFRASTRUCTURE)</u></b>				
1.12.1	<u>Water Connections</u> Size of Connection (mm)      Size of Meter (mm)				
	20      15	9,130.00	9,495.00	10,145.00	10,770.00
	25      20	9,488.00	9,868.00	10,544.00	11,194.00
	40      32	18,740.00	19,490.00	20,825.00	22,108.00
	50      40	22,056.00	22,938.00	24,509.00	26,019.00
	80      50	35,983.00	37,422.00	39,985.00	42,448.00
		Additional costs	Additional costs	Additional costs	Additional costs
	100      75	41,971.00	43,650.00	46,640.00	49,513.00
		Additional costs	Additional costs	Additional costs	Additional costs
	150      100	49,744.00	51,734.00	55,278.00	58,683.00
		Additional costs	Additional costs	Additional costs	Additional costs
	250      150	49,744.00	51,734.00	55,278.00	58,683.00
		Additional costs	Additional costs	Additional costs	Additional costs
	300      150	49,744.00	51,734.00	55,278.00	58,683.00
		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.	1,342.00	1,396.00	1,492.00	1,584.00
1.12.2	<u>Testing of Water Meters</u> Tariff per meter tested	1,363.00	1,418.00	1,515.00	1,608.00
1.12.3	<u>Exposure of Services</u> Tariff per service exposure	677.00	704.00	752.00	798.00
1.12.4	<u>Water</u> (Normal tariff structure) Schools, Sports fields and Parks Charities/Churches Business - Commercial Business - Industrial Indigents (0 - 6 Kl) Residential (0 - 6 Kl) Residential (7 - 20 Kl) Residential (21 - 40 Kl) Residential (41 - 60 Kl) Residential (more than 60 Kl)	20.37 20.37 34.58 28.25 6.65 6.65 28.24 31.79 33.62 35.92	21.19 21.19 35.97 29.38 6.91 6.91 29.37 33.06 34.97 37.36	22.64 22.64 38.43 31.40 7.39 7.39 31.38 35.32 37.36 39.92	24.03 24.03 40.80 33.33 7.84 7.84 33.32 37.50 39.66 42.38

	PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
Flats (0 - 6 Kl)	6.65	6.91	7.39	7.84
Flats (7 - 20 Kl)	28.25	29.38	31.40	33.33
Flats (21 - 40 Kl)	31.79	33.06	35.32	37.50
Flats (more than 40 Kl)	35.92	37.36	39.92	42.38
Prepaid water per Kl Households	17.09	17.77	18.99	20.16
Builders Water	39.77	41.36	44.20	46.92
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 Kl)	6.65	6.91	7.39	7.84
Residential (7 - 20 Kl)	29.67	30.85	32.97	35.00
Residential (21 - 40 Kl)	34.97	36.37	38.86	41.26
Residential (41 - 60 Kl)	38.67	40.21	42.97	45.61
Residential (more than 60 Kl)	43.11	44.83	47.90	50.85
Flats (0 - 6 Kl)	6.65	6.91	7.39	7.84
Flats (7 - 20 Kl)	29.67	30.85	32.97	35.00
Flats (21 - 40 Kl)	34.97	36.37	38.86	41.26
Flats (more than 40 Kl)	43.11	44.83	47.90	50.85
Schools,sport, parks	23.42	24.36	26.03	27.63
Churches	23.42	24.36	26.03	27.63
Builders water	45.73	47.56	50.82	53.95
Industries	39.77	41.36	44.20	46.92
Commercial	32.48	33.78	36.10	38.32

**level 2 - 40% saving**

Residential/Indigents (0 - 6 Kl)	6.65	6.91	7.39	7.84
Residential (7 - 20 Kl)	31.07	32.31	34.53	36.65
Residential (21 - 40 Kl)	38.16	39.69	42.40	45.02
Residential (41 - 60 Kl)	42.02	43.70	46.70	49.57
Residential (more than 60 Kl)	50.29	52.30	55.89	59.33
Flats (0 - 6 Kl)	6.97	7.25	7.75	8.23
Flats (7 - 20 Kl)	33.90	35.25	37.67	39.99
Flats (21 - 40 Kl)	38.16	39.69	42.40	45.02
Flats (more than 40 Kl)	50.29	52.30	55.89	59.33
Schools,sport, parks	24.43	25.41	27.15	28.82
Churches	24.43	25.41	27.15	28.82
Builders water	47.72	49.63	53.03	56.29
Industries	41.49	43.15	46.11	48.95
Commercial	33.90	35.25	37.67	39.99

	PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
<b>level 3 - 70% saving</b>				
Residential/Indigents (0 - 6 KI)	7.31	7.60	8.12	8.62
Residential (7 - 20 KI)	33.90	35.25	37.67	39.99
Residential (21 - 40 KI)	39.74	41.33	44.16	46.88
Residential (41 - 60 KI)	43.71	45.46	48.57	51.56
Residential (more than 60 KI)	53.89	56.04	59.88	63.57
Flats (0 - 6 KI)	7.31	7.60	8.12	8.62
Flats (7 - 20 KI)	33.90	35.25	37.67	39.99
Flats (21 - 40 KI)	41.33	42.99	45.93	48.76
Flats (more than 40 KI)	53.89	56.04	59.88	63.57
Schools,sport, parks	26.47	27.53	29.41	31.23
Churches	26.47	27.53	29.41	31.23
Builders water	51.70	53.76	57.45	60.98
Industries	44.95	46.75	49.95	53.03
Commercial	36.72	38.19	40.81	43.32
<b>level 4 - survival</b>				
Residential/Indigents (0 - 6 KI)	7.31	7.60	8.12	8.62
Residential (7 - 20 KI)	42.38	44.07	47.09	49.99
Residential (21 - 40 KI)	47.70	49.60	53.00	56.27
Residential (41 - 60 KI)	60.51	62.94	67.25	71.39
Residential (more than 60 KI)	64.67	67.26	71.87	76.29
Flats (0 - 6 KI)	7.31	7.60	8.12	8.62
Flats (7 - 20 KI)	42.38	44.07	47.09	49.99
Flats (21 - 40 KI)	57.23	59.52	63.60	67.52
Flats (more than 40 KI)	64.67	67.26	71.87	76.29
Schools,sport, parks	36.66	38.13	40.74	43.25
Churches	36.66	38.13	40.74	43.25
Builders water	71.58	74.45	79.54	84.44
Industries	62.25	64.73	69.17	73.43
Commercial	50.85	52.89	56.51	59.99
<b>level 5 - emergency</b>				
Residential/Indigents (0 - 6 KI)	7.31	7.60	8.12	8.62
Residential (7 - 20 KI)	56.50	58.76	62.78	66.65
Residential (21 - 40 KI)	63.60	66.14	70.67	75.02
Residential (41 - 60 KI)	67.25	69.94	74.73	79.33
Residential (more than 60 KI)	71.86	74.73	79.85	84.77
Flats (0 - 6 KI)	7.31	7.60	8.12	8.62
Flats (7 - 20 KI)	56.50	58.76	62.78	66.65
Flats (21 - 40 KI)	63.60	66.14	70.67	75.02
Flats (more than 40 KI)	71.86	74.73	79.85	84.77
Schools,sport, parks	40.73	42.36	45.26	48.05
Churches	40.73	42.36	45.26	48.05
Builders water	79.54	82.72	88.38	93.83
Industries	69.17	71.93	76.86	81.59
Commercial	56.50	58.76	62.78	66.65

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

732.74

762.05

811.51

867.34

(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

732.74

762.05

811.51

867.34

(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

732.74

762.05

811.51

867.34

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

2,750.45

2,860.47

3,046.11

3,255.68

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

446.61

464.48

494.62

528.65

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

643.75

669.50

712.95

762.00

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

71.36

74.21

79.03

84.47

(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

732.74

762.05

811.51

867.34

370.35

385.16

410.16

438.38

1.13.2 Private dwellings

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

124.45

129.43

137.83

147.31

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

124.45

129.43

137.83

147.31

1.13.3 Flats

1.13.4 Availability charge

A basic monthly charge - Indigent

62.22

64.71

68.91

73.65

A basic monthly charge - Residential

62.22

64.71

68.91

73.65

- Business

370.35

385.16

410.16

438.38

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

174.33

181.30

193.07

204.44

Basic monthly charge (two sanitary convenience)

174.33

181.30

193.07

204.44

Additional monthly charge (each additional connection, excluding private dwellings)

104.61

108.80

115.86

122.68

Flats and semi-detached dwellings:

Basic monthly charge (first living unit)

174.33

181.30

193.07

204.44


Additional monthly charge (each additional unit)

104.61

108.80

115.86

122.68

<div>PRESENT TARIFFS</div> <div></div> <div>R</div>	PROPOSED TARIFFS	PROPOSED TARIFFS	PROPOSED TARIFFS
	2021/07/01	2022/07/01	2023/07/01
R	R	R	R
174.33	181.30	193.07	204.44
104.61	108.80	115.86	122.68
153.11	159.24	169.57	179.56
289.78	301.37	320.93	339.83
47.82	49.74	52.96	56.08
239.12	248.68	264.82	280.42
453.71	471.86	502.49	532.08
77.71	80.82	86.06	91.13
334.75	348.14	370.74	392.57
596.89	620.76	661.05	699.99
92.66	96.37	102.62	108.67
470.75	489.58	521.36	552.06
54.03	56.19	59.83	63.36
136.15	141.59	150.78	159.66
74.73	77.71	82.76	87.63
37.36	38.85	41.37	43.81
939.03	976.60	1,039.98	1,101.23
1,392.67	1,448.38	1,542.38	1,633.23
575.37	598.38	637.21	674.75
702.39	730.48	777.89	823.71
1,046.12	1,087.96	1,158.57	1,226.81
261.52	271.98	289.64	309.56
560.42	582.83	620.66	663.36
3,250.42	3,380.44	3,599.83	3,847.50
3,773.48	3,924.42	4,179.12	4,466.64
15.05	15.66	16.67	17.82

1.14.2

1.14.3

		PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 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)	68,257.69	70,988.00	75,595.12	80,796.07
	Plus per KI	0.1930	0.2007	0.2138	0.2285
	Basic Charge (Use LESS than 1 Megalitre per billing cycle of approximately 30 days)	-	-	-	-
	Plus per KI	0.6448	0.6706	0.7141	0.7632
1.15	<b><u>INCENTIVE/DISCOUNT EARLY PAYMENT</u></b>				
	An incentive/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%	10%
1.16	<b><u>ELECTRICITY (SERVICES &amp; INFRASTRUCTURE)</u></b>				
1.16.1	<b><u>TARIFFS FOR SERVICE CONNECTIONS</u></b>				
	<u>SCALE 4 - STREET LIGHTS</u>				
	Cost of an additional street light	As per quote	As per quote	As per quote	As per quote
	Cost to move a street light	As per quote	As per quote	As per quote	As per quote
	Replacement of a damaged street light pole:				
	* 6m single cantilever	26,692.00	30,586.00	33,831.00	36,903.00
	* 9m single cantilever	42,422.00	48,611.00	53,769.00	58,651.00
	* 9m double cantilever	42,957.00	49,224.00	54,447.00	59,391.00
	* 12m single cantilever	45,538.00	52,182.00	57,719.00	62,960.00
	<u>SINGLE PHASE DIS- &amp; RECONNECTION FEE WHEREBY AN ELECTRICIAN IS INVOLVED</u>				
	Disconnection fee for an O/H supply system	2,922.00	3,348.00	3,703.00	4,039.00
	Disconnection fee for an U/G supply system	7,036.00	8,063.00	8,918.00	9,728.00
	Reconnection fee for an P/H supply system	2,969.00	3,402.00	3,763.00	4,105.00
	Reconnection fee for an U/G supply system	389.00	446.00	493.00	538.00
	<u>3-PHASE DIS- &amp; RECONNECTION FEE WHEREBY AN ELECTRICIAN IS INVOLVED</u>				
	Disconnection fee for an O/H supply system	4,164.00	4,772.00	5,278.00	5,757.00
	Disconnection fee for an U/G supply system	7,251.00	8,309.00	9,191.00	10,026.00
	Reconnection fee for an O/H supply system	5,745.00	6,583.00	7,281.00	7,942.00
	Reconnection fee for an U/G supply system	7,251.00	8,309.00	9,191.00	10,026.00
	<u>CALL OUT TO CONSUMER</u>				
	Call out to a fault on consumer's installation	589.00	675.00	747.00	815.00
1.16.2	<b><u>COSTS OF NEW SERVICE CONNECTIONS</u></b>				
	<u>60-AMP STANDARD SINGLE PHASE</u>				
	Airdac connection from O/H supply system with prepayment meter & ready board	21,098.00	24,176.00	26,741.00	29,169.00
	Airdac connection from O/H supply system with prepayment meter only	18,523.00	21,226.00	23,478.00	25,610.00
	Cable connection from U/G supply system with prepayment meter	29,426.00	33,719.00	37,297.00	40,684.00
	Cable connection from U/G supply system with conventional meter	26,094.00	29,901.00	33,073.00	36,076.00
	<u>60AMP STANDARD 3-PHASE</u>				
	Airdac connection from O/H supply system with prepayment meter & ready board	25,665.00	29,410.00	32,530.00	35,484.00
	Airdac connection from P/H supply system with prepayment meter only	23,091.00	26,460.00	29,267.00	31,924.00
	Cable connection from U/G supply system with prepayment meter	31,949.00	36,610.00	40,494.00	44,171.00
	Cable connection from U/G supply system with conventional meter	38,233.00	43,811.00	48,459.00	52,859.00
	<u>ALTERATIONS TO SERVICE CONNECTIONS</u>				
	Alterations on existing single phase connection	As per quote	As per quote	As per quote	As per quote
	Alterations on existing 3-phase connection	As per quote	As per quote	As per quote	As per quote

1.16.3	<p><b>UPGRADING OF SERVICES</b></p> <p><u>UPGRADING OF AN EXISTING SINGLE PHASE SERVICE CONNECTION ON CONDITION OF</u></p> <p>A service connection with a 10 x 2mm square service cable upgraded to max. 80-amp with curve 1MCB at consumer mains and curve 2MCB at supply authority mains</p> <p>A service connection with a 16 x 2mm square service cable upgraded to max. 100-amp with curve 1MCB at consumer mains and curve 2MCB at supply authority mains.</p> <p><u>CONNECTION ON CONDITION OF</u></p> <p>A service connection with a 10 x 4mm square service cable upgraded to max. 80-amp with curve 1MCB at consumer mains and curve 2MCB at supply authority mains</p> <p>A service connection with a 16 x 4mm square service cable upgraded to max. 100-amp with curve 1MCB at consumer mains and curve 2MCB at supply authority mains</p> <p>Supply above 100A (single &amp; 3-phase)</p> <p>Replacement of conventional meter with prepayment meter (Meter only)</p> <p>Replacement of conventional meter with prepayment meter (Meter and labour)</p> <p><b>NB. MAXIMUM OF TWO PREPAYMENT METERS DOMESTIC ERF, EXCEPT WHEN 3-PHASE</b></p>	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions
		As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions
		As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions
		As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions
		As per quote	As per quote	As per quote	As per quote
		Bin price + VAT	Bin price + VAT	Bin price + VAT	Bin price + VAT
		10,261.00	11,758.00	13,006.00	14,187.00
	<b>CABLES AND VARIOUS</b>				
	Installation of public address system	5,504.00	6,307.00	6,976.00	7,609.00
	Meter test	1,113.00	1,275.00	1,410.00	1,538.00
	Special meter reading	361.00	414.00	458.00	500.00
1.16.4	<p><b>ELECTRICITY TARIFFS (POWER USERS)</b></p> <p><b>(Subject to the approval of the NERSA)</b></p> <p>NERSA guideline tariffs for municipalities necessitate the introduction and implementation of inclined block tariff for domestic users. This has had a major impact on all categories of electricity tariffs. In addition to this, SPM sought to simplify and align it's "Large Power User" tariffs with Eskom's municipal billing structure. This required a revision of all commercial/business based tariffs. For large power users a low and high demand season tariff was introduced.</p> <p><u>A. The customer groupings are as follows:</u></p> <p><u>Domestic Consumers:</u> Defined as residential use.</p> <p><u>Indigent Consumers:</u> Defined as consumers registered as indigent with the Municipality and who consume for residential purposes.</p> <p><u>Public Benefit Activity Consumers:</u> Defined as churches, schools, halls, old age homes and other charitable and non profit organisations.</p> <p><u>Small Power Consumers:</u> Defined as all other consumers not on the Time of Use Billing Structure and not defined as "Domestic" or "Public Benefit Activities".</p> <p><u>Time of Use Consumers:</u> Defined as all consumers who have installed TOU capable metering to SPM's standards. Such metering to be installed at their own costs.</p>				
1.16.4.1	<p><b><u>Domestic Tariff (Conventional and Prepays)</u></b></p> <p>Block 1 (0 - 350 Kwh)</p> <p>Block 2 ( &gt; 350 Kwh)</p>	1.7703	2.0285	2.2438	2.4475
		2.4701	2.8305	3.1309	3.4151
1.16.4.2	<p><b><u>Indigents Tariff (Prepays)</u></b></p> <p>Block 1 (0 - 50 Kwh) (subsidised)</p> <p>Block 2 (51 - 350 Kwh)</p> <p>Block 3 ( &gt; 351 Kwh)</p>	1.7703	2.0285	2.2438	2.4475
		1.7703	2.0285	2.2438	2.4475
		2.4701	2.8305	3.1309	3.4151
1.16.4.2	<p><b><u>Public Benefit and Schools</u></b></p> <p>Conventional and Prepayment Meter users</p> <p>Summer</p> <p>Winter</p> <p>Basic Charge per month</p>	2.3820	2.7295	3.0191	3.2933
		2.4186	2.7715	3.0655	3.3439
		329.81	377.93	418.03	455.98
1.16.4.3	<b><u>Business Tariff</u></b>				
1.16.4.3.1	<p><b><u>Small Power Users (Conventional and prepaid meters)</u></b></p> <p>Energy charge per Kwhr</p> <p>Basic Charge per month</p> <p><u>Summer</u></p> <p>Block 1 (0 - 1200 Kwh)</p> <p>Block 2 ( &gt; 1200 Kwh)</p> <p><u>Winter</u></p> <p>Block 1 (0 - 1200 Kwh)</p> <p>Block 2 ( &gt; 1200 Kwh)</p>	329.81	377.93	418.03	455.98
		2.5774	2.9534	3.2668	3.5634
		2.8867	3.3079	3.6588	3.9911
		2.6752	3.0655	3.3908	3.6986
		3.0311	3.4733	3.8419	4.1907

PRESENT TARIFFS R	PROPOSED TARIFFS 2021/07/01 R	PROPOSED TARIFFS 2022/07/01 R	PROPOSED TARIFFS 2023/07/01 R
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1.16.4.3.2 **Time of Use Consumers**

1.16.4.3.2.1 **NPO, NGO, SCHOOLS**

Basic charge per month

<75 KVA	1465.84	1,679.70	1,857.92	2,026.62
>75<100 KVA	2931.67	3,359.40	3,715.84	4,053.23
>100	4153.20	4,759.15	5,264.10	5,742.08
Network Demand Charge R/kVA	153.88	176.33	195.04	212.75
Network Access Charge R/kVA	52.16	59.78	66.12	72.12

Energy Charges R/Kwh

Low Demand Season: (September - May) Summer

Peak

<75 KVA	1.8541	2.1246	2.3500	2.5634
>75<100 KVA	1.9468	2.2308	2.4675	2.6916
>100	2.0951	2.4008	2.6555	2.8966

Standard

<75 KVA	1.3784	1.5795	1.7471	1.9058
>75<100 KVA	1.4197	1.6269	1.7995	1.9629
>100	1.5162	1.7374	1.9217	2.0962

Off-peak

<75 KVA	1.1114	1.2735	1.4087	1.5366
>75<100 KVA	1.1336	1.2990	1.4368	1.5673
>100	1.2337	1.4137	1.5637	1.7057

High Demand Season: (June - August) Winter

Peak

<75 KVA	3.7712	4.3215	4.7800	5.2140
>75<100 KVA	3.8082	4.3638	4.8268	5.2651
>100	3.8453	4.4063	4.8738	5.3163

Standard

<75 KVA	1.6833	1.9289	2.1335	2.3272
>75<100 KVA	1.7169	1.9674	2.1762	2.3738
>100	1.8178	2.0831	2.3041	2.5133

Off-peak

<75 KVA	1.2225	1.4008	1.5495	1.6902
>75<100 KVA	1.2225	1.4008	1.5495	1.6902
>100	1.3570	1.5549	1.7199	1.8761

1.16.4.3.2.2 **INDUSTRIAL AND BUSINESSES**

Basic charge per month

<75 KVA	1,954.45	2,239.60	2,477.22	2,702.16
>75<100 KVA	3,237.05	3,709.34	4,102.90	4,475.45
>100	4,495.23	5,151.08	5,697.61	6,214.96
Network Demand Charge R/kVA	181.41	195.93	216.71	236.39
Network Access Charge R/kVA	61.49	66.41	73.46	80.13

Energy Charges R/Kwh

Low Demand Season: (September - May) Summer


Peak

<75 KVA	2.1433	2.4560	2.7166	2.9633
>75<100 KVA	2.0765	2.3795	2.6319	2.8709
>100	2.1067	2.4140	2.6702	2.9126

Standard

<75 KVA	1.4491	1.6605	1.8366	2.0034
>75<100 KVA	1.4557	1.6681	1.8451	2.0127
>100	1.5027	1.7219	1.9046	2.0776

Off-peak

PRESENT TARIFFS 	PROPOSED	PROPOSED	PROPOSED
	TARIFFS	TARIFFS	TARIFFS
	2021/07/01	2022/07/01	2023/07/01
R	R	R	R
1.3681	1.5677	1.7341	1.8915
1.5269	1.7497	1.9353	2.1111
1.6491	1.8897	2.0902	2.2799
5.1647	5.9183	6.5462	7.1406
5.2140	5.9747	6.6087	7.2087
5.3616	6.1438	6.7957	7.4127
1.8178	2.0831	2.3041	2.5133
1.8280	2.0948	2.3170	2.5274
1.8814	2.1559	2.3846	2.6011
1.5049	1.7245	1.9075	2.0807
1.7101	1.9597	2.1676	2.3644
1.8470	2.1164	2.3410	2.5535
400.00	458.36	506.99	553.03
0.00	-	-	-
0.00	-	-	-
1.8637	2.1357	2.3622	2.5767
1.1882	1.3616	1.5060	1.6428
1.1897	1.3632	1.5079	1.6448
4.4911	5.1463	5.6924	6.2092
1.5808	1.8114	2.0036	2.1855
1.3086	1.4996	1.6587	1.8093
1.8725	2.1457	2.3734	2.5889
412.68	472.88	523.06	570.55
0.4147	0.4752	0.5256	0.5733
0.2854	0.3271	0.3618	0.3946
0.1810	0.2074	0.2294	0.2502
1.2707	1.4561	1.6106	1.7568
0.3849	0.4411	0.4879	0.5322
0.2090	0.2395	0.2650	0.2890

**SECTION 3:**

**HISTORY OF  
TARIFFS**

## SOL PLAATJE MUNICIPALITY

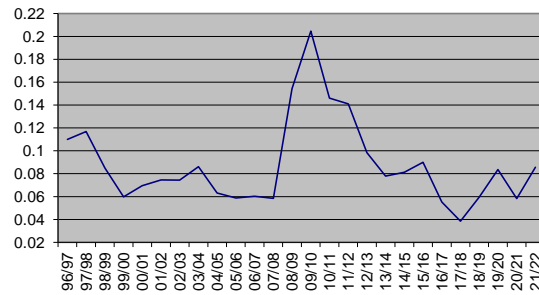
### TARIFF HISTORY

	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	20/21	21/22
<b>RATES</b>	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%	5.50%	4.00%
<b>SEWERAGE</b>	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%	5.50%	4.00%
<b>CLEANSING</b>	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%	5.50%	4.00%
<b>WATER</b>	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%	5.50%	4.00%
<b>ELECTRICITY</b>	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%	6.22%	14.59%
<b>AVERAGE</b>	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%	5.82%	8.56%

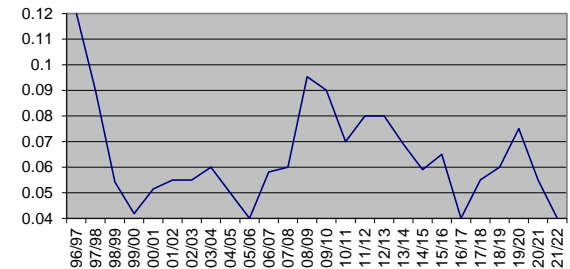


## SOL PLAATJE MUNICIPALITY

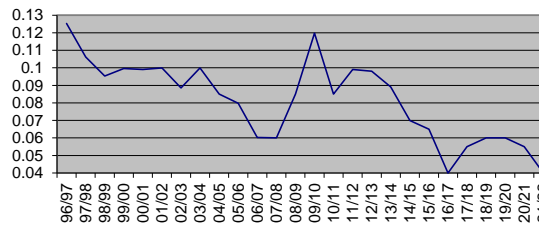
**AVERAGE**



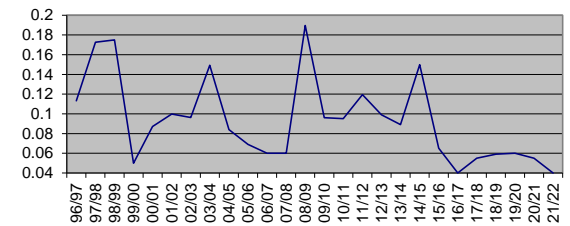
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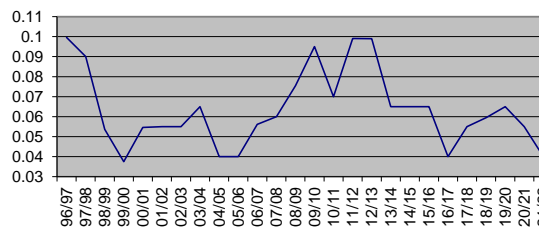
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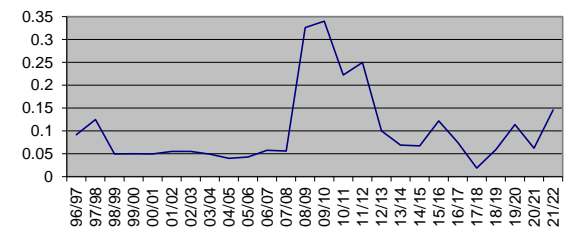
**WATER**



**SEWERAGE**



**ELECTRICITY**



# **SECTION 4:**

## **INTEGRATED DEVELOPMENT PLAN OVERVIEW**



# **SOL PLAATJE MUNICIPALITY**

**Integrated Development Plan (IDP)**

***FINAL IDP REVIEW 2020/2021  
PLANNING 2021/22***

## TABLE OF CONTENTS

<b>PREFACE.....</b>	<b>5</b>
VISION AND MISSION OF SOL PLAATJE MUNICIPALITY .....	5
STRATEGIC PRIORITIES .....	6
<b>CHAPTER 1: EXECUTIVE SUMMARY .....</b>	<b>15</b>
1.1 INTRODUCTION .....	15
1.2 LEGAL BACKGROUND .....	15
1.3 IDP REVIEW PROCESS .....	16
<b>CHAPTER 2: STRATEGIC ANALYSIS.....</b>	<b>17</b>
2.1 MUNICIPAL PROFILE .....	17
2.2 CONTEXTUALISING THE ISSUES RELATING TO DEMOGRAPHIC AND SOCIO-ECONOMIC INFORMATION ...	39
<b>CHAPTER 3: SITUATIONAL ANALYSIS .....</b>	<b>42</b>
3.1 STATUS QUO PER KEY PERFORMANCE AREA .....	42
3.1.1 STRATEGIC ECONOMIC DEVELOPMENT AND PLANNING .....	42
3.1.2 BASIC AND SUSTAINABLE SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT .....	55
INFRASTRUCTURE SERVICES.....	55
COMMUNITY AND SOCIAL DEVELOPMENT SERVICES .....	68
3.1.3 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT .....	85
3.1.4 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION .....	91
3.1.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION .....	99
<b>CHAPTER 4: INTEGRATION OF THE IDP .....</b>	<b>107</b>
4.1 LINKAGE OF THE IDP TO OTHER STRATEGIC DOCUMENTS .....	107
<b>CHAPTER 5: SECTORAL PLANS .....</b>	<b>112</b>
5.1 EXISTING SECTORAL PLANS AND THE RELEVANCE THEREOF .....	112
5.2 THE LOGIC OF SECTOR PLANS.....	118
<b>CHAPTER 6: MONITORING OF THE IDP AND BUDGET .....</b>	<b>121</b>

## ANNEXURES

ANNEXURE 1	:	HIGH LEVEL PROCESS PLAN
ANNEXURE 2	:	PUBLIC PARTICIPATION PROGRAM
ANNEXURE 3	:	MULTI-YEAR CAPITAL PLAN
ANNEXURE 4	:	WARD PRIORITIES

## TABLES

Table 1:	National KPA's and IDP Objectives
Table 2:	Key Statistics Summary
Table 3:	Total Populations- Sol Plaatje, Frances Baard, Northern Cape and National Total 2011-2016 (Numbers / Percentage)
Table 4:	Population Projections - Sol Plaatje, Frances Baard, Northern Cape and National Total 2016-2020 (Numbers / Percentage)
Table 5:	Household by dwelling unit type
Table 6:	SA and LED History
Table 7:	Water Losses – Action Plan
Table 8:	Electrical Losses – Action Plan
Table 9:	Estimated Housing Backlog
Table 10:	Capital Infrastructure Projects
Table 11:	Capital funding sources over the MTREF
Table 12:	Ward Priorities
Table 13:	State of the Budget – 2021/22 Tariff Increases
Table 14:	Main Cost Drivers
Table 15:	Roles and Responsibilities of Political Structures
Table 16:	Existing Sectoral Plans

## FIGURES

Figure 1:	Economic Growth in 4 <sup>th</sup> Quarter 2020
Figure 2:	Municipal Financial Sustainability
Figure 3:	Kimberley 66 KV Network
Figure 4:	IDP/Budget/SDBIP Process
Figure 5:	Governance Structure
Figure 6:	Executive Management Structure
Figure 7:	The National Development Plan – Vision 2030
Figure 8:	NDP Outcomes Based Approach
Figure 9:	The GDS in the Planning (IDP( and Budgeting Context
Figure 10:	Logic of Sectoral Plans
Figure 11:	Alternative Funding Methodologies
Figure 12:	IDP/Budget/PMS Linkage

## CHARTS

Chart 1:	Population Community Survey 2016
Chart 2:	Population Structure 2015 vs 2020
Chart 3:	Labour Market and Education Statistics 2011 compared to 2001
Chart 4:	Highest Level of Education 15+ (2005 vs 2015)

Chart 5:	Involvement in the economy
Chart 6:	EAP as a percentage of total population
Chart 7:	Unemployment Rates
Chart 8:	Labour Force and Unemployment Rates
Chart 9:	Households by dwelling type (2018)
Chart 10:	Formal dwelling backlog
Chart 11:	Households by type of sanitation
Chart 12:	Sanitation Backlog
Chart 13:	Households type of water access
Chart 14:	Water Backlog
Chart 15:	Households by type of electrical connection
Chart 16:	Electricity Connections
Chart 17:	Households with access to refuse removal
Chart 18:	Households with no access to refuse removal
Chart 19:	GVA – Broad Sector Composition, 2015
Chart 20:	Gross Domestic Product (GDP) Forecast, 2005 -2015
Chart 21:	Industry Growth in 2020
Chart 22:	SA's Consumer Price Inflation, 2020
Chart 23:	SA's Unemployment Rate, 2020
Chart 24:	The "Poverty-Gap"
Chart 25:	Average Tariff Increases
Chart 26:	Rates Tariff Increases
Chart 27:	Current Value of G.V. Roll – R35 691 897 070.0
Chart 28:	Growth in Number of Properties in SPLM

## LIST OF ACRONYMS

<b>B2B</b>	<b>Back To Basics</b>
<b>BBBEE</b>	<b>Broad-Based Black Economic Empowerment</b>
<b>BNG</b>	<b>Breaking New Ground</b>
<b>CBD</b>	<b>Central Business District</b>
<b>CGE</b>	<b>Commission for Gender Equality</b>
<b>CLCB</b>	<b>Centre for Local Capacity Building</b>
<b>COGHSTA</b>	<b>Department of Co-operative Governance, Human Settlement and Traditional Affairs</b>
<b>DMS</b>	<b>Disaster Management Framework</b>
<b>DTI</b>	<b>Department of Trade and Industry</b>
<b>DOE</b>	<b>Department of Energy</b>
<b>DWA</b>	<b>Department of Water Affairs</b>
<b>EAP</b>	<b>Employee Assistance Programme</b>
<b>EEDSM</b>	<b>Energy Efficiency and Demand Side Management</b>
<b>EPWP</b>	<b>Expanded Public Works Programme</b>
<b>EU</b>	<b>European Union</b>
<b>FBDM</b>	<b>Frances Baard District Municipality</b>
<b>FY</b>	<b>Financial Year</b>
<b>GDP</b>	<b>Gross Domestic Product</b>
<b>GDS</b>	<b>Growth and Development Strategy</b>
<b>GV</b>	<b>General Valuation</b>
<b>GVA</b>	<b>Gross Value Added</b>
<b>HRM</b>	<b>Human Resource Management</b>
<b>IDP</b>	<b>Integrated development Plan</b>
<b>IGR</b>	<b>Inter-Governmental Relations</b>
<b>INEP</b>	<b>Integrated National Electrification Programme</b>
<b>IPP</b>	<b>Independent Power Producer</b>
<b>ISDG</b>	<b>Infrastructure Skills Development Grant</b>
<b>IT</b>	<b>Information Technology</b>
<b>IUDF</b>	<b>Integrated Urban Development Framework</b>
<b>IUDG</b>	<b>Integrated Urban Development Grant</b>
<b>KPA</b>	<b>Key Performance Area</b>
<b>LA</b>	<b>Local Administation</b>
<b>LED</b>	<b>Local Economic Development</b>
<b>LGMIM</b>	<b>Local Government Management Improvement Model</b>
<b>LUMS</b>	<b>Land Use Management Scheme</b>
<b>MAYCO</b>	<b>Mayoral Committee</b>

<b>MIIF</b>	<b>Municipal Infrastructure Investment Framework</b>
<b>MPC</b>	<b>Monetary Policy Committee</b>
<b>MSA</b>	<b>Municipal Structures Act</b>
<b>MTREF</b>	<b>Medium Term Revenue Expenditure Framework</b>
<b>NDP</b>	<b>National Development Plan</b>
<b>NDPG</b>	<b>Neighbourhood Development Partnership Grant</b>
<b>NERSA</b>	<b>National Energy Regulator of South Africa</b>
<b>OPCAR</b>	<b>Operational Clean Audit Report</b>
<b>PMS</b>	<b>Performance Management System</b>
<b>RDP</b>	<b>Reconstruction and Development Programme</b>
<b>RBIG</b>	<b>Regional Bulk Infrastructure Grant</b>
<b>SARB</b>	<b>South African Reserve Bank</b>
<b>SCM</b>	<b>Supply Chain Management</b>
<b>SDBIP</b>	<b>Service Delivery Budget Implementation Plan</b>
<b>SDF</b>	<b>Spatial Development Framework</b>
<b>SDG</b>	<b>Sustainable Development Goals</b>
<b>SECCU</b>	<b>Sustainable Energy and Climate Change Unit</b>
<b>SLP</b>	<b>Social Labour Plans</b>
<b>SMME</b>	<b>Small, Medium and Micro-Sized Enterprise</b>
<b>SPLM</b>	<b>Sol Plaatje Local Municipality</b>
<b>SPLUMA</b>	<b>Spatial Planning and Land Use Management Act</b>
<b>SSEG</b>	<b>Small Scale Embedded Generators</b>
<b>TOD</b>	<b>Transit Orientated Development</b>
<b>UDS</b>	<b>Urban Network Strategy</b>
<b>UDZ</b>	<b>Urban Development Zone</b>
<b>WSA</b>	<b>Water Service Authority</b>
<b>WWTW</b>	<b>Waste Water Treatment Works</b>



## 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” program 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. The overarching strategy for the 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 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 20, as well as strike actions and the impact of Covid-19, it contributed to the decline in investments and financial constraints. The instability of the top management is a result of the Section 106 report, which is still at court. The vacancy of the CFO and MM can only be dealt with once the court has pronounced itself with regard to the Section 106 Investigation Report.

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
- Increase debt collection
- Critical service delivery

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 programs 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 programs of public participation and intergovernmental relations. Community involvement will include participation in developing pride of place and in incoming 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 inter-generational 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 program 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 problem of cable theft, vandalism of properties and land grab are also huge challenges that Sol Plaatje Municipality must deal with for which there are no easy and quick solutions.

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	<b>Inclusive Growth:</b> To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs. <b>Spatial Transformation:</b> 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	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	To ensure effective spatial planning and development in order to establish a competitive economic position

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
				emerging from the Kimberly CBD	
			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	<b>Service Provision:</b> 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"> <li>transformed spatial structure</li> <li>economic growth objectives</li> <li>universal access to basic services,</li> <li>differentiated service requirements of households and</li> </ul>	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



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
		human settlements and economic activity			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



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
					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 administrative capacity	<b>Governance:</b> 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
				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	<b>Governance:</b> 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.

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
Good Governance and Public Participation	Outcome: Good Governance and public participation	<b>Governance:</b> 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 4<sup>th</sup> 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 2020/21 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.

This is a draft document which is tabled to Council for public consultation and to finalise the IDP Review for submission and adoption by not later than 31 May 2021.

## 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 Systems 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. Council adopted the Process Plan for 2021/2022 during a Virtual Council meeting held on 26 August 2020, resolution C161/08/2020 and is attached as Annexure 1. The process plan enhances integration and alignment between the IDP and the Budget, thereby ensuring the development of an IDP-based budget.

**Annexure 1 (Process Plan)**

#### 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.

The Public Participation Process will commence during April/May 2021 should this be allowed as Covid-19 measures are still in place. The first schedule was delayed due to poor performance and a final scheduled was set for the week of 17<sup>th</sup> to 21<sup>st</sup> May 2021. Both schedules are attached as **Annexure 2**.



## 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, Sol Plaatje Statistical Overview performed by IHS Information and Insight in 2015 and IHS Markit Regional eXplorer version 1946. 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**

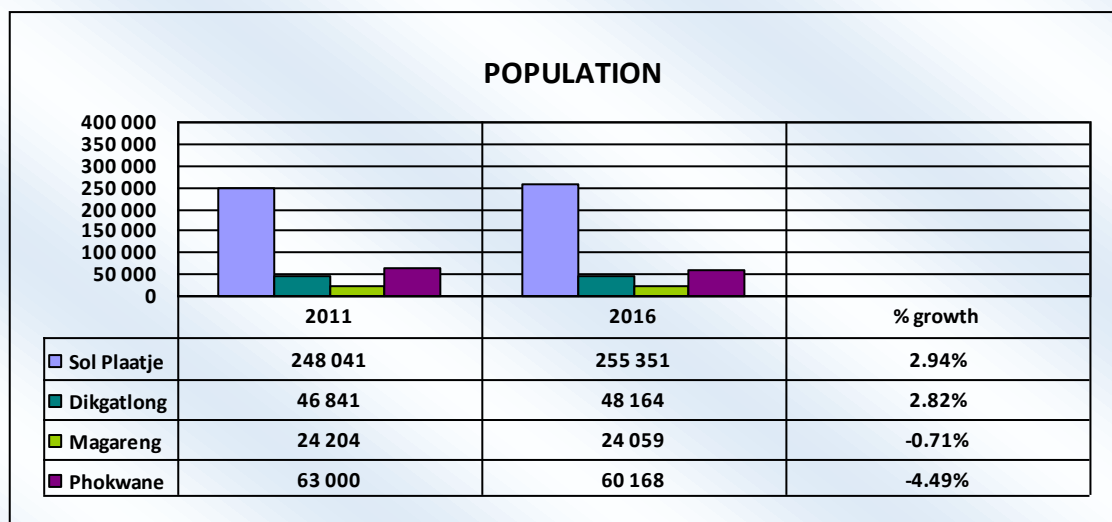
Key Statistics summary		
People	2011 Census	2016 CS
Region area (sq km)	3 145	3 160
Population	248 041	255 351
Population density (nr of people per sq km)	79	81
Population growth rate (pa 2001-2011)	2.04%	0.6%
Economically active population (as % of total pop.)	66.2%	
No schooling age 20+	10%	
Higher 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
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%
<b>2017</b>	<b>265,000</b>	<b>399,000</b>	<b>1,230,000</b>	<b>56,500,000</b>	<b>66,6%</b>	<b>21.5%</b>	<b>0.47%</b>
<b>Average Annual growth</b>							
2007-2017	2.19%	1.83%	1.69%	1.56%			

Source: IHS Markit Regional eXplorer version 1570

With 265 000 people, the Sol Plaatje Local Municipality housed 0.5% of South Africa's total population in 2017. Between 2007 and 2017 the population growth averaged 2.19% per annum which is slightly higher than the growth rate of South Africa as a whole (1.56%). Compared to Frances Baard's average annual growth rate (1.83%), the growth rate in Sol Plaatje's population at 2.19% was slightly higher than that of the district municipality.

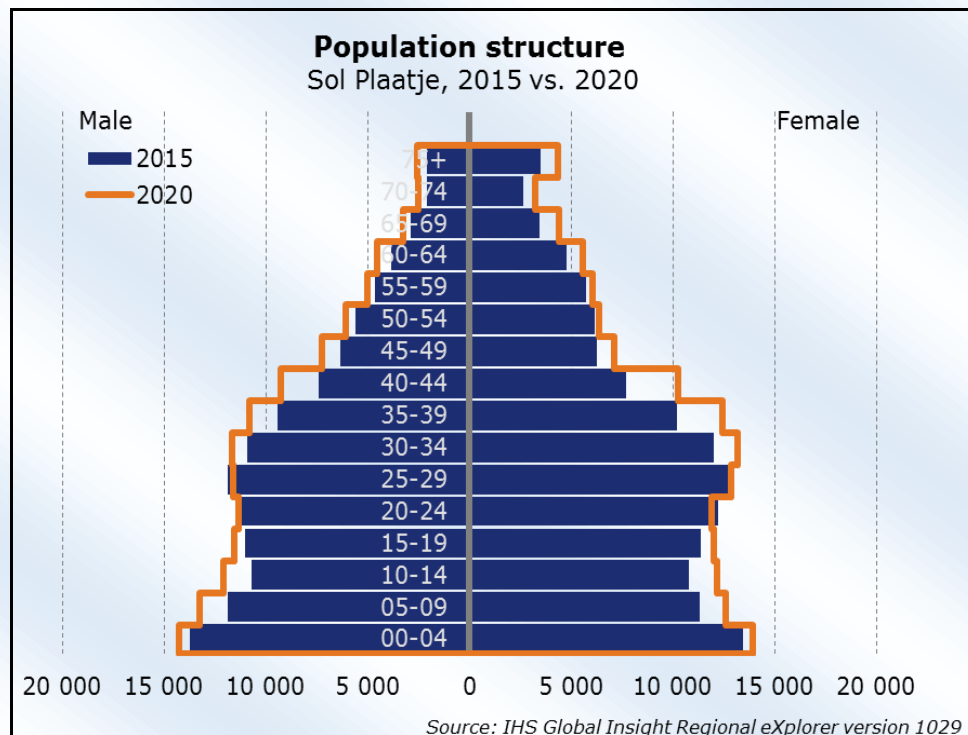
**Table 4: Population projections - Sol Plaatje, Frances Baard, Northern Cape and National Total, 2015-2020 [Numbers percentage]**

	Sol Plaatje	Frances Baard	Northern Cape	National Total	Sol Plaatje as % of district municipality	Sol Plaatje as % of province	Sol Plaatje as % of national
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%
<b>Average Annual growth</b>							
2015-2020	<b>1.85%</b>	<b>1.70%</b>	<b>1.46%</b>	<b>1.42%</b>			

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.

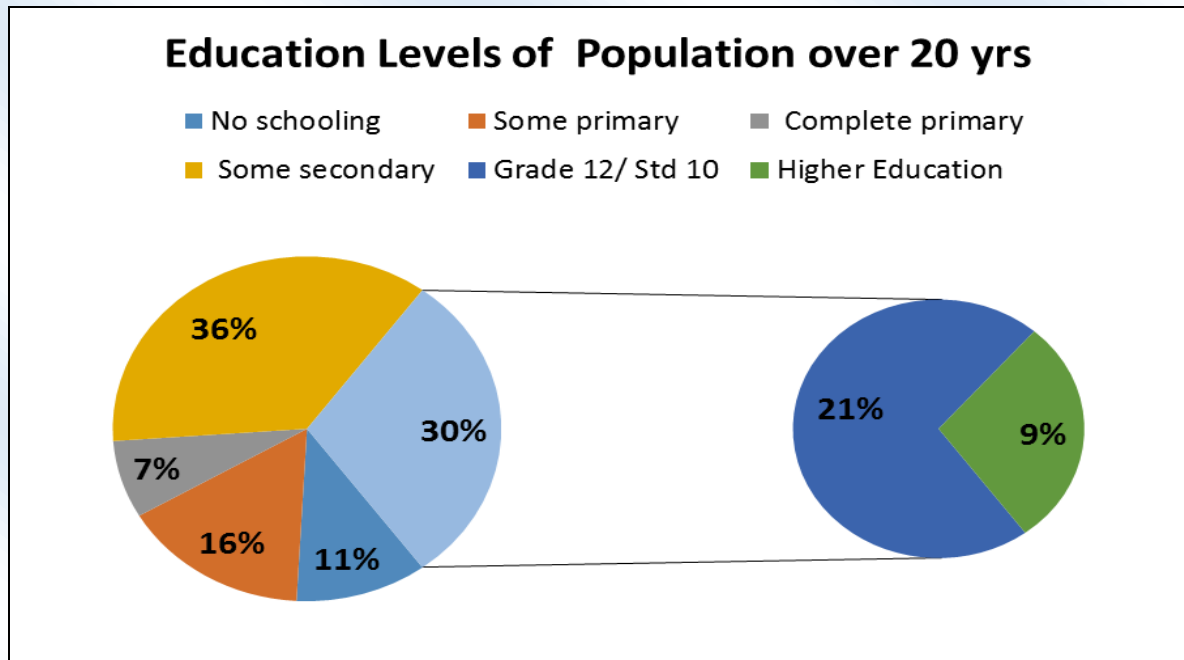
### **2.1.2 Labour Market and Educational Statistics**

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



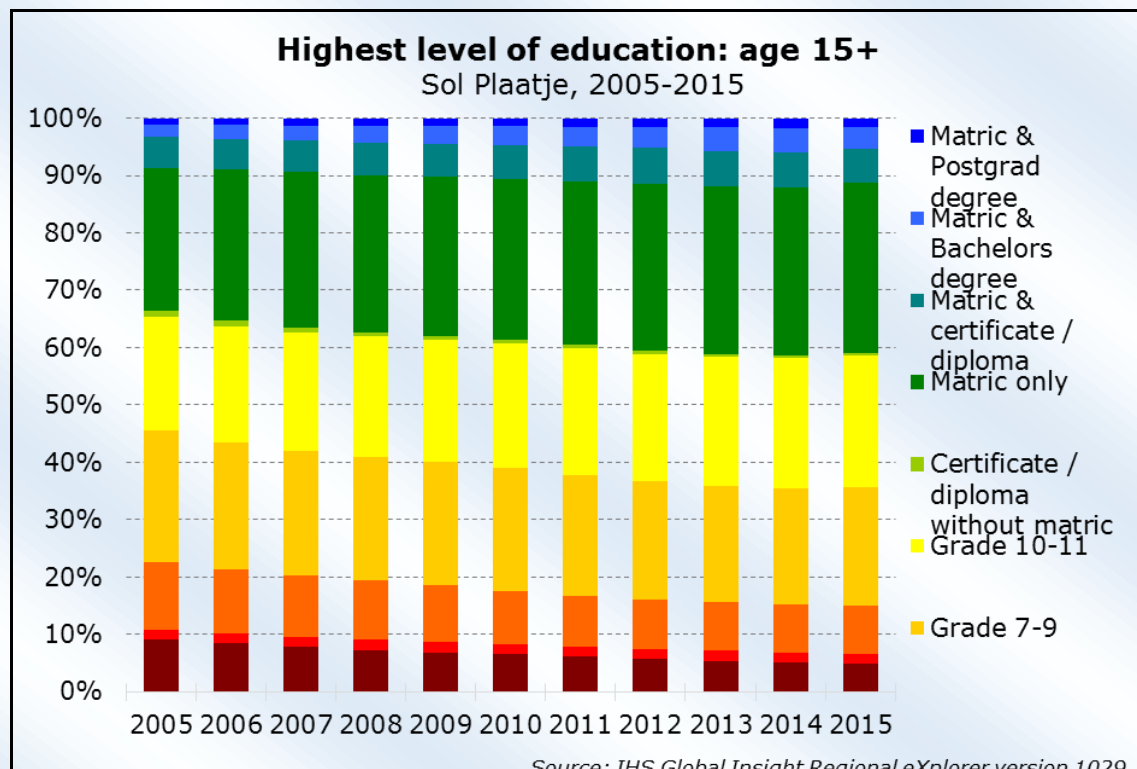
have to be built to suit the economic path and in the short-term skills will have to be brought in from skilled areas.

**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)**

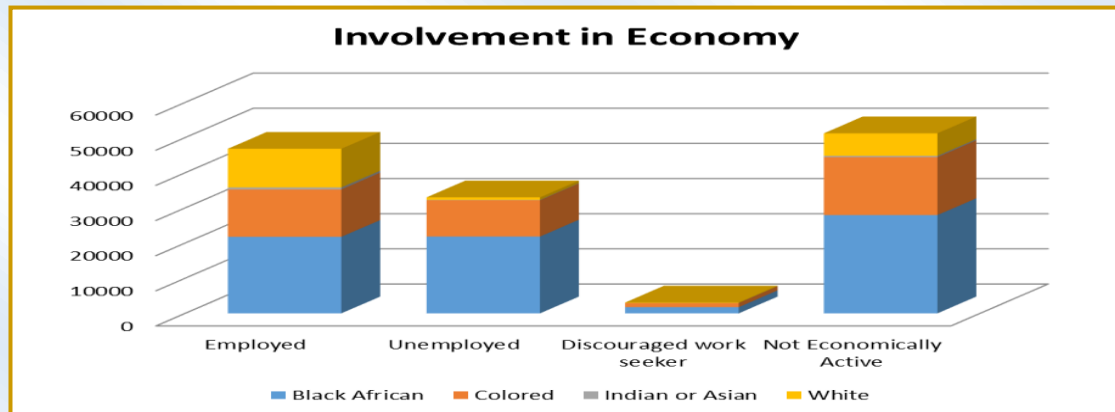


Source: IHS Global Insight Regional eXplorer version 1029

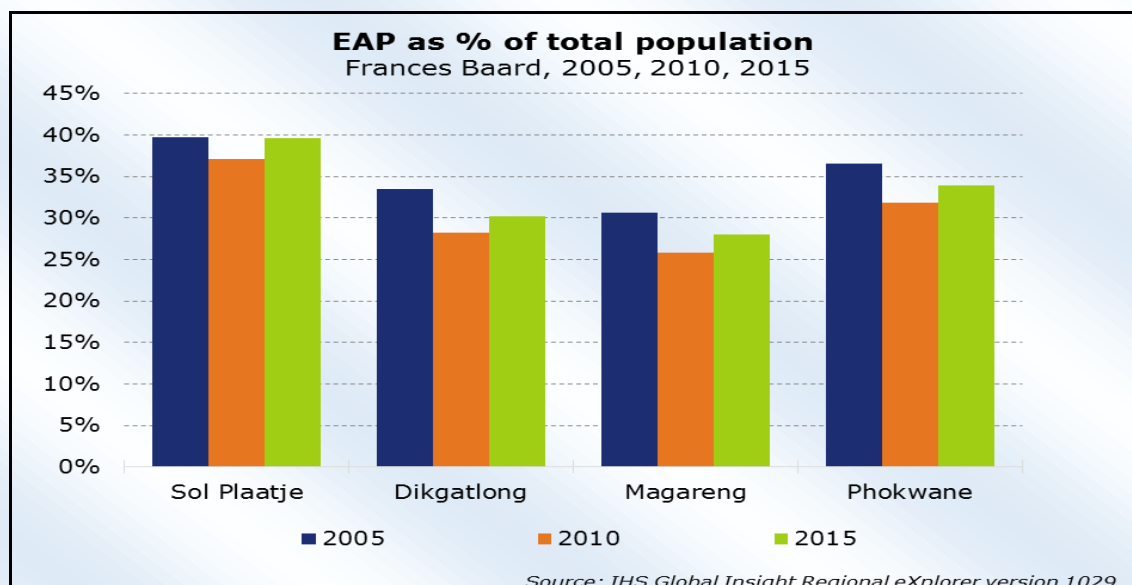
Within Sol Plaatje Local Municipality, the number of people without any schooling decreased from 2005 to 2015 with an average annual rate of -3.43%, while the number of

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**

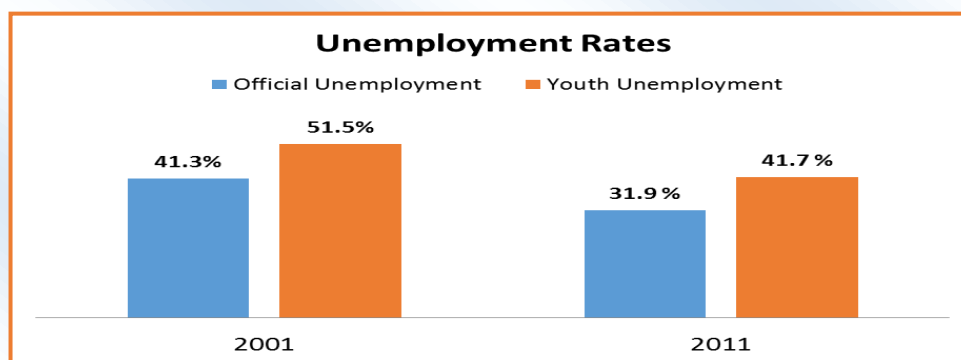


**Chart 6: EAP as a percentage of total population**



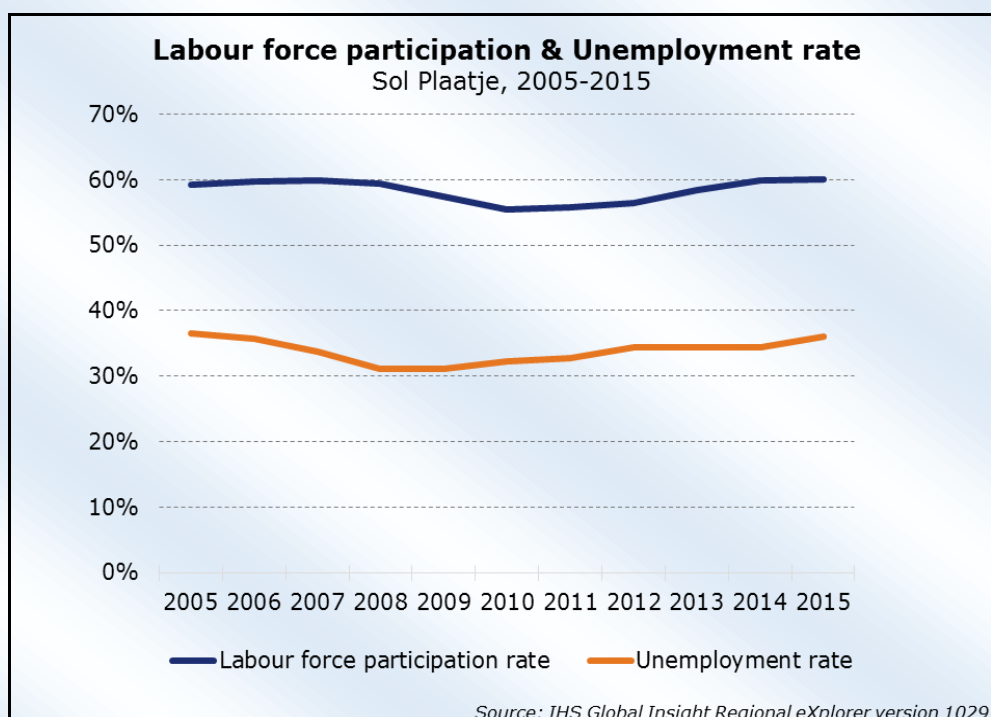
In 2005, 39.7% of the total population in Sol Plaatje Local Municipality were classified as economically active which decreased to 39.6% in 2015. Compared to the other regions in Frances Baard District Municipality, Sol Plaatje local municipality had the highest EAP as a percentage of the total population 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**



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**



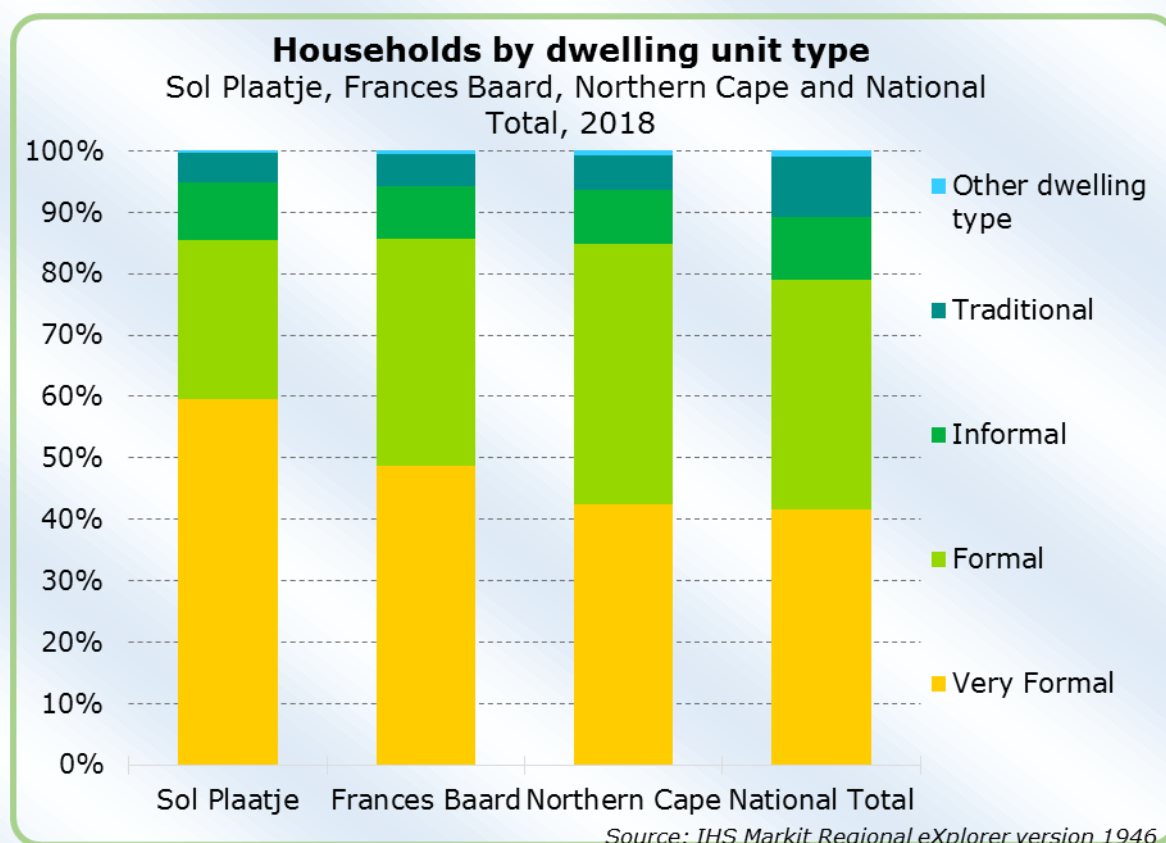
In 2015 the labour force participation rate for Sol Plaatje was at 60.0% which is very similar when compared to the 59.2% in 2005. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2005, the unemployment rate for Sol Plaatje 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: Households by dwelling unit type - Sol Plaatje, Frances Baard, Northern Cape and National Total, 2018 [Percentage]**



Sol Plaatje Local Municipality had a total number of 44 600 (59.56% of total households) very formal dwelling units, a total of 19 400 (25.98% of total households) formal dwelling units and a total number of 6 940 (9.27% of total households) informal dwelling units.

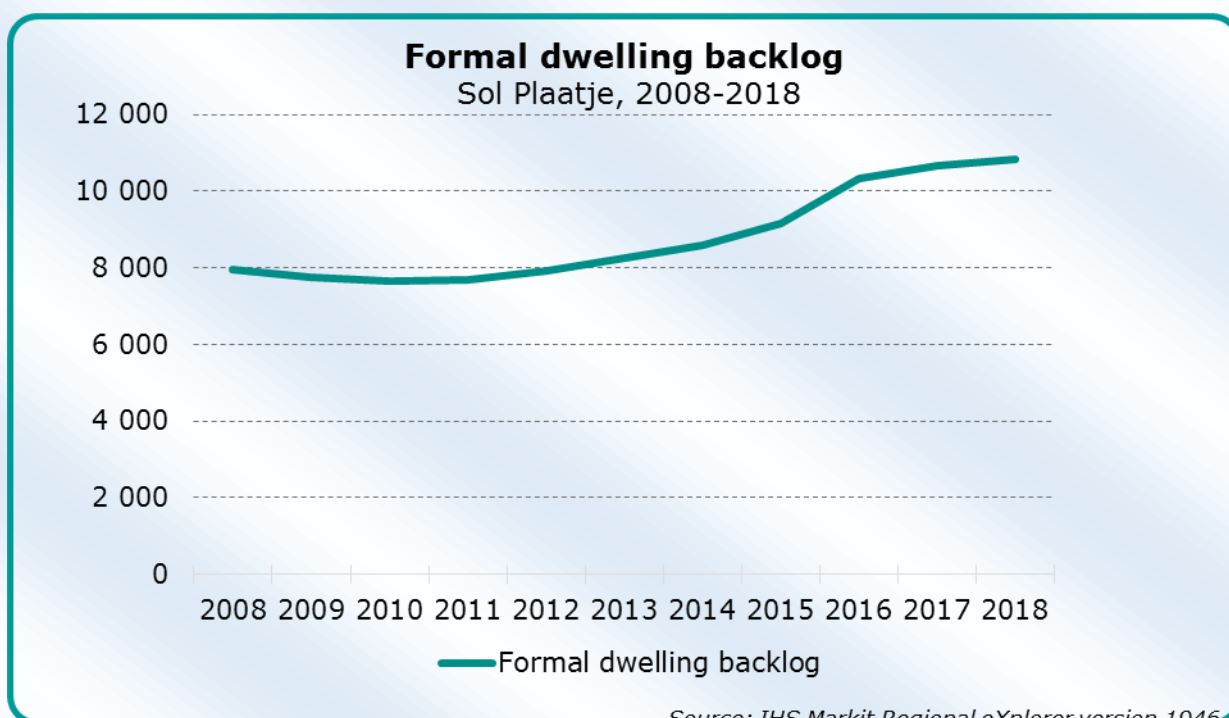
**Table 5: Households by dwelling unit type - Sol Plaatje and the rest of Frances Baard, 2018 [Number]**

	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Sol Plaatje	44,573	19,447	6,940	3,640	242	74,842
Dikgatlong	2,909	8,208	1,029	969	210	13,325
Magareng	1,950	4,524	482	379	4	7,339
Phokwane	6,567	10,455	1,279	1,135	89	19,526
<b>Total Frances Baard</b>	<b>56,000</b>	<b>42,634</b>	<b>9,731</b>	<b>6,123</b>	<b>545</b>	<b>115,033</b>

Source: IHS Markit Regional eXplorer version 1946

The region within the Frances Baard District Municipality with the highest number of very formal dwelling units is Sol Plaatje Local Municipality with 44 600 or a share of 79.59% of the total very formal dwelling units within Frances Baard. The region with the lowest number of very formal dwelling units is Magareng Local Municipality with a total of 1 950 or a share of 3.48% of the total very formal dwelling units within Frances Baard.

**Chart 10: Formal dwelling backlog - number of Households not living in a formal dwelling - Sol Plaatje Local Municipality, 2008-2018 [Number of Households]**



Source: IHS Markit Regional eXplorer version 1946

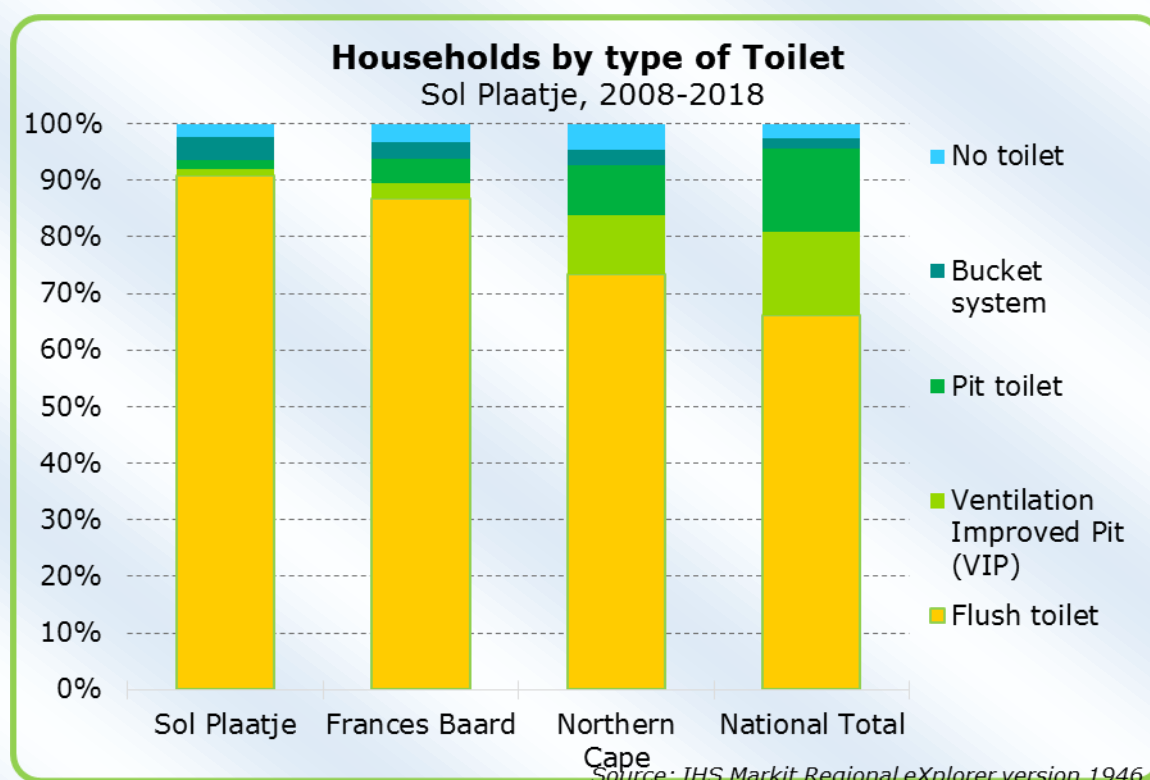
When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2008 the number of households not living in



a formal dwelling were 7 970 within Sol Plaatje Local Municipality. From 2008 this number increased annually at 3.11% to 10 800 in 2018.

The total number of households within Sol Plaatje Local Municipality increased at an average annual rate of 2.91% from 2008 to 2018, which is higher than the annual increase of 2.13% in the number of households in South Africa. With high in-migration into a region, the number of households increased, putting additional strain on household infrastructure. In the short to medium term this can result in an increase in the number of households not living in a formal dwelling, as the provision of household infrastructure usually takes time to deliver.

**Chart 11: Households by type of sanitation - Sol Plaatje, Frances Baard, Northern Cape and National Total, 2018 [Percentage]**



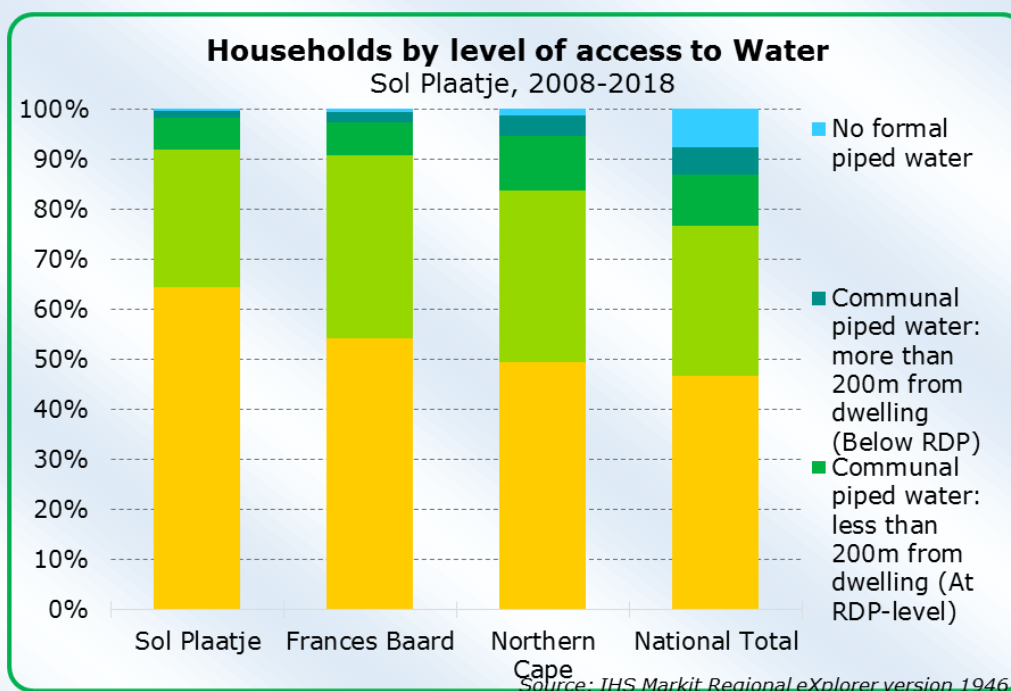
Sol Plaatje Local Municipality had a total number of 68 000 flush toilets (90.92% of total households), 744 Ventilation Improved Pit (VIP) (0.99% of total households) and 1 320 (1.76%) of total households pit toilets.

**Chart 12: Sanitation backlog - Sol Plaatje Local Municipality, 2008-2018 [Number of households without hygienic toilets]**



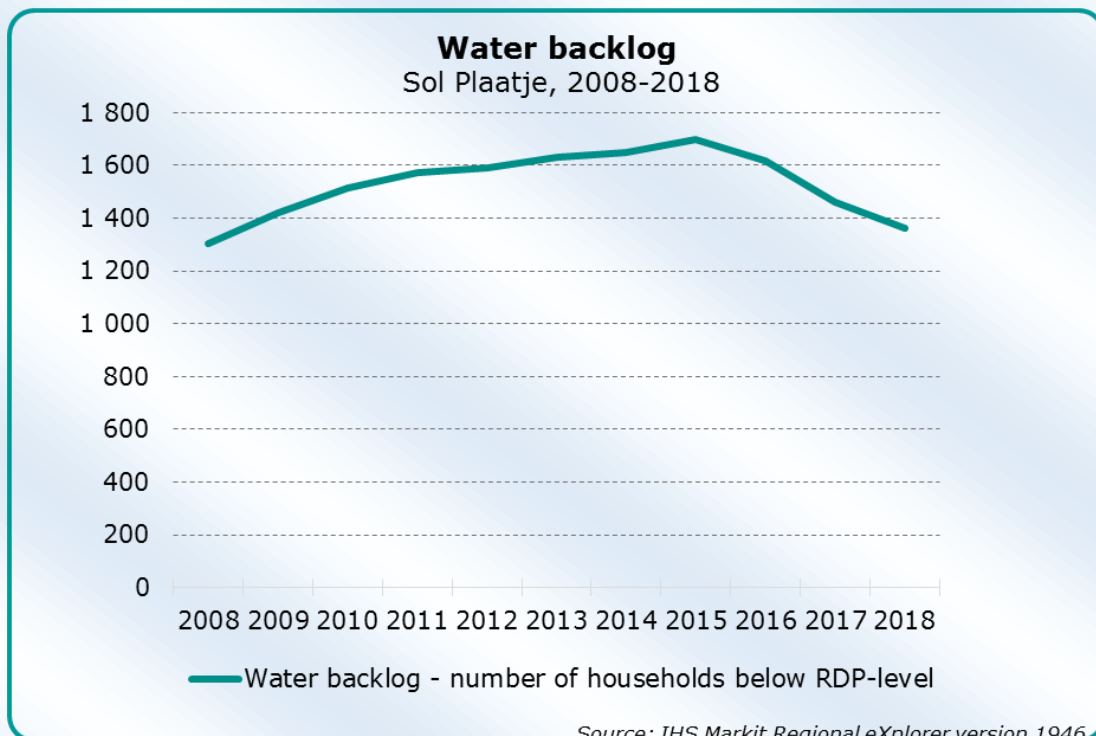
When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2008 the number of Households without any hygienic toilets in Sol Plaatje Local Municipality was 6 580, this decreased annually at a rate of -0.83% to 6 060 in 2018.

**Chart 13: Households by type of water access - Sol Plaatje, Frances Baard, Northern Cape and National Total, 2018 [Percentage]**



Sol Plaatje Local Municipality had a total number of 48 300 (or 64.52%) households with piped water inside the dwelling, a total of 20 500 (27.44%) households had piped water inside the yard and a total number of 218 (0.29%) households had no formal piped water.

**Chart 14: Water Backlog - Sol Plaatje Local Municipality, 2008-2018 [Number Of Households Below Rdp-Level]**

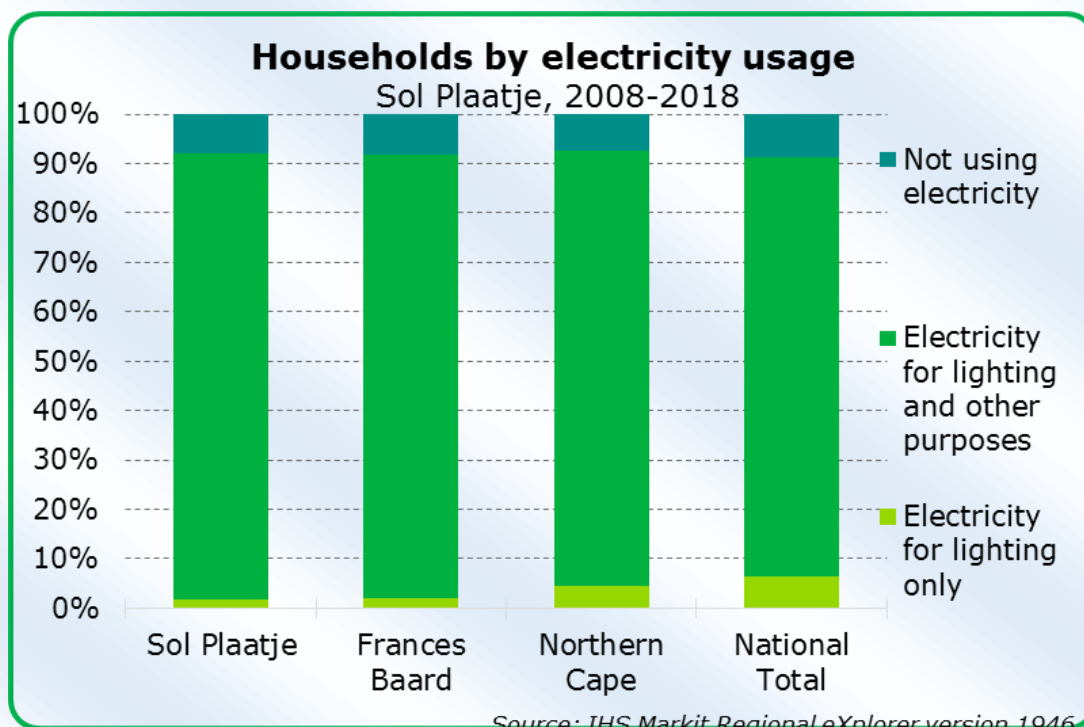


When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2008 the number of households below the RDP-level were 1 300 within Sol Plaatje Local Municipality, this increased annually at 0.43% per annum to 1 360 in 2018.

The total number of households within Sol Plaatje Local Municipality increased at an average annual rate of 2.91% from 2008 to 2018, which is higher than the annual increase of 2.13% in the number of households in South Africa. With high in-migration into a region, the number of households increases, putting additional strain on household infrastructure. In the short to medium term this can result in an increase in the number of households not living in a formal dwelling, as the provision of household infrastructure usually takes time to deliver

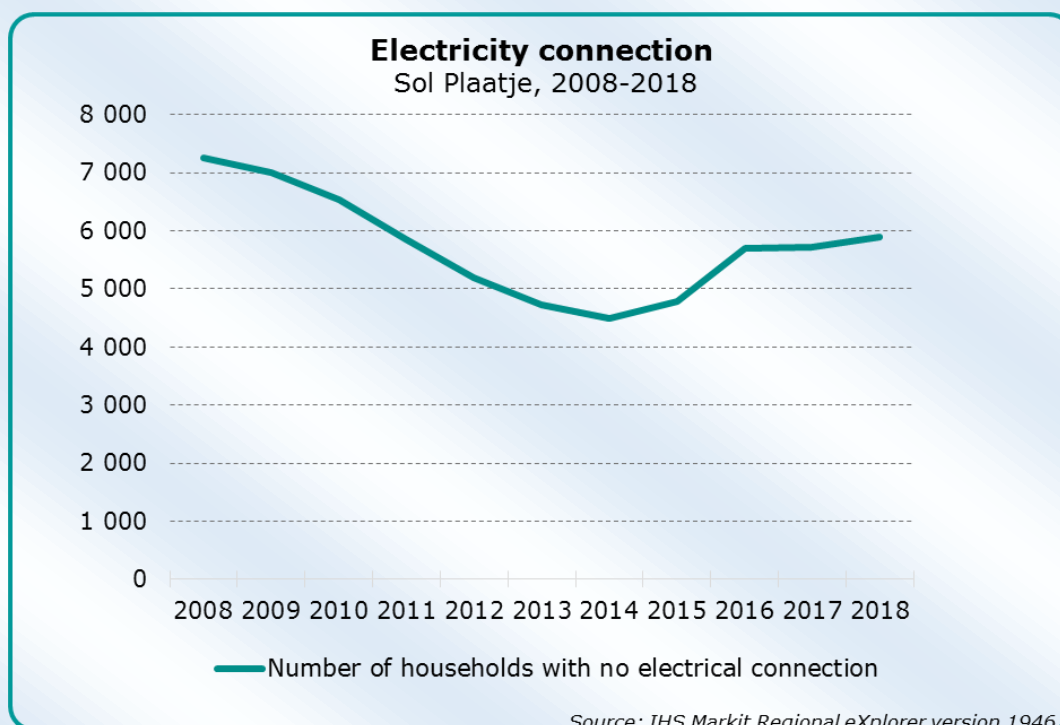
**Chart 15: Households by type of electrical connection - Sol Plaatje, Frances Baard, Northern Cape and National Total, 2018 [Percentage]**





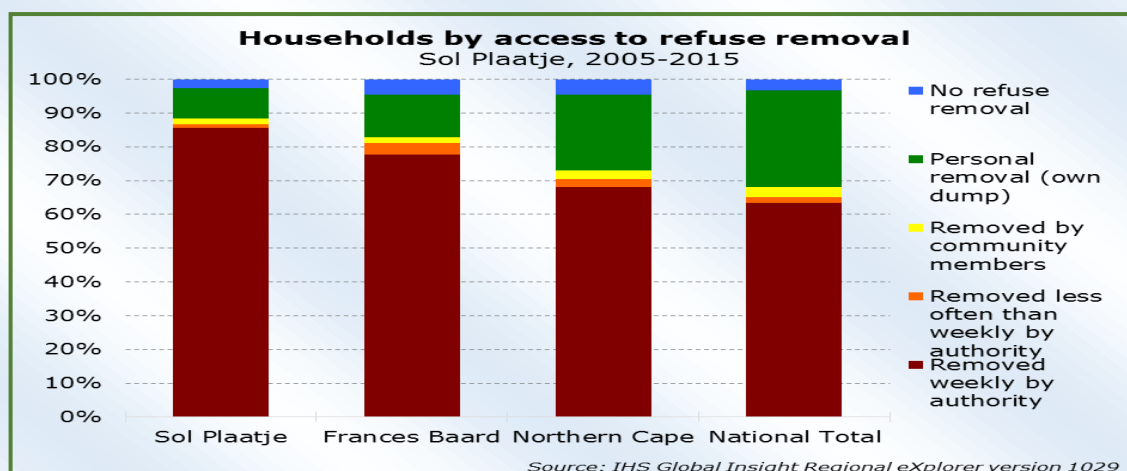
Sol Plaatje Local Municipality had a total number of 1 270 (1.69%) households with electricity for lighting only, a total of 67 700 (90.43%) households had electricity for lighting and other purposes and a total number of 5 900 (7.88%) households did not use electricity.

**Chart 16: Electricity connection - Sol Plaatje Local Municipality, 2008-2018 [Number of households with no electrical connection]**



When looking at the number of households with no electrical connection over time, it can be seen that in 2008 the households without an electrical connection in Sol Plaatje Local Municipality was 7 260, this decreased annually at -2.06% per annum to 5 900 in 2018.

**Chart 17: Households by access to refuse removal**

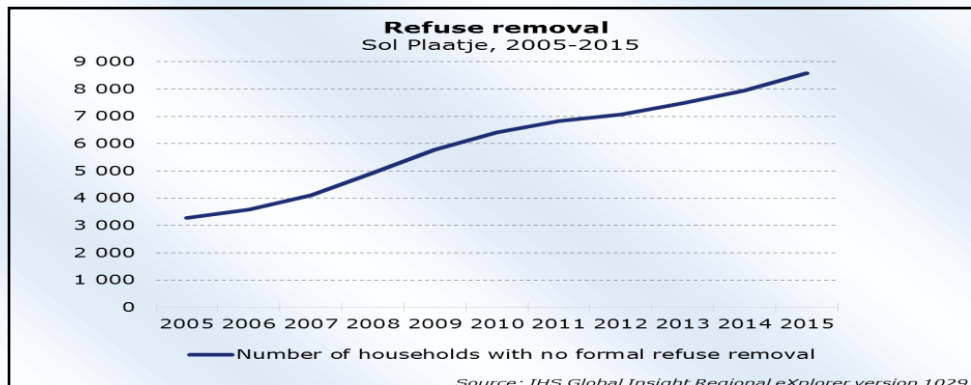


A distinction is made between formal and informal refuse removal. When refuse is removed by the local authorities, it is referred to as formal refuse removal. Informal refuse removal is where either the household or the community disposes of the waste, or where there is no refuse removal at all. A further 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 18: Households with no formal 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.

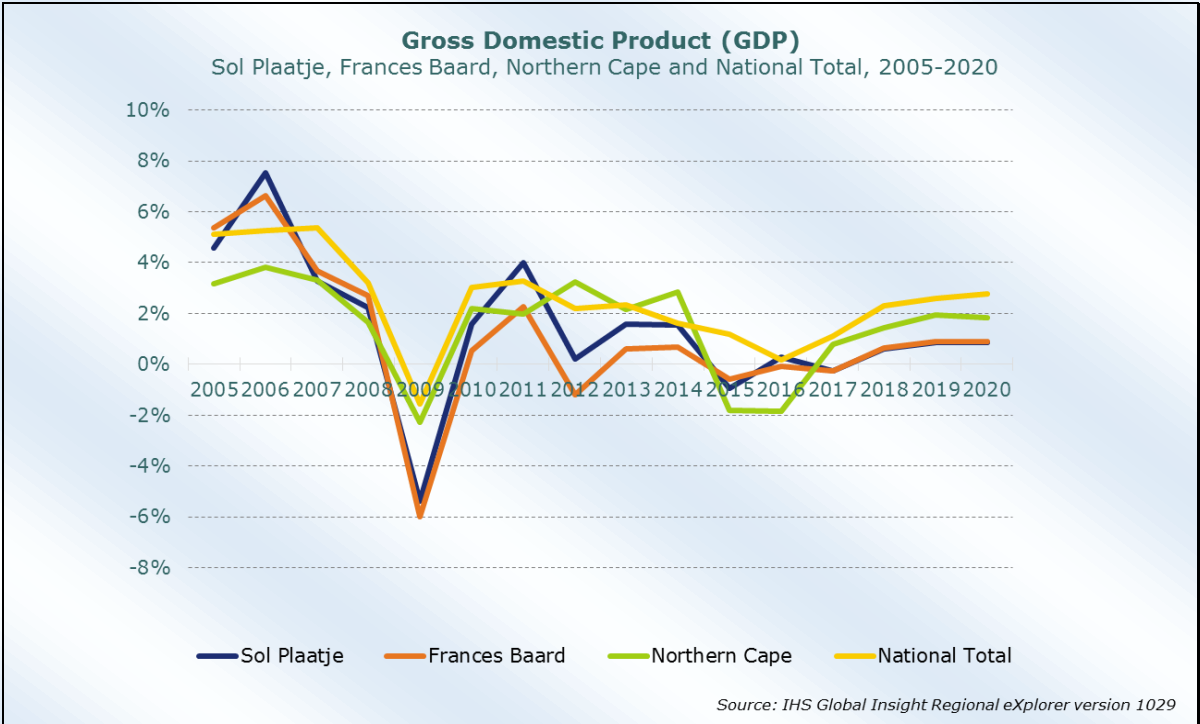
The Province economy grew at 2.8% in 2017, an improvement from the below par growth of -1.2% experienced in 2016. The number of unemployed people, however increased by 12 652 in the 2<sup>nd</sup> Quarter of 2019 with the Province having the highest rate of young people unemployed and second highest for those aged 15 to 24 years at a rate of 45.9%. Currently 125 313 people in the Northern Cape are without employment, aged 15 to 24 years not in employment, education and training.

The high youth unemployment means young people are not acquiring the skills or experience needed to drive the economy forward, which inhibits the province's economic development.

Chart 19: GVA – Broad sector composition, 2015



Chart 20: 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**

During the State of the Nation Address by President Cyril Ramaphosa on 11 February 2021 some key announcements were made.<sup>1</sup>

**Coronavirus pandemic** - Fundamental to our nation's recovery is an unrelenting and comprehensive response to overcome the coronavirus. Plans had to be adapted in response to a global emergency. Budgets had to be reprioritised and many programmes had to be deferred. South Africa has experienced a sharp decline in growth and a significant increase in unemployment. Poverty is on the rise and Inequality is deepening. There were 1.7 million fewer people employed in the third quarter of 2020 than there were in the first quarter, before the pandemic struck and the unemployment rate now stands at a staggering 30.8%.

The social and economic relief package that were introduced in April 2020 last year is the largest intervention of its kind in our history.

It identified measures worth a total of R500 billion – or about 10% of our GDP – to provide cash directly to the poorest households, to provide wage support to workers and to provide various forms of relief to struggling businesses.

**Acceleration of our economic recovery** - Since the launch of the Economic Reconstruction and Recovery Plan, four priority interventions were identified.

- a massive rollout of infrastructure throughout the country,
- a massive increase in local production,
- an employment stimulus to create jobs and support livelihoods,
- the rapid expansion of our energy generation capacity.

**Massive Rollout of Infrastructure** - To achieve this objective technical skills within government must be rebuilt to prepare and manage large infrastructure projects. Infrastructure projects will lead to the revival of the construction industry and the creation of much-needed jobs. The R100 billion Infrastructure Fund is now in full operation. This Fund will blend resources from the fiscus with financing from the private sector and development institutions.

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<sup>1</sup>[www.gov.za](http://www.gov.za)

**Massive Increase in Local Production** - This objective is to support a massive increase in local production and to make South African exports globally competitive. This will encourage greater investment by the private sector in productive activity. Key to this plan is a renewed commitment from government, business and organised labour to buy local. This commitment should lead to increased local production, which will lead to the revival of our manufacturing industry.

The COVID-19 pandemic forced the closure of global value chains but as the local supply chains became open for locally manufactured products this will gain momentum.

Cabinet approved the SMME Focused Localisation Policy Framework which identified the 1,000 products. Furthermore, the departments of Small Business Development and Trade, Industry and Competition are supporting SMMEs to access larger domestic and international markets which are supported by robust manufacturing support programmes.

SA's vision for industrialisation is underpinned by sector master plans to rejuvenate and grow key industries and these four master plans have been completed and signed which are part of the social compact between labour, business, government and communities and already had an impact in the respective industries.

The African Continental Free Trade Area (AfCFTA) came into operation on the 1<sup>st</sup> of January 2021 following the adoption of the Johannesburg Declaration by the African Union. This provided a platform for South African businesses to expand into markets across the continent and for South Africa to position itself as a gateway to the continent.

**Employment Stimulus to create jobs and support livelihoods** – The largest numbers of jobs will be created by the private sector in a number of industries as the economy recovers. Government work in a social compact with the private sector to create a more conducive environment for the section to be able to create jobs which is underpinned by a clear commitment to grow our economy and to create jobs. The public sector has a responsibility to stimulate job creation both through their policies and direct job creation opportunities.

The Presidential Employment Stimulus is one of the most significant expansions of public and social employment in South Africa's history. 430 000 Opportunities have already been supported through the stimulus in areas like education, arts and culture, global business services, early childhood development and small-scale and subsistence farming. It involves environmental programmes such as the clearing of alien trees, wetland rehabilitation, fire prevention and cleaning and greening across all municipalities. Nearly half a million people are receiving an income, developing new skills and contributing to their community and the country's economy.

The National Youth Development Agency and the Department of Small Business Development provided grant funding and business support to young entrepreneurs to face the huge challenge of youth unemployment. Due to coronavirus restrictions it had been put on hold but this provides a firm foundation to support 15 000 businesses by 2024. A National Pathway Management Network was established to provide support and opportunities to young people across the country.

**Rapid expansion of energy generation capacity** – Central to this objective is to restore Eskom to operational and financial health and accelerating its restructuring process. Eskom has been restructured into three separate entities for generation, transmission and

distribution which will lay the foundations for an efficient, modern and competitive energy system. Proposals to improve the financial position, management the debt and reduce Eskom's dependence the tariff path must be reviewed to ensure that it reflects all reasonable costs and measures to resolve the problem of municipal debt.

The threat that climate change poses to our environmental health, socio-economic development and economic growth cannot be ignored and SA is therefore working to fulfil its commitments under the UN Framework Convention on Climate Change and Its Paris Agreement which include the reduction of greenhouse gas emissions.

Climate change will be guided by the Presidential Coordinating Commission on Climate Change. The Commission will work on a plan for a just transition to a low-carbon economy and climate resilient society.

**Operation Vulindlela** -i This operation has been established to implement structural economic reforms in order to achieve higher rates of growth and employment and involves a team in National Treasury and the President's Office and is focusing on reforms in the electricity, water, telecommunications and transport sectors as well as reforms to visa and immigration regime.

The following structural economic reforms that will take place are summarized below:-

**Digital migration** is vital to our ability to effectively harness the enormous opportunities presented by technological changes. Process will be done province-by-province and be completed by end March 2022;

**Revive the Green Drop and Blue Drop Programmes** to strengthen water quality monitoring. Finalise and implement the revised raw water pricing strategy and accelerate the establishment of a National Water Resource Infrastructure Agency;

**Revised list of critical skills** to be published to reflect the skills needed by the economy;

**National School of Government** will roll-out courses and training programmes for government officials from entry level to Senior Management and Executive. The public service is the coalface of government and lack of professionalism doesn't just impact service delivery and also dents public confidence. Advancing honesty, ethics and integrity in the public service is critical if we are to build a capable state;

To continue with the strengthening of local government infrastructure and acceleration of service delivery through the **District Development Model** to ensure that all 3 spheres of government focus on key priorities and implementation of critical high impact projects;

**Implementation of measures to support municipalities** to address inadequate and inconsistent service delivery in areas such as water provision, infrastructure build and maintenance by working with public and private sector partners;

Focusing on **appointment of properly qualified officials** at a local level to ensure effective management and provision of services;

## **General**

*Corruption is the greatest impediment for a country's growth and development. Government has commence with the implementation of a National Anti-Corruption Advisory Council.*



Crime and Violence undermine people's sense of safety and security and tackling crime is central to the success of recovery. Steps have been taken to deal with crimes like cable theft, railway infrastructure vandalism, land invasions, construction site disruptions and attacks on truck drivers which hamper economic activity and discourage investment. Task teams have been mobilized in provinces to deal with extortion and violence on site of economic activity.

The launch of the National Strategic Plan on Gender-Based Violence in April 2020 was to strengthen the criminal justice system to prevent women and children to be traumatised and to ensure that perpetrators face justice. Three key pieces of legislation were introduced in Parliament to make the criminal justice system for effective in combatting gender-based violence, namely:--

- To reduce the backlog of gender-based violence cases and perpetrators are brought to book
- Provide care and support to survivors of gender-based violence
- Economic Empowerment of women

In 2020 Cabinet approved a policy that 40% of public procurement should go to women-owned businesses. In February 2021 a ground-breaking private sector-led Gender-Based Violence Response Fund was launched. Several South African companies and global philanthropies made pledges to the value of R128 million.

Government will allocate approximately R12 billion to implement the various components of the National Strategic Plan. Gender-based violence will only end when everyone takes responsibility for doing so in their homes, in their communities, in their workplaces, in their places of worship and in their schools.

In 2021 efforts will be made to provide greater opportunities for persons with disabilities to participate in the economy and in society in general.

## **Economic overview**

This 2021 budget framework puts South Africa on course to achieve a primary surplus. By doing this, government debt will stabilise at 88.9 per cent of GDP in 2025/26.

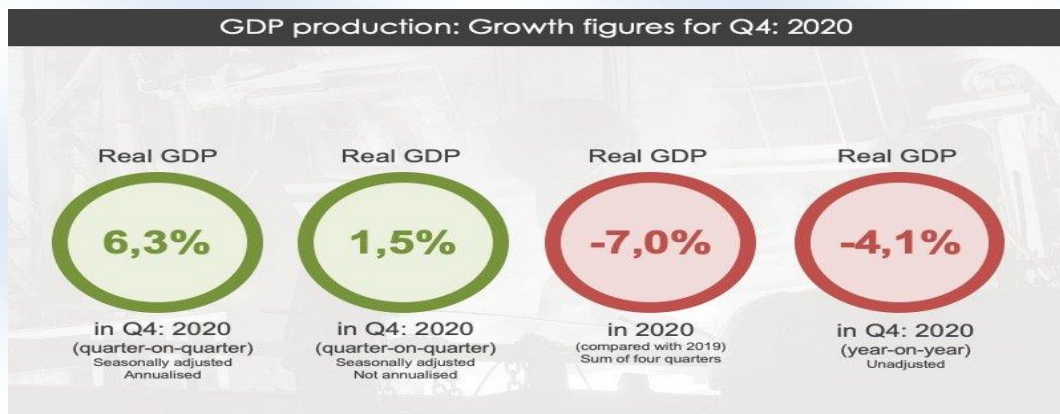
The path is challenging but achievable. It is the most prudent way to achieve higher levels of prosperity and avoid a sovereign debt crisis.

South Africa's real GDP growth for the fourth quarter was up 1.5% on a seasonally-adjusted basis. Year-on-year, there was a decline of 4.1%. On a seasonally-adjusted, annualised basis, growth was recorded at 6.3%.

For 2020 as a whole, projections of an annual contraction in GDP of 7% were on the mark. If we explore the historical data, this is the biggest annual fall in economic activity the country has seen since at least 1946.

### **Figure 1: Economic Growth in 4<sup>th</sup> Quarter 2020 (SA Statistics)**





The manufacturing industry increased at a rate of 21.1% in the fourth quarter, contributing 2.4 percentage points to GDP growth.

The positive growth recorded in the third and fourth quarters was not enough to offset the devastating impact of COVID-19 in the second quarter when lockdown restrictions were at their most stringent. Economic activity for the entire year decreased by 7,0% in 2020 compared with 2019.

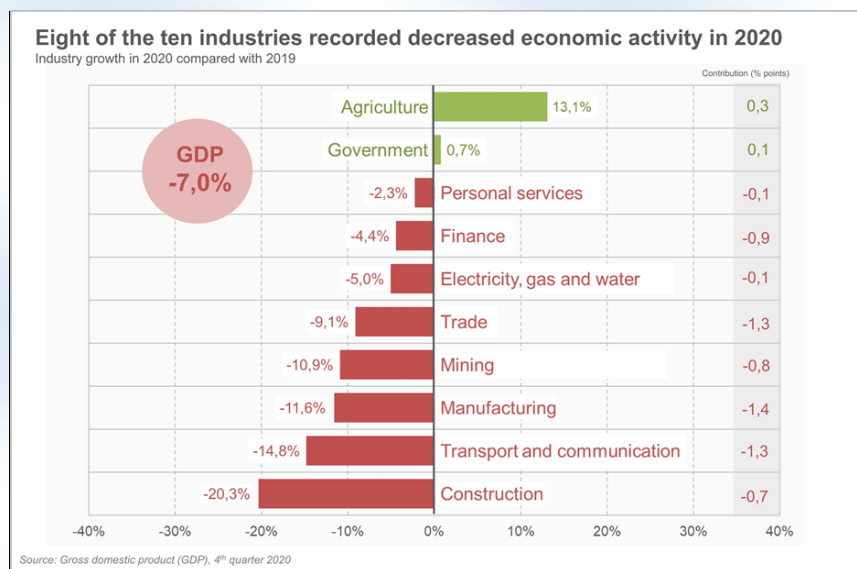
Global economic growth is expected to rebound to 5.5 per cent in 2021 before moderating slightly to 4.2 per cent in 2022, spurred on by the expected rollout of Covid-19 vaccines and other additional policy initiatives.

China is expected to grow at 8.1 per cent in 2021, while India will achieve a growth rate of 11.5 per cent in 2021. Sub-Saharan Africa is forecast to grow by 3.2 per cent.

In this context, the South African economy is expected to rebound by 3.3 per cent this year, following a 7.2 per cent contraction in 2020, and average 1.9 per cent in the outer two years.

If we explore the historical data, this is the biggest annual fall in economic activity the country has seen since at least 1946.

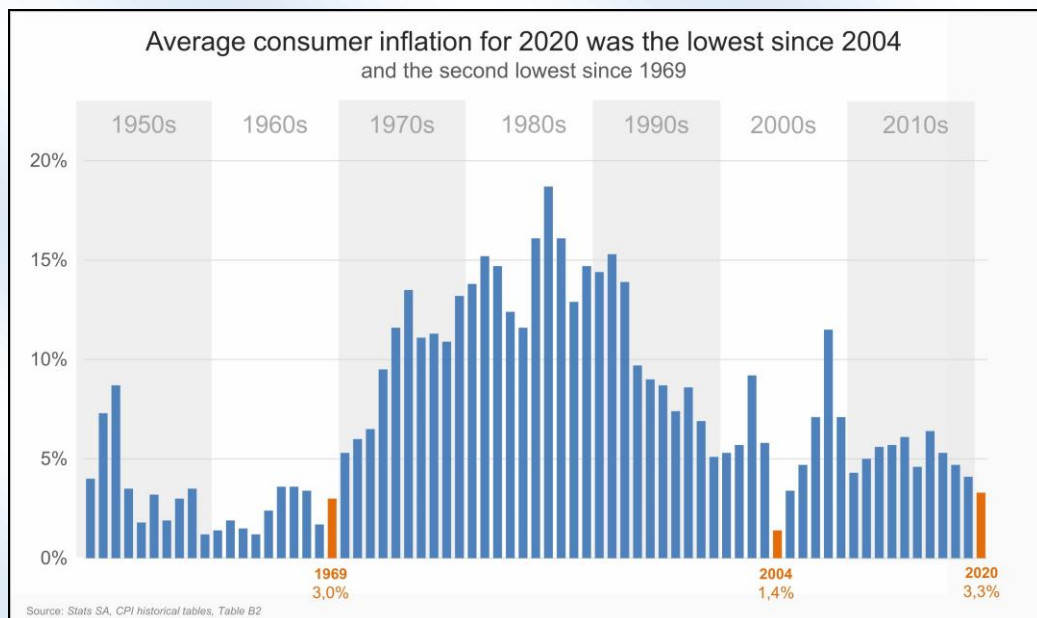
**Chart 21: Industry growth in 2020(SA Statistics)**



Eight of the ten industries made positive gains in the fourth quarter, most notably manufacturing (bolstered by increased production in food, beverages and motor vehicles) and trade (driven by retail, motor trade, catering and accommodation). Mining and finance, real estate and business services were the two industries that recorded a decline in economic activity.<sup>2</sup>

Despite the impact of the pandemic on economic growth, agriculture escaped the effects of the pandemic by expanding production by 13,1% in 2020. Government also grew marginally in the year, up by 0,7%.

**Chart 22: SA's Consumer Price Inflation, January 2020 (SA Statistics)**

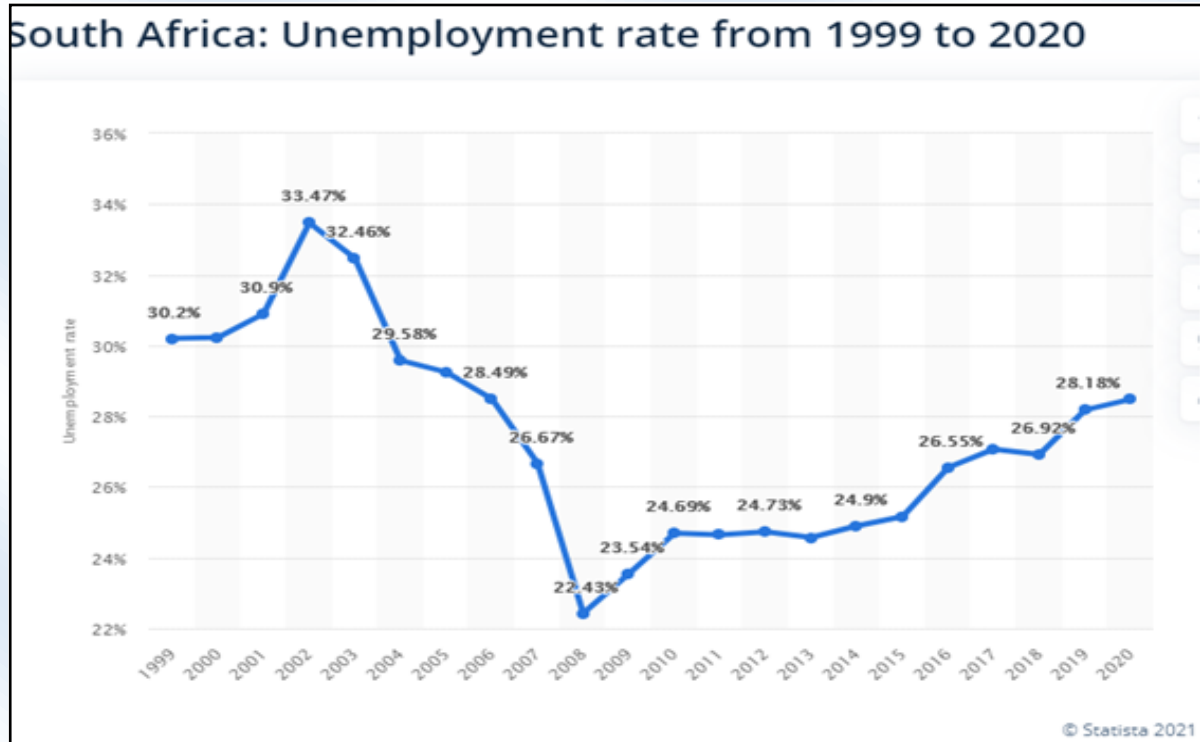


As seen from the above chart the inflation for 2020 was the lowest in 16 years and the second lowest in 51 years. The average annual inflation rate for 2020 was 3,3%. This is the lowest annual average rate since 2004 (1,4%) and the second lowest since 1969 (3,0%).

The annual rate of consumer inflation was 3,2% in January, slightly up from December's reading of 3,1%. The monthly increase in the consumer price index was 0,3%, following 0,2% between November and December

**Chart 23: SA's Unemployment Rate, (1999 to 2020) SA Statistics)**

<sup>2</sup> Statssa



South Africa's unemployment rate rose to 32.5% in the fourth quarter of 2020 from 30.8% in the previous period. It was the highest jobless rate since quarterly data became available in 2008, with more people entering the labour market and actively looking for jobs. Still, the market is not creating sufficient jobs to absorb enough people of working age into employment.

## 2.2 CONTEXTUALISING THE ISSUES RELATING TO DEMOGRAPHIC AND SOCIO-ECONOMIC INFORMATION

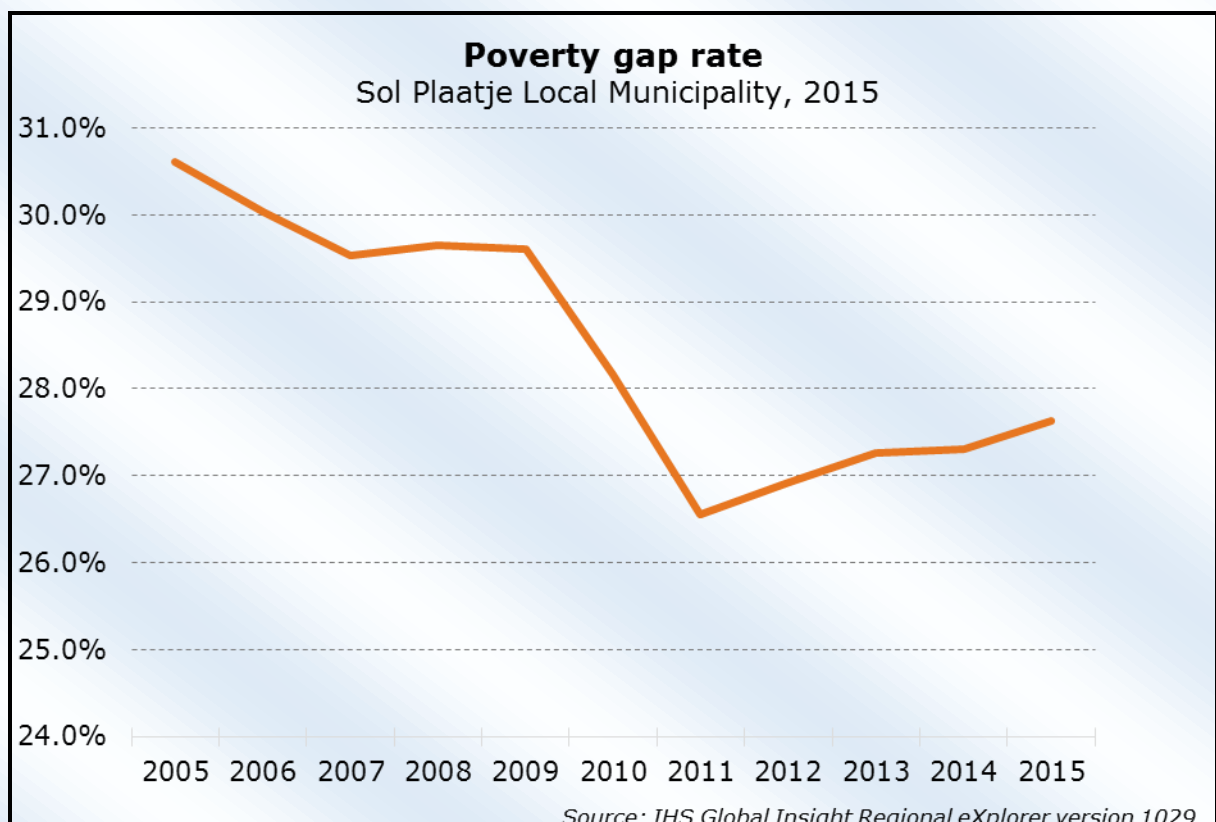
The issues identified above need to be considered when reviewing the IDP and preparing the budget for the 2021/22 MTREF. The Province economy grew at 2.8% in 2017, an improvement from the blow par growth of -1.2% experienced in 2016. The number of unemployed people, however increased by 12 652 in the 2<sup>nd</sup> Quarter of 2019 with the Province having the highest rate of young people unemployed and second highest for those aged 15 to 24 years at a rate of 45.9%. 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. 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 24: 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.

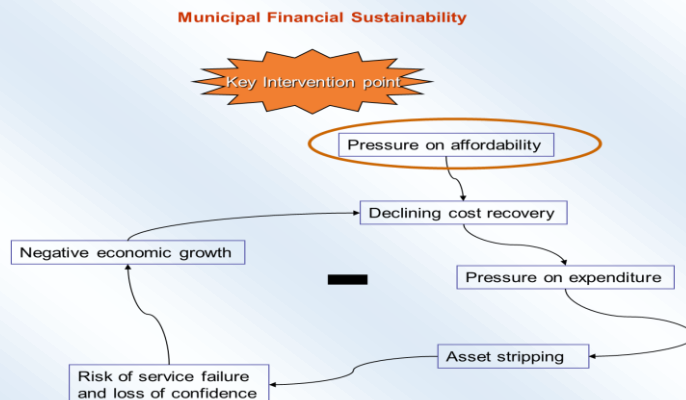
In 2015, the poverty gap rate was 27.6% and in 2005 the poverty gap rate was 30.6%, it can be seen that the poverty gap rate decreased from 2005 to 2015, which means that there were improvements in terms of the depth of the poverty within Sol Plaatje Local Municipality.

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 2: Municipal Financial Sustainability**



Issues to be addressed to ensure the financial 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

## CHAPTER 3: SITUATIONAL ANALYSIS

### 3.1 STATUS QUO PER KEY PERFORMANCE AREA

#### 3.1.1 STRATEGIC ECONOMIC DEVELOPMENT AND PLANNING

##### 3.1.1.1 LOCAL ECONOMIC DEVELOPMENT

##### Status Quo

The history of LED in South Africa can be divided into six phases, as described in Table 5.

**Table 6: South Africa and LED history**

PRE-1994 (apartheid era)	<ul style="list-style-type: none"> <li>▪ The approach was government-planned industrial decentralisation and LED initiatives, as part of the social engineering and economic boosterism of the apartheid state (Rogerson, 1997; Nel &amp; John, 2006).</li> <li>▪ From the 1980s, programmes were introduced to attract industries, promote place marketing, and develop infrastructure, tourism and land. However, by the early 1990s, many of the decentralised, planned places (e.g. Botshabelo, Mdantsane) were failing, with plants closing and jobs being lost (Marais et al., 2016c; SACN, 2016).</li> </ul>
1994–2002	<ul style="list-style-type: none"> <li>▪ The new Constitution (1996) came into force and included the principle of developmental local government, reinforcing the importance of economic planning at the local level.</li> <li>▪ Two opposing approaches to LED developed: a city-based (or pro-market) approach and a community-based approach (Nel, 1997). As donors started channelling their funding through government, the community-based approach lost momentum (Nel, 2005). Community groups argued in favour of pro-poor approach to LED (Khanyaacidd, 2006).</li> <li>▪ Government introduced the LED Fund (1998) that was aimed at projects with a pro-poor, poverty-relief focus. Projects had limited success because they were poorly planned and designed, seldom considered the value chains, were mostly implemented by the public sector and often did not include appropriate technical support (Marais &amp; Botes, 2007).</li> <li>▪ Some of the large cities implemented inner-city renewal programmes and large tourism investments, such as waterfront developments and convention centres, which were in many cases driven by public-private partnerships (Nel &amp; Rogerson, 2007)</li> </ul>
2003–2011	<ul style="list-style-type: none"> <li>▪ Having discontinued the LED Fund (2002), government developed a new LED</li> </ul>

	<p>policy for South Africa, the National LED Framework 2006–2011 (DPLG, 2006), which was:</p> <ul style="list-style-type: none"> <li>▪ A five-year strategic framework aimed at supporting the development of sustainable local economies through integrated government action.</li> <li>▪ A guide to LED that proposed a strategic implementation approach that government and communities could use to improve LED, and suggested actions for implementing LED Key Performance Indicators.</li> </ul>
POST 2011	<ul style="list-style-type: none"> <li>▪ A review of the 2006–2011 LED Framework took into consideration the state of the economy and of local government, the existing national economic frameworks and national contemporary LED issues, and identified LED challenges and opportunities.</li> <li>▪ Challenges included: the lack of a shared conceptual understanding of LED, poor intergovernmental relations on LED, sectoral plans not integrated as part of LED planning and implementation, limited funding and financing for municipal-led LED programmes, the lack of a differential approach to LED implementation, and skills deficit and general human resources issues.</li> </ul>
2016	<ul style="list-style-type: none"> <li>▪ Cabinet adopted South Africa's national urban policy, the IUDF, which promotes a differentiated approach to cities and towns.</li> <li>▪ The IUDF recognises the specific problems associated with intermediate cities in South Africa, including dependence on a single economic sector, poor urban management, inadequate maintenance of municipal infrastructure, and weak relations between the municipality and external role-players.</li> <li>▪ The IUDF specifically calls for a national LED strategy and for economic development to be central to the municipal agenda.</li> </ul>
2018	<ul style="list-style-type: none"> <li>▪ The Ministry of Cooperative Governance and Traditional Affairs (COGTA) published a draft National Framework for Local Economic Development: Creating Innovation driven Local Economies 2018–2028 (COGTA, 2018) that takes forward the policy proclamations.</li> <li>▪ Its aim is to "provide strategic guidance to LED agents and actors and their activities in order to achieve innovative, competitive, sustainable, inclusive local economies that maximise local opportunities, address local needs, and contribute to national and provincial development objectives".</li> </ul>

### Understanding of the LED within Sol Plaatje Municipality

The main goal of Local Economic Development is improving the economic well-being of a community through efforts that entail job creation, job retention, tax base enhancements and quality of life. As there is no single definition for economic development, there is no single strategy, policy, or program for achieving successful economic development. Communities differ in their geographic and political strengths and weaknesses. Each community, therefore, will have a unique set of challenges for economic development.

Within municipalities, there still confusion about the LED department's role, and LED is not considered a high priority. As a result, projects identified in terms of SDBIP are not aligned with New Agenda LED 2017 in terms National LED Framework and are rarely updated in the IDP. These projects tend to be disconnected from reality, lack strong economic rationale or

make simplistic assumptions about the economic value chains, and assume that funding will come from other spheres of government. The private sector is also not aligned with the municipality, and economic analysis and intelligence are lacking.

The Integrated Urban Development Framework (DCOG, 2016) and research by the South African Cities Network (SACN) and the South African Local Government Association (SALGA) recognise that the economic development function at local level needs to be re-imagined.

This study recommends that the LED function be re-imagined, based on four principles and six strategic issues.

#### **Four institutional principles for LED**

1. A functional economic development directorate can exist on a small budget.
2. A functional economic development directorate needs to be involved in both pro-growth and pro-poor projects.
3. LED needs to occupy centre stage within a municipality and economic thinking must be integrated into the other functions performed by a municipality.
4. A functional economic development directorate should furnish the rest of the municipality with robust economic intelligence.

#### **Six strategic issues in reimagining LED**

1. Local governments should mainstream economic considerations into their sectoral departments and also into the accompanying strategies of those departments.
2. Local governments need to use municipal levers, such as land-use planning, to support their economies.
3. Municipalities should do more to build economic intelligence, with the assistance of other spheres of government.
4. Local governments should strengthen economic strategies that are appropriate for their specific economic context and based on solid economic intelligence.
5. Local governments should develop economic partnerships, as municipalities need to facilitate, not drive, economic development.
6. Local governments should create appropriate institutional arrangements that support economic development.

#### **The LED challenges of Sol Plaatje Municipality as an intermediate city**

The slower economic growth is due to various realities facing intermediate city, including SPM reliance on a single sector (especially mining). This makes SPM vulnerable to changes in mining and international markets, and to decisions and policies made at national level; for example, the imposition or relaxation of import tariffs. Compounding this reality is the disappointing state of economic planning at local government level, or local economic development (LED).

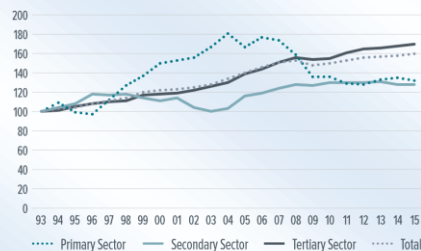
#### **The draft National Framework for Local Economic Development**

The draft Framework contains a vision for LED: “Innovative, competitive, sustainable, inclusive local economies that maximise local opportunities, address local needs, and



contribute to national development objectives", including the following strategic objectives:

- To launch a radical fight against poverty, inequality and unemployment, and enhance the quality of life for all through developing innovative and inclusive and competitive local economies.
- To support the potential of local economies to grow and develop the national economy.
- To raise greater awareness of the significance of regions, metropolitan municipalities and localities as focal points for generating national prosperity.



**FIGURE 12:** Percentage share of primary, secondary and tertiary sectors (1993–2015)



- To intensify the support for local economies to realise and build their economic potential, diversity, levels of employment and the creation of decent work for their communities.
- To strengthen intergovernmental coordination for the planning of inclusive economic development between government and non-governmental sectors.

### Main economic function of Sol Plaatje Municipality

Two external factors saved the economy of what would otherwise be a dying mining town: the establishment of Sol Plaatje as the capital of the sparsely populated Northern Cape Province and the opening of a new national university five years ago.

The city's capital status ensured that large numbers of public servants settled in the city, helping to maintain the housing market and creating demand for office space, and served to direct government spending on hospitals and other public services.

This in turn expanded the regional services function of the city. For the last 25 years, diamond mining stimulated the economy, but this is no longer the case. A large artisanal mining sector has developed in Sol Plaatje that remains unregulated and illegal, despite attempts to formalise these activities. Over the last two years, the economy has changed, and economic development officials are concerned by the loss of large numbers of businesses. Overall, the city struggles with political instability, bulk water supply and basic service-delivery problems.

### Economic development planning

Sol Plaatje has an SEDP whereby Local Economic Development Unit placed and that focuses on tourism and enterprise development. The municipality has started a process to develop a new economic development strategy. Integrated economic thinking is limited, and the overall strategy is unclear. However, the city's economy has benefited from external government decisions, such as in 1994 when the city became the provincial capital, and in 2015 when a national university opened its doors. Another boost came in 2012 when the provincial government established a convention centre, which enables the city to attract niche conferences, rather than compete with Cape Town or eThekweni for large conferences. The tourism experience focuses on the Big Hole, extreme adventure sports and desert tourism.

## Achievement

### **The move towards Diversification and Innovation: A necessity for Mining Towns**

A current innovation within Kimberley is the NC mLab (Mobile Applications Laboratories) project. In 2012 Sol Plaatje Local Municipality entered into a partnership with the Northern Cape provincial Department of Economic Development and Tourism (DEDaT), the Northern Cape Community Education Training College and NC mLab Africa to establish a local skills-development incubation hub within Sol Plaatje (MLAB Northern Cape).

The provincial government's Northern Cape Information Society Strategy (NCISS) noted as early as 2005 that: "a paradigm shift will be required to transition our resource rich industrial and agricultural economy to a knowledge-based information economy" (NCISS, 2005). Establishing an NC mLab within the province is an example of a progressive means towards the desired goal of diversifying the local economy. Northern Cape mLab is a Non-Profit Organisation which exists in order to provide skills, training and an incubation platform for the youth in the province, particularly in the areas of entrepreneurship, SMME development ICT and mobile applications.

Through the MLAB skills and innovation cycle, the organisation provides opportunities to scholars, budding entrepreneurs and upcoming innovators to gain new and highly sort after skills including:

- Coding skills
- Exposure and opportunities to participate in ICT industry innovation and research
- Business start-up an SMME skills
- Mobile application development skills

Currently the NC mLab is located in the Galeshewe SMME Village in Kimberly. Over twenty (20) youths comprising of small business owners, mobile app developers and "mentees" are currently part of the NC mLab establishment and are receiving training and skill up-scaling through one means or the other. NC mLab hopes to see an increase in the volume of youths and entrepreneurs that have been mentored by the business incubation programme run by the organisation.

In addition to the above, it is worth noting that **Sol Plaatje University offers a specialised undergraduate degree in Data Science** and is currently the only university in Africa that provides this course offering. It is clear that the municipality is charting its way towards innovation, new technologies and a knowledge-based economy, and this is commendable. It is hoped that many mining towns within the country may adopt means of economic diversification, best suited for them, and take the necessary steps towards innovation-driven local economic development. This forms an essential part of economic sustainability for mining towns' through-out the country.

### **NC mLab at Galeshewe SMME Village**

The Department of Science and Technology and Department of Economic Development and Tourism allocated an amount of R11.8 m over a period of 2018/19 to 2020/21 for the NC mLab project as mentioned above with the SMME's in the Galeshewe Township being the beneficiaries for this grant. This is an on-going project and in its 3<sup>rd</sup> year of implementation.

## **Review of the LED Strategy**

The Review of the LED Strategy is funded by the Old Mutual Group in the amount of R1 m for the period 2020. The review must be done by the Centre for Local Economic Development from the University of Johannesburg (CENLED) being a condition of the grant. Beneficiaries are the entire community of Sol Plaatje which is extended to the entire region of the Frances Baard District Municipality.

## **Enhancing Sol Plaatje Local Municipality's economic governance & infrastructure for Business expansion Attraction & Retention (BEAR)**

The third grant known as the General Budget Support National Treasury and European Union in the amount of R45 m is for the period 2020/21 to 2022/23.

The purpose of this grant is to enhance the institution's economic governance and infrastructure for Business Expansion Attraction and Retention (BEAR) with SPLM 's community being the beneficiaries which will be done through the Medium Term Revenue Expenditure Framework of SPLM.

## **Northern Cape Innovation Forum**

A grant of R1 m was allocated for the Establishment of the Northern Cape Innovative Forum to enhance the implementation of science, technology and innovation through LED's strategic planning. This will be an on-going project of which Sol Plaatje University will be the champion of the project with the beneficiaries being the entire community of SPLM as well as the entire Northern Cape.

## **Partnership with Genk Municipality in Netherlands**

The LED Unit is currently in engagement with Genk City in Limburg Province of Belgium to finalize a concept proposal to be able to qualify for the European Union Partnerships for Sustainable cities 2020 : Smart Cities' Grant of approximately R50 m for 2020. This grant must be used for smart data management in SPLM as driving force for city policy on waste, gender and local entrepreneurship is Beneficiaries will be the entire community and SPM's organisation. The condition of the grant is that SPLM must have an European Partner to qualify before submitting an application.

## **Integrated Township Economic Development Programme**

The department is currently developing an integrated township economic development programme, which intends to develop township economies, and to target investments such as factories, workshops, technical hubs and locally-owned retail operations in our townships, large or small.

The driving force behind job creation must be the realization that interventions at local level do not need to be only small-scale, but that high value economic activity in townships must also be encouraged.

The approach to focus on townships is informed by the reality that South African townships are characterised by the highest levels of **unemployment, poverty and inequality**. Therefore, township economies have been identified as a critical vehicle to drive the South African economy to upward trajectory.



The initiative will be implemented in the following five townships: **Mankweng**, (Polokwane Municipality, Limpopo); **Imbali**, (Msunduzi Municipality, Kwa-Zulu Natal); **Ezibeleni**, (Enoch Mgijima Municipality, Eastern Cape); **Tlhabane**, (Rustenburg, North West) and **Galeshewe**, (Sol Plaatje Municipality in Northern Cape).

### **Mayibuye Uprising Monument-Kimberley – Frances Baard District**

The defiance campaign inculcated the idea of the spirit of sacrifice of personal interest for the public good. Out of the campaign came a disciplined volunteer corps of men and women who gave freely of their time and energy without any remuneration in order to build the African National Congress and Alliance.

The Defiance Campaign put an end to deputations pleading with the government to grant rights which it had deliberately, as a matter of calculated policy, taken away from the oppressed and exploited majority.

The key objectives that the project hopes to achieve include:

- Preserving the heritage of the Northern Cape liberation struggle
- Unlocking the potential of these areas as tourist destinations
- Provide social investment to the communities in Galeshewe (Kimberley)

As an effort to preserve our heritage DSAC, together with Sol Plaatje Municipality has collaborated on the current monument since the monument. Since 2002 as part of DSAC's Flagship Programme of Honouring Heroes and Heroines who selflessly contributed to the liberation struggle of our country, Mayibuye Commemoration is held annually on 8<sup>th</sup> November.

At the moment, the Mayibuye Monument Precinct needs to be upgraded, thus there is a need for renovation or restoration of Robert Sobukwe Office; upgrading of the monument; upgrading of tombstones of the victims at the West End Cemetery, the construction of an onsite security room and upgrading the current ablution facilities. The project will be linked with the intended Nelson Mandela precinct where the intension is to construct a new Museum which will depict the history of Galeshewe Township.

Further development of the current monument is expected to redress the imbalances of the past by changing the heritage landscape of the province.

As the custodian of heritage in the Northern Cape Province, DSAC will be the champion of the project. With regard to the financial management, DSAC has competent financial management team lead by the Chief Financial Officer who will ensure that Public Finance Management Act of 1999 (PFMA) prescripts and regulations; and also make sure that all Supply Chain Management (SCM) processes are adhered to.

Mayibuye Uprising Memorial Precinct is owned and managed by the Sol Plaatje Municipality. Since the site falls within the Sol Plaatje Municipality Tourism Route, they will lead the Management Team. The team will be constituted by officials from DSAC, Frances Baard District Municipality, Sol Plaatje Municipality, McGregor Museum, Northern Cape Department of Tourism, PHRA, Historical Society of the Northern Cape, Galeshewe Memorial Project and other role players who will come on board for the sustainability of the site.

Due to the limited budget, it has been difficult for the DSAC and the Sol Plaatje Municipalities to upgrade the precinct. The project will afford the opportunity to the DSAC to upgrade the site and the graves of the victims as they are at appalling state.

***Conclude with the cost of the proposed project as well as the development that was done on the site in the past***

The costs of the work done - Estimated R3 000 000 on Sobukwe office for R150 000

The cost for the project is estimated at R55 000 000

NB DSAC has transferred R10 000 000 in 2016/17 to Sol Plaatje Municipality as the contribution towards the Mandela Precinct.

**Enterprise and Supplier Development through procurement opportunities**

In line with Northern Cape Procurement Localisation Strategy Sol Plaatje Municipality through its LED Unit has drafted agreement with local SMMEs forums and associations whereby 30% of SPM's procurement opportunities will be set aside as a pre-qualification criteria to benefit only members of the SMMEs forums and associations. The inception of the programme is the 01<sup>st</sup> July 2020 as new financial year.

Enterprise Development (ED) is the process of developing small or medium companies or businesses through the provision of finance and support, assisting in their business development and sustainability.

The initiative will be collaboration efforts with the following stakeholders:

- Small Enterprise Development Agency
- Small Enterprise Financial Agency
- National Youth Development Agency
- National Empowerment Fund
- Frances Baard District Municipality
- Department of Economic Development and Tourism

For suppliers, localisation helps to: improve overall technical know-how due to increased interaction with international specs; innovate; and have a direct positive impact on the economy as parties involved are able to maximize spare capacity and keep busy.

For international brands, localisation helps in: exercising a direct control on the supply chain locally instead of depending on global vendors, reducing the overall cost & risks as companies do not need to store or import large quantities, and in customizing and modifying designs based on regional needs as well as on geographical, cultural and working condition differences.

Enterprise Infrastructure is the basic services that represent a foundational tool for the enterprise programme of a nation, region or city. Infrastructure can include physical structures, systems, institutions, services and facilities. The following are common types of enterprise infrastructure;

- Transportation
  - Services such as roads, bridges, cycle highways, rail, airport and ports,
- Energy

- Production and delivery of energy including electric grids. Most nations are moving towards sustainable energy sources such as solar panels and wind.
- Water
  - Water infrastructure that provides a supply a supply of clean water and management of water resources.
- Safety
  - Institutions and systems that allows a region to endure stresses such as a natural disaster. For example, earthquake detection systems, tsunami shelters and resilient sources of local food.
- Financial
  - Financial markets and services that support basic enterprise processes such as raising capital, investing, storing wealth, payments and managing risk.
- Public space
  - Public spaces that attracts enterprise activities such as tourists and companies to the province.
- Technology
  - Basic technology services such as networks.
- Environment
  - Systems that improve environmental conditions such as rain gardens and green.

### **Multi-Skills Acquisition and Job Employment Project**

Mineworkers Development Agency (MDA) and Sol Plaatje Municipality partnered to establish a Multi- Skills Acquisition and Job Employment project.

The overall project objective is to "implement a skills acquisition and entrepreneurial support project for 384 young men and women over the next three years in Sol Plaatje Municipality, geared at reducing youth unemployment within Frances Baard District Municipality".

The specific objectives are:

- a) To set up an Operational Training and Entrepreneurial Unit at one of the Township of Sol Plaatje Municipality in Kimberley city, complete with office equipment and project personnel by May 2021
- b) To recruit 384 young men and women from within Frances Baard District Municipality to be trained and mentored while facilitating their employability into the Labour force
- c) To contract accredited partners to conduct training and provide mentoring and technical assistance to youth in Autobody Repair Entrepreneurship, Artisan Skills Training for Employability, Solar Geyser Skills Acquisition and Youth Agricultural Cooperatives
- d) To provide post-project follow-up initiatives to learners/ potential entrepreneurs for support and quality assurance, and

The project will have a life cycle of three years starting from May 2021 to May 2024 and the project area covers the entire Sol Plaatje Local Municipality, in Frances Baard District Municipality, in Northern Cape Province.

The target beneficiaries are young men and women aged between 18 and 35 years initially working with 384 recruits in the four identified enterprise development projects. The Autobody and the Artisans Skills Training for Employability will target both skilled and unskilled learners, while the Solar Geyser Skills Acquisition and the Youth Agricultural



Cooperatives will recruit mostly young women who have dropped out of school before their Matric level. Preference will be given to young women selected from all the four nodal areas of Frances Baard District Municipality (Sol Plaatje Municipality, Phokwane Municipality, Magareng Municipality and Dikgatlong Municipality).

### **Projects for 2021/22**

The establishment of an Automotive Hub at Roodepan

The establishment of the NC Innovation at Sol Plaatje University

### **Ward Committee Training: 330 unemployed learners**

As planned in the Workplace Skills Plan for 2021/2022 submitted to the Local Government Sector Education and Training Authority (LGSETA) an application for funding for the 2021/2021 Discretionary Grant funding was planned for unemployed development. If funding is allocated to the municipality by the LGSETA the planned Ward Committee Training for 10 persons per ward in 33 wards will be implemented. This means that the funding will be as per the discretionary funds allocated and hence none for the municipality. The training will be co-ordinated by the Corporate Services: Organisational Section (Michelle van Zyl)

### **Upskilling of Youth to sustain youth employment: 240 unemployed learners**

As planned in the Workplace Skills Plan for 2021/2022 submitted to the Local Government Sector Education and Training Authority (LGSETA) an application for funding for the 2021/2021 Discretionary Grant funding was planned for unemployed youth development. If funding is allocated to the municipality by the LGSETA the planned 100 New venture creation (100); Farming (30); Recycling (30); Food gardening (30) and Environmental Practise (50) will be implemented. This means that the funding will be as per the discretionary funds allocated to the municipality and hence no actual cost for the municipality. The training will be co-ordinated by the Corporate Services: Organisational Section (Michelle van Zyl)

## **MARKET**

The South African Fresh produce market system operates differently from the rest of the world. The market makes use of market agents to sell fresh produce products and pay agents a commission fee. This process is governed by legislation that protect the farmers, and the Agricultural Produce Agents Council (APAC). APAC is there to ensure that farmers are more of price makers rather than being price takers.

The producers send produce to the Fresh Produce Market and the products will remain the property of the producers until the stock is sold. The market agent's act as an intermediary between the producer and the buyer of the fresh produce. The market authorities receives 5% commission and the agents receive between 5-7.5% from the selling price of the fresh produce.

The market agents use the Fresh mark Electronic Sales Processing system software to obtain comprehensive data on price across all categories, overview of stock levels, price fluctuation as well as average across season. The producers can access this information at

any time. The Sol Plaatje Market must have a strong relationship with the Local, Provincial and National farmers, to ensure that there is constant supply of fresh produce to the market.

The Code of best Practices for National fresh produce market was prepared by Project Rebirth Steering Committee (chaired by the Department of Agriculture Fishery and Forestry) to ensure that local markets are aligned with International code of best practices. The following key Pillars were identified in the document, Consignment Control, Hygiene, Food Safety standards, Safety and Security, Infrastructure, Information management, Human Capital Development and Transformation. This document is to ensure that the National Fresh Produce Markets are aligned with International Markets.

Sol Plaatje Fresh Produce creates a platform for business, hawkers and provides emerging farmers with a market for their produce, either locally or internationally, and gives retailers and distributors access to fresh fruit and vegetables at their doorsteps. All this will unlock the province agricultural potential in a big way and give opportunities to small-scale emerging farmers who is otherwise struggling to sell their produce.

### **Vision**

- To become the leading Fresh Produce Market.
- Creating more job opportunities
- Focus on stabilising the operations and financial position of the market.
- To develop a strong innovative online value added service
- To ensure that Sol Plaatje Market remains the preferred channel of distribution of fresh produce in the Northern Cape Province.

### **Mission**

- To promote, through partnership sound agricultural practices that stimulate economic growth and food security.

### **Goals and Objectives**

- To provide timely and relevant agriculture economic service to the sector in support of sustainable economic service to the sector sustainable agriculture and agribusiness development to increase economic growth.
- To engage, empower and transform our small-scale farmers, to participate in sustainable agricultural environmental practices in order to realise economic development and food safety.

### **Challenges**

- The market has a limited number of the security personnel, due to this it compromises the security level of the market
- Deteriorating Infrastructure, market infrastructure is outdate and needs to be refurbished (cold rooms and ripening complex).
- The buyers buy directly from the farmers.
- Limited marketing of fresh produce market

### **Opportunities**



- The market is the only major fresh produce market in the Northern Cape Province, which creates a competitive advantage for the Sol Plaatje Fresh Produce Market.
- The market hall space is sufficient to accommodate at least one well-established agency and two BBBEE agents. Improving the market will also create opportunities for the establishment of more BBBEE market agents.
- The improvement of market infrastructure will create opportunities for value addition companies to establish at the Sol Plaatje Fresh Produce market.
- The market has vacant space that can be leased to generate more revenue (Agro-processing project on the market).

### **Institutional Mandate**

The legislation of the department is derived from various section of the Constitution. The Department executes a concurrent National and Provincial legislative mandate in terms of schedule 4 of the constitution. Section 27 of the Bill of Right of the South African Constitution, Act of 108 of 1996, gives obligation to the state to uphold health care, food, water and social security rights. Section 27 1(b) states everyone has the right to have access to sufficient food and water.

The NDP state that a third of the food surplus should be produce from small-scale farmers or house household. The department is to continue providing continues support to all types of farmers. The support will increase number of people contributing in different sectors and will therefore participating in the economy.

### **Improve market revenue**

- Marketing strategy will assist to promote market and assist in increasing the turnover.
- Engage with farmers, buyers and wholesalers
- More cold room, repining and freeze rooms can lead to the increase of revenue
- More agents on the markets – lead to competition and market will be profitable.
- Establish strategic partnership will all relevant stakeholders
- Promote food banks, Agro business facilities in the market, will create more job opportunities
- Diversity in the market increase the revenue.

## **INFORMAL TRADE**

### **Upgrading of the current Craven Street Informal Trade Centre**

The project entails the upgrading of the current Craven Street Informal Trade Centre with pre- owned shipping containers by appointing consulting engineers for documentation and project management.

The new building will boost to the look and feel of the area with regards to the uniform architectural standards and the beautification and aesthetic of the CBD.

The objectives are to:

- Create conducive trading environment and invest in people's dignity.
- Improve the image of the Central Business District (CBD).
- Uplift and dignify the area.
- Provide proper shelter to develop informal trading.
- Improve trading conditions of small entrepreneurs.

- Provide support for informal traders who have potential

### 3.1.1.2 URBAN PLANNING

The Urban Planning Division is a strategic Division within the Municipality mandated to focus on the containment of an orderly built environment and proper land use management for various land uses i.e. industrial, institutional, residential and various businesses. For the financial year 2020/2021 the Urban Planning Division will be having various initiatives and below is a summary of the proposed initiatives:

#### Status Quo

**IUDF-** The Sol Plaatje Municipality is the only municipality in the Northern Cape selected as a pilot project for the National programme facilitated and implemented by National Department of COGTA (Cooperative Governance and Traditional Affairs) and which also is a requirement in terms of the Spatial Planning and Land Use Management Act, 2013 (SPLUMA) Integrated Urban Development Framework funded by COGTA National in order to achieve spatial transformation. The municipality have developed a capital expenditure framework which will assist the municipality in allocating funds to previously disadvantaged areas and below is a detailed definition of CEF.

*"A Capital Expenditure Framework is a comprehensive, high-level, **long-term spatial-infrastructure plan which is underpinned by a 10-year financial plan**". The capital expenditure framework **estimates the level of affordable capital investment by the municipality over the long term.***

*Affordable capital investment is determined by comparing an estimate of capital investment needs to an estimate of available capital finance sources. The affordable capital investment **should be disaggregated** by sector, by target user (poor households, non-poor households and non-residential users); by investment driver (**informal settlement upgrading, other new infrastructure and renewal**) and in space." In the financial year 2020/2021 the municipality will Review the Capital Expenditure.*

**ICLEI** – EU –The Urban Planning Division have made submission to ICLEI's global Transformative Action Program (TAP) 2019 for program to determine the extent of flood-line and flood prone areas in preparation of climate change and creating resilient city. The municipality will equally have further engagements in 2020/2021 for the progress of submission and due way forward.

The Draft SDF was approved by council on the 26 February 2020 and it will be out for public participation in due course. This will enable the city to outline its growth strategy spatially and also encourage the investment in the City. The reviewed SDF will be able to guide the orderly and desirable spatial development inter alia developing development strategies. Thus creating integrated, sustainable and habitable city as well as rural areas.

Project for the feasibility studies for Ritchie (Draft EIA and Geo-Technical Report, Phase 1) and Fluffy Park (Layout Plan and Draft SG Diagramme) for financial year 2020/21.

In terms of NUSP (National Upgrading of Informal Settlement) program the municipality had 31 Informal Settlements from 2014 to date. In order to reduce informal settlements, the Sol Plaatje Local Municipality formalised a total of twenty (20) informal settlement from 2014 till

2020. However, the challenge remains the illegal land invasions which have known sprawled to private properties i.e. Lions Club next to St Boniface in Kimberley.

### **Challenges**

Moreover, relocation within a close proximity of invaded spaces remains a challenge and the municipality will engage with Provincial COGHSTA in order to assist with the acquisition of land in various areas within the vicinity of Sol Plaatje Local Municipality. The Urban Planning Division of Sol Plaatje Local Municipality will have engagements in the year 2020/2021 in order for the municipality to be assisted with acquisition of land.

In light of the above the Urban Planning unit will continuously ensure that there is enabling environment in order to improve the investment in the City of Kimberley and Sol Plaatje Local Municipality in its entirety.

### **Planning 2021/22**

The planning and surveying of 1200 erven in Ritchie.

Lastly in the financial year 2021/2022 the municipality will review the Land Use Management Scheme 2008 in order to comply with Section 27 (1) of the Spatial Planning and Land Use Management Act 16 of 2013.

## **3.1.2 BASIC AND SUSTAINABLE SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

Two Directorates fall under this Key Performance Area, namely Infrastructure and Community and Social Development Services which will be separately reviewed, hereunder.

### **INFRASTRUCTURE SERVICES**

#### **3.1.2.1 ROADS AND STORM WATER**

##### **Status Quo**

Currently there is no policy that prescribes the basic level of service for access roads in residential areas. The municipality, can only make reference to the Municipal Infrastructure Framework, which recommends an all-weather access road at a distance of not more than 500m. Considering this, the municipality does not have backlogs. However, the municipality has embarked on a programme to improve gravel roads to paved roads in the previously disadvantaged areas.

General condition of roads and streets in Sol Plaatje Municipality can be classified as fair to poor. This is due to lack of investment in terms of upgrading and routine maintenance challenges faced when it comes to the periodic maintenance of roads.

During the mid-year adjustment the IUDG funding for the upgrading of gravel roads to paved roads was increased from R8 m to R14 m. The kilometres paved for gravel roads for FY 2020/21 have thus increased from 2.5 km to 4.9 km to be done in various wards. This project will be completed by year end.



During the mid-year adjustment the IUDG funding for the resealing of paved roads was increased from R5 m to R9 m. The kilometres paved for gravel roads for FY 2020/21 have thus increased from 37 000 square meters to 66 600 square meters to be done in various wards. This project will be completed by year-end.

The NDPG funding for Phase 2A for the upgrading of storm water channels in Galeshewe, has been increased during the mid-year for FY 2019/20 from R40 m to R78.2. The project has reached practical completion during November 2020.

Frances Baard District Municipality (FBDM) provided additional funding in the amount of R2 million for the repairs of potholes in the Kimberley as well as R1.1 million for maintenance of gravel roads, various areas within Sol Plaatje Local Municipality.

## **Challenges**

The availability of funds allocated to perform periodic maintenance.

## **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 programs.

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. This project can only be implemented as and when funding has been secured.

**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.

## **Planning 2021/22**

Gravel roads will be upgraded to a paved surface,

Resealing and patching of roads,

Construction phase of the Thlageng attenuation dam will continue in the 2021/22 financial year.

### **3.1.2.2 WATER AND SANITATION**

#### **Status Quo**

Sol Plaatje Municipality consists of two main towns, Kimberley and Ritchie, with varying levels of infrastructure quality and standards. Kimberley is an old city that was designed as a mining town which grew with time. The infrastructure is very old, retrofitted with time and

buried under other structures with no accurate "as built" information. While Ritchie is a small predominantly farming town, with very limited water infrastructure.

The municipality has invested, and still investing in improvement of the infrastructure to realize its goals. The minimum requirements in terms of the provision of basic water and sanitation services delivery are met, but challenges still exist in the informal settlements due to uncontrollable sprawling of informal dwellings.

The completion of 50% of the reconstruction of 320 aged sink toilets in Kagisho, Kutlwanong and Phomolong. The appointment service provider failed to meet the Supply Chain requirements but a deviation order was issued to appoint a new service provider. Contract will commence in April 2021.

The construction of 2 out of the 4 elevated water tanks for critical areas will be completed by end June 2021.

The appointment of a contractor for the construction of the Carters Ridge sewer pump station building with all electrical and mechanical equipment. This project is funded through the WSIG grant and R25 m has been provided for the construction work to be done in FY 2021/22.

The construction work for the new sewer outfall mains for the Carters Ridge sewer pump station will be completed by end June 2021.

Complete the bulk sewer infrastructure for the Lerato Park development. This project is 84% complete and is delayed due to the electrical servitude.

Complete 25% of the installation of electrical and mechanical components in Lerato Park Sewer Pump stations in Eagle Street and Lerato Park. This project is currently at Evaluation Stage of the SCM process. This project forms part of the Bulk sewer infrastructure for Lerato Park.

Complete the construction work at the Homevale Fire Station. This project is currently 75% complete and the contractor is experiencing cash flow problems which is delaying the project. Meetings will be held with contractor to discuss the way forward.

The appointment of a contractor for the repair of Faulty Electrical and Mechanical equipment at Homevale WWTW is currently at Evaluation stage of the SCM process.

1 657 Water meters had been replaced by end December 2020.

## **Challenges**

Funding remains one of the main challenges to timeously address challenges of maintenance, refurbishment, upgrading and development of new infrastructure at the same rate as demand and growth

## **Planning 2021/22**

To complete 100% work for the bulk sewer infrastructure for the Lerato Park development funded through IUDG in the amount of R22 266 m.



To complete 75% of the construction work for the Carters Ridge sewer pump station building with all electrical and mechanical equipment funding through WSIG in the amount of R25 m and R19 948 for the outer years.

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 7: 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 billing of FBW purposes. This unmetered water is reported as part of losses.	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
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 outsources to ensure quick turnaround times to complete the list available	There is a budget for water meter replacement
Replacement of water meters with SMART	No proper management of meters installed at all council	Procure and install SMART water meters	Capital Project funded as water meter	Identify municipal properties, analyse

meters at all Council Properties	occupied properties and the reading rate of such is very poor.	for all council occupied properties for accurate measurement of consumption.	replacement	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

### 3.1.2.3 ELECTRICITY

Sol Plaatje Municipality is licensed to purchase electricity from Eskom and distribute to residents via the 66kV, 11kV and low voltage electrical network.

Sol Plaatje has two bulk 66kV electricity supply points from Eskom namely, Herlear and HA Morris Substations which supply the Kimberley area and Riverton Substation. Although demarcated within the Sol Plaatje municipal area, Eskom is licensed to distribute electricity in Ritchie.

#### Status Quo

Complete the electrification of 200 households on project areas to be determined as per revised project schedule program. 103 households were connected by end December 2020.

The procurement of a consultant for the replacement of the 1KV Circuit Breakers at the Herlear Substation is currently at evaluation stage.

Complete 50% of the Lerato Bulk electrification project. Progress on this project is at 30%.

#### Challenges

Electrification remains a challenge due to continuous growth of informal settlements on vacant land. Electrical infrastructure and electrification of houses cannot be installed in informal settlements prior to township establishment.

Other major challenges regarding electricity are vandalism and copper theft that lead to equipment damage, electrical supply interruptions and possible fatalities to municipal employees or members of the public.



## Planning 2021/22

The following projects are planned for financial year 2021/22:-

Completion of 35% of the construction work for Lerato Park Link Services.

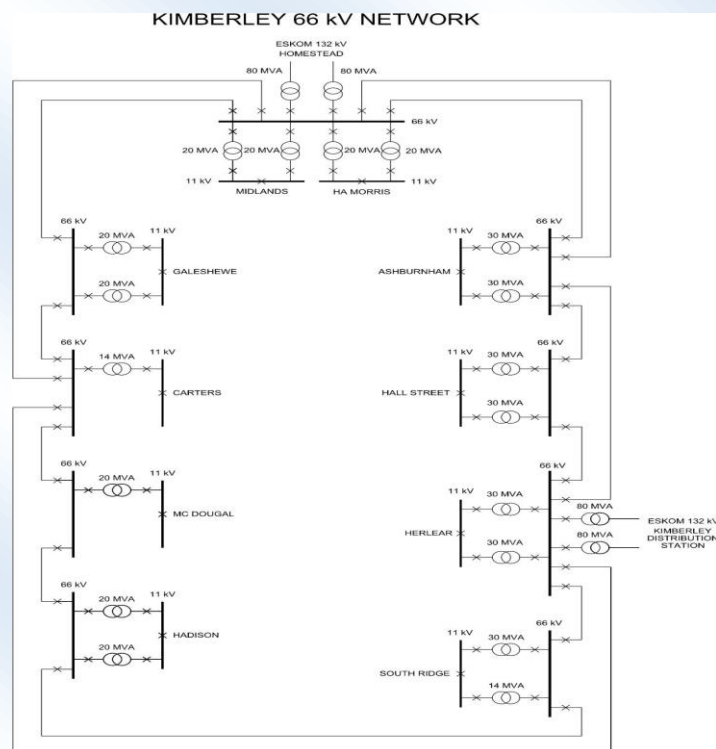
Electrification of 1 500 households in Lerato Park, Phase 6-7

Electrification of 1 100 households in Lethabo Park, Phase 1

The appointment of a professional service provider for the pre-engineering and professional consultancy associated works for Hadison Park Substation.

Refer to the Figure below for the 66 kV network layout.

**Figure 3: Kimberley 66 Kv Network**



## Mitigation Strategies

An action plan has also been compiled to curb the high electricity losses:

**Table 8: 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 concerned – this may contribute to the electricity losses	There is a detailed report on faulty meters. All meters must be replaced by 30 June 2019.	Appointment of contractor may be necessary to complete the project on time.

		suffered by the municipality.		
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.

### 3.1.2.4 FLEET

As indicated in numerous correspondence over the past decade, the funds allocated for vehicle and machinery replacement is hopelessly inadequate.

Deferring vehicle replacements eventually compounds costs due to increasing replacement costs, higher vehicle downtime, increased maintenance costs and ultimately reduces operational efficiency of services. **It is imperative that Vehicle Fleet Replacement takes priority on the IDP and that a more realistic budget is allocated annually to this project.** Without these critical service, delivery tools, most of the projects identified on the IDP will be challenging to complete.

Inadequate provision for fleet replacement leads to growth of refurbishing and repairing vehicles that have reached the end of their economic life, as is currently the situation.

For the past years, three-year vehicle replacement plans was submitted to management, but either very little or no funds are made available to finance these plans.

Consequently, the matter was steadily aggravated and has now passed the stage of crisis proportions.

The implications of this are frightening, from a service delivery point of view.

Without reliable service delivery tools (vehicles and machinery) the quality of service rendered to the community has rapidly decreased and has become inferior and in some instances, non-existent.

For the 2020/21 financial year, only R2m was made available for vehicle replacement.

### Planning 2021/2022

A measly sum of R4m has once again, been allocated for vehicle and machinery replacement for the 2021/22 financial year.

A new Refuse Compactor Truck cost approximately R2.3m. This example indicates how very few vehicles can be procured with the funds allocated.

The allocated amount need to be urgently reviewed, in line with the 3year replacement plan.

## Challenges

**Funds made available for vehicle and machinery replacement is grossly insufficient.**

### 3.1.2.5 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 (COGSTA). 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 31 informal settlements. Over the past IDP cycle 23 informal settlements have however been formalised, although infrastructure provision remains a challenge.

The municipality has a mandate to ensure provision of all basic housing to deserving communities and also promote the security of tenure to the communities.

**Table 9: Estimated Housing Backlog**

Estimated backlog		No. of Units
INCREMENTAL FORMAL HOUSING	Self-financed and improved housing	349
COMMUNAL/TRANSITIONAL HOUSING	Communal and transitional housing	146
BNG HOUSING	Municipal delivered stock for ownership in areas of high growth	5541
SOCIAL HOUSING	Medium to high-density social housing in Hull Street and Soul City	2803
FORMALISED HOME OWNERSHIP	mortgaged property for the Gap market(FLISP)	733
<b>TOTAL</b>		<b>9572</b>

The estimated number of families living in informal settlements is 12374, and this is something that through joint efforts between COGSTA and SPLM is being resolved.

It is important that a progressive working agreement between the municipality and COGSTA 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-194 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.

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.

The municipality has rental stock in the form of flats that addresses some of the housing needs faced in the jurisdiction. Currently, the municipality has a total rental stock of approximately 936 units in Kimberley, Roodepan, Kenilworth and Galeshewe. This consist of municipal owned flats aimed at providing short term accommodation to address the shortage of rental accommodation and affordable housing in the city. Furthermore, there is an on-going CRU project being implemented by the Provincial Department of COGHSTA which consists of 481 rental units which will be developed in phases.

However, the rent collection rate and maintenance of the municipal rental stock are serious challenges to the Municipality. Sustainability of CRUs maintenance is compromised due to high default in rental payments. In order to address this challenge, the municipality is currently exploring more effective methods of enhancing revenue collection strategies, by looking at appointing a management company, for leasing and maintenance of the rental stock on behalf of the municipality.

Considering that the municipality owns various land portions in the urban areas, the scope for implementing CRU and Social Housing projects exist for public and private investment, provided that the property management functions be strengthened to manage and sustain these developments, and that resources are available to manage these complex projects.

## **Future Land Acquisition**

The Sol Plaatje Municipality faces a serious challenge in terms of land availability intended for strategic urban development purposes. Currently, the municipality owns less than 3% of total land in the municipal jurisdiction. The municipality has as a result identified various pockets of privately owned land which is required for future urban development.

Work is already underway, and the municipality has started engaging the Northern Cape Department of COGHSTA to assist with acquisition of privately owned properties (vacant land). The identified parcels of land are located in the following areas:

- Roodepan
- R31 area towards Platfontein
- Homevale
- Kimdustria
- Kenilworth
- Hillcrest
- El Toro Park



- New Mental Hospital area
- Airport Precinct
- Greenpoint
- Cassandra
- Southridge
- De Beers

In addition, the Sol Plaatje Municipality is also at the verge of receiving land donation from EKAPA Mining JV (Kimberley). The identified land is located in the Green point area and measures an extent of approximately 100 hectares. Negotiations for the finalization of land donation are at an advanced stage between the two parties.

### **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 then 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.

The table below details the funded infrastructure projects that the municipality has included in its capital budget for 2021/22.

**Table 10: Capital Infrastructure projects**

Project Description	Current Year 2020/21	2021/22 Medium Term Revenue & Expenditure Framework			Ward Location	Funding Source
	Full Year Forecast R'000	Budget Year 2021/22	Budget Year +1 2022/23 R'000	Budget Year +2 2023/24 R'0		
<b>OPERATIONAL REVENUE</b>		<b>11 500</b>	<b>14 500</b>	<b>19 000</b>		
Replacement of 1000 prepaid meters	1 000	1 000	0	0	All	CRR
Replacement of 1000 water meters	1 000	1 000	0	0	All	CRR
Fleet Replacement	2 000	4 000	7 000	10 000	All	CRR
Computer equipment replacement	4 500	3 500	3 500	4 000	SPM	CRR
Furniture and equipment replacement	2 000	2 000	2 000	3 000	SPM	CRR
Planning and Survey of erven	0	0	2 000	2 000	All	CRR
<b>INEP GRANT (INTEGRATED NATIONAL ELEC PROGRAMME)</b>		<b>66 500</b>	<b>22 000</b>	<b>20 000</b>		
Electrification of 1 500 households, Lerato Park (Ph 6-7)	17 206	33 000	0	0	30	INEP
Electrification of 1 100 households, Lethabo Park, Ph 1	0	20 000	0	0	30	INEP
Completion of 35% construction work for Lerato Park Link Services	0	12 000	0	0	30	INEP
Pre-engineering and professional consultancy associated work for Hadison Park substation	0	1 500	0	0	21	INEP

Project Description	Current Year 2020/21	2021/22 Medium Term Revenue & Expenditure Framework			Ward Location	Funding Source
	Full Year Forecast R'000	Budget Year 2021/22	Budget Year +1 2022/23 R'000	Budget Year +2 2023/24 R'0		
Electrification of houses	0	0	22 000	20 000	All	INEP
<b>WSIG (Water Serv Infra Grant)</b>		<b>25 000</b>	<b>19 948</b>	<b>17 768</b>		
Complete 75% construction work for the Carters Ridge sewer pump station building with all electrical and mechanical equipment	12 972	25 000	14 948	5 000	24	WSIG
Reconstruction of zinc toilets		0	5 000	12 768	Various	WSIG
<b>NDPG (NEIGHBOURHOOD DEV PARTNERSHIP GRANT)</b>		<b>10 000</b>				
Rehabilitation of Thlageng attenuation dam in Galeshewe	0	10 000	0	0	17	NDPG
<b>IUDG (INTEGRATED URBAN DEVELOPMENT GRANT)</b>		<b>66 266</b>	<b>56 677</b>	<b>59 018</b>		
To complete 100% work for the installation of electrical and mechanical components in Lerato Park Sewer pump Station	21 055	22 266	0	0	30	IUDG
Rehabilitation of Thlageng attenuation dam in Galeshewe	0	10 000	0	0	17	IUDG
Refurbishment of sewer pipes	0	0	12 000	11 500	All	IUDG
Refurbishment of water pipes	0	0	12 000	11 500	All	IUDG
To upgrade 3 km of Galeshewe access roads to a paved surface	14 000	10 000	15 677	17 018	Various roads	IUDG
Patching and Resealing 86 000 square metres of various roads	7 000	13 000	14 000	16 000	All	IUDG
Craven Street Informal Trade	1 000	8 000	0	0	All	IUDG
Planning and Survey of 1200 erven in Ritchie	5 000	3 000	3 000	3 000	26	IUDG
<b>Total</b>	<b>103 133</b>	<b>179 266</b>	<b>113 125</b>	<b>115 786</b>		

Funding from the European Union for the Financial Years 2021/22 and 2022/2023 will be confirmed by National Treasury as per the outcome of the Steering Committee scheduled for the 25<sup>th</sup> of May 2021.

As can be seen from the table above, the following flag ship projects currently receive priority at the municipality:

The biggest project on the capital program is for the bulk electrification of Lerato Park in the amount of R53 m which is funded through the Integrated National Electrification Program (INEP).

The second biggest project is the construction of new sewer outfall mains for Carters Ridge new sewer pump station which is funded through Water Services Infrastructure Grant (WSIG) in the amount of R25 m for the 2021/22.

An amount of R10 m was received which were funded through the IUDG and R10 m through the Neighbourhood Development Partnership Grant (NDPG) for the rehabilitation of the Thlageng attenuation dam in Galeshewe.

An allocation through the Integrated Urban Development Grant (IUDG) in the amount of R22 266 m for the construction of the bulk sewer infrastructure for Lerato Park.

Planned capital funding sources for the next three financial years are shown in the table below:

**Table 11: Capital funding sources over the MTREF**

<b>FUNDING</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
IUDG	66 266 000	56 677 000	59 018 000
INEP	66 500 000	22 000 000	20 000 000
NDPG	10 000 000	0	0
WSIG	25 000 000	19 948 000	17 768 000
CRR	11 500 000	14 500 000	19 000 000
<b>TOTAL</b>	<b>179 266 000</b>	<b>113 125 000</b>	<b>115 786 000</b>

Funding from the European Union for the Financial Years 2021/22 and 2022/2023 will be confirmed by National Treasury as per the outcome of the Steering Committee scheduled for the 25<sup>th</sup> of May 2021.

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 3** – Multi-year capital plan for a comprehensive list of funded and unfunded projects.

**ANNEXURE 3**

**Table 12: Ward Priorities**

The list of ward priorities received, is attached as Annexure 4.

**ANNEXURE 4**

## **COMMUNITY AND SOCIAL DEVELOPMENT SERVICES**

### **3.1.2.6 PARKS AND RECREATION**



## **Status Quo**

The Section had a major setback following the COVID-19 lockdown when facilities were closed and workers had to stay home to curb the spread of the virus. Most of the facilities were targeted, broken into and vandalized because the municipality is not in a position to appoint security services to safeguard facilities. Facilities that were vandalized include the Community Halls, Swimming Pools, Caravan Park, De Beers Stadium, Roodepan Cemetery offices and Pleasure Resorts.

Confirmation of the protest damages payout was received from Asset Management in 2020 and Maintenance Section started in October 2020 to repair the Recreation Hall.

The RC Elliot Hall could not be repaired internally due to the seriousness of the damages that were estimated to be above R2 million.

Parks and Gardens developed a park in Mathibe Street that was officially opened as part of the Arbor week program which was led by the National Deputy Minister of Environment, Forestry and Fisheries. A headstone was also unveiled in memory of lives lost to Covid-19. A project initiated by LED and Parks and Gardens, funded by the Department of Economic Development and Tourism was rolled out and contract workers were appointed for the cleaning of the city and parks.

Following a number of wrongful burials that unfortunately took place at Cemeteries, brought about pain and distress to families that had been erred. Formal apologies were sent to the affected families. Control measures had to be put in place, which included not availing new graves at Cemeteries that have long ago reached capacity, except for graves that were previously reserved. New graves in Kimberley are only availed at Kenilworth and Phutanang Cemeteries. Due to good rainfall, indigenous grass and weeds have overgrown at cemeteries, making it difficult for grass to be cut at the desired standard. Parks personnel have started applying herbicide at Cemeteries.

## **Challenges**

Due to the Municipality's low cash flow, vacant positions could still not be filled leading to inadequate manpower in terms of safeguarding of the facilities and general maintenance of the buildings. We once more have to rely on the Municipality's insurance to pay out for all facilities that have been broken into and vandalized during the COVID-19 lockdown period to be repaired.

Inadequate support by the Maintenance Section is a continuous challenge making it difficult to avail facilities for public use and revenue cannot be generated by these facilities as a result of the condition.

Sections have been struggling to procure goods and services from service providers via the Supply Chain Management Offices because the Municipality has been owing service providers. Some providers could not release tools and machinery due to non-payment, which was a stumbling block in maintaining facilities to the desired standard.

There is an inadequate number of safe vehicles allocated to the Section and this is hampering service delivery.

## **Mitigation Strategies**

Applications received for leasing out of Sport and Recreation facilities is beneficial to the Municipality as that in itself will generate revenue for the Municipality and lessees will be held liable for the maintenance and safeguarding of such properties (as the Municipality is battling due to financial constraints) and lastly we have achieved our goal as the facilities will be utilized by the Community.

Parks and Gardens have, on a monthly basis been responsible for the removal of alien invasive vegetation that is having a negative impact on the environment. This was however not included on the Municipal IDP in line with the National Environmental Management: Biodiversity Act 10 of 2004.

A Committee comprising of Parks, LED and external stakeholders, has been established to deal with the vandalism of Kimberley's monuments. The first project will be the fencing of the Cenotaph in Du Toitspan Road.

A Burial Policy has been developed for the Council's approval as a control measure to avoid wrongful burials. An electronic application has been developed to replace the manual burial recording system which is at risk of being tampered with, lost in fire, or even stolen/misplaced. The app will capture coordinates of each grave used for burials and will report on revenue generated by Cemeteries.

The Pleasure Resorts have applied for funding from the Department of Economic Development and Tourism from their Extended Public Works Programme which will assist in manpower to address the shortage of staff in maintaining the Resorts and to attract clients.

### **Planning 2021/22**

The following are the objectives planned:

ACTIVITY	COST ESTIMATION
Repair and upgrade of Community Halls	R 5 000 000-00
Upgrading of fencing of Swimming Pools	R 500 000-00
Fencing of Phutanang Cemetery	R 1 000 000-00
Repair of Phutanang and Ritchie Cemetery offices	R 1 500 000-00
Procurement of tablets for the new burial recording system	R 50 000-00
Continued application of herbicide at all Cemeteries	R 1 000 000-00
Upgrading and marketing of Pleasure Resorts	R 2 000 000-00
Redevelopment of a dilapidated park	R 1 000 000-00
Removal of alien invasive vegetation	R25 000 000-00
Replacement of apparatus used for athletics	R 1 000 000-00

### **3.1.2.7 LIBRARIES**

#### **Status Quo**

The Kimberley Library and Research Services consist of two parts namely:

- A. The Public Library Section and
- B. The Africana Research Library

### **PUBLIC LIBRARIES**

The Public Libraries consist of two service points namely Central Services and Northern Services.

Central Services	Northern Services
Beaconsfield Library	Galeshewe Library
Greenpoint Library	Judy Scott Library
Hadison Park Library	Sonny Leon Library
Kimberley Public Library	Ubuntu Library

Central Services also service the following Old Age Homes: Acacia, Belgrave Lodge, Ons Huis, Sally Aucamp Home for Physically Disabled Adults and Stillerweë.

The following services are rendered by the libraries:

Circulation of books, internet usage, research, photocopying, laminating of documents, monthly outreach programs, monthly displays to conduct awareness, old age home visits, reading clubs, marketing and advocacy.

### **Africana Library**

Visitors from South Africa and abroad, visit the library on a regular basis and are taken on guided tours through the library.

Heritage Program for Students of Sol Plaatje University being offered at the library

Several documentaries for television are being shoot at the library on a regular basis

Trust meetings are held on a quarterly basis.

Daily research is done for people received via e-mail or telephone. Researchers worldwide visited the library to do own research.

Conservation and preservation of books, documents, etc. done at the library

Other daily activities include: Indexing and Digitization of municipal files, maps, photographs and newspapers.

### **Progress 2020/21**

The Public Internet Access service at all public libraries were sorted out by Department of Sport, Arts and Culture.

Security guards appointed at Galeshewe and Judy Scott Libraries during the December Holidays from 24 December 2020 – 3 January 2021.

Due to the Covid-19 pandemic a huge strain was put on the library's budget. Extra PPE were needed that was not budgeted for.

### **Challenges**

Internet Access at Judy Scott and Galeshewe Libraries – cables stolen and vandalised  
Maintenance of libraries

Security at Judy Scott and Galeshewe Libraries huge risk – break-ins, theft and vandalism taking place on a monthly basis

Staff vacancies – vacancies increased to 4. It is becoming a huge problem

Budget constraints – Grant funding were decreased

### **Mitigation Strategies**

Security Guards to be appointed on a regular basis at Galeshewe and Judy Scott Libraries to curb the break-ins.

Africana Library applied for Lotto Funding.

### **Planning 2021/22**

- Public Internet Access Facilities at Judy Scott and Galeshewe Libraries to be upgraded
- New Air conditioners to be installed at Judy Scott and Beaconsfield Libraries
- Security upgrade at Judy Scott Library – new fence to be installed and security guards to be appointed
- New Photocopy Machines needed at following libraries: Beaconsfield, Sonny Leon, Judy Scott, Ubuntu
- Alternative storage facilities to assist with the increasing collection of the Africana Research Library
- Building upgrade and maintenance of Kimberley Public Library – roof, hall, kitchen
- The 2 heritage buildings namely Beaconsfield and Africana Libraries needs urgent maintenance and upgrade: gutters to be replaced, pointing to be done on the walls of the buildings as well as other maintenance and painting of buildings needed

Estimated cost: R 2 000 000

### **3.1.2.8 TRAFFIC SERVICES**

#### **Status Quo**

The municipality is responsible for ensuring a safe road environment by providing efficient and effective law enforcement resulting in the reduction in the loss of life as well as the number of persons injured on our roads, free flow of traffic, and creating public awareness with emphasis to educate all road users to arrive alive.

#### **Challenges**

Shortage of staff due to vacancies hamper service delivery. The absence of road signs and marking is a main contributory factor for accidents and fatalities on the roads.



General assistants – Only 1 cleaner to service 4 floors.

Light Duty Policy to be drawn up as positions are vacant due to personnel on light duty. Traffic wardens act in permanent positions to do the cleaning and road marking and signs after hours and on weekends to improve service delivery. No corrective measures can be taken against personnel on light duty as a traffic officer needs to have the necessary qualification specified by legislation.

### **3.1.2.9 SOCIAL DEVELOPMENT**

#### **Status Quo**

The institution must become a meaningful and effective partner in a sustainable TB and STI/HIV/Aids prevention and treatment program. The normal activities is the Counselling and testing, awareness and promotion, condom distribution, support and poverty alleviation.

#### **Achievements**

UNAIDS has developed a new strategy to combat HIV/Aids which is known as 90-90-90 strategy. This strategy is labelled as an “ambitious” treatment target because its ultimate goal is to work towards eliminating HIV/Aids by 2030. SPLM has been nominated to lead the Northern Cape Province in this initiative and the former mayor, KD Molusi signed the declaration in March 2016 as a commitment to implement this strategy in partnership with relevant stakeholders in their City.

Progress was made in acquiring HCT (HIV Counselling & Testing) training for the Peer Educators

Successfully partnering with SAPS's EAP Unit on several TB/STI/HIV/AIDS Programmes

Assisted 2 families with the help of partners NGOs, colleagues and the community, who lost their belongings in two separate fires.

#### **Challenges**

Re-launch of Local Aids Council still outstanding – not operational

Resistance to HIV counselling and testing

Inadequate transport for Peer Educators to visit sections outside Kimberley (Ritchie, Riverton & Rekaofela)

Stigma and discrimination

Uniform for Peer Educators and warm jackets for early sessions during winter Partnership with Municipalities from other provinces to learn and expand the program

More condom dispensers to be purchased so that all municipal service points have one

Branding: Banners, Tents and Chairs – external campaigns

Inadequate budget

Officials from the Premier's Office still attempting to meet with Executive Mayor to discuss the 90-90-90 campaign. The Covid-19 lockdown affected the implementation of HCT (HIV Counselling & Testing) programme

The urgent need of a male assistant in the section who can assist with duties which require physical strength. Especially in lifting of boxes, material and equipment during events and outreach programmes

### **Mitigation Strategies**

Re-emphasize importance of having a functional Local Aids Council

Highlight benefits of testing to employees as an encouragement to go for testing

Continue with arrangements with Security and Traffic Services to assist, when possible

Stigma and discrimination can be eliminated through more education to dispel the myths

Motivation needs to be approved by Executive Director or CFO for municipal warm jackets

Continue to follow-up SALGA on the request for assistance Condom dispensers to be purchased in small quantities during each financial year

Branding: Banner, tents and chairs to be procured pending on the availability of funds

Motivate for the Budget to be increased to ensure the continuation of programs as planned

Attempts by Premier's Office Officials to meet with Executive Mayor must continue

As the country moved to Level 1 lockdown, to gradually attempt conducting HIV tests in a safe manner

Presently Security Personnel and General Workers assist as far as they can with the duties requiring physical strength

Costing estimates: **R530 000**

### **Planning 2021/22**

Revive discussion on the re-launch of the Local Aids Council and the significance of the committee

Promote HIV testing more in the workplace

Strengthen the Poverty Alleviation programme by collaborating with relevant stakeholders in the field

## **3.1.2.10 EMERGENCY SERVICES**

### **Status Quo**

The main functions of a fire service are to prevent fires and to protect life and property should a fire occur.

To carry out these functions the service must be well organized.

The National objective for Fire and Rescue services are to ensure that the Fire and Rescue Services in South Africa need to benchmark with the best to ensure sustainability on all levels and to strive to improve all the time. From there the adoption and use of National Fire Protection Association standards by the South African National Standards Body in South Africa.

The purpose of a standard is to provide advice on the measures that should be taken to ensure that fire services are efficient. It includes a schedule against which the performance potential of each aspect, as well as of the whole, of a fire service can be judged.

Two essentials for protection against fire are an efficient fire service and an adequate water supply. Local authorities should achieve and maintain a category 1 service.

- A survey of the fire hazards in the area should be made to determine the extent of the fire service needed to provide adequate protection for a fire area.
- Such a survey should cover the height and the type of construction and occupancy of buildings, the means of approach to buildings, the water supply available, and other features that might affect fire risks.
- Re-surveys of the area should be made at intervals of not more than three years to keep abreast of the expansion of the area.
- The survey should be made by persons suitably qualified to undertake such work.

This 5-year plan of the Emergency Services as set out hereunder is aligned with the IDP. The projects identified is based upon, and motivated, by the key performance indicators and targets of the Emergency Service as set out in the Standard Delivery and Budget Implementation Plan (SDBIP) of the Sol Plaatje Municipality.

#### A. LEGAL REQUIREMENTS:

The Emergency Services are guided by several acts, codes and standards. A summary of these are as follows:

- ✓ Fire Brigade Services Act, 1987 (Act 99 of 1987)
- ✓ SANS 10090, Community Protection against Fire (Regulation under the Fire Brigade Services Act from January 2007)
- ✓ Disaster Management Act, 2002 (Act 57 of 2002)
- ✓ SABS 0400, National Building Regulation
- ✓ Several other SABS and SANS codes and standards
- ✓ National Fire Protection Association (NFPA) codes and standards
- ✓ National Specifications: the specifications drawn up by the Technical Committee of the Southern African Emergency Services Institute to give guidance to a uniformed standard in fire fighting-, rescue-, grass fire-, specialized vehicles and rescue-, fire fighting- and HAZMAT equipment used by the Emergency Services.

#### B. KEY PERFORMANCE INDICATORS AND TARGETS:

The SDBIP of the Sol Plaatje Emergency Services identified the following key performance indicators and targets for the Emergency Service:

Activity	Performance Indicator, indicating unit of measurement	Annual target	IDP Link
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To ensure sustainable service delivery to the residents of SPM	85% Of call outs responded to within time limits as prescribed in table 1 and table 2 of SANS 10090	85%	A
	Fire prevention inspections and awareness programmes per annum	720	B
	Fire prevention programs per annum	24	C
	Emergency preparedness and response programs	1	D
	Compliance with National Disaster Management Tool	75%	E

#### Tactical activity of the emergency service:

Provide efficient and effective Emergency and Disaster Management Service to the community of Sol Plaatje Municipality. The key performance indicators are:

- ✓ Compliance to the SANS 10090 Fire Brigade Classification (point 5.2.1.) with the aim to ensure Fire and Rescue operational capacity;
- ✓ % Compliance to the SANS 10040 parts T & W with the aim to promote the public safety capacity of the Sol Plaatje Municipality;
- ✓ % Compliance to the Disaster Management Evaluation Tool Guide from the National Disaster Management Centre and Disaster Management Act.

#### C. IDP OBJECTIVES:

The Emergency Services has the following two (2) IDP Objectives:

- ✓ Objective 1: Comply with the SANS 10090 (Community Protection against Fire) in totality which includes operational activities, public safety activities and training and development of personnel.
- ✓ Objective 2: Comply with the Disaster Management Act, 2002 (Act 57 of 2002) with reference to Local Authorities.

#### D. GAPS ANALYSIS:

To enable the management of the Emergency Services to do a proper "Gap Analysis", the following process were followed:

- ✓ Determine the Service Delivery requirements in accordance with SANS 10090 on Public Safety for a Category 1 Emergency Service. A category 1 Emergency Service is determined as follows in the said act:

#### **5.2 Fire brigades**

##### **5.2.1 Classification**

**5.2.1.1** Brigades are classified according to the type and quantity of equipment held, and fall into one of the following categories:

**Category 5 a):** A brigade with adequate arrangements and provisions in place in relation to risk as given in annex A and annex C for:

- 1) risk profile of area of jurisdiction;



- 2) weight and speed of response;
- 3) call receipt and processing requirements;
- 4) vehicle/equipment availability and maintenance;
- 5) incident management procedures;
- 6) pre-fire planning and risk visits;
- 7) training/personnel;
- 8) water supplies; and
- 9) fire safety functions; and

**Category 5 b):** A brigade that is able to meet performance criteria for staff availability per appliance availability, pre-determined attendance (PDA), manning levels and attendance times, 35 % to 45 % of the time, measured annually.

**Category 4:** A brigade as given in category 5 a) as monitored by relevant performance indicators or statistics, or both, and which is able to meet the performance criteria given for category 5 b) 46 % to 55 % of the time, measured annually.

**Category 3:** A brigade as given for category 5 a) as monitored by relevant performance indicators or statistics, or both, and which is able to meet performance criteria as given for category 5 b) 56 % to 65 % of the time, measured annually.

**Category 2:** A brigade as given for category 5 a) as monitored by relevant performance indicators or statistics, or both, and which is able to meet performance criteria as given for category 5 b) 66 % to 75 % of the time, measured annually.

**Category 1:** A brigade as given for category 5 a) as monitored by relevant performance indicators or statistics, or both, and which is able to meet performance criteria as given for category 5 b) more than 75 % of the time, measured annually.

**5.2.1.2** All brigades should endeavour to fall into a category 1 classification."

- ✓ risk profile of area of jurisdiction;
- ✓ weight and speed of response;
- ✓ call receipt and processing requirements;
- ✓ vehicle/equipment availability and maintenance;
- ✓ incident management procedures;
- ✓ pre-fire planning and risk visits;
- ✓ training/personnel;
- ✓ water supplies; and
- ✓ fire safety functions;

Sol Plaatje Emergency Services comply with the above 85 % of the time but we need to strive for at least 95 % of the time as one life lost is one to many.

**NOTE:** The successful control and extinguishing of fires and rescue of people in need depend on sufficient appliances responding with adequate manpower and arriving within a reasonable time.

The appliances in service should, when staffed, be sufficient to provide adequate fire protection in the area protected by the brigade.

The Risk Category will determine the number of specialized Pumper / Fire appliances to respond to the incident as well as the minimum number of personnel to man the vehicles.

The efficiency of a fire service is judged largely by the attendance time that the fire brigade is capable of achieving. The attendance times should not be exceeded as the typical risk will determine the maximum attendance time. The maximum attendance time is calculated from the time that the incident is reported till the time that the Fire Department arrived on the scene and is as follows;

- ✓ Risk category A: From time of receiving the call till the time of arrival maximum 8 minutes
- ✓ Risk category C: From time of receiving the call till the time of arrival maximum 13 minutes
- ✓ Risk Category D: From time of receiving the call till the time of arrival maximum 13 minutes
- ✓ Risk Category E: Special Category (Informal housing, Hospitals, Old age Homes Schools, Airports, Petrol Depots and other identified hi risk areas) From time of receiving the call till the time of arrival maximum 13 minutes

As already mentioned there are areas (Roodepan and Platfontein) where the minimum attendance times cannot be reached due to the distance to be travelled.

#### **Siting of fire stations and determination of station areas**

The ability to meet attendance time requirements will be directly influenced by the siting of stations and the size of turnout areas which should be determined by taking into consideration street grid net-works, speed of appliances, terrain, time of the day traffic conditions, etc.

From there the placement of the Satellite Fire Station in the Homevale area to reduce attendance times to the Roodepan area. A Satellite Fire Station form part of the current IDP.

#### Current service delivery:

Currently the Sol Plaatje Emergency Services render an Emergency Service in the following areas:

- ✓ *Larger Kimberley area:* render an Emergency Service in the larger Kimberley, Ritchie, Platfontein and Riverton areas.

To render a Category 1(a) Emergency Service in terms of SANS 10090 (Community protection against fire), the following gaps exists:

No	IDP Project	SDBIP Link	Identified GAPS in terms of the following: (resources)			
			Infrastructure	Vehicles	Equipment	Manpower
1	Pound & Comanage Farms		i. Fencing ii. Gates iii. Water troughs iv. Water tanks – to replace dams on farms v. "Skuur" sheds vi. Maintenance to the farmhouse on Paardenkamp <b>Assistance is received from Dept Agriculture</b>	i. Double axel wagon (to be used on all farms) <b>Completed</b>  ii. Combined front loader and fork lift for tractor	i. Chainsaw ii. Pruning saw iii. Portable air compressor iv. Submersible pumps – to replace windmills v. 2 x Skid unit (Ritchie and Kenilworth) vi. Drip-torge for fire fighting vii. Napsack tanks/pumps	i. Four (4) general worker needed to assist with physical maintenance work.
2	Satellite Fire Station in the Platfontein area	A	No Satellite Fire Station exists in the Platfontein area (year 5)			
3	Satellite Fire Station in the Homevale area (Homevale / Roodepan)	A	No Satellite Fire Station exists in the Homevale area  <b>The building of a new Satellite Fire Station is in the 2018/19 budget. The building work will commence in the 2019/2020 budget building will be completed in April 2021</b>	No fire fighting vehicles in the current budget for the Homevale Satellite Fire Station as funds were cut during 2018/2019/2019/2020 <b>(Need multi-purpose fire and rescue vehicle) 2020/21 Year-1.</b> Water Tanker with Fire Fighting	No equipment is in operation in the Homevale area (year 2)	No manpower is in operation in the Homevale area (year 1) 2 -shift system 10 Fire Fighters +2 Supervisors  4 shift System 20 Fire Fighters which includes Supervisor

No	IDP Project	SDBIP Link	Identified GAPS in terms of the following: (resources)			
			Infrastructure	Vehicles	Equipment	Manpower
				Capacity (year 2)		
<i>The service (mentioned in point 1 and 2) is currently rendered from either the Main Station or the Galeshewe Satellite Fire Station with a delay and non-compliance to response times as set out in SANS 10090 (Community protection against fire). (<b>Legal Requirement</b>)</i>						
4	Main Station	A, D, E	<u>Maintenance to Main Fire Station as follows:</u> i. All roofs must be sealed and painted(Completed) (year 1) ii. Recreation facilities; Gym and gym-equipment at every station – basic equipment. Operational budget (year 1 – All stations) iii. Wash bay complete with drainage and separator pit; (year 1) iv. Staff parking facilities. Use the area at the back of the station – Boys High School area <b>Completed 2019</b> (year 1) Standby generator for entire administrative block and Control Centre(year 1) v. Backyard and drainage system. (year 1)	i. Refurbishment vs Replacement for Snorkel; (new vehicle = R10M vs refurbishment = R3M) (year 1) Hydraulic system overhauled - completed ii. Replacement / refurbishing of fire fighting vehicles-ongoing process. (year 1-5) iii. Forward control vehicle / VOC. (year 2) (year 2) iv. Firefighting vehicles for veld fires <b>(year 1)</b> v. LDV for Hydrant Inspector - <b>Completed</b>	i. Replacement of rescue equipment (Jaws of life) 4 complete sets; Shoring equipment; Hazmat equipment (year 2-4) ii. Radio communication network. (year 1 -2) Link to existing digital radio system of the Municipality. iii. Review of Disaster Management plan, program and software; (Legal Requirement)- <b>Completed</b>	i. Storeman Not on budget (2016/2017) – subjected to the approval of Council  ii. New 4-Shift system will address this – approved by MM in September '



No	IDP Project	SDBIP Link	Identified GAPS in terms of the following: (resources)			
			Infrastructure	Vehicles	Equipment	Manpower
			vi. Built of new offices and stores due to the expansion of the Emergency Services over the past 10 years. (year 1)			
5	Galeshewe Satellite Fire Station (GBS)	A	i. Standby generator for entire building (year 2) ii. Parking for staff upgraded (year 1) iii. Wash bay facility for vehicles – upgrade of existing facilities (year 2) vi. Upgrade of the security at the premises – fences and gates with lighting Continues process (year 1)	-	Pump 5 will be placed in GBS. Keep on operational budget for equipment (year 1)	4-Shift system proposed at all stations (year 1)
6	Ritchie Satellite Fire Station	A	iv. Standby generator for entire building (year 2) v. Parking for staff (year 1) vi. Wash bay facility for vehicles (year 2)	-	i. Poor HAZMAT equipment. Needs to be replaced (year 1) ii. Keep on operational budget for equipment (year 1)	4-Shift system proposed at all stations (year 1)
7	Training facilities - practical training courses (Legal	A	No proper training facility for rescue, fire fighting and HAZMAT training courses (Placed on 2012/2013 up to 2021 IDP for the upgrade of the	i. No dedicated fire fighting / rescue vehicle for training purposes;	No dedicated rescue and HAZMAT equipment (year 2)	-

No	IDP Project	SDBIP Link	Identified GAPS in terms of the following: (resources)			
			Infrastructure	Vehicles	Equipment	Manpower
	Requirement)		area) Divide into three phases / years. (Year 1 – Drainage, surface area and installation of tanks already at Main Station. Year 2 – Smoke room – use culverts Year 3 – high volume water tanks for training purposes.)	(year 2)		
8	Training facilities - theoretical training courses	A	i. Lecture room facility to small; ii. No kitchen/mess facilities (year 1)	-	-	-
9	Public Safety	B, C	-	Develop events trailer for fire safety and disaster management activities and community awareness programs (year 1)	i. Notebook for fire safety inspections and registrations; (year 1) ii. Computerized software for risk evaluations (year 4) iii. Equipment and camera for fire investigations. (year 1)	Need dedicated officials for Public Safety inspections Partially solved • Pier education • Fire safety inspections (Current officials do the work) (year 4)

E. IDENTIFIED PROJECTS:

Due to known financial constraints, the Emergency Services focus on the following projects as priority for year 1.

No	Projects	Capital Budget
1	<p><b><u>Replacement of firefighting vehicle – Rescue Pumper:</u></b></p> <p>The one rescue pumper (major firefighting vehicle) is redundant and needs to be replaced. Secondly, the new fire station in Homevale needs to be equipped with a rescue pumper. The vehicle will have both rescue and firefighting capacity. Vehicle need to be fully equipped.</p> <p>Over the past three years the Emergency Services had to take three firefighting vehicles out of service due to the age and non-serviceability of the vehicle. Parts for older firefighting vehicles become unavailable. Contradictory to this, the risk in especially Kimberley has grown and an additional fire station is being built. Not only is the age of the vehicles a risk, but the safe use and operations of the vehicle cannot be guaranteed.</p> <p>The manufacturing of the vehicle will be approximately 8 months. The vehicle needs to be built on the current specifications of the vehicle in service and will be fully equipped.</p>	R 5 000 000
2	<p><b><u>Refurbish of the Hydraulic Platform (Snorkel) used for high rise firefighting and rescues:</u></b></p> <p>The A-Risk categories in the CBD of Kimberley require that we must have a hydraulic platform for firefighting and rescues at high rise buildings. The existing vehicle is a 1980 model and the hydraulic system and firefighting pump with tank needs to be refurbished. The costs for a replacement vehicle is approximately R10 million.</p> <p>The costs for the refurbishment of the vehicle is based on an assessment done and an estimated cost by a company that rebuilt firefighting vehicles.</p>	R 2 500 000
3	<p><b><u>Training area:</u></b></p> <p>This area is used for practical and warm training exercises in accordance with the International Accreditation of Sol Plaatje Emergency Services.</p> <p>The development is in three phases; this is only phase one which will include the groundwork, water network system, drainage system, fire pans and the smoke house.</p>	R 1 500 000
4	<p><b><u>Veld fire firefighting vehicle:</u></b></p> <p>The firefighting vehicles currently used for veld fires are not suitable for the purpose. A custom manufactured firefighting vehicle for veld fires is needed. The vehicle will have 4x4 and pump-and-roll capabilities needed in the area. The</p>	R 4 000 000
5	Water security plan	R 200 000
6	Safety and Security at all Fire Stations	R 800 000
	<b>Total</b>	R 14 000 000



## Challenges

- Budget constraints (Capital and operational)
- Vehicle fleet are on average 16 years old.
- Last new vehicle purchased and delivered was 2012.
- Maintenance on Fire Services Fleet costs are escalating due to the ageing fleet and equipment
- Parts of vehicles and equipment not available anymore due to the age with the consequence of parts being modified to fit to be able to continue to render a service
- Operational budget does not allow for any growth with the direct effect that personnel can't be appointed to be trained to man newly build Homevale Fire Station (Estimated delivery end of April 2021)

## Corrective Measures

- Refurbish current snorkel hydraulic platform (1980 model) to the value of R2 500 000 instead of purchasing new vehicle at the cost of R17 250 000
- Purchase more local manufactured equipment to circumvent the non- availability of spares.
- Appointment of Contract workers instead of fulltime fire fighters and phase their fulltime appointment in over a period of 5 years.
- Develop a replacement policy for Fire Fighting Vehicles which need to be approved by Council.
- Phasing in of the purchasing of new vehicles to replace current old fleet which will surely reduce the maintenance costs of the current old fleet

## Planning 2021/2022

No	Projects	Capital Budget
1	<p><b><u>Replacement of firefighting vehicle – Rescue Pumper:</u></b></p> <p>The one rescue pumper (major firefighting vehicle) is redundant and needs to be replaced. Secondly, the new fire station in Homevale needs to be equipped with a rescue pumper. The vehicle will have both rescue and firefighting capacity. Vehicle need to be fully equipped.</p> <p>Over the past three years the Emergency Services had to take three firefighting vehicles out of service due to the age and non-serviceability of the vehicle. Parts for older firefighting vehicles become unavailable. Contradictory to this, the risk in especially Kimberley has grown and an additional fire station is being built. Not only is the age of the vehicles a risk, but the safe use and operations of the vehicle cannot be guaranteed.</p>	R 5 000 000

No	Projects	Capital Budget
	The manufacturing of the vehicle will be approximately 8 months. The vehicle needs to be built on the current specifications of the vehicle in service and will be fully equipped.	
2	<p><b><u>Refurbish of the Hydraulic Platform (Snorkel) used for high rise firefighting and rescues:</u></b></p> <p>The A-Risk categories in the CBD of Kimberley require that we must have a hydraulic platform for firefighting and rescues at high rise buildings. The existing vehicle is a 1980 model and the hydraulic system and firefighting pump with tank needs to be refurbished. The costs for a replacement vehicle is approximately R10 million.</p> <p>The costs for the refurbishment of the vehicle is based on an assessment done and an estimated cost by a company that rebuilt firefighting vehicles.</p>	R 2 500 000

### 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.

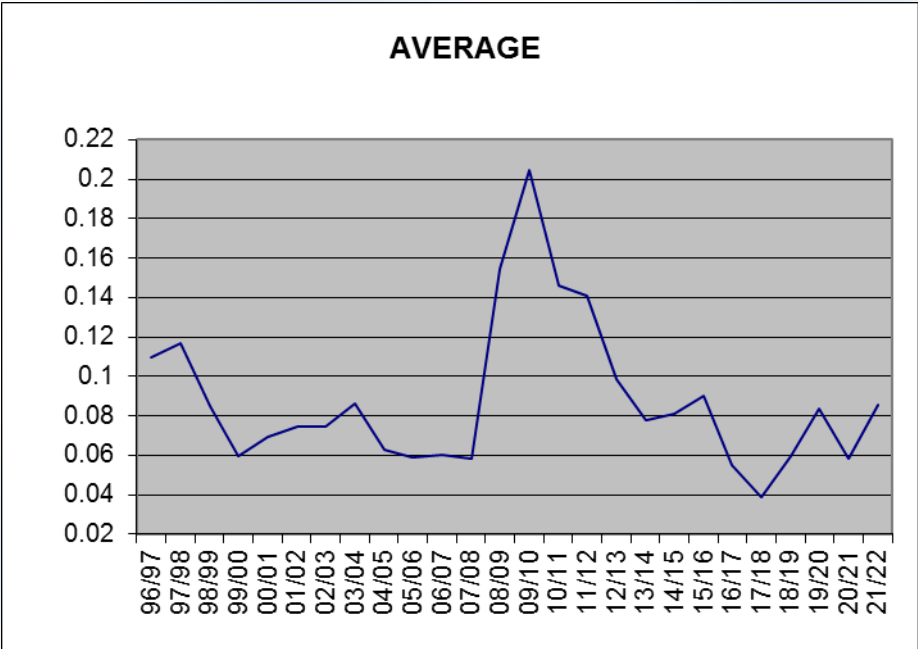
When planning the road ahead for the municipality, it is imperative to analyse and understand the financial situation, trends and forecasts. This will aid in ensuring that the planning objectives are realistic and takes into consideration the funds available. Part of this KPA is also to identify new and innovative strategies to generate revenue as well as optimizing the effectiveness of the current revenue related plans and strategies.

**Table 13: State of the Budget – 2021/22 Tariff increases**

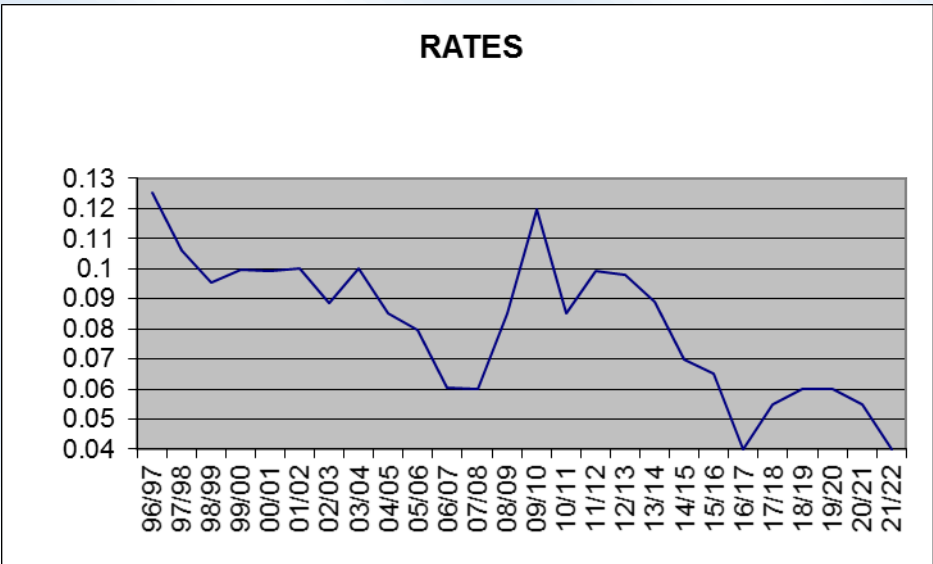
SUMMARY SERVICES	AVERAGE
SEWER AND SANITATION	4.00%
CLEANSING / REFUSE COLLECTION	4.00%
ELECTRICITY	14.59%
WATER	4.00%
RATES	4.00%
	<b>8.56%</b>

The figures below depict the trend in terms of tariff increases over the past years, both on an average basis, and for the rates service specifically.

**Chart 25: Average tariff increases**



**Chart 26: Rates tariff increases**



The main cost drivers for the municipality are shown in the table below:

**Table 14: Main cost drivers**

<b>Expenditure as a % of Total Expenditure</b>	<b>2021/22</b>	<b>% of Total Expenditure</b>
Employee related costs	836,388	35.67%
Debt impairment	275,000	11.73%
Bulk purchases - electricity	647,000	27.59%
Inventory consumed	279,332	11.91%

It is clear from the information above that the largest part of operating expenditure relates to employee costs and bulk purchases of electricity. These costs are very difficult to reduce or contain and therefore it leaves very little room for leverage within the operating expenditure budget.

## **Achievements**

The municipality was a pilot site for the implementation of the municipal Standard Chart of Accounts (mSCOA) since 2015. Version 6.4 of mSCOA was implemented in July 2020 and version 6.5 will be implemented from 1 July 2021. All submissions of supporting documents and data was done as per the regulation.

The municipality has managed to produce an adjusted budget for the FY 2021/2022 that was assessed by the National Treasury to be credible and funded.

For the 2019/20 financial year Sol Plaatje municipality received a financially qualified audit report and an unqualified audit performance report on predetermined objectives.

Due to the fact that the audit by the Auditor General of South Africa (AGSA) was only signed off by the 7<sup>th</sup> of March 2021 the Audit Action Plan for the financial year 2020/21 has not been developed.

## **REVENUE**

A general valuation roll is required to be undertaken at least once every 4 years in terms of the Municipal Property Rates Act No 6 of 2004 (MPRA).

The process of review for the current General Valuation Roll (GVR) was concluded by the 1<sup>st</sup> January 2020 and was submitted to the Accounting officer before 31<sup>st</sup> January 2020, and has since been published for objection processes in February 2020.

The current valuation roll is completed. The Valuation Appeal Board has not been constituted for the hearing of appeals against certain entries to the Sol Plaatje Municipality General Valuation Roll 2020. We hope that the Valuation Appeal Board will be established within the next month for us to start the preparations and notifications to the appellants.

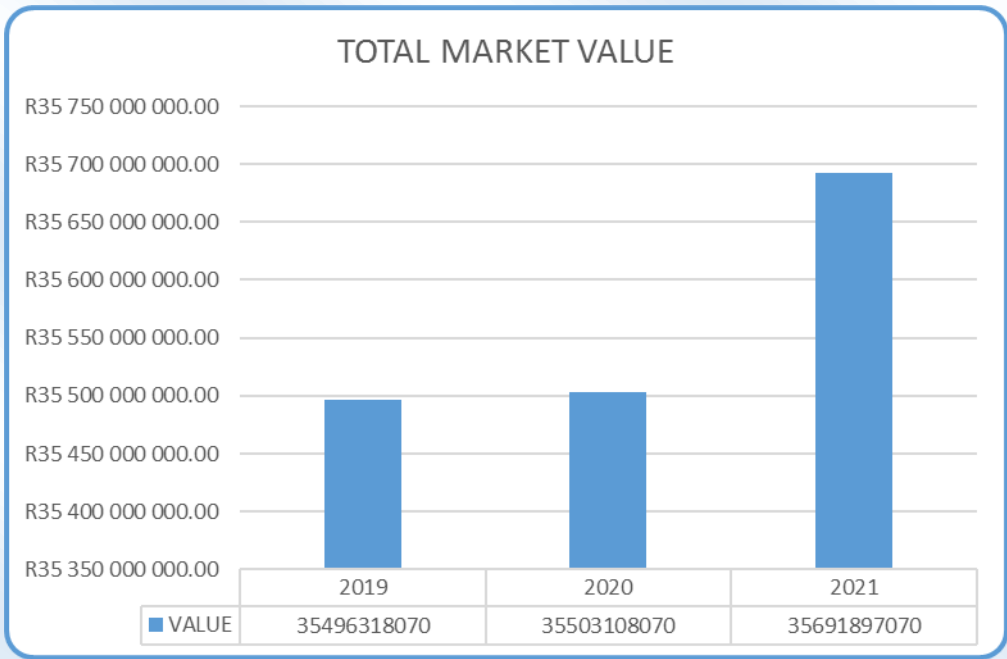
Below is a summary of the status of the General valuation roll:

Total number of registered properties as at January 2021: **55 172**

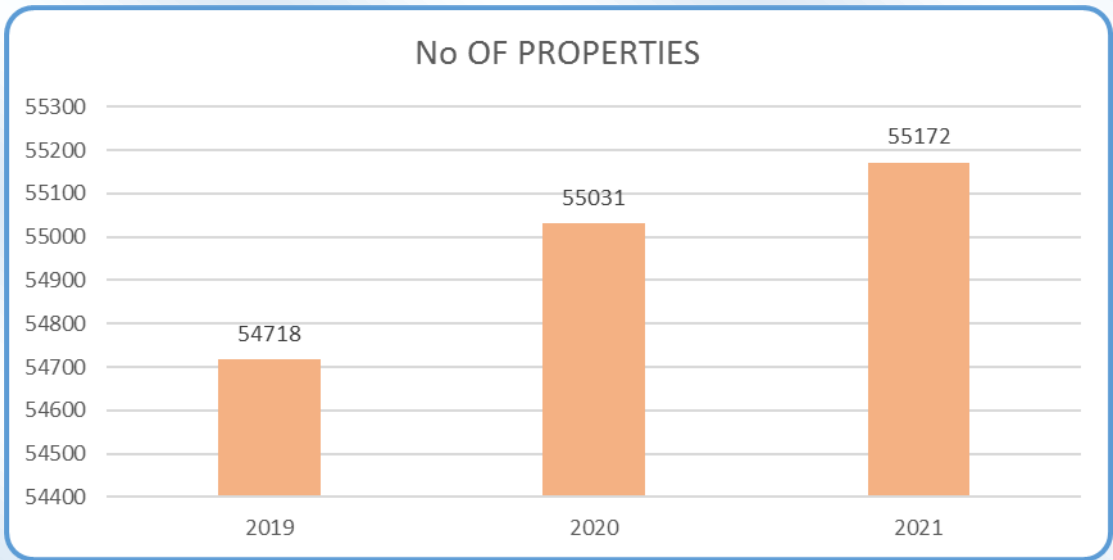
The G.V. 2020 and lodging of objections against the Municipal Valuer, was concluded. The Valuation Appeal Board was not yet established. Applications closed and the process should conclude within the next two months.

The new General Valuation Roll will see the increase of valuation for 31 July 2020, R35 503 108 070.00 with 55 031 properties to 31 January 2021 to R35 691 897 070.00 with 55 172 properties.

**Chart 27: Current value of G.V. Roll – R35 691 897 070.00 (Jan 2021)**



**Chart 28: Growth in Number of Properties**





## Improved debt collection practices

The municipality embarked on an improved method to implement the credit control policy to own personnel, councilors, all categories of customers including Organs of State. The municipality also encouraged more debtors to enter into formal payment arrangements and offered relief to customers by introducing arrear debt settlements specials including black Fridays and December specials.

## 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, hence incorrect practices followed and payment arrangement to collect outstanding debt.
- Restrictive policy to enrol indigents to the register and strict audit reviews on indigent approval criteria and verifications.
- 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.
- Consumer attitude towards regular settlement of monthly current accounts and honouring arrangement payments agreements is very concerning because only an average of R88,3 Million is collected from average monthly services billing of R130 million.
- Political and policy uncertainties which results more and more public protests to erupt.
- 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 obstacle 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.

## 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 reasonability. Two-way communication between the Municipality and its community is imperative and so is a need for reciprocal participation. 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. Turnaround times towards resolving reported billing queries, reported faulty meters and leakages should be attended to at shorter intervals. 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 and developmental Incentives and Partnerships

## **Planning 2021/22**

### **The Development of a Revenue Enhancement Programme**

The South African government mandated the Development Bank of Southern Africa (DBSA) to upscale support to under-resourced municipalities to reduce basic services backlogs in water, sanitation, electricity and access roads. In line with this national imperative, the DBSA Corporate Strategy prioritises the need to overcome planning, funding and implementation challenges for infrastructure projects in under-resourced municipalities. As part of this initiative DBSA has partnered with Sol Plaatje LM to develop a Revenue Enhancement Programme. The goal is to approach the project in an integrated and multidisciplinary nature. In line with this goal, the DBSA has appointed SMEC South Africa (Pty) Ltd (SMEC) as a multidisciplinary team of professionals to provide technical and financial skill in the areas of municipal revenue enhancement and all its associated disciplines for Sol Plaatje Local Municipality.

The implementation of the projects flowing from this initiative will assist the local municipality to improve the billing, revenue collection and its management. This will unlock the funds that will contribute to the municipality's capital programme funding and will also optimise service delivery. The appointment of Consultants also includes the suitable Level 4 supervision of the installation of smart electricity meters and bulk water meters in order to leverage the municipality's control over basic services.

The expected results from the project include the following:

- Report Situation Analysis
- Data cleansing report for water, sanitation and electricity services including:
  - Detailed oversight of all data cleansing activities
  - Illustration of revenue improvements against benchmark figures
- Recommendations for an updated SPLM indigent register
- Revenue Enhancement Programme
- Consolidated report with detailed recommendations
- Replacement/Installation of up to 250 Smart Electricity Meters (in area to be agreed with SPLM)
- Replacement of bulk water meters as agreed with SPLM

## **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, and 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 February 2021, Sol Plaatje had a total of 2310 employees including:

- 1314 permanent employees
- 451 contract employees
- 150 interns
- 65 councillors
- 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.

A Human Resource Strategy is developed and skills development plan is available. The Succession Management plan is addressed by the Human Resource Strategy.

The Performance Management System is institutionalized from the level of Executive Directors to General Workers. Some of the Executive Directors have not yet cascaded to lower levels, however additional training has been provided and is on-going. The Reward & Recognition Policy is completed and approved by Council.

## Achievements

The nature of this KPA is largely driven by strategy, policy and legislation. It includes indicators such 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 were done.

The Annual Performance Assessment for FY 2019/20 was not done due to Covid-19 Lock down it has been postponed to June 2021 when both the Mid-year and Annual Performance Assessment will be done.

An item for the establishment of a Disciplinary Board was approved on 5 November 2020 at the Ordinary Council (C184/11/20). It was recommended that names of members be submitted who will sit on the Board at the next Council meeting.

A Consequence Management Policy was approved on 5 November 2020 (Council Resolution C184/11/20). 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.

A process is underway to review allowances to determine whether it is still applicable and relevant.

Council endeavors to work towards a Paperless Committee Service. All councillors were issued with the required tools of trade and the number of hard copies have been reduced substantially.

## **Challenges**

The unresolved Section 106 report and the MM and CFO who are still on special leave has contributed to the current financial situation and the low morale of employees in the institution. An Acting MM, T Mabija and CFO, Z Cader have been appointed in October 2019 for a three month period which was extended to April 2020 and again until end May. The Acting CFO's contract was extended for another three month period until end August 2020 and a new Acting Municipal Manager, Mr B Dhlwayo (ED : Infrastructure Services) was appointed from 1 June 2020 to 31 May 2021 to take leadership in order for the institution to go forward. Mr K Samolapo has been appointed to act as Acting Chief Financial Services from 27 November 2020 to 31 May 2021.

Critical vacancies were advertised for the IDP Manager, Revenue, Expenditure and Supply Chain Manager and City Engineer: Roads and Storm water but held in abeyance until the financial situation has improved. Personnel are appointed to act in these positions on a rotating basis.

Outstanding appeals must be finalized and implemented.

Introduction and preparation of employees to go online leave application which continues and the biometric system, initial date was 1 March 2020. Currently the implementation has been delayed due to the Covid-19 for protective measures.

## **Mitigation Strategies**

The approved organogram should be analyzed and reviewed to ensure that it is as efficient and service delivery orientated as possible, hence the municipality has requested SALGA to assist with an organizational work study. 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. Centralizing the training budget to the Human Resources department will also assist in fast tracking skills development and training of staff.

Another critical HR deliverable is a culture change program to reinvigorate the organization, establish a new code of conduct at all levels and positively enhance the profile of the municipality.

## **Planning 2021/22**

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. It is the intention of the municipality to focus on the capacitation of managers and leaders in project management and leadership skills in the 2021/2022 Workplace Skills Plan.

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). Modernization in these areas should be prioritized.

## **ICT UNIT**

### **Status Quo**

ICT has made strides in enforcing the ICT strategy vision to connect, collaborate, and integrate not only for employee related services, but also for Council and the community. Core to aligning to the strategic vision of the municipality, is ICT governance. To this effect and in compliance with government policy, ICT has been strategically placed in the municipality. ICT is now reporting to the office of the municipal manager, providing for a better and broader response to the municipality's ICT needs.

The ICT strategic vision is directly aligned to the IDP vision for Leading to a modern city. To achieve this vision, ICT had prioritised key critical projects. The information security project to strengthen the current ICT physical infrastructure and provide for a secure platform to transact electronically in all spheres of user bases. This project also spans into necessary responses to the AG findings for automation that will allow better and effective controls in our environment.

Supplementary within the information security project is the Biometric access project, which is not only a basic core component of security but spans into the human resources extensively thus allowing for improved controls around employee related matters. The biometric access project although it could go-Live due to Covid-19, has been setup and is ready for implementation.

Providing to the community, ICT has rolled out the town planning application management system and the building plan application management system. The valuations rolls has also been automated through the property management and land management system which is integrated to the AFLA portal. These systems are being tested internally and will be accessible to the public on the GIS portal which is now available online on the municipality website.

The GIS system has the latest imagery of Kimberley. An Aerial photography (Pictometry) project was completed in January 2021. The new imagery on the GIS system will generate revenue for the Rates Section and will also be used as proof during objection and tribunal processes of valuations considering that the public is very cautious to allow a municipal worker inside their property.

The Building Control section will be also able to identify illegal additions to buildings, including homes, where building plan approvals have not been provided by the municipality.

## **Challenges**

The main challenge experienced through the year is the financial constraint more so on the resource limitations. Over the past 3 years ICT has suffered loss of employees through a retirement and resignations. As a result delivery on day-to-day responsibility and project implementation has become difficult to run concurrently. The ICT structure is now under revision to ensure that at minimum ICT is able to support the basic service delivery requirements.

## **Planning 2021/22**

The planning in preparation focuses on the 2<sup>nd</sup> phase of the information security project as well as disaster management. Automation of revenue-based processes and well as community focused initiatives will be the key priority to promote and realise the ICT strategy vision to connect, collaborate, and integrate with the community, employees, and council.

The municipality has aligned the ICT strategic plans in response to Covid-19. Implementing solutions for the Environmental Health Services and Infrastructure Services that support improved service delivery. Automation to achieve better collaboration internally and improved communication to better connect with the community will be realised through the implementation of electronic assessments and cell-phone apps.

## **GENDER AND SPECIAL PROGRAMMES**

### **Status Quo**

The Commission for Gender Equality has selected Sol Plaatje Municipality SPM amongst the NC Municipalities for CGE to work closely with. The engagement was to highlight certain areas which were not very clear to the Commission regarding the Gender Audit Tool and the Acting MM agreed to commit, support and co-operate in this regard.

### **Achievements**

1. Staff Roadshows: this programme was implemented half way through due to Covid-19 level 4 and 5 lockdown. The programme was geared to empower staff on Gender based violence and Sexual harassment as well as the Covid-19 pandemic. Most Directorates were covered. The presentation was also done for Councillors at a full Council meeting.
2. The focus for this current FY was also on Children including Youth. The 4th National Plan of Action for Children for 2020- 2024 was endorsed by the President of South Africa. Municipalities have a role in ensuring that our children are safe and their needs are taken care of within our IDP. For example: The Directorate of Community Services must create safer spaces for both Women and Children. Parks must be utilised for family get together where children can play and feel safe. This is included as a KPI under Gender and Special Programmes.

The NPAC 2020-2024 is ready to be presented in the next Inter-governmental Committee meeting and will await approval by Council.

3. The Nelson Mandela Children's Parliament:

This programme is spearheaded by the Department of Social Development and Department of Education, however Municipalities play a pivotal role in assisting to identify and create awareness in the Wards. The voices of children expressing what they want to see happening in their environments.

## **Challenges**

1. Due to Covid-19 regulations most of the planned programmes were suspended
2. The non availability of a designated budget for Gender and Special programmes makes it difficult to have outreach programmes externally targeting our most key stakeholders, Ward Committees
3. The 2021 Nelson Mandela Children's Parliament was supposed to be implemented before the State of the Nation address so that the selected Children from various Provinces and Districts could address the President of South Africa on their plight and what their expectations are.

## **Planning 2021/22**

1. A standard KPI on Gender will be added on the Organisational objectives of Top layer and Line managers for 2021-2022 FY. This will assist us in achieving desired transformational targets in the Organisation
2. SPM Sexual harassment policy must be reviewed to take into account realistic turnaround time on the completion of disciplinary cases. This policy must be shared with staff so that everyone is aware of the content of such a policy. This will be done in consultation with the Manager responsible for Policies as well as the HR Manager.
3. I need to check if our HR policies accommodate pregnant women in the workplace. Pregnancy policy must be used as a guide when reasonably accommodating pregnant women. This will be done in consultation with the Managers responsible for HR and Policies.
4. The procurement of goods and services: this must reflect the % of women who have been awarded these contracts on a quarterly basis, to reflect transformation and access for opportunities within SPM for economically active women companies.

NB: As Gender and Special Programmes matters cuts across every Directorate, all must have a KPI on this.

## **SECURITY SERVICES**

### **Mission**

To render a service to the Council through the provisioning of a system that meets the needs for safekeeping and protection of Council assets (employees, visitors, installations, buildings, equipment, etc.); in order to ensure safe and secure working conditions; and to reduce unnecessary losses caused by negligence or other factors.

A FEW OF SOL PLAATJE MUNICIPALITY'S ASSETS	
Civic Centre	Newton Reservoir
Traffic Building Pioneer House	Ritchie Reservoir/Service Points Beaconsfield Waste Water Point
Municipal stores	Landfill site
Traffic Testing Centre	Libraries
Riverton Purification Works	Swimming Pools
Homevale WWTW	Resorts
Pay points	City Hall West End Club Jimmy Summers Hall
Fresh Produce Market	Substations
Waterworks	Cemeteries

- ▶ All municipal assets need protection.
- ▶ In order to provide the security services, there is a need for security staff.
- ▶ Security personnel must be properly registered and trained to comply with PSIRA Regulations with regards to In-house Service Providers.
- ▶ Security services include on-site supervision.
- ▶ Technology is a crucial aspect of security services in that it enhances the level and quality of security services rendered.
- ▶ However, security services are not solely the responsibility of the security staff –Site Managers are responsible too by ensuring that funding is available to address enhancement of security protocols on site.

Failure to protect the assets will result in the following:

- ▶ Theft of assets
- ▶ Increase in crime and vandalism
- ▶ Re-active response, usually after damage is done, whereas a pro-active approach will enhance the protection of assets
- ▶ Insufficient response to real-time incidents of criminal behaviour
- ▶ The absence of an Integrated Facilities Management System makes the protection of the assets a fragmented approach – which is counterproductive to the goal of the security function.

## Status Quo

Different Directorates have their own funding and use their own discretion for measures to be put in place.

This leads to fragmented security systems

Different service providers are utilised

A blanket approach is used for all security related issues for all assets despite the unique security need that each asset requires.



## Challenges

- ▶ No budget available to service requests from different Directorates w.r.t. risk and threat assessments and procurement/provision of services
- ▶ The proposed organogram is a stepping stone to addressing the insufficient staff challenges the SPM Security Department faces
- ▶ Increased staff will result in the need for more vehicles, equipment, etc.
- ▶ Services must be rendered on a 24/7, 365 basis
- ▶ Visibility: An increased staff complement will also allow the participation of regular enforcement operations in partnership with SAPS
- ▶ Prevention of land invasion : an increased staff complement will enable the immediate response to assist and support housing to prevent and deter would-be land grabbers

## Roles and Responsibilities of an In-House Service Provider

- ▶ All security providers are required to be legally registered with PSIRA. This includes in-house security officers
- ▶ SPM is registered with PSIRA as an in-house employer
- ▶ SPM is subject to inspections by inspectors from PSIRA to verify compliance
- ▶ The Responsible Person must ensure compliance with the Act and Regulations, as well as training requirements
- ▶ Any non-compliance constitutes improper conduct and a criminal offence (R1 million fine can be imposed for improper conduct conviction and on conviction of a criminal offence, imprisonment of up to 24 months)

## Recommendations

- ▶ The Centralisation of Security Services will enable the SPM Security Department to adequately respond to requests (security services; required training; etc.) from Directorates; which will result in a financial saving to the SPM in the long run
- ▶ Implementation of an Enterprise Facilities Management System with a dedicated Control Room as the heartbeat of the Security Department
- ▶ To increase the staff complement of the SPM Security Department within the ambit of the guidelines as per the recruitment and selection policy of SPM
- ▶ Compliance to the PSIRA Act regarding all Security Service Providers and training requirements
- ▶ Needs of SPM Security Department to be prioritised with the aim of creating a safe and secure working environment for all
- ▶ To follow an integrated security approach to supplement the vision of creating a modern and leading city

### 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, which 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.
- Effective public participation programs are conducted by Council.
- Functioning of council and committees is optimal.
- 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.

#### 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 contacts 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.

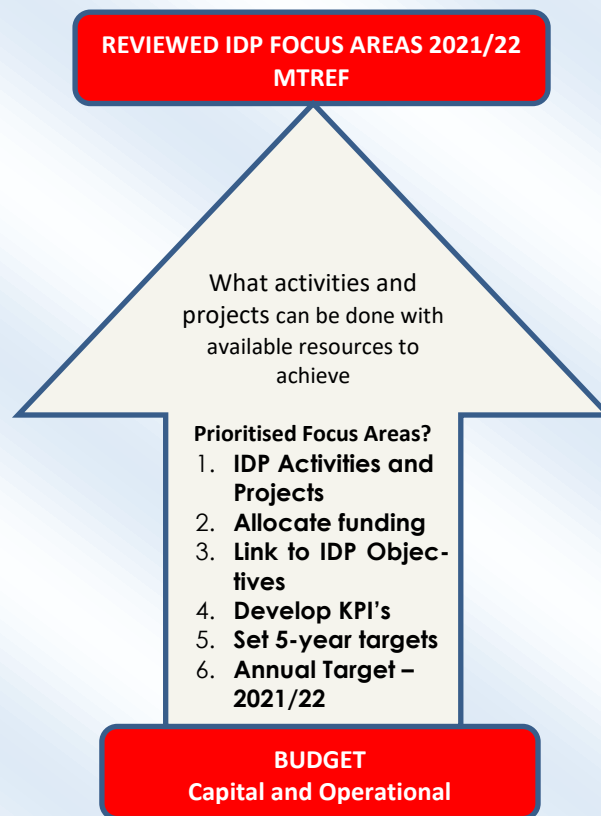
It is the social capital that fosters trust in societies, and the societies that are marked by trust are industrialized and economically developed. The performance in the KPA is largely dependent on all other areas and departments in the municipality, as it is a collective effort to achieve fair and 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 2021/22 MTREF. Some of the line items in the Operational Budget need to address the IDP priorities indicated above – especially in light of the B2B program as not all priorities relate to the capital program.

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:

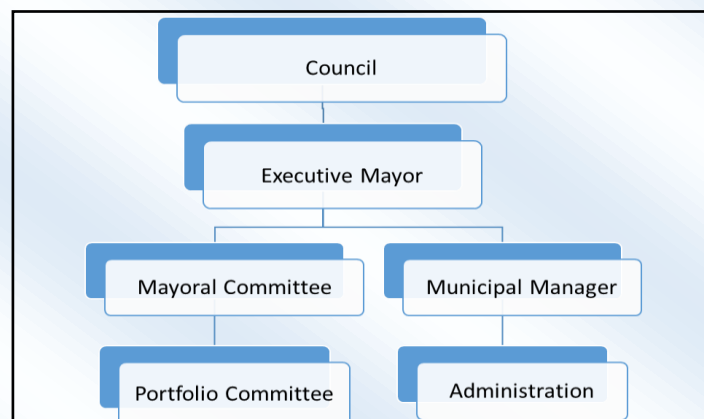
**Figure 4: IDP/Budget/SDBIP Process**



### 3.1.5.1 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 15: 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: Executive Management 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 programs. 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 programs.
- 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 program 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.

### **3.1.5.2 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. The due date for the 2018/19 LGMIM Assessment was December 2019 with a review period in January 2020. The late submission of documentation for uploading on the system by some directorates has resulted that the assessment was only partly completed by the IDP Unit.

### **3.1.5.3 FRANCES BAARD DISTRICT DEVELOPMENT MODEL**

The Ministry of COGTA has developed a District Development Model that seeks to bring about a coherent system in order to achieve integrated service delivery and development in 44 districts and 8 metropolitan municipalities.

The status quo analysis or profile will:

- ✓ Inform the development of a spatially integrated single government plan;
- ✓ Guides and direct all strategic investment spending and project delivery across government;  
and
- ✓ Form the basis of accountability.



Since the announcement of the DDM by the President Cyril Ramaphosa in his 2020 State of the Nation Address (SONA).

The technical and political coordination forums have been established and it coordinates and monitor the development and implementation of the plans within the ambit of the district model.

The Frances Baard District Development Model profile and Infrastructure plans has been compiled and submitted to Cogta.

The DDM meeting has sat twice and we are in the process preparation for the launch. FBDM is developing and consolidating the DDM one plan.

### **3.1.5.4 RISK MANAGEMENT**

#### **CURRENT STRATEGIC RISKS:**

#### **1. DECLINING ECONOMIC CONDITIONS IMPACTING ON CUSTOMER AFFORDABILITY**

- 1.1 Increased Debtors Book and increasing Indigent Register.
- 1.2 Declining Financial Sustainability
- 1.3 COVID 19 Pandemic resulting in even lower collection rate.

#### **2. SUSTAINABILITY OF REVENUE GENERATION**

- 2.1 Sustainability of revenue due to reducing demand for Electricity and increased Tariffs.
- 2.2 Projected revenue shortfall and further negatively affected by COVID 19 Pandemic.

#### **3. RELIABILITY OF CUSTOMER INFORMATION AND DATA**

- 3.1 Incorrect Customer Information.
- 3.2 Inability to collect timeously due to Disputes with Customers.

#### **4. CURRENT ADMINISTRATIVE INSTABILITY. (MANAGEMENT)**

- 4.1 Acting Municipal Manager.
- 4.2 Acting CFO.
- 4.3 Acting Senior Managers in Finance and Infrastructure Services.
- 4.4 Acting IDP Manager.
- 4.5 Inconsistency in leadership causes instability towards staff.

#### **5. INADEQUATE (FAILING) WATER AND SANITATION INFRASTRUCTURE**

- 5.1 Collapse of service delivery. (Failure to meet current demand of water supply and sewer conveyance).
- 5.2 Halting of economic and social development projects.
- 5.3 Ruined Institutional Reputation (Reputational Risk).

#### **6. CONDITION OF WATER AND SANITATION INFRASTRUCTURE (CONVEYANCE AND RETICULATION)**

- 6.1 Compromised sustainable and reliable service delivery.
- 6.2 Social and environmental impact.
- 6.3 Revenue loss to the Municipality.

#### **7. HIGH LEVEL OF NON-REVENUE WATER (WATER LOSSES)**

- 7.1 Sustainability/Surety of water supply threatened.
- 7.2 Loss of revenue to support service provision (business continuity).
- 7.3 Delayed service provision to new developments (delaying of new developments).

## **8. DETERIORATING RAW WATER QUALITY AND RISING TARIFFS**

(Sustainability of Vaal River supply & Cost of Vaal Water)

- 8.1 Tariff hikes due to high operational costs.
- 8.2 Decrease in affordability affects revenue collection.

## **9. INADEQUATE ELECTRICITY INFRASTRUCTURE**

- 9.1 Limited capacity of High, Medium and Low Voltage and Distribution Infrastructure in certain areas.
- 9.2 Riverton, Hadison Park, Herlear, Galeshewe and Carters Substation are at serious risk.
- 9.3 Draft Master Plan has been completed but not finalised.
- 9.4 Old and aged 66KV and 11KV switchgear.
- 9.5 Theft of Equipment in substations and networks infrastructure.

## **10. HUMAN RESOURCE MANAGEMENT**

- 10.1 Inadequate and Ineffective Security Measures to protect assets (Currently new Technology is being explored).
- 10.2 Substandard Security of Substations and Plant and Equipment in general.
- 10.3 Low productivity affecting Service delivery due to COVID 19 Pandemic.
- 10.4 Inadequate capacity and lack of skilled operational and maintenance staff in Electrical, Water and Sanitation Sections.

## **11. INFORMATION TECHNOLOGY RISK**

- 11.1 In-efficient delivery on Strategic Objectives due to ineffective IT Management and implementation as a result of non-alignment and no oversight of IT to the IDP Strategic Objectives.

## **12. AUDIT OUTCOME**

- 12.1 Inability to move from Unqualified to Clean Audit.
- 12.2 Ineffective Performance reporting and general non-compliance.

### **KEY ISSUES:**

- The lower collection rate and escalation in O/S debtors, especially debt over 90 days.
- Decline in Cash & Cash Equivalents, resulting in less than 1 month's Cost Coverage.
- Budgetary and Cash Flow constraints.
- Overall expenditure.
- Personnel expenditure.
- Expenditure on Overtime.
- Non-payment of O/S debt by Organs of State.
- Excessive Expenditure on EPWP and the funding of the programme.
- Severe Sewerage reticulation issues.
- Serious issues relating to Water Distribution.
- Water and Electricity losses that remain unacceptably high.
- MM and CFO positions.
- The issue of under and unfunded mandates remain problematic (Libraries, Roads, Housing and Health).
- Vacancies of Senior Officials within Finance and Infrastructure and IDP Manager.
- Contractors failing on contract finalisation due to financial constraints and local content.

## Challenges

From the above it is clear that Risk Mitigation due to the current Financial Position of SPM is going to remain a challenge. This is also going to impact on Service Delivery and the sustainability thereof.

The Financial Position also affects directly on the filling of critical and vacant positions in areas such as Electricity, Water and Sanitation Sections, again affecting the capacity and ultimately Services Delivery.

A further challenge is that projects required for Risk Mitigation and those captured for mitigation are unfunded in the current Capital Plan. Seeking alternative Revenue sources to assist with this is a priority.

## 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**



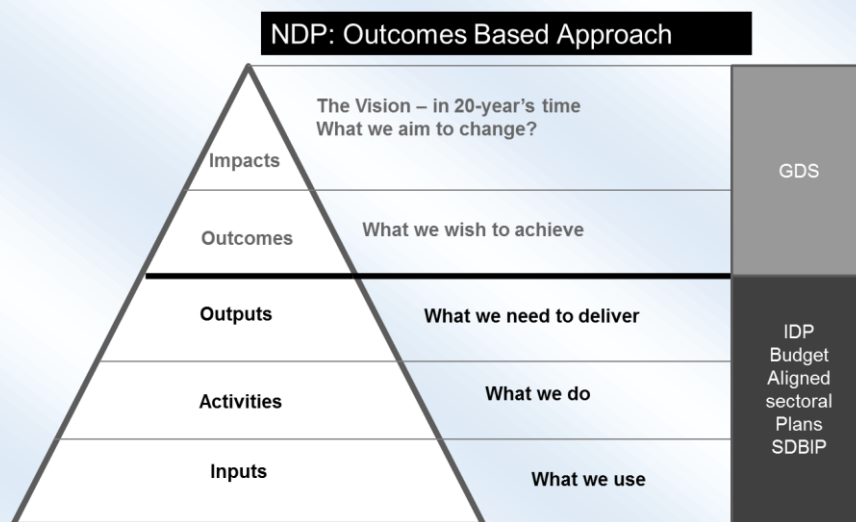


Although municipalities can also contribute to most of the above themes it is in the areas of managing cities and local government where it plays its specific role in contributing towards the NDP.

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.

**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.

**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 framework (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 programs 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**

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.

## 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. Sector Plans plays an important role in management, planning and decision-making.

**Table 16: Existing Sectoral Plans**

Sector Plan	Contribution to IDP Objectives	Status
<b>Spatial Development Framework (SDF) and aligned Land Use Management System (LUMS)</b>	<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>The Draft SDF 2018-2022 was approved by council on the 26 February 2020 and it will be out for public participation in due course. This will enable the city to outline its growth strategy spatially and also encourage the investment in the City. The reviewed SDF will be able to guide the orderly and desirable spatial development inter alia developing development strategies.</p> <p>Thus creating integrated, sustainable and habitable city as well as rural areas.</p> <p>Lastly in the financial year 2020/2021 the municipality will review the Land Use Management Scheme 2008 in order to comply with Section 27 (1) of the Spatial Planning and Land Use Management Act 16 of 2013</p>
<b>LED Strategy</b>	<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>Old Mutual Group has collaborated with SPM by funding the review of the LED Strategy to value of R1 million. The Centre for Local Economic Development at University of Johannesburg is the appointed service provider reviewing the LED Strategy. The inception meeting took place in February 2020. The focus group meetings will be on the 18<sup>th</sup>, 19<sup>th</sup> and 20<sup>th</sup> March 2020 first focus group with SPM officials and Councilors including business communities other institutions</p>

Sector Plan	Contribution to IDP Objectives	Status
	<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 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 pro-active tool to be used by the municipality to promote regeneration and economic development.</p>	<p>such as IDC, NEF, NYDA, SEDA.</p> <p>The review It promotes LED Strategy as a <i>territorial-led approach to development; as an inclusive and innovative process; and as an outcome that results in stronger local economies.</i> Therefore, is designed to entrench LED as primarily a territorial response to local challenges of Frances Baard region. It emphasises the importance of unique characteristics of localities; an innovative approach to development; a Local Government-led process, multi-stakeholder driven process, and an outcome based on progressive partnerships.</p> <p>Thus, Frances Baard District Municipality, Phokwane, Magareng and Dikgatlong are part of the review and on the 19<sup>th</sup> and 20<sup>th</sup> March the focus meetings is with these municipalities.</p>
<p><b>Integrated Transport Plan (ITP)</b></p>	<p>Roads and Storm Water section provides 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.</p> <p>By ensuring effective roads and Storm Water systems, this section contributes towards facilitating economic growth and social development, improving traffic flow and traffic safety by alleviating traffic congestion. For this, Integrated Transport Plan becomes crucial, as a strategic sector plan.</p>	<p>The sector still does not have Master Plans. However, Master Plans shall be developed in the 2021/2022 financial year, to inform ITP and provide inputs into IDP review or new IDP process.</p>
<p><b>Water Services Development Plan (WSDP)</b></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"> <li>1. Draft a Water Services Development Plan as part of their IDP process</li> <li>2. Elicit comments on draft WSDP</li> <li>3. Consider and report consideration of</li> </ol>	<p>SPLM has completed 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. The outstanding process is the approval by the Council</p>

Sector Plan	Contribution to IDP Objectives	Status
	<p>comments</p> <ol style="list-style-type: none"> <li>Finalize and adopt the WSDP</li> <li>Supply copies to DWS, CoGTA &amp; neighboring WSA's</li> <li>Incorporate the WSDP into the IDP</li> <li>Report on the implementation of the WSDP every year</li> </ol>	
<b>Storm water Master Plan</b>		SPLM does not have a Storm water Master Plan in place.
<b>Disaster Management Plan (DMP)</b>	<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"> <li>The compilation of a Disaster Management Framework (DMF).</li> <li>The execution of comprehensive disaster hazard, vulnerability and risk assessment.</li> <li>The compilation of disaster management plans.</li> <li>Establishment of a Disaster Management Centre.</li> </ul> <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 was updated already in June 2018.</p> <p>The plan and executive summary were submitted to the Safety and Security Committee on several occasions and due to no quorums, it was escalated to the next level. It was later decided to present it to the EMT who supported it and there after it was submitted to the Mayoral Committee with Ald Matika as the then Chairperson where it was noted. Unfortunately, it was during the time with quite a lot of division between ANC Councillors and meetings were postponed indefinitely. The then Municipal Manager made a proposal that the documents be placed on the Intranet for inputs by the general public.</p>
<b>Water and Sanitation Master Plan</b>	<p>The Water Services Act, 1997 (Act 108 of 1997), prescribes the legislative duty of municipalities as water-service authorities to provide water supply and sanitation according to national standards and norms. It also regulates water boards as important water service providers and gives the executive authority and responsibility to the Minister of Water and Sanitation to support and strengthen the capacity of municipalities to manage their own affairs, exercise their powers and perform their functions.</p> <p>In order to meet this requirement, the municipality must develop and update plans that seek to support this requirement.</p>	<p>The water and sanitation master plan is completed and used by the user sub-directorate. The process of getting it approved by the Council is currently underway.</p>
<b>Electricity Master Plan</b>	<p>The master plan details the needs versus the current situation. The master plan is aligned to the IDP where all sector plans were considered. This for both medium-term and long-term. This master plan outlines the impact on consumers/communities and industry, and includes an implementation plan which will be dependent on funding sources.</p>	<p>The Electricity Master Plan was completed.</p>



Sector Plan	Contribution to IDP Objectives	Status
<b>Integrated Waste Management Plan (IWMP)</b>	<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"> <li>○ Review the current routes of collection and implement a cost effective and sustainable system of collection in all areas within SPLM.</li> <li>○ Ensuring a positive impact on the health of communities.</li> <li>○ Limiting the impact on the environment.</li> <li>○ Compliance with relevant legislation.</li> <li>○ Encouraging community participation through mobilization, education and awareness programmes.</li> <li>○ Proper management of the refuse disposal site so as to ensure legislative compliance and limited impact on the health of communities and the environment.</li> <li>○ Proper and effective monitoring and control of all processes.</li> <li>○ Facilitation of effective waste minimization projects through recycling, avoidance, reduction and proper disposal with the focus on entrepreneurship development.</li> <li>○ Implementation of resources required and the effective management thereof.</li> <li>○ Prevention of air, water and soil pollution.</li> <li>○ Effective law enforcement.</li> <li>○ Eradicate illegal dumping and littering on municipal, public and private property.</li> </ul>	<p>An Integrated Waste Management Plan has been adopted by Council in October 2011 and program/projects emanating from this plan have been included in the 5-year Action Plan of this IDP. Kwezi V3 Consultants was appointed to review the Plan, which was finalized in 2018 and only council approval is still outstanding. Upon approval the plan will be submitted to the MEC.</p>
<b>Integrated Environmental Management Plan (IEMP)</b>	<p>The IEMP presents an IDP sector plan, which strives to achieve the following:</p> <ul style="list-style-type: none"> <li>○ To ensure that municipal development strategies and projects take cognisance of: <ul style="list-style-type: none"> <li>• Existing environmental problems and threats; and</li> <li>• Environmental assets;</li> </ul> </li> </ul>	<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</p>

Sector Plan	Contribution to IDP Objectives	Status
	<ul style="list-style-type: none"> <li>○ To ensure that the Chapter 1 principles of the National Environmental Management Act (Act No. 107 of 1998) are applied when: Strategies are designed; and Projects planned;</li> <li>• To ensure a healthy environment by ensuring that:</li> <li>• Urgent environmental issues are addressed; and</li> <li>• Envisaged projects have no negative impacts on the natural environment.</li> </ul>	<p>for addressing prioritised environmental issues and harnessing the potential of natural assets. Volume 2 has been completed in Mar 2012.</p> <p>The municipality does not have an Environmental Unit at present.</p>
<b>Municipal Infrastructure Investment Framework (MIIF) and Capital Expenditure Framework (CEF)</b>	<p>The Municipal Infrastructure Investment Framework should address the following critical issues:</p> <ul style="list-style-type: none"> <li>○ Bulk Infrastructure requirements (electricity, water, sanitation, waste disposal and transport network)</li> <li>○ Infrastructure network (reticulation) requirements (electricity, water, sanitation, roads, waste management – telecom and IT)</li> <li>○ 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</li> <li>○ Provide sufficiently for infrastructure operations and maintenance requirements (electricity, water, sanitation, solid waste disposal, roads, storm water and the IT and telecom networks)</li> </ul>	<p>Central government have proposed a new capital funding model, with the intention of consolidating all its funding streams. This is effected through the Capital Expenditure Framework (CEF). Although the intention of CEF is not to replace MIIF, but has similar features. Municipality has approved CEF, which will dovetail with MIIF when it is developed and completed.</p> <p>Due to the seriousness of the bulk infrastructure backlogs the Municipality continues to implement recommendations of the feasibility study that quantified the actual infrastructure backlog and came up with a funding model. The feasibility study focused on critical infrastructure delivery such as water, sanitation and electricity capacity.</p> <p>The already developed master plans for water, sanitation and electricity shall provide crucial stepping stones towards the MIIF</p>
<b>Institutional Plan</b>	<p>The SPLM's Institutional Plan will address:</p> <ul style="list-style-type: none"> <li>○ A revised HR Policies and Procedures Handbook were prepared.</li> <li>○ An assessment of changes required to Macro and Micro Organisational Structure was completed and proposals on the "to be" Organisational Structure were drafted</li> <li>○ An approved Human Resource Strategy Report was prepared.</li> </ul> <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</p>	<p>As part of its Turnaround Strategy and OPCAR the Sol Plaatje Municipality has identified Institutional Building as a key focus 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.</p>

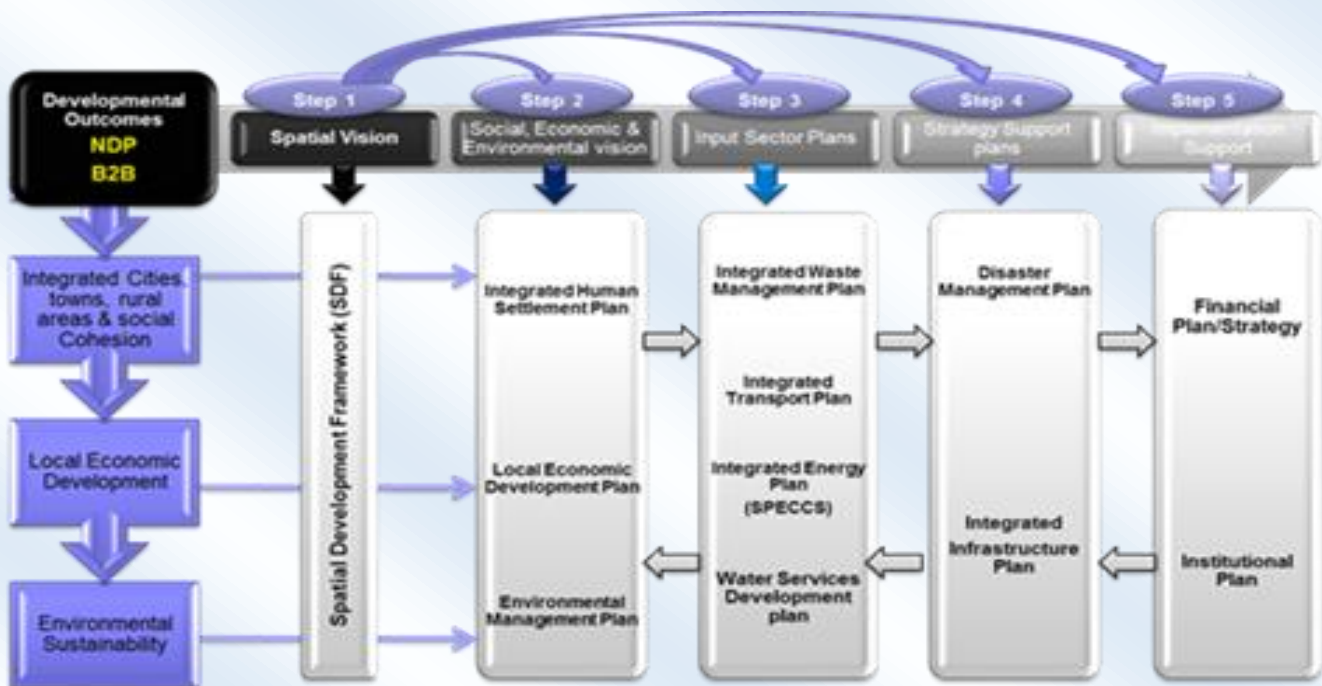
Sector Plan	Contribution to IDP Objectives	Status
	it was revised in line with relevant legislation.	
<b>Financial Plan</b>	<p>The Financial Plan should define sound financial management and expenditure control as well as means of increasing revenues and external funding for the Municipality to achieve its development priorities and objectives. It will further address:</p> <ul style="list-style-type: none"> <li>Revenue raising strategies</li> <li>Asset management strategies</li> <li>Financial management strategies</li> <li>Capital financing strategies</li> <li>Strategies that will enhance cost-effectiveness</li> <li>Operational financing strategies</li> </ul>	<p>The Long Term Financial Plan was for the period 2017/18 to 2026/27 and was finalized in December 2018. All strategies for financial plan are available.</p> <p>SPM has developed a Capital Expenditure Framework (CEF) which will assist the municipality in allocating funds to previously disadvantaged areas. The CEF is a comprehensive, high level, long-term spatial infrastructure plan which is underpinned by a 10 year financial plan.</p>
<b>Integrated Human Settlement Plan</b>	<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>The National Upgrading of Informal-Settlements program assist the categorization and the implementation of the upgrading plans viz Relocation, In Situ or Infill upgrading plans. We identified 31 Informal-settlements of 20 are fully upgraded for residential purposes 11 are outstanding due to funding to complete the others with additional 6 recently areas invaded. The IHSP is part of the efforts to deal with the Human-settlements Backlog in terms of the different housing programs, viz Social Housing, BNG, CRU's and FLISP. {Gap Market}</p>
<b>Ward Based Plans</b>	<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"> <li>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.</li> <li>The plan needs to address 1-year, 3-year and 5-year needs.</li> <li>All service and functional areas need to be addressed.</li> <li>A useful planning and monitoring tool to use is a matrix. The matrix effectively links plan, budget, responsibility and performance in one document/page.</li> <li>The plan should also be illustrative.</li> </ul>	<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</p>



## 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 diagram below – which follows a logic sequence.

**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.

## **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.

## **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

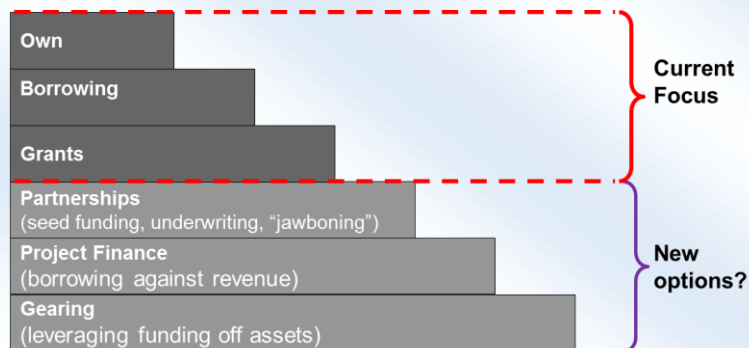
The last step in the sequence of the “logical sector plans” is the resources needed to implement these plans. At this stage the Municipality is aware of what it needs to implement to achieve its goals and objectives and therefore need to allocate the necessary resources, which will include:

- 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 2021/22 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 Capital Budget is attached in the schedules while the 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 2021/22 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.

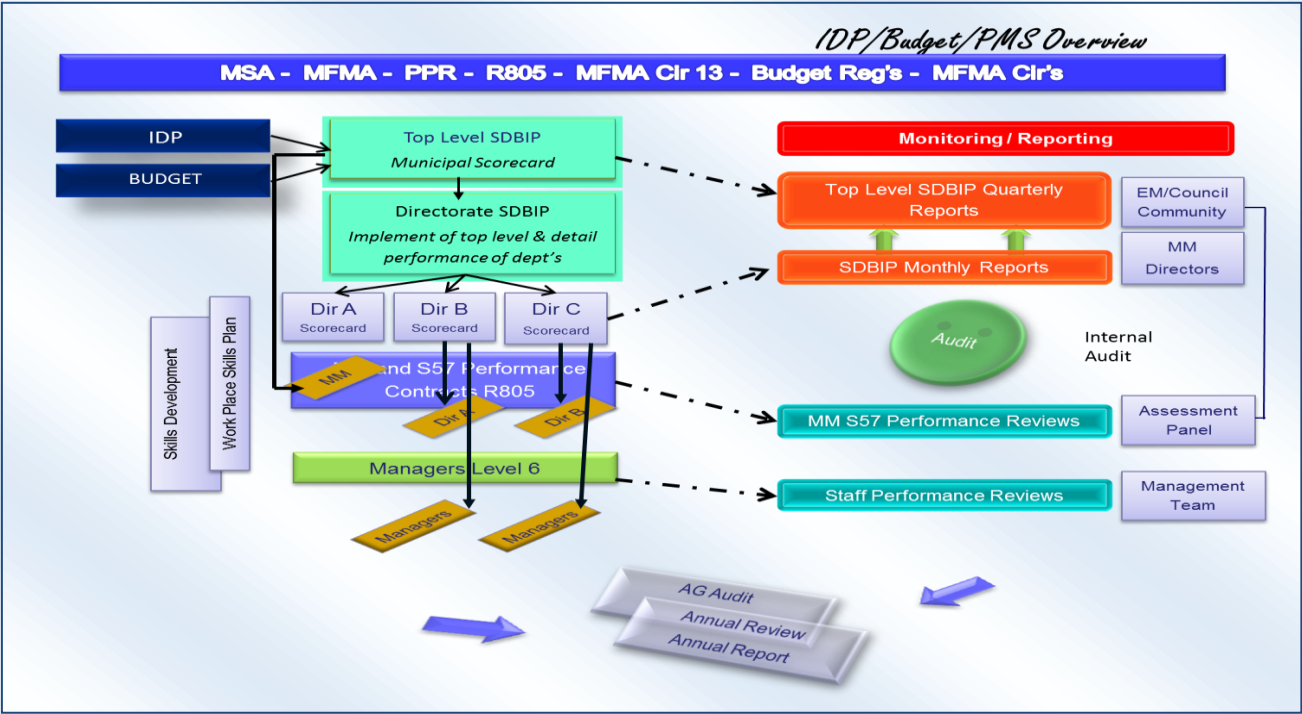
The SDBIP gives effect to the implementation of the IDP and Budget of the Municipality. The IDP Objectives, Key Performance Indicators and Targets aligned to the Budget within each Key Performance Area in the Multi-Year Municipal Performance Plan will then inform the SDBIP for the 2021/22 financial year 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 prioritized projects, programs 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 2020/21 AND BUDGET FOR 2021/22 MTREF					
NO	ACTIVITY DESCRIPTION	ORGANISATIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
JULY 2020					
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	21 July 2020
2	Constituting the IDP/Budget Steering Committee	MM/CFO	Legally constituted IDP/Budget Steering Committee	MFMA s53(1)	23 July 2020
3	Consideration of the IDP and Budget Process Plan 2021/22 MTREF	MM/CFO/EMT	Process Plan for the 2020/21 IDP Review and Budget for 2021/22 MTREF	MSA 32 of 2000 & MFMA No. 56 of 2003	28 July 2020
4	Approval of the IDP and Budget Process Plan	Executive Mayor	Approval of the IDP and Budget Process Plan for 2021/22 MTREF	MSA 32 of 2000 & MFMA No. 56 of 2003	31 July 2020
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	28 July 2020
6	Submit 4 <sup>th</sup> Quarter to: 1. EMT 2. NT/PT 3. EM/IDP Budget Com 4. Submission of Section 52 (d) Report to Council	All	4 <sup>th</sup> Quarter Report 2019/20	MFMA S52(d)	31 July 2020
AUGUST 2020					
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)	7 Aug 2020
8	Publish MM and 57 Managers Performance Agreements and Plans on Web and submit to CoGHSTA, NT and PT	Corporate Services	Published and submitted performance agreements and plans	MSA and Reg 805	7 August 2020
9	Presentation of Final draft AFS EMT Audit Committee AGSA	MM/CFO	Submission of annual financial statements as per section 126(1) of the MFMA. Draft Annual Performance Report 2019/20 as per section 46 of the MSA.	s126(1) of the MFMA s46 of the MSA.	21 Aug 2020 31 Aug 2020 31 Aug 2020
10	Submit Annual Report including Annual Financial Statements and Annual Performance Report to the Audit Committee	MM/CFO	Submission of annual financial statements as per section 126(1) of the MFMA. Draft Annual Performance Report 2019/20 as per section 46 of the MSA.	MFMA Circular 63, Sep 12	31 Aug 2020
11	Approval of the IDP and Budget Process Plan	Executive Mayor	Council approves the IDP and Budget Process Plan 2021/22 MTREF	MSA 32 of 2000 & MFMA No. 56 of 2003	31 Aug 2020

**IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2020/21 AND BUDGET FOR 2021/22 MTREF**

NO	ACTIVITY DESCRIPTION	ORGANISATIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
12	Submission of the Financial Statements, Annual Report and Annual Performance Report to the AGSA	MM/CFO	Submission of signed AFS, Draft Annual Report and Final Annual Performance Report to AGSA		31 Aug 2020
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 2021/22 will happen	MSA and MFMA	31 Aug 2020
<b>SEPTEMBER 2020</b>					
14	Issue of Budget guidelines (operational budget)	CFO	Issue Circular on operational budget guidelines: <ul style="list-style-type: none"> <li>- Confirm approved organogram</li> <li>- Vacant and funded positions</li> <li>- Maintenance Plans</li> <li>- Review of Long Term Borrowing Contracts and commitments of the next MTREF</li> <li>- Demand for services analysis</li> <li>- Review of Electricity Tariff Structure</li> </ul>	Budget Policy	18 Sept 2020
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 2019/20 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	18 Sept 2020
16	Finalise Assessment Report	IDP/BTO	Discuss and agree on Assessment Report to inform planning and budget for the 2021/22 MTREF.  1. EMT / Manco	MFMA/Budget Regulations and Internal process	21 Sep 2020 28 Sep 2020
17	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 2020-2021 Performance	MSA and MFMA	28 Sept 2020

**IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2020/21 AND BUDGET FOR 2021/22 MTREF**

NO	ACTIVITY DESCRIPTION	ORGANISATIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
			Analysis and future projections		
<b>OCTOBER 2020</b>					
18	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  <b>Note:</b> that it is unaudited and will not include any of the Auditor-General's reports as the auditing thereof will still be in progress	MSA Circular 63, Sep 2012	19 Oct 2020
19	Municipality submits Annual Report including final annual financial statements and annual performance report to Auditor-General for auditing councils'	CFO/IDP			30 Oct 2020
20	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 2020 – Dec 2020
21	Prepare and submit 1st Quarter SDBIP Report to EMT, IA, PAC, Executive Mayor (Mayco) and Council	IDP/BTO	1st Quarter Report 2020/21 submitted	MFMA and MFMA Cir 15	1. 19 Oct 2020 (EMT) 2. 23 Oct 2020 (IA&PAC) 3. 26 Oct 2020 (EM) 4. 6 Nov 2020 (SCM)
22	1st Strategic Planning sessions with:  1. EMT, Manco Extended IDP/Budget/PMS Committee  Informal Council meeting	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	1. 22 Oct 2020 2. 23 Oct 2020
<b>NOVEMBER 2020</b>					
	2. Extended IDP/Budget/PMS Committee  Informal Council meeting				06 Nov 2020
23	Detail Budget discussions/motivation with individual Directorates	EMT/Manco	In line with the IDP Key priority issues Directorates need to motivate their different Budgets for the 2020/21 MTREF	Internal process	Week of 04, 11 and 18 Nov 2020 (CFO and BTO done; Operational, Revenue and partly



**IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2020/21 AND BUDGET FOR 2021/22 MTREF**

NO	ACTIVITY DESCRIPTION	ORGANISATIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
			Draft Budget completed		Capital)
24	Auditor-General audits the unaudited Annual Report and submit an audit report to the accounting officer for the municipality.	EMT/BTO /Directorates	Draft AR 2019/20 and Management Report Final AR and Management Report	MFMA	13 Nov 2020 27 Nov 2020
25	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 2020 to Jan 2021
<b>JANUARY 2021</b>					
26	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.	22 Jan 2021
27	Finalise Mid-year Budget and Performance Assessment Report 2020/21 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	29 Jan 2021  1. 15 Jan 2021 2. 22 Jan 2021 3. 22 Jan 2021 4. 29 Jan 2021 5. 29 Jan 2021
<b>FEBRUARY 2021</b>					
28	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 2021 (Oversight)
29	Planning sessions with: 1. Extended IDP/Budget/PMS Committee 2. Informal Council meeting	Mayco Councillors EMT Manco	Present first draft IDP 2021/22 priorities linked to Budget allocations	Internal process	1. 03 Feb 2021 2. 05 Feb 2021

**IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2020/21 AND BUDGET FOR 2021/22 MTREF**

NO	ACTIVITY DESCRIPTION	ORGANISATIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
30	NT Mid-term visit	EMT	Sec 71 and 72 Reports Qtr 2 Performance Report 2020/21 Audited AFS 2019/20 Audit Report MFMA Sec 32 Report Risk Management Issues	NT Prescribed	Between 11-19 Feb 2021
31	Adjustment Budget 1. EMT 2. BSC 3. Council	MM/CFO	Tabling of Adjustment Budget 2020/21 MTREF	MFMA Sec 28	1. 17 Feb 2021 2. 24 Feb 2021 3. 26 Feb 2021
32	Conduct 2019/20 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 2021
33	Note National/Provincial Government Budget for incorporation	IDP/BTO	Ensure what is contained in National and provincial Budgets for incorporation in local budget	MFMA	25 Feb – 18 Mar 2021
34	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 2021/22 aligned to IDP Key Priority Issues including Ward priorities	Internal Process	Jan 11 – 12 Mar 2021
<b>MARCH 2021</b>					
35	Draft Operating Budget submitted to EMT	Directorates/BTO/IDP	Draft 3-year Operational Budget aligned to IDP Key Priority Issues	Internal Process	04 Mar 2021
36	Conduct Mid-year 2020/21 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 2021
37	1. Council adopts Oversight report. 2. Oversight report is made public. 3. 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	25 Mar 2021 (SCM)
38	Present and discuss draft IDP and Budget with: 1. Mayco/relevant committees 2. BSC	EMT/Mayco/Budget Steering Committee	Present, discuss and receive input from the different structures	Internal process	1. 08 – 12 Mar 2021 2. MAYCO 18 Mar 2021

**IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2020/21 AND BUDGET FOR 2021/22 MTREF**

NO	ACTIVITY DESCRIPTION	ORGANISATIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
	3. Informal Council Meeting 4. Special Council Meeting				3. Informal Council 24 Mar 2021 4. SCM 25 Mar 2021
39	Table draft IDP and Budget 2021/22 to Council for public consultation	IDP/BTO/Council	Council to approve IDP and Budget for public consultation purposes	MSA and MFMA	31 Mar 2021 (Tabling)
40	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 2021
<b>APRIL 2021</b>					
41	Conduct public hearings on draft IDP, Budget and Top Layer SDBIP with constituted public participation structures	IDP/BTO/Speaker's Office/Service Providers	Consult and receive input from community and stakeholder groupings with regard to draft IDP/Budget and SDBIP (Top Layer)	MSA and MFMA	April 2021 (Public Participation)
42	Confirm National and Provincial DoRA allocations and adjust draft budget	BTO	Ensure that DoRA allocations are included in the Budget	MFMA/DoRA	April 2021
43	Submit 3 <sup>rd</sup> Quarter SDBIP 2020/21 Performance Report to Mayco/Council	IDP/BTO/Mayco/Council	3 <sup>rd</sup> Quarter report submitted		April 2021
44	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 2021/22	MSA and MFMA	April 2021
45	Discuss adjusted IDP, Budget and SDBIP with Mayco	IDP/BTO	Inform Mayco of input received from public consultation in IDP/Budget/SDBIP	Internal process	28 April 2021
46	National Treasury Benchmarking Exercise	EMT/NT	NT's analysis of SPLM's IDP and Budget 2021/22 benchmarked against 21 secondary cities to improve IDP and Budget processes and products	MFMA	April 2021
<b>MAY 2021</b>					
47	Finalise IDP/Budget and SDBIP documentation for final submission to Council	EMT	Finalise IDP, Budget and SDBIP 2021/22 documentation for final submission to Council	MSA and MFMA	05 May 2021
48	Present final IDP and Budget to BSC, Mayco and Council	EM/MM/CFO	Present final IDP/Budget/SDBIP 2021/22 to Mayco and informal Council before submission to Council for adoption	Internal process	BSC 12 May 2021 MAYCO 19 May 2021 Informal Council Meeting 25 May 2021 SCM 26 May 2021
49	Council adopt IDP, Budget	EM/MM/CFO	Council adopted IDP/Budget	MFMA	26 May 2021

**IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2020/21 AND BUDGET FOR 2021/22 MTREF**

NO	ACTIVITY DESCRIPTION	ORGANISATIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
	and "Top Layer" SDBIP by resolution, setting taxes and tariffs, 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		and SDBIP 2021/22		
<b>JUNE 2021</b>					
50	Notification of approved 2020/21 IDP review and Budget 2021/22 MTREF to public	BTO/IDP	Notify public of adopted budget	MFMA	June 2021
51	Submit final 2021/22 SDBIP to Executive Mayor for approval, submit to Council for Notification and Make public	IDP	Executive Mayor approved SDBIP and published SDBIP	MFMA	15 June 2021
52	Final Preparations for the implementation of mSCOA Version 6.5 (locked NT version)	BTO	mSCOA compliance	mSCOA Regulations	25 June 2021

## ANNEXURE 2 – PUBLIC PARTICIPATION PROGRAM

### SOL PLAATJE MUNICIPALITY

*"Don't ask what the City can do for me?*

*Rather ask, "what can I do for my City?"*

*"Let's work together to make*

*Sol Plaatje Municipality Great Again"*



### 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 2021/22 – 2022/2023– 2023/2024 for the Sol Plaatje Municipality was tabled to Council on 30 March 2021. 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](http://www.solplaatje.org.za)

Radio talk shows to continue as implemented during 2020/2021 as a result of the COVID 19 pandemic. The following dates and times were secured with Radio Revival FM frequency 92.7

DATE	TIME	TOPIC
10 May 2021	08h00 – 09h00	Municipal Tariffs/ Operational Budget and IDP
11 May 2021	08h00 – 09h00	Tariffs/Capital Program/Infrastructure
12 May 2021	08h00 – 09h00	Tariffs/ Community Services & Parks
13 May 2021	08h00 – 09h00	Budget and LED, Town Planning
14 May 2021	08h00 – 09h00	BTO including Rates and Valuations



The following organizations were also allotted the following Dates and times. Meetings to be conducted at the Municipal Offices, Civic Centre Kimberley

DATE	TIME	TOPIC
10 May 2021	14h00 – 16h00	Churches, NGO's and Schools, Old age homes, (MMC,s – Spelum, Finance, IDP)
11 May 2021	14h00 – 16h00	Businesses, developers, and Mining , (MMC,s – Spelum, Finance, IP, Infrastructure, Planning, IDP)
12 May 2021	14h00 – 16h00	Representatives of the Different Communities within the Sol Plaatje region. (MMC,s – Spelum, Finance, IP, Infrastructure, Planning, IDP)

All Covid 19 regulations will apply. No more than 50 people allowed per session. Provision for virtual meetings will be arranged as per request.

Interested parties, local community and stakeholders are invited and urged to submit representations, comments and inputs regarding the draft IDP and Draft budget 2021/2022 – 2023/2024 on or before 12 May 2021. Written submissions must be handed in at the Civic Centre(Budget Office), faxed to 053 8331005 / 053 8314658 or e-mailed to [ksamolapo@solplaatje.org.za](mailto:ksamolapo@solplaatje.org.za), [ccrouch@solplaatje.org.za](mailto:ccrouch@solplaatje.org.za), [kdeklerk@solplaatje.org.za](mailto:kdeklerk@solplaatje.org.za), [cjenneke@solplaatje.org.za](mailto:cjenneke@solplaatje.org.za), [banthony@solplaatje.org.za](mailto:banthony@solplaatje.org.za), [Joeyvn@solplaatje.org.za](mailto:Joeyvn@solplaatje.org.za)(IDP) [jwagner@solplaatje.org.za](mailto:jwagner@solplaatje.org.za).

Any queries with regard to above should be directed to K Samolapo e-mail [ksamolapo@solplaatje.org.za](mailto:ksamolapo@solplaatje.org.za) or telephonically on 053 8306500.



# SOL PLAATJE MUNICIPALITY

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Radio talk shows to continue as implemented during 2020/2021 as a result of the COVID 19 pandemic. The following dates and times were secured with Radio Revival FM frequency 92.7

DATE	TIME	TOPIC
17 May 2021	08h00 – 09h00	Municipal Tariffs/ Operational Budget and IDP
18 May 2021	17h00 – 18h00	Tariffs/Capital Program/Infrastructure
19 May 2021	17h00 – 18h00	Tariffs/ Community Services & Parks
20 May 2021	17h00 – 18h00	Budget and LED, Town Planning
21 May 2021	17h00 – 18h00	BTO including Rates and Valuations

The following organizations were also allotted the following Dates and times. Meetings to be conducted at the Municipal Offices, Civic Centre Kimberley

DATE	TIME	TOPIC
21 May 2021	12h00 – 13h30	Churches, NGO's and Schools, Old age homes, (MMC,s – Spelum, Finance, IDP)
21 May 2021	10h00 – 11h30	Businesses, developers, and Mining , (MMC,s – Spelum, Finance, IP, Infrastructure, Planning, IDP)
20 May 2021	14h00 – 16h00	Representatives of the Different Communities within the Sol Plaatje region. (MMC,s – Spelum, Finance, IP, Infrastructure, Planning, IDP)

All Covid-19 regulations will apply. No more than 50 people allowed per session. Provision for virtual meetings will be arranged as per request.

Interested parties, local community and stakeholders are invited and urged to submit representations, comments and inputs regarding the draft IDP and Draft budget 2021/2022 – 2023/2024 on or before 12 May 2021. Written submissions must be handed in at the Civic Centre(Budget Office), faxed to 053 8331005 / 053 8314658 or e-mailed to [ksamolapo@solplaatje.org.za](mailto:ksamolapo@solplaatje.org.za), [ccrouch@solplaatje.org.za](mailto:ccrouch@solplaatje.org.za), [kdeklerk@solplaatje.org.za](mailto:kdeklerk@solplaatje.org.za), [cjenneke@solplaatje.org.za](mailto:cjenneke@solplaatje.org.za), [banthony@solplaatje.org.za](mailto:banthony@solplaatje.org.za), [Joeyvn@solplaatje.org.za](mailto:Joeyvn@solplaatje.org.za)(IDP) and [jwagner@solplaatje.org.za](mailto:jwagner@solplaatje.org.za).

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### ANNEXURE 3 : MULTI YEAR CAPITAL PLAN

PROJECT DESCRIPTION	FUNDING SOURCE		2017/18	2018/19	2019/20	2020/21	2021/22
<b><u>WATER AND SANITATION PROJECTS</u></b>							
LINKING SERVICES - BULK WATER LERATO PARK	MIG		8,402,274	8,796,308			
LINKING SERVICES - BULK WATER LERATO PARK		CRR		3,584,832			
LINKING SERVICES - BULK SANITATION LERATO PARK	MIG		6,558,321	7,370,383		21,055,000	22,266,000
LINKING SERVICES - BULK SANITATION LERATO PARK		CRR		2,910,472			
GOGGA PUMP SEWER OUTFALL MAIN	WSIG	CRR	28,500,000				
RITCHIE BULK WATER (ABSTRACTION AND DISTRIBUTION)	RBIG/MIG		20,000,000	10,551,000			
RIVERTON PUMP STATION BUILDING		CRR	31,657,205				
RIVERTON HIGH LIFT PUMPS (MECHANICAL AND ELECTRICAL WORKS)		CRR	6,096,300				
CARTERS RIDGE SEWER PUMP STATION	WSIG			3,000,000			
CARTERS RIDGE SEWER PUMP STATION					10,000,000.00	12,972,000	25,000,000
RECONSTRUCTION OF OLD SINK TOILETS IN KHUTLANONG	WSIG			14,000,000		12,000,000	
REFURBISHMENT OF SEWER PUMPS VARIOUS WARDS	MIG				5,000,000.00		
REFURBISHMENT OF SEWER PUMPS VARIOUS WARDS	CRR				1,000,000.00		
PIPE REPLACEMENT (water mains)	MIG			5,000,000	5,000,000		
PIPE REPLACEMENT (water mains)	CRR				1,000,000		
PIPE REPLACEMENT (water mains) UNFUNDED PORTION	MIG	CRR			30,000,000		
PIPE REPLACEMENT (sewer mains)	MIG	CRR		25,000,000	25,000,000		
RIVERTON SUMP RESERVOIR	RBIG/MIG			10,000,000	10,000,000		
COVID 19 PROJECT ELEVATED WATER TANKS	IUDG					3,500,000	
BULK WATER RISING MAIN	RBIG/MIG			30,000,000	30,000,000		
TECHNICAL INVESTIGATION ALTERNATIVE WATER SOURCE PROJECT (DOUGLAS)	DOW			5,000,000			
REPLACEMENT OF WEST END/TAMBO SQUARE SEWER OUTFALL MAIN	RBIG/MIG			1,000,000			
UPGRADING OF SEWER PUMP STATIONS IN AND AROUND GALESHEV	MIG			10,000,000	20,000,000		
UPGRADE RIVERTON WATER TREATMENT PLANT	RBIG				9,000,000		
REVENUE AND BILLING ( WATER METERS)		CRR	2,000,000	3,000,000	3,000,000.00	3,000,000	1,000,000
WATER ZONE METERING		CRR	8,500,000				
REPLACEMENT OF PIPES AT NEWTON RESERVOIR		CRR	11,200,000				
NEWTON RESERVOIR EXTENDED PHASE	RBIG			10,000,000	10,000,000		
BEACONSFIELD WWTW	RBIG/MIG				40,000,000		
REFURBISHMENT OF ROODEPAN TOWER		CRR					6,000,000

PROJECT DESCRIPTION	FUNDING SOURCE	2017/18	2018/19	2019/20	2020/21	2021/22
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#### **ELECTRICITY RELATED PROJECTS**

CARTERS GLEN SUBSTATION/GALESHEWE BULK ELECTRICITY	INEP		7,000,000	5,336,500		
ELECTRIFICATION OF LERATO PARK BULK NETWORK	INEP				17,206,400	
LERATO PARK LINK SERVICING NETWORK	INEP					12,000,000
UPGRADE OF HADISON PARK SUBSTATION	INEP			20,000,000	15,000,000	1,500,000
UPGRADE OF ROODEPAN SWITCHHOUSE NO. 2 - See Ivory Park electr	INEP		1,200,000.00			
UPGRADE OF GALESHEWE SUBSTATION WITH 2x 30 MVA TRANSFORMERS	INEP			20,000,000	15,000,000	
UPGRADE OF SOUTH RIDGE SUBSTATION WITH 1X 30 MVA AND EXTENSION OF 11KV SWITCHROOM	INEP	CRR		10,000,000	15,000,000	
REDESIGN OF LOOPING NETWORK IN GALESHEWE	INEP				3,000,000	4,000,000
RESTRUCTURE LANDBOU AVENUE 11KV OVERHEAD LINE	INEP				5,000,000	3,000,000
UPGRADE OF SUPPLY IN CARTERS, LONG ,MEMORIAL, DU TOITSPAN, MCDUGAL	INEP	CRR			10,000,000	8,000,000
						7,000,000
REPLACE 66KV OIL CIRCUIT BREAKERS WITH SF6 AT HERLEAR	INEP	CRR		3,000,000	10,000,000	500,000
REPLACE 11KV CIRCUIT BREAKERS AT HERLEAR	INEP	CRR		7,000,000	2,000,000	
REPLACE TWO 11 KV RINGS FROM HERLEAR/CASSANDRA/ERNSTVILLE	INEP	CRR				16,000,000
INSTALLATION OF LIGHTING AND SURGE ARRESTER EQUIPMENT AT OVERHEAD LINES	INEP	CRR			3,500,000	
UPGRADE OF 11KV SUBSTATIONS, MEDIUM AND LOW VOLTAGE CABLES	INEP	CRR	3,000,000	4,000,000	7,000,000	7,000,000
UPGRADE OF MINIATURE SUBSTATIONS AND POLE TRANSFORMERS, KIOSKS AND LOW VOLTAGE CABLES	INEP	CRR	6,000,000	6,000,000	6,000,000	6,000,000
UPGRADE RIVERTON SUBSTATION WITH 2x10 MVA TRANSFORMERS	INEP	CRR	4,000,000	4,000,000		
LED/HIGH MAST LIGHTING	MIG				2,000,000	
LED/HIGH MAST LIGHTING	CRR				280,000	
ELECTRIFICATION OF SG APPROVED ERVEN	INEP			24,660,500	19,200,000	
Eskom Grant	INEP					
Electrification of Snake Park 949				14,709,500		
Electrification of Platfontein 300				4,650,000		
Electrification of Soul City						
Electrification of Romorwa 106				1,643,000		

PROJECT DESCRIPTION	FUNDING SOURCE	2017/18	2018/19	2019/20	2020/21	2021/22
Electrification of Mathibe "Fluffy Park" 49			759,500			
Electrification of Witdam						
Electrification of Santa Centre 139			2,154,500			
Electrification of Golf Course						
Electrification of Kutlwanong 48			744,000			
Electrification of Lethabo Park 1100 (Ph 1)						20,000,000
Electrification of Lerato Park 1500 (Ph 6-7)						33,000,000
<b>FUTURE HOUSING PROJECTS</b>						
Riverton (formalise stands)						
Begonia						
France Farm						
Ritchie Erf 2 & 12						
ELECTRIFICATION OF IVORY PARK (1175)	INEP	19,000,000				
ELECTRICITY METER REPLACEMENT	CRR	2,000,000	3,000,000	3,000,000	1,000,000	1,000,000
UPGRADE POWER MONITORING EQUIPMENT AT STATIONS	CRR			1,000,000		
EEDSM STREETLIGHTING AND OWN BUILDINGS			7,000,000	5,000,000		
<b><u>ROADS AND STORMWATER PROJECTS</u></b>						
ROADS RESEALING	MIG		10,748,507	11,203,418	5,000,000	13,000,000
ROADS RESEALING	CRR			8,000,000	2,000,000	
PAVING OF ROADS	MIG		14,868,488	5,233,236		
PAVING OF ROADS	CRR	2,667,472	2,950,713	4,000,000		
GRAVEL ROADS	ES/CRR	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
N12 BYPASS	ITNG		1,000,000	4,000,000	15,000,000	180,000,000
SANRAL INTERSECTIONS UPGRADE	ITNG		8,000,000	72,000,000		
UPGRADING OF STORM WATER CHANNELS GALESHEWE	NDPG	97,537,000	151,699,000	154,447,000	27,912,397	
ROADS AND STORMWATER UPGRADES VARIOUS WARDS	MIG			6,000,000		
ROADS AND STORMWATER UPGRADES VARIOUS WARDS	CRR			840,000		
THLAGENG RETENTION DAM	NDPG		20,000,000			10,000,000
THLAGENG RETENTION DAM	IUDG					10,000,000
ROODEPAN ACCESS ROADS	MIG	4,378,284				
PAVING OF ACCESS ROADS	IUDG	7,005,542			12,000,000	10,000,000
PAVING OF ACCESS ROADS	CRR				2,000,000	

**ECONOMIC DEVELOPMENT, COMMUNITY SERVICES AND OTHER PROJECTS**

PROJECT DESCRIPTION		FUNDING SOURCE	2017/18	2018/19	2019/20	2020/21	2021/22
INSTALLATION OF SERVICES		CRR	2,000,000	5,000,000	3,000,000		
LED PROJECTS	EU					14,400,000	18,850,000
PLANNING AND SURVEYING OF ERVEN		CRR				3,000,000	3,000,000
PLANNING AND SURVEYING OF ERVEN	IUDG					2,000,000	
ROODEPAN SWIMMING POOL	DSAC	CRR			3,500,000		
UPGRADE OF FLORIANVILLE SWIMMING POOL	DSAC		5,183,506				
UPGRADE OF VARIOUS FACILITIES AT DE BEERS STADIUM	DSAC		2,742,416				
UPGRADE OF GALESHEWE SPORT STADIUM	MIG		1,336,986		10,952,704		
UPGRADE OF GALESHEWE SPORT STADIUM		CRR			1,800,000		
CRAVEN STREET STALLS		CRR	-	1,000,000			
CRAVEN STR INFORMAL TRADE	IUDG					1,000,000	8,000,000
HOMEVALE FIRE STATION	IUDG	CRR	6,762,002	4,764,727		6,400,000	
RC ELLIOT PRECINCT - NMMM	DSAC		200,000,000	200,000,000	200,000,000	200,000,000	
MANDELA MEMORIAL STATUE	DSAC		8,153,649				
REFURBISHMENT OF OTHER MONUMENTS		CRR	-				
TOMMY MOREBUDI PHASE 2	GURP			2,500,000			
GREEN POINT SQUARE	GURP						5,000,000
GREEN POINT INFORMAL TRADING ZONE	ECON	CRR			3,000,000		
FRESH PRODUCE MARKET	NDPG			200,000			
GOVERNMENT/MARKET SQUARE DEVELOPMENT	NDPG			1,000,000	7,000,000		
TAXI LAY BY'S GALESHEWE	NDPG		-				
REFURBISH LANDFILL SITE		CRR	2,617,371				
UPGRADE OF RESORTS		CRR	500,000		2,000,000		
UPGRADE OF COMMUNITY HALLS		MIG			2,000,000		1,200,000
UPGRADE OF COMMUNITY HALLS		CRR			280,000		
RITCHIE MULTI SPORT PARK (NMMM)	DSAC			15,000,000			
RENEWABLE ENERGY INCUBATOR		CRR	250,000	250,000	1,000,000		1,000,000
NEW COURT BUILDING	DoCJ				25,000,000		
DSAC NEW LIBRARY	DSAC			25,000,000			
PLATFONTEIN MULTI SPORT - NMMM	DSAC					15,000,000	
PLATFONTEIN COMMUNITY HALL - NMMM	NDPG						8,000,000
PLATFONTEIN MIFARM	PRIVATE				2,500,000		
ECD CENTRE LERATOPARK	DSD			3,000,000			
UPGRADE OF LANGLEY AND RIVERTON RESORTS		CRR	2,500,000				
LIFTS BUILDING		CRR	2,000,000				
SECURITY		CRR	4,000,000	5,000,000	3,000,000	3,000,000	

PROJECT DESCRIPTION	FUNDING SOURCE	2017/18	2018/19	2019/20	2020/21	2021/22
RENTAL STOCK UPGRADE	CRR			3,000,000		5,000,000
FIRE ENGINES	CRR			2,500,000	2,000,000	
UPGRADE OF EXISTING TEST CENTRE	CRR	750,000				
SMOKE DETECTION BUILDINGS	CRR					1,000,000
FLEET REPLACEMENT/REFUSE COMPACTORS	CRR	6,000,000	4,000,000	4,000,000	2,000,000	4,000,000
COMPUTER EQUIPMENT	CRR	4,592,608	4,000,000	5,000,000	4,500,000	3,500,000
SOFTWARE ACQUISITIONS	CRR	2,300,000				
FURNITURE AND OFFICE EQUIPMENT	CRR	3,000,000	3,000,000	3,000,000	2,000,000	2,000,000
		537,390,936	776,851,930	871,736,358	444,945,797	454,316,000

<b>TOTAL FUNDED</b>					
<b>CAPITAL BUDGET</b>	<b>232,065,602</b>	<b>333,241,430</b>	<b>276,236,358</b>	<b>155,445,797</b>	<b>198,116,000</b>

FUNDING	17/18	18/19	19/20	20/21	21/22
CRR	72,476,255	50,446,017	50,200,000	32,000,000	11,500,000
IUDG	55,289,347	46,548,413	47,389,358	50,955,000	66,266,000
RBIG	20,000,000	10,551,000	-	-	
NDPG	27,500,000	171,699,000	154,447,000	27,912,397	10,000,000
Tech-NDPG	800,000	-	-	-	
INEP	31,000,000	29,997,000	19,200,000	17,206,400	66,500,000
Eur Union		-	-	14,400,000	18,850,000
WSIG	25,000,000	17,000,000		12,972,000	25,000,000
EEDSM	232,065,602	7,000,000	5,000,000		
ACIP					
DSAC		-			
GURP		-	-	-	
FBDM					
Prov					
	232,065,602	333,241,430	276,236,358	155,445,797	198,116,000

## ANNEXURE 4 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	L Mohamed	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)	
3	CB Lewis	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, Marthenay 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 the gravel roads in Homevale Extension (20, 21, 22, 24)	Rectify Homevale Ext houses and Homevalley houses Provision for disable houses Provision for houses in Homevalley shacks Build a paypoint and one stop centre, Buildt houses in all open spaces, build youth centre, build houses in open spaces	Build in door sport facility, multi-purpose recreation ahl, recycle projects in wards, regular removal of dumps, rubble, etc pavements, open areas, parks, build playground and stadium, build car wash	Upgrade of parks and build public swimming pool  Recreational park next to Roodepan roads and Homevalley ext. Upgrade soccer field Homevalley, 11th Str, 18th Str, Sandshark Str playgrounds, Baracuda in open space  Build park in Homevale and Homevalley Put up hockey fields Volley Ball pitch erect, Gym Park	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 Upgrade house lights and street lights in Homevalley and Homelite	Replacement of water meters. Replacement of sewer mains. Communal water and sanitation services level 1. Installation of water and sanitation services for 55 sites. Replace all water pipes in ward.	Survey of 350 sites for informal housing  Rezoning and subdivision empty erven  Fully surveyed serviced erven for development and serving for housing formal and high income group due to influx of industrial workers for next year onwards thus boosting the municipality's revenue
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	
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 Setholo	Ramora & Blikkies dorp sloop, gully to be closed and s/w pipes to be installed Themba Sloop, gully to be closed and s/w pipes to be installed  Upgrade s/w next to Solly's store, Maphutha Str opposite Deke Str, Boitsanape, Motlhaba and Masakhane Clinic  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, Tihabanelo, Kgalalelo, Tsholofelo, Mochudi & Lekuku, Tau Streets Speed bumps in Thutlo, Stamper, Deke, Goitseman, Seleki and Moheta Str	Audit to be conducted to establish damage done to slab houses Infil & Old cracked Vergenoeg houses 6116, 6118, 6107, 6112 Maphuta Str, 6002 Seleki Str, 6566, 6573, 6913 Deke Str, 7031, 7032 Mathibe Str, 7033, 7056, 7057 Stamper Str	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	
7	JG Diphahe	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 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	Provision of housing in Madiba Park and Donkerhoek Ext Maintenance of poorly constructed RDP houses with dangerous building problems in Donkerhoek		Upgrade of parks in Armstron Rd and Donkerhoek Gurp Park	Provision of electricity and High Mast Lights	Provision of basic water and sanitation services	

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
9	DM Swazi	Paving of roads, Boitumelo, Mosamo, Chou, Solani, Mokonyama, Hlongwane, Lilian Mantsane, Jenkins 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, Thapi, and Bothale Str (Unit 1)  Erection of speed bumps : Phajane, Modise, Ditake, Nkgare, Street no name between Phajane shops, Teflanyou Secondary school, Mongale, Moagi, Letlhaku, Molema Unit 3, Gwele, Fish Crescent, Siwisa, Simino, Madibane, Leqwabe and 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 housing		Upgrade of Tommy Morebudi Sports facility	Solar Geysers to be installed  Installation of high mast light at area of Dinga Str and Pick 'n Pay Centre, substation between Siwisa and Dinga Str to be closed by council  Provision of electricity to shack currently at Tshwaragano shacks	Provision of basic services in Tshwaragano shacks, pipe replacement programme Nobengula	
11	IM Mojakwe	(Agisanang) Paving in Molemo, Letsatsi T-junction, Bhokuzulu T-junction next to post office and Thokoza Str. (Vergenoeg) paving at T-junction Magoda and Mondile. Provision of side pavement at T-junction Hagos & Mashakane Str (Arena) Paving of Elizabeth Manko and France Lebona Str. Paving of all streets in the hostels	Agisanang (Katima Molelo) residents extension of 2 rooms and asbestos 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 and door needs replacements Geysers are cracking roofs and all RDP houses must be renovated Removal of asbestos Greater Vergenoeg houses are cracked  Arena Residents want houses to be renovated, new toilets. Residents that were removed from Num 2 and relocated to the hostels due to s/w problems are requesting houses Refurbishment of hostels into CRU's	Job for youth  Playground at Stranger Nkosi open space  Cleaning of graveyard  Cleaning of all sections in ward 11  House next to park at hostel to be cleaned as it is used for smoking drugs. Youth in ward 11 need employment/jobs to be taught business skills, learnerships and interships	Cleaning of parks  Upgrading of Agisanang Park	Provision of high mast light at hall next to Mondile creche Residents are unhappy with new installation of electricity want the old electricity box	15895 Mojakwe Str, meter box leakage Replacement of water pipes in Agisanang (Arena) Removal of zinc toilets.	Agisanang open space behind bar/Post Office next to Molemo Str for houses to be built. Use of Open space next to Agisanang creche for building of creche. (Vergenoeg) Open space between Stranger and Mondile Str needed for building of community hall and library Open space in middle of hostels, needed for building of RDP houses.
12	LL Mocwagole	Unit 1 - Paving of roads (Mashilo, Magonare, vicinity at Peme Office and car wash), Witdam streets 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, Redinile 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  Unit 3 - Tyala- Kekane Str same  Unit 4 - Hulana str all internal streets Phakedi 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 and restructured with tunnels for flow and safety of families	Unit 4 - Dilapidated house in Phillip Mphiwa next to Faima Church should be renovated for Ward 12 consultation house causes rapes and robberies	Unit 1 - Magonare big tree church side open area for small park for relaxation and gathering purposes  Unit 2 - Building of library Next to African Church in Kwnobanthu  Unit 4 & 5 Cutting of trees which causes a lot of rapes and robbery at Phillip Mphiwa down Phakedi Str Develop food garden for the (jojo) community and create jobs at open space next to Salvation Creche at Nkoane Str	Unit 4 & 5 Upgrading of park in Phillip Mphiwa down Phakedi Str	Maintenance needed at all units		
13	MK Molatudi	Paving of ext 6, Sesing 2, Maji, Methodist Str (next to St James Church), Methodist 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, Malunna Mndiaknntla Sni Plaatie Speed bumps in Riet Str, Phakedi Str Infrastructure Mahala Park, Santa Santa	Santa Centre and Zone 2		Social centre park needs to be cleaned and revamped  Galeshewe Stadium needs to be paved in the front entrance	Zone 2, electricity boxes needs to be transferred from shacks into the houses  Street lights in Long Str Electricity Santa Centre	Provision of basic services to Santa Centre & Zone 2 shacks	



Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
14	H Pieterse	<p><b>Squarehill Park</b> (Aster, Malfa, Carnation, Marigold, Cosmos and Verbena Str - maintenance)</p> <p><b>Florianville</b> (Beechwood and Acacia Rd deteriorated due to overgrown water channel, resurfacing of Maple, Deodar, Cedar, Beech, Ash, Almond, Bloubos and Ganna Rd)</p> <p><b>Mint Village / Moghul Park</b> (Potholes - Peach, Plum, Pear, Mango, Grape, Mandarin Str)</p> <p><b>Colville</b> ( Potholes - Omega and Margaret Rd)</p> <p><b>Homestead</b> (Lynch, Harmse, Dawson, Varrie and Rabia Str - resurfacing)</p> <p><b>Northview</b> (Edith, Riverton, Sussex, Neethling, Homestead, Association and Natasha Str - resurfacing)</p> <p><b>Access/ connecting roads</b> 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. Community Rd kerbing is breaking up to be replaced and cleaning of s/w drains. Karee/Cypress Rd Road is breaking up due to rainfalls. Homes are 1 m from edge of road, kerbing to be installed.</p> <p>Recreation Rd From 4 way stop where Church Rd ends past Florianville and Squarehill Park main road Barkly Rd needs resurfacing. Road from Almond Rd to Pine Rd needs resurfacing and kerbing. Speed bumpkps (half-shaped roundels) to be placed near c/o NG Church to avoid speeding.</p> <p>All roads that have speed bumpkps must be replaced with half-shaped roundels as existing speed bumps contributes to deterioration of roads as water stands in front and behind speed bumps.</p> <p><b>Stormwater</b> Florianville, Colville, Ashburnham, Utility and Squarehill Park are surrounded by s/w channels which are poorly maintained. All earth/sand channels to be replaced with concrete lined channels, would save costs in the long term.</p>		<p><b>Cleaning of suburbs:</b> <b>Squarehill Park</b> (pavement around Lords Park in Aster Rd, around church c/o Marigold and Dahlia Ave, Behind Petunia Rd from Recreation between Apostolic &amp; Baptist churches, Area Opposite Kemo Motel up to 4 way crossing in Church Rd, Area at Civic Centre, Judy Scott Library, Clinic &amp; SPM Utility Payment office, pavement of Davidson Str)</p> <p><b>Florianville</b> (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 &amp; Apostolic Church c/o Petunia Str, behind Squarehill Park, water furrow sloop in Recreation Rd in front of Hostel, behind Beefwood running through to Mimosa Rd, area next to St Barnabas Church in Community Rd)</p> <p><b>Ashburnham</b> (area between Resthaven Old Age Home and Moghul Park, side of Bradley Str thorn tree and shrubs, Ripon Str overgrown, trees in Church Rd side of Helen Bishop Home &amp; William Pescod High School to be trimmed)</p> <p><b>Utility</b> (Donald Str at cul-de-sac with Loop Str, pavements overgrown, Pavement of Loop Str opposite homes overgrown)</p> <p><b>Moghul Park</b> (Rutherford Str next to train line overgrown, area at Lime Street, Mandarin Str up to power station, cul-de-sac of Fig Str near bridge)</p> <p><b>Mint Village</b> (Next to Old Transvaal Rd Primary School in Pear Rd, Open veld behind houses of Peach Rd)</p> <p><b>Colville</b> (No open veld exist as it is occupied by housing)</p> <p><b>Cyril Crescent</b> (Park in Carl Str &amp; Cyril Crescent and area bordering Progress Primary School)</p>				Formal settlement - area has to 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.
Ward 14				<p><b>Northview</b> (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><b>New Homestead opposite Shoprite/Santa Centre</b> (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. Area between New Homestead and AR Abass Stadium next to Santa Centre rubbish are dumped by informal settlements. Island between Hugo &amp; Orange Str overgrown.</p> <p><b>Gemdene</b> (Buffer area Ruby St &amp; Barkly Rd regular maintenance overgrown.</p>				
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 & Oranoe 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	I Petoro	<p>Unit 1 Club 2000 (Road in Peace/Khutsanong to be fixed, potholes to be patched, no s/w intakes in Tidimalo, Kakaretso, Khutsanong)</p> <p>Unit 2 Paving of Nche, Julia, Chabagae, Gala Motheo, Gloria Mathebula, Tebogo Masen, Rebecca Motlwaeng, Bunny Mamba, Captain Matsi, Molete, Motthanke, Convention, Vancini, Mac Seao, Patric Mothelesi, Peace, Thutsanong. Paving of Lathi Mabilo, Albert Luthuli, Manne Dipico, Edward Moeng, King Senare, Forest View, Trisano.</p> <p>Extension of Morris Lenyibi Main road too small for 2 cars, Patches to be repaired, no intakes)</p> <p>S/w drain in Patric Mothelesi to be cleaned and closed, no s/w intakes in Molete, Matshidiso, Convention, Vanani, Mac Sebao, Patric Mothelesi, Motthanke, Nobengula Main road to assist retention dam).</p> <p>Bridge to be built over s/w canal</p> <p>Extension of Morris Lenyibi Main road too small for 2 cars, Patches to be repaired, no intakes)</p> <p>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)</p> <p>Ipeleng (No s/w intakes Chris Marais, Masisi, Man Zana, potholes to be patched)</p>	<p>Unit 1, Club 2000 (cracked houses, roofs)</p> <p>Unit 2 (cracked houses and leaking roofs to be repaired)</p> <p>Unit 3 (cracked and leaking roofs to be repaired)</p> <p>Kagiso (36 cracked houses built by Mulan Construction to be rectified, other cracked houses and leaking roofs to be repaired)</p> <p>Provision of housing in King Sengari</p>	<p>Gemdene (Buffer Area Ruby Str &amp; Barkly Rd)</p> <p>Unit 2 (Close ground facility to be fixed has been vandalised, community hall, cleaning of veld)</p> <p>Kaghisso (School, library, clinic near ground in John Mampe, Kagiso, Tlhageng)</p> <p>Ipeleng (Netball, basket ball fields to be provided)</p>	<p>Unit 1 Club 2000 ( Trees to be cutted in Peace Str and cleaning of ground)</p> <p>Unit 2 (Park to be upgraded, security 24 hours, trees to be cutted in Kulla, Chabagae, Convention Str)</p> <p>Kaghisso (Park and fencing to be upgraded, rubbish drums in Gala Motheo, Tlhageng Unit, as well as at park)</p> <p>John Mampe II (John Daka 2 and Kagiso Parks and fencing to be upgraded)</p> <p>Ipeleng ( rubbish drum at Ipeleng Park and park and fencing to be upgraded)</p>	<p>Unit 1 - Club 2000 Refurbishment of all high mast lights</p> <p>(3 street lights in every str, Khutsanang, Kakaretso/Tidimalo/Peace when high mast is off street lights must serve as back up)</p> <p>Unit 2 - (3 Str lights in every streets, Molete, Motthanke, Matshidiso, Patric Mothelesi, Convention, Vanani, Mac Sebao)</p> <p>Unit 2 ( High mast light in Molete and at close ground to be fixed)</p> <p>Unit 3 (3 street lights Gabriel, Tirisano, Edward Moeng, King Senare, Tshidisanang)</p> <p>Kaghisso ( 3 street lights as back up in Rebecca Motlwaeng, Gloria Mathebula, bunny Mamba, Morris Lenyibi, Gala Motheo, Captain Matsie, Tebogo Masena.)</p> <p>John Mampe II (3 street lights in John Daka, Mampe, Manne Dipico, Albert Lethuli, Phakamile Mabija for back up)</p> <p>Ipeleng ( High mast light at Ipeleng Park)</p>	<p>Unit 2 (Zink toilets Convention, Julia, Chabagae, Patric Mothelesi, Molete, Motthanke, Matshidiso, Vanani, Mac Sebao Str)</p> <p>Unit 1, 2, 3 (Zink toilets to be built with bricks, Khutsanong, Tidimalo, Kakaretso, Peace, Convention, Julia, Chabagae, Patric Mothelesi, Molete, Motthanke, Matshidiso, Vanani, Mac Sebao, Nobengula Rd)</p> <p>Unit 3 (King Senare, Phidisanang, Tirisano, Gabriel, Baremedi, Forest View,</p> <p>Kagiso (Zink toilets to be built with bricks Gala Motheo, Morris Lenyibi, Rebecca Motlwaeng, Bunny Mamba, Captain Matsie, George Molaolwa, Gloria Mathebula, Tebogo Maseng)</p> <p>Pipe replacement on sewer mains with an option of upgrading top structures. Point repairs on sewer mains in Kagiso, basic services for Kinn Sennari.</p>	
18	R van Wyk	<p>S/w system in whole ward (foculs also in Nxumalo as system is in back of yards)</p> <p>More speed bumps to be erected</p> <p>Paving of streets Malat Str, Nxumalo cul-de-sac</p>	<p>Renovation of Heritage Houses (mud houses)</p> <p>Mlimba Str shacks + 7.</p> <p>Block brick houses in Greater No 2 and some houses in Nxumalo cracking because of poor workmanship</p> <p>Registration of Greater No 2 for the title deeds</p> <p>Infill houses</p>	<p>Development of small village - LED (Mayibuye Precinct Robert Sobukwe office)</p> <p>Unemployment and lack of skills program for young people</p> <p>Lack of library in this cluster ward</p>		<p>Service and upgrade of electricrty transformers</p> <p>Mlimba Str Shacks</p>	<p>Provision of services Mlimba Str shacks</p>	Over population double packing of families
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	C Pearce	<p>All main roads to be resurfaced and rehabilitated. Upgrade all main earth s/w cables</p> <p>All roads in CBD to be maintained</p> <p>Resealing of roads in West End, Kimberley North and Utility</p> <p>Patching of roads in other units in Ward 20.</p> <p>Visible street names</p> <p>S/w drains in West End, Utility and CBD, especially at Bin Hole</p>	<p>Replace broken windows at 3 flats in New Park (Tiffany, Holland and Newton Courts). Maintenance as required at flats</p>	<p>Regular removal of dumped rubble in public spaces</p> <p>CBD, thorough cleaning in West End, Utility and New Park</p> <p>Making our CBD safe and installing working CCTV cameras</p>	Soccer field and parks in West End	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	
21	W van Rooyen	<p>Rehabilitation and resealing of Hull Str.</p> <p>Upgrade s/w management system in Hull Str and Diamantveld Primary School.</p> <p>Automize and upgrade s/w management at subways</p>	Upgrading of Flamingo Court				Pipe replacement for water mains	
22	N Maditse	<p>Paving of roads, Woodburn, Idutywa, Soga, Lemonwood, Ironwood, Denomthuli, Liphuku, Mokoalane, Thompsom, Magugu, Bonbani, Mohosh, Sneezewood and Witpad Streets</p> <p>Extension of s/w canal in Greenpoint</p> <p>Maintenance of roads in Southridge and cleaning of s/w drains (Landbou Rd, Britten Close, Smart and Beddome Str - serious need)</p>	Provision of housing in Greenpoint	Elektra Park - no service delivery	<p>Upgrading of sports ground</p> <p>Development of parks in Southridge</p>	Greenpoint, investigation into lighting levels	Provision of basic services in Greenpoint, Point repairs on sewer reticulation	Land for new cemetery

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
		Elektra Park (Paving of streets)						

Ward	Clr	Roads and Storm water	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
23	J Vorster	Taxi parking bays, move taxi's to industrial area Linking of s/w pipes Visible street names						
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 Partching 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	O 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 ligths 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 Paving : Motsweding, Moremi, Shuping, Zepe, Kgabang, Morometssi, Kutlwano, Goolam Akharwaray, Ratanang, Matlhaku Zone, Pakes Dikgetsi Str S/w Management for Ritchie, R Paving sidewalk from Ritchie to Modderiver	Rietvale informal settlement Rebuilding of Old Phelindaba houses in 3 phases Repairing rooftops of Ikageng houses	Revamp community hall, pave and lights outside, 100 chairs, 8 tables. Stone guard doors and replace old door	Stadium and 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 informal areas	
27	N Hammer	Paving of Fraser Moleketi and other bus & taxi routes, Seeduif, John Humphres, Van Riebeeck and Venus Str. Speed bumps for Opperman, Van Riebeeck, Stokroos, Pelikaan Str.  Underground s/w drains to river	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
28	H Japhta	Upgrade of s/w in St Luke Rd and s/w sloop c/o Pine and Farm Roads 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) 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	Community Road Settlement	Building of community hall (500 people)		Electrification of Colville and bulk upgrade	Provision of basic services in Community Rd	
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	John 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.	
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	K M Sebegu	Paving of Kgatlane, Legodi and George Joseph Str Paving of Chris Hani 2 Streets Street names						

# **SECTION 5:**

## **SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN**



# Sol Plaatje Local Municipality: Service Delivery and Budget Implementation Plan (2021/22)

## FINAL SDBIP FY 2021/22

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## Table of Contents

<b>1. INTRODUCTION.....</b>	<b>18</b>
1.1 Legislative Framework .....	18
1.2 Overview .....	18
1.3 Components of the SDBIP .....	19
1.4 SDBIP Link to Strategic Issues in the IDP .....	21
<b>2. THE 5 YEAR IDP ACTION PLAN RESOURCED.....</b>	<b>24</b>
2.1 Budgeting and IDP Process.....	24
2.2 The 2021/22 MTREF Funding Plan.....	25
2.2.1 Funding the Operational Budget.....	26
2.2.2 Funding the Capital Budget .....	27
2.2.3 The 5 Year Key Performance Indicators and Targets.....	31
<b>3. THE 2021/22 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) .....</b>	<b>31</b>
3.1 The 2021/22 MTREF Budget .....	31
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 2021/22 SDBIP (Annexure 2) .....	23

### LIST OF TABLES

Table 1: Revenue by Source for the 2021/22 MTREF.....	27
Table 2: Own revenue utilised for funding of capital expenditure .....	28
Table 3: Transfers and Grant Receipts .....	11
Table 4: Projects linked to grants .....	29
Table 5: Capital Funding Sources for the 2021/22 MTREF.....	30
Table 6: Revenue Budget aligned to IDP Strategic Objectives .....	31
Table 7: Monthly Revenue and Expenditure Targets per Source for the 2021/22 FY.....	16
Table 8: Capital Contribution to the IDP Objectives .....	19
Table 9: Monthly Capital Expenditure per Municipal Vote: 2021/22.....	20
Table 10: Capital Project Schedule for 2021/22 per Vote and Ward .....	21

### ANNEXURES

Annexure 1: 2021/22 SDBIP Service Delivery Multi-Year Targets per Key Performance Area .....	24
Annexure 2: 2021/22 SDBIP Service Delivery Quarterly Targets per Key Performance Area.....	31





## 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 fourth to be prepared for the IDP covering the next five years (2017 – 2022). The Sol Plaatje Municipality has prepared its 2021/22 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 2021/22 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 2021/22 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:

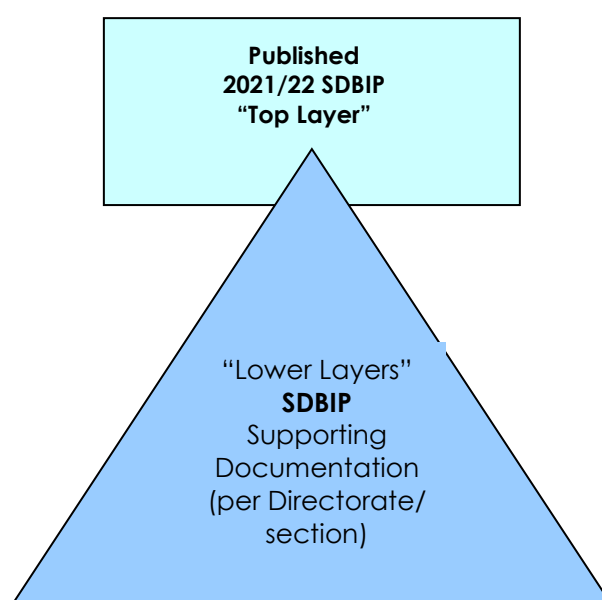


Figure 1: SDBIP Components



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:

- o **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.



- **Monthly Projections of Consolidated Service Delivery Targets and Performance Indicators for each Vote**

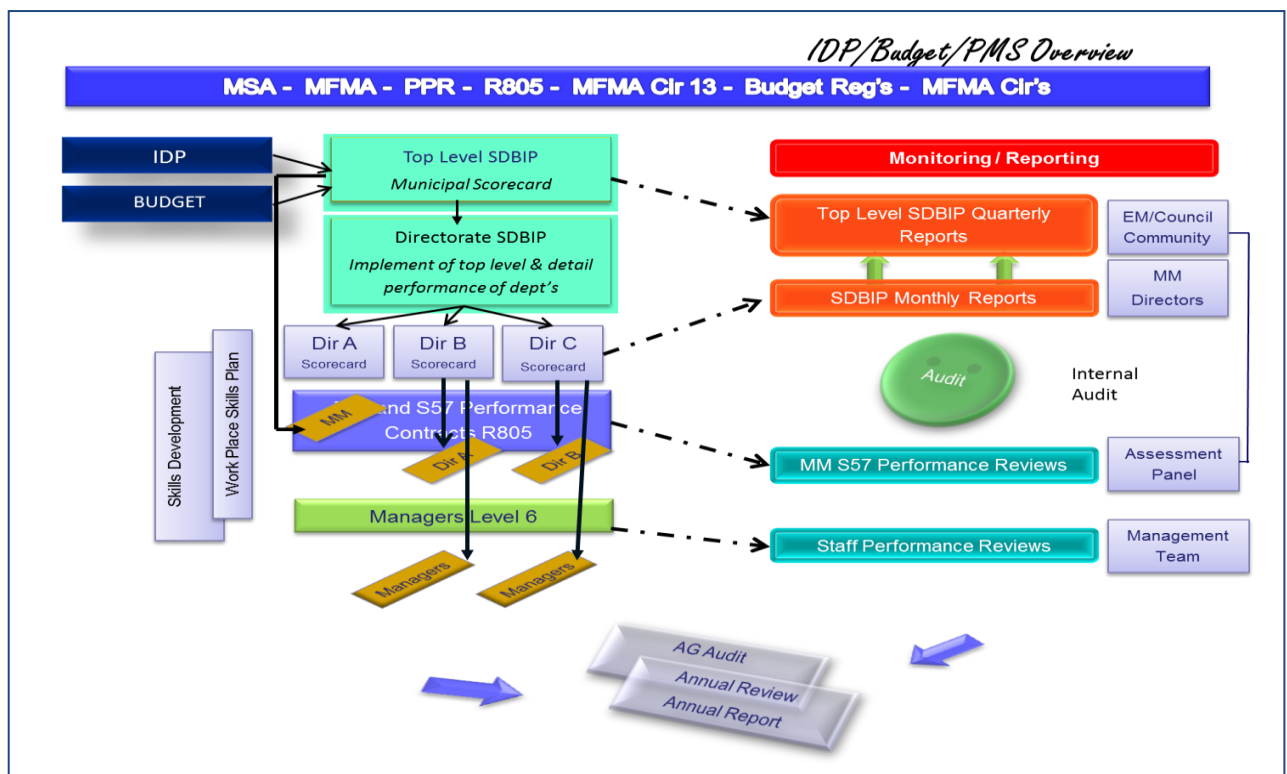
While the first two components indicate projections of budgeted amounts for revenue and expenditure, this component requires non-financial measurable key performance indicators and service delivery targets (including reduction of backlogs). The focus here is on outputs and outcomes, and not so much on inputs or internal management objectives.

- **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 fourth 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 programs 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 2021/22 MTREF – and also aligns to the National Development Plan and Back to Basics Programme:

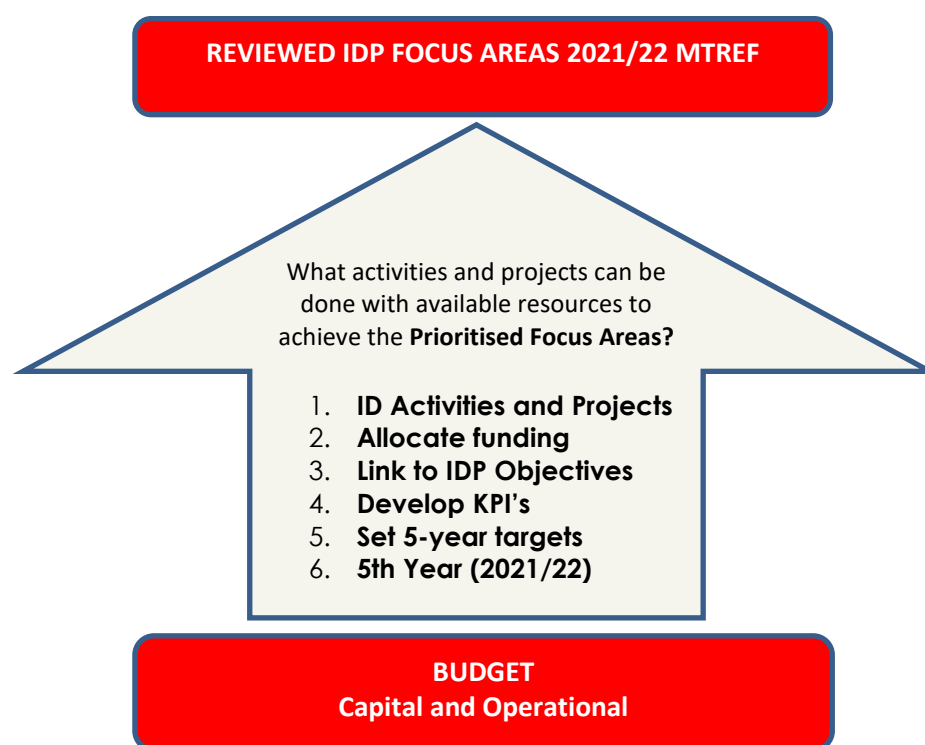
- **An Infrastructure led growth path in the local economy to ensure sustainable development**





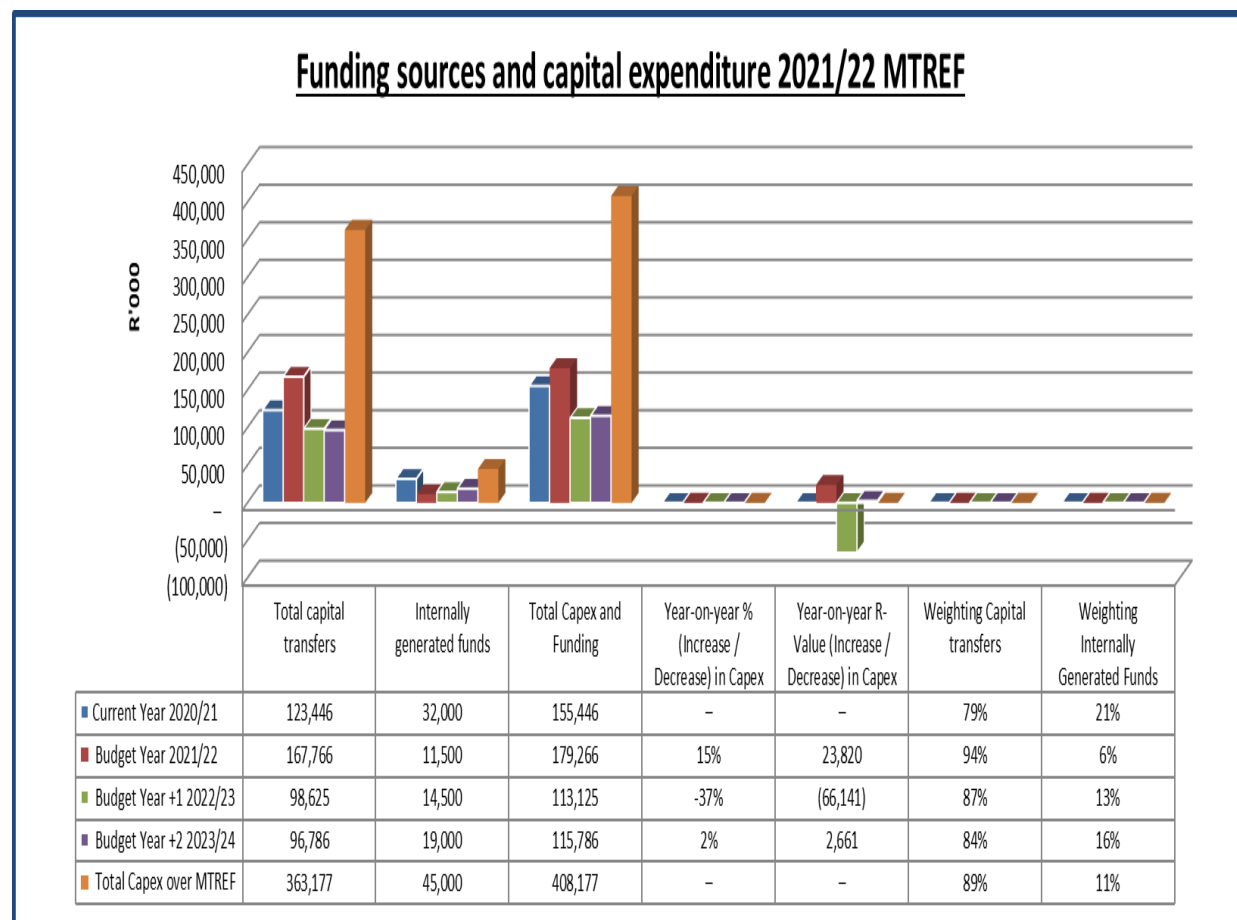
- **Concentrate on the Municipality's core functions, namely to improve the efficiency of its service delivery to households who need it most**
- **Ensure financial sustainability**
- **Improve the effectiveness of the Administration**

Programs, 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 2021/22 MTREF Funding Plan

The chart below indicate the funding plan to fund the IDP Priorities for the 2021/22 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 2021/22 MTREF.

**Table 1: Revenue by Source for the 2021/22 MTREF****NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)**

Description	Ref	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>	<b>1</b>							
<b>Revenue By Source</b>								
Property rates	2	584,108	584,108	584,108	418,884	603,707	647,214	702,111
Service charges - electricity revenue	2	766,232	766,232	766,232	459,343	861,157	952,511	1,038,966
Service charges - water revenue	2	278,626	278,626	278,626	199,519	294,012	314,138	333,503
Service charges - sanitation revenue	2	71,175	71,175	71,175	53,627	76,648	81,626	86,434
Service charges - refuse revenue	2	53,984	53,984	53,984	47,196	59,567	63,433	67,799
Rental of facilities and equipment		12,440	12,440	12,440	8,156	13,145	13,809	14,569
Interest earned - external investments		10,000	4,000	4,000	860	9,000	12,000	15,000
Interest earned - outstanding debtors		154,000	144,000	144,000	4,973	157,200	155,204	151,983
Dividends received		–	–	–	–	–	–	–
Fines, penalties and forfeits		33,345	33,345	33,345	12,937	34,725	36,553	38,563
Licences and permits		6,100	6,100	6,100	6,780	6,500	6,858	7,235
Agency services		–	–	–	–	–	–	–
Transfers and subsidies		224,542	260,137	260,137	232,824	230,640	241,544	243,434
Other revenue	2	18,008	18,008	18,008	14,359	19,411	20,453	21,558
Gains		–	22,000	22,000	4,354	–	–	–
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>2,212,561</b>	<b>2,254,156</b>	<b>2,254,156</b>	<b>1,463,812</b>	<b>2,365,711</b>	<b>2,545,342</b>	<b>2,721,154</b>

## 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 R11 500 000 is available for the 2021/22 financial year and the total own funds that can be allocated to the CRR over the next 2 years amounts to R33 500 000 based on the table below.

**Table 2: Own revenue utilised for funding of capital expenditure**

Vote Description  R thousand	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Internally generated funds	23,500	32,000	32,000	11,500	14,500	19,000
Total Capital Funding	154,456	155,446	155,446	179,266	113,125	115,786

### o Conditional Grants

Funding is availed from National and Provincial government 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 Grants receipts**

	Adjusted Budget 2020/21	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Operational Grants (R thousand)</b>				
Local Government Equitable Share	234,642	212,328	226,115	227,052
Expanded Public Works Programme	4,170	3,362	–	–
Local Government Financial Management Grant	1,700	1,650	1,700	1,700
Infrastructure Skills Development	5,000	5,500	5,500	6,000
Library Grant	7,800	7,800	8,229	8,682
Department of Tourism	625	–	–	–
Frances Baard District Municipality	6,200	–	–	–
<b>Total operational grants</b>	<b>260,137</b>	<b>230,640</b>	<b>241,544</b>	<b>243,434</b>
<b>Capital Grants (R thousand)</b>				
Integrated National Electrification Programme (INEP)	17,206	66,500	22,000	20,000
Integrated Urban Development Grant (IUDG)	50,955	66,266	56,677	59,018
Neighbourhood Development Partnership Grant (NDPG)	27,912	10,000	–	–
Water Services Infrastructure Grant (WSIG)	12,972	25,000	19,948	17,768
European Union	14,400	–	–	–
<b>Total capital grants</b>	<b>123,446</b>	<b>167,766</b>	<b>98,625</b>	<b>96,786</b>



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	8 000 000	Craven Street Informal Trade
IUDG	3 000 000	Planning and Survey of 1200 erven in Ritchie
IUDG	22 266 000	To complete 100% work for the installation of electrical and mechanical components in Lerato Park Sewer pump Station
IUDG	10 000 000	Rehabilitation of Thlageng attenuation dam in Galeshewe
IUDG	10 000 000	To upgrade 3 km of Galeshewe access roads to a paved surface
IUDG	13 000 000	Patching and Resealing 86 000 square metres of various roads
<b>Sub Total</b>	<b>66 266 000</b>	
NDPG	10 000 000	Rehabilitation of Thlageng attenuation dam in Galeshewe
<b>Sub Total</b>	<b>10 000 000</b>	
WSIG	25 000 000	Complete 75% construction work for the Carters Ridge sewer pump station building with all electrical and mechanical equipment
<b>Sub Total</b>	<b>25 000 000</b>	
INEP	33 000 000	Electrification of 1 500 households, Lerato Park (Ph 6-7)
INEP	20 000 000	Electrification of 1 100 households, Lethabo Park, Ph 1
INEP	12 000 000	Completion of 35% construction work for Lerato Park Link Services
INEP	1 500 000	Pre-engineering and professional consultancy associated work for Hadison Park substation
<b>Sub Total</b>	<b>66 500 000</b>	
CRR	1 000 000	Replacement of 1000 prepaid meters
CRR	1 000 000	Replacement of 1000 water meters
CRR	4 000 000	Fleet Replacement
CRR	3 500 000	Computer equipment replacement
CRR	2 000 000	Furniture and equipment replacement
<b>Sub Total</b>	<b>11 500 000</b>	
<b>Total</b>	<b>179 266 000</b>	

Funding from the European Union for the Financial Years 2021/22 and 2022/2023 will be confirmed by National Treasury as per the outcome of the Steering Committee scheduled for the 25<sup>th</sup> of May 2021



As can be seen from the table above, the following flag ship projects currently receive priority at the municipality:

The biggest project on the capital program is for the bulk electrification of Lerato Park in the amount of R53 m which is funded through the Integrated National Electrification Program (INEP).

The second biggest project is the construction of new sewer outfall mains for Carters Ridge new sewer pump station which is funded through Water Services Infrastructure Grant (WSIG) in the amount of R25 m for the 2021/22.

An amount of R10 m was received which were funded through the IUDG and R10 m through the Neighbourhood Development Partnership Grant (NDPG) for the rehabilitation of the Thlageng attenuation dam in Galeshewe.

An allocation through the Integrated Urban Development Grant (IUDG) in the amount of R22 266 m for the construction of the bulk sewer infrastructure for Lerato Park.

#### 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 2021/22 MTREF

**Table 5: Capital Funding Sources for the 2021/22 MTREF**

Vote Description R thousand	2021/22 Medium Term Revenue & Expenditure Framework		
	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Funded by:</b>			
National Government	167,766	98,625	96,786
Provincial Government	–	–	–
District Municipality	–	–	–
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	–	–	–
<b>Transfers recognised - capital</b>	<b>167,766</b>	<b>98,625</b>	<b>96,786</b>
<b>Borrowing</b>			
<b>Internally generated funds</b>	<b>11,500</b>	<b>14,500</b>	<b>19,000</b>
<b>Total Capital Funding</b>	<b>179,266</b>	<b>113,125</b>	<b>115,786</b>



### 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 2021/22 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 2021/22 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

### 3.1 The 2021/22 MTREF Budget

Table below indicates the alignment of the revenue budget with the Strategic Objectives of the IDP for the 2021/22 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	Ref	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
				Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand									
GOOD GOVERNANCE AND PUBLIC PARTICIPATION				303,395	345,790	345,790	310,993	318,223	314,808
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT				603,759	603,159	603,159	623,229	667,662	723,570
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION				6,177	6,177	6,177	6,804	6,881	7,455
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT				1,291,435	1,291,235	1,291,235	1,415,645	1,543,041	1,665,261
LOCAL ECONOMIC DEVELOPMENT	Marketing the municipality as premier destination for tourism and investment	A		7,796	7,796	7,796	9,041	9,535	10,059
Allocations to other priorities			2						
Total Revenue (excluding capital transfers and contributions)			1	2,212,561	2,254,156	2,254,156	2,365,711	2,545,342	2,721,154





The municipality's expenditure for the 2021/22 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 2021/22 financial year.

***Table 7: Monthly Revenue and Expenditure Targets per Source for the 2021/22 Financial Year***

# SPLM Final Service Delivery and Budget Implementation Plan – 2021/22



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

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Revenue By Source</b>																
Property rates		50,309	50,309	50,309	50,309	50,309	50,309	50,309	50,309	50,309	50,309	50,309	50,309	603,707	647,214	702,111
Service charges - electricity revenue		71,763	71,763	71,763	71,763	71,763	71,763	71,763	71,763	71,763	71,763	71,763	71,763	861,157	952,511	1,038,966
Service charges - water revenue		24,501	24,501	24,501	24,501	24,501	24,501	24,501	24,501	24,501	24,501	24,501	24,501	294,012	314,138	333,503
Service charges - sanitation revenue		6,387	6,387	6,387	6,387	6,387	6,387	6,387	6,387	6,387	6,387	6,387	6,387	76,648	81,626	86,434
Service charges - refuse revenue		4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	59,567	63,433	67,799
Rental of facilities and equipment		1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	13,145	13,809	14,569
Interest earned - external investments		750	750	750	750	750	750	750	750	750	750	750	750	9,000	12,000	15,000
Interest earned - outstanding debtors		13,100	13,100	13,100	13,100	13,100	13,100	13,100	13,100	13,100	13,100	13,100	13,100	157,200	155,204	151,983
Dividends received		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fines, penalties and forfeits		2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	34,725	36,553	38,563
Licences and permits		542	542	542	542	542	542	542	542	542	542	542	542	6,500	6,858	7,235
Agency services		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Transfers and subsidies		19,220	19,220	19,220	19,220	19,220	19,220	19,220	19,220	19,220	19,220	19,220	19,220	230,640	241,544	243,434
Other revenue		1,618	1,618	1,618	1,618	1,618	1,618	1,618	1,618	1,618	1,618	1,618	1,618	19,411	20,453	21,558
Gains		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>197,143</b>	<b>197,143</b>	<b>197,143</b>	<b>197,143</b>	<b>197,143</b>	<b>197,143</b>	<b>197,143</b>	<b>197,143</b>	<b>197,143</b>	<b>197,143</b>	<b>197,143</b>	<b>197,143</b>	<b>2,365,711</b>	<b>2,545,342</b>	<b>2,721,154</b>
<b>Expenditure By Type</b>																
Employee related costs		69,699	69,699	69,699	69,699	69,699	69,699	69,699	69,699	69,699	69,699	69,699	69,699	836,388	885,627	934,849
Remuneration of councillors		2,879	2,879	2,879	2,879	2,879	2,879	2,879	2,879	2,879	2,879	2,879	2,879	34,547	36,275	38,270
Debt impairment		22,917	22,917	22,917	22,917	22,917	22,917	22,917	22,917	22,917	22,917	22,917	22,917	275,000	293,600	310,648
Depreciation & asset impairment		6,596	6,596	6,596	6,596	6,596	6,596	6,596	6,596	6,596	6,596	6,596	6,596	79,150	84,325	89,218
Finance charges		1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	1,855	22,261	20,963	19,501
Bulk purchases - electricity		63,417	63,417	63,417	63,417	63,417	63,417	63,417	63,417	63,417	63,417	63,417	(50,583)	647,000	724,640	797,104
Inventory consumed		13,778	13,778	13,778	13,778	13,778	13,778	13,778	13,778	13,778	13,778	13,778	127,776	279,331	297,748	321,102
Contracted services		3,891	3,891	3,891	3,891	3,891	3,891	3,891	3,891	3,891	3,891	3,891	3,891	46,687	49,173	51,770
Transfers and subsidies		404	404	404	404	404	404	404	404	404	404	404	404	4,850	4,952	5,060
Other expenditure		9,981	9,981	9,981	9,981	9,981	9,981	9,981	9,981	9,981	9,981	9,981	9,977	119,770	126,960	132,287
Losses		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total Expenditure</b>		<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,416</b>	<b>195,406</b>	<b>2,344,984</b>	<b>2,524,262</b>	<b>2,699,808</b>
<b>Surplus/(Deficit)</b>		<b>1,726</b>	<b>1,726</b>	<b>1,726</b>	<b>1,726</b>	<b>1,726</b>	<b>1,726</b>	<b>1,726</b>	<b>1,726</b>	<b>1,726</b>	<b>1,726</b>	<b>1,726</b>	<b>1,736</b>	<b>20,727</b>	<b>21,079</b>	<b>21,346</b>
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		13,980	13,980	13,980	13,980	13,980	13,980	13,980	13,980	13,980	13,980	13,980	13,981	167,766	98,625	96,786
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Transfers and subsidies - capital (in-kind - all)		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,717</b>	<b>188,493</b>	<b>119,704</b>	<b>118,132</b>
Taxation		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Attributable to minorities		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Share of surplus/ (deficit) of associate		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Surplus/(Deficit)</b>	<b>1</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,707</b>	<b>15,717</b>	<b>188,493</b>	<b>119,704</b>	<b>118,132</b>



Table 8 below indicate the capital contribution to the IDP Objectives for the 2021/22 MTREF.

**Table 8: 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	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
				Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand									
GOOD GOVERNANCE AND PUBLIC PARTICIPATION				40,500	68,812	68,812	55,500	47,177	55,018
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT				99,556	71,233	71,233	115,766	65,948	60,768
LOCAL ECONOMIC DEVELOPMENT	Marketing the municipality as premier destination for tourism and investment	A		14,400	15,400	15,400	8,000	–	–
Allocations to other priorities			3						
Total Capital Expenditure			1	154,456	155,446	155,446	179,266	113,125	115,786


**Table 9: Monthly Capital Expenditure per Municipal Vote: 2021/22**

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

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Multi-year expenditure to be appropriated</b>	1															
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000	7,000	10,000
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		6,606	6,606	6,606	6,606	6,606	6,606	6,606	6,606	6,606	6,606	6,606	6,605	79,266	43,948	40,768
<b>Capital multi-year expenditure sub-total</b>	2	8,606	8,606	8,606	8,606	8,606	8,606	8,606	8,606	8,606	8,606	8,606	8,605	103,266	50,948	50,768
<b>Single-year expenditure to be appropriated</b>																
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	31,500	40,177	45,018
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 07 - Strategy Econ Development And Planning		667	667	667	667	667	667	667	667	667	667	667	667	8,000	-	-
Vote 08 - Infrastructure And Services		3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042	36,500	22,000	20,000
<b>Capital single-year expenditure sub-total</b>	2	6,333	6,333	6,333	6,333	6,333	6,333	6,333	6,333	6,333	6,333	6,333	6,333	76,000	62,177	65,018
<b>Total Capital Expenditure</b>	2	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	14,939	179,266	113,125	115,786

**Table 10 : Capital Project Schedule for 2021/22 per Ward**

Project Description	2021/22 Medium Term Revenue & Expenditure Framework			Ward Location
	Budget Year 2021/22	Budget Year +1 2022/23 R'000	Budget Year +2 2023/24 R'0	
Replacement of 1000 prepaid meters	1 000	0	0	All
Replacement of 1000 water meters	1 000	0	0	All
Fleet Replacement	4 000	7 000	10 000	All
Computer equipment replacement	3 500	3 500	4 000	SPM
Furniture and equipment replacement	2 000	2 000	3 000	SPM
Craven Street Informal Trade	8 000	0	0	All
Planning and Survey of 1200 erven in Ritchie	3 000	3 000	3 000	26
Planning and Surveying		2 000	2 000	All
Electrification of 1 500 households, Lerato Park (Ph 6-7)	33 000	0	0	30
Electrification of 1 100 households, Lethabo Park, Ph 1	20 000	0	0	30
Completion of 35% construction work for Lerato Park Link Services	12 000	0	0	30
Pre-engineering and professional consultancy associated work for Hadison Park substation	1 500	0	0	21
To complete 100% work for the installation of electrical and mechanical components in Lerato Park Sewer pump Station	22 266	0	0	30
Electrification of houses		22 000	20 000	Various wards
Complete 75% construction work for the Carters Ridge sewer pump station building with all electrical and mechanical equipment	25 000	14 948	5 000	24
Refurbishment of water pipes	0	12 000	11 500	All
Refurbishment of sewer pipes	0	12 000	11 500	All
Reconstruction of zinc toilets		5 000	12 768	Various wards



Project Description	2021/22 Medium Term Revenue & Expenditure Framework			Ward Location
	Budget Year 2021/22	Budget Year +1 2022/23 R'000	Budget Year +2 2023/24 R'0	
Rehabilitation of Thlageng attenuation dam in Galeshewe	20 000	0	0	17
To upgrade 3 km of Galeshewe access roads to a paved surface	10 000	15 677	17 018	Various roads
Patching and Resealing 86 000 square metres of various roads	13 000	14 000	16 000	All
<b>Total</b>	<b>179 266</b>	<b>113 125</b>	<b>115 786</b>	

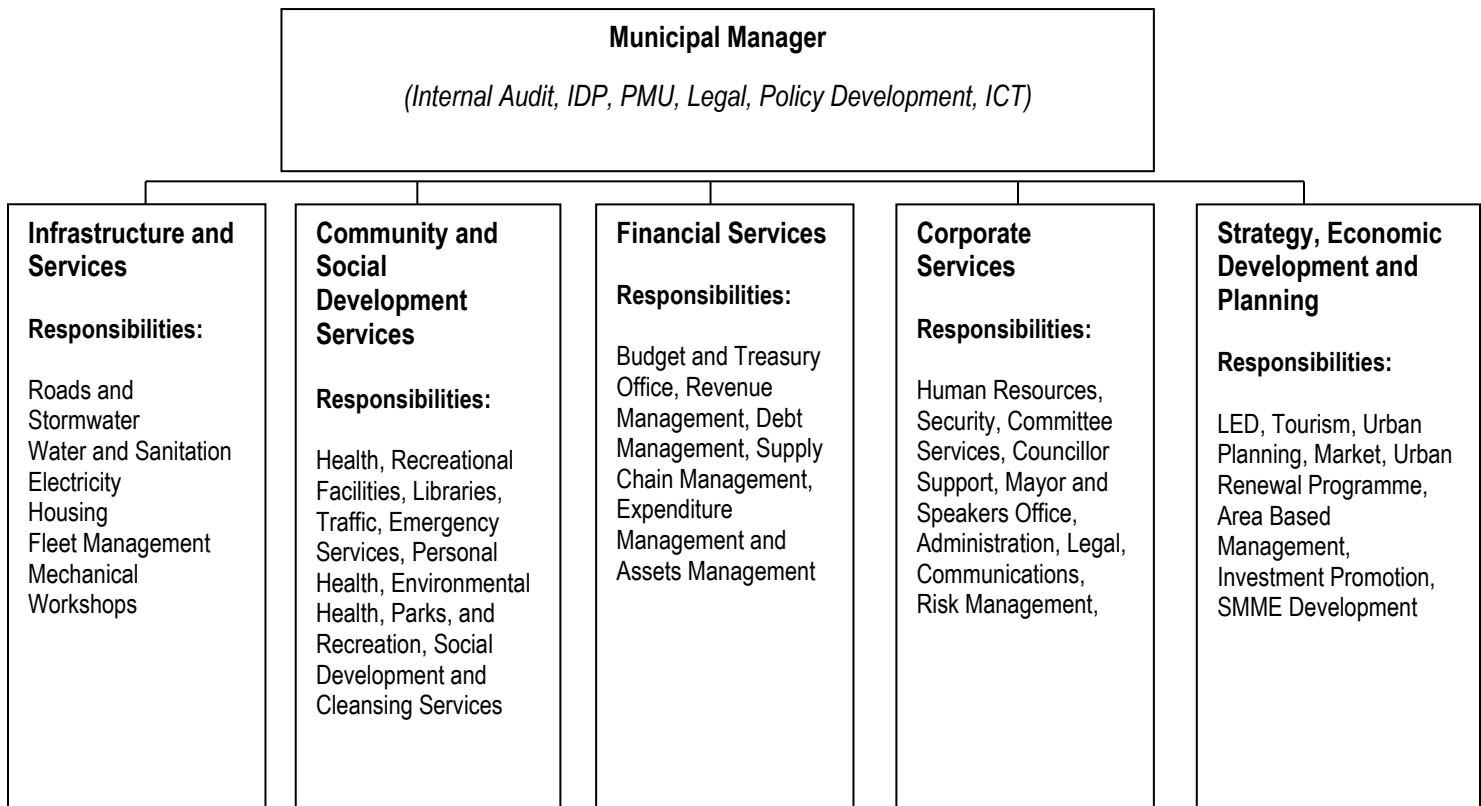
Funding from the European Union for the Financial Years 2021/22 and 2022/2023 will be confirmed by National Treasury as per the outcome of the Steering Committee scheduled for the 25<sup>th</sup> of May 2021.

### **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 2021/22 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 2021/22.

### 3.2.3 Service Delivery Quarterly Targets and Performance Indicators per key performance indicators 2021/22 SDBIP (Annexure 2)

Annexure 2 indicates the KPI's and Quarterly Targets for the 2021/22 financial year – the fifth year of the multi-year performance plan.




**Annexure 1: 2021/22 SDBIP Service Delivery Multi Year Targets per Key Performance Area**

Description	Unit of measurement	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>1. Local Economic Development</b>							
<b>IDP Strategic Objective Inclusive Growth:</b> To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs. <b>IDP Strategic Objective Spatial Transformation:</b> 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							
<b>1.1 To ensure effective spatial planning and development in order to establish a competitive economic position</b>							
To improve the SCM turnaround time to 12 weeks for annual contracts from closing date to date of award by June 2022	Average time in weeks to award tender	12	12	12	12	12	12
To improve the SCM turnaround time to 6 weeks for once off contracts from closing date to date of award by June 2022	Average time in weeks to award tender	6	6	6	6	6	6
Ensuring a response time of 11 weeks for building plan submissions received in the current financial year for buildings or architectural buildings greater than 500 m <sup>2</sup> annually	Average response time in weeks to process building plans	10	10	10	11	11	11
Ensuring a response time of 11 weeks for building plan submissions received in the current financial year for buildings or architectural buildings less than 500 m <sup>2</sup> annually	Average response time in weeks to process building plans	6	10	10	10	10	10
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 2022 in terms of the SPLUMA by-law (2015)	Percentage of land use applications approved	100%	100%	100%	100%	100%	100%
To process at least 200 buildings plans that were received before 1 July 2021 by the end of the current financial year (30 June 2022)	Number of building plans approved	200	200	200	200	200	200

# SPLM Final Service Delivery and Budget Implementation Plan – 2021/22



Description	Unit of measurement	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Review of the Sol Plaatjie Land Use Management Scheme by 30 June 2022	Council resolution of approved Draft Land Use Scheme	0	0	0	100%	100%	0
<b>1.4 To capacitate SMME's and local entrepreneurs</b>							
To successfully implement the PPPFA Regulations to achieve BBEE 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 2022	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%
Establishment of an Automotive Hub at Roodepan by 30 June 2022	Percentage use components output deliveries	0	0	0	100%	0	0
Establishment of the Northern Cape Innovation at Sol Plaatjie University by 30 June 2022	Percentage use components output deliveries	0	0	0	100%	0	0
Implementation of the Developmental Programme that supports SMME's through business incubation for at least 10 businesses annually	Number of SMME businesses provided with skills	10	10	10	10	10	10
<b>1.5 To develop sustainable living through job creation (EPWP and other initiatives)</b>							
Create 400 FTE jobs through EPWP initiatives of the SPM by 30 June 2022	Number of jobs created	400	400	400	400	450	500
<b>2. Basic And Sustainable Service delivery and Infrastructure Development</b>							
<b>IDP Strategic Objective Service Provision:</b> 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							
<b>2.1 To ensure sustainable delivery of community services (personal including environmental health, library, emergency and traffic services) to all residents of SPM.</b>							

# SPLM Final Service Delivery and Budget Implementation Plan – 2021/22



Description	Unit of measurement	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<i>To achieve at least 70% compliance with the National Disaster Management Tool by 30 June 2022</i>	% compliance with the National Disaster management Tool	70%	70%	70%	70%	70%	70%
<b>2.2 To address the poor condition of the roads in the Sol Plaatje area through maintenance and upgrading projects</b>							
To upgrade at least 3 km access roads to a paved surface in Sol Plaatje area by 30 June 2022	Distance of km paved	2.5 km	4.9 km	4.9 km	3 km	3 km	3 km
Patching and resealing of 86 000 square metres of roads in Sol Plaatje area by 30 June 2022	Square metres of roads	0	65 000	65 000	86 000	86 000	95 000
Complete 100% rehabilitation of Thlageng attenuation dam in Galeshewe by 30 June 2022	% progress	0	0	0	100%	0	0
<b>2.3 To ensure the availability of critical service delivery tools at all times (fleet management)</b>							
<i>Ensure that all identified fleet items to be procured for the year, are delivered by 30 June 2022</i>	Percentage of identified fleet items delivered at year end	100%	100%	100%	100%	100%	100%
<b>2.4 To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure</b>							
To appoint a professional service provider for the pre-engineering and professional consultancy associated works for Hadison Park Substation by 30 June 2022	Percentage completion as per project progress report	0	0	0	100%	0	0
Completion of 35% of the construction work for Lerato Park Link Services by 30 June 2022	Percentage completion as per project progress report	0	0	0	35%	100%	0
<b>2.5 To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure</b>							
To complete 100% work for the installation of electrical and mechanical components in Lerato Park Sewer pump Station by 30 June 2022	Percentage completion as per project progress report	50%	25%	25%	100%	0	0
Completion of 75% of the construction work for the Carters Ridge sewer pump station building with all electrical and mechanical equipment by 30 June 2022	Percentage completion as per project progress report	10%	10%	10%	75%	100%	100%
<b>2.6 To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services</b>							

# SPLM Final Service Delivery and Budget Implementation Plan – 2021/22



Description	Unit of measurement	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
To complete the electrification of 1 100 households by 30 June 2022 (Lethabo Park, Phase 1)	Number of houses connected to electricity network	0	0	0	1 100	0	0
To complete the electrification of 1 500 households by 30 June 2022 (Lerato Park, Phase 6-7)	Number of houses connected to electricity network	0	0	0	1 500	0	0
Decrease electricity losses to 16% by 30 June 2022	Percentage electricity loss	16%	16%	16%	16%	16%	16%
Decrease water losses to 50% by 30 June 2022	Percentage water loss	50%	50%	50%	50%	50%	50%
12 000 Indigent households to receive free basic services (water, electricity, sanitation and waste removal according to national guidelines) by 30 June 2022	No of indigents per the Indigent Register	12 000	12 000	12 000	12 000	13 000	15 000
<b>2.7 To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation</b>							
To ensure through effective monitoring that a 98% Blue Drop Status on quality compliance is achieved by 30 June 2022	% Compliance of Water Quality	98%	98%	98%	98%	98%	98%
To ensure through effective monitoring that a 60% Green Drop Status on effluent quality compliance is achieved by 30 June 2022	% Compliance of Effluent Quality	60%	60%	60%	60%	60%	60%
<b>2.9 Develop suitable located and affordable housing (shelter) and decent human settlements</b>							
Planning and Surveying of 1200 erven in Ritchie by 30 June 2022	Layout Plan and Draft SG Diagram	0	0	0	1200	0	0
<b>3. Municipal Institutional Development and Transformation</b>							
<b>IDP Strategic Objective Governance:</b> 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.							

# SPLM Final Service Delivery and Budget Implementation Plan – 2021/22



Description	Unit of measurement	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>3.1 To enable effective training and skills development through various initiatives and partnering with the private sector</b>							
<i>Equip staff to Implement efficiency, monitoring and productivity through the following improvement interventions by 30 June 2022 : Leadership and management development training, Learning/competency and development programme</i>	Number of interventions performed	2	2	2	2	2	2
<b>3.2 To improve effective human resource development to staff and Councillors</b>							
<i>Review the organisational structure of the municipality on an annual basis, with the aim of optimising efficiency, and make recommendations by 30 June 2022</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 2022</i>	% compliance to the EAP	72%	72%	72%	72%	72%	72%
<b>3.3 To ensure continuous maintenance and replacement of furniture, office and computer equipment and create a secure environment within the municipality</b>							
<i>To ensure that the ICT Strategic Plan aligns to the IDP and as such delivers on the municipality's for a "Leading Modern City" through initiatives that includes the employees and the community of Kimberley by 30 June 2022</i>	Percentage of ICT Projects successfully completed	100%	100%	100%	100%	100%	100%
<b>3.4 To provide a basis for sustainable municipal performance improvement</b>							
<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 2021/22</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	0	0	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 2022</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



Description	Unit of measurement	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Submit the final SDBIP to the Executive Mayor by 30 June annually	SDBIP approved by Executive Mayor	1	1	1	1	1	1
<b>4. Municipal Financial Viability and Management</b>							
<b>IDP Strategic Objective Governance:</b> 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.							
<b>4.1 Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams</b>							
Improve revenue enhancement by ensuring a collection rate of 85% after debt write off by 30 June 2022	Percentage of collection rate ensured after debt write off	85%	85%	85%	85%	87%	90%
<b>4.2 Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management</b>							
To spend at least 85% of the Capital Budget (including VAT) on capital projects identified in the IDP by 30 June 2022	Percentage capital spending	95%	95%	95%	85%	87%	90%
To spend at least 90% of the Operational Budget annually (30 June)	Percentage operational spending	92%	92%	92%	90%	92%	92%
Maintain the debt coverage ratio of at least 2:1 against net assets of the municipality by 30 June 2022	Debt coverage ratio	2.1	2.1	2.1	2.1	2.1	2.1
Reduce net debtor days to 300 days by 30 June 2022	Net debtor days	300	300	300	300	250	200
Maintain the cost coverage ratio of at least 1 month (annually)	Cost coverage ratio	1	1	1	1	2	3
Ensure that the actual spending on employee related costs does not exceed 37% of the total expenditure by 30 June 2022	Employee cost as a percentage of total operating cost	37%	37%	37%	37%	35%	33%
<b>5. Good Governance and Public Participation</b>							
<b>IDP Strategic Objective Governance:</b> 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.							

# SPLM Final Service Delivery and Budget Implementation Plan – 2021/22



Description	Unit of measurement	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>5.1 To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls</b>							
<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 2022</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 within thirty (30) days after the end of the audit 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
<b>5.3 To promote community participation and communication</b>							
<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

Funding from the European Union for the Financial Years 2021/22 and 2022/2023 will be confirmed by National Treasury as per the outcome of the Steering Committee scheduled for the 25<sup>th</sup> of May 2021.





## Annexure 2: 2021/22 SDBIP Service Delivery Quarterly Targets per Key Performance Area

Description	Unit of measurement	Budget Year 2021/22	Quarterly targets 2021/22			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Local Economic Development						
<b>IDP Strategic Objective Inclusive Growth:</b> To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs. <b>IDP Strategic Objective Spatial Transformation:</b> 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						
1.1 To ensure effective spatial planning and development in order to establish a competitive economic position						
To improve the SCM turnaround time to 12 weeks for annual contracts from closing date to date of award by June 2022	Average time in weeks to award tender	12	12	12	12	12
To improve the SCM turnaround time to 6 weeks for once off contracts from closing date to date of award by June 2022	Average time in weeks to award tender	6	6	6	6	6
Ensuring a response time of 11 weeks for building plan submissions received in the current financial year for buildings or architectural buildings greater than 500 m² annually	Average response time in weeks to process building plans	11	11	11	11	11
Ensuring a response time of 11 weeks for building plan submissions received in the current financial year for buildings or architectural buildings less than 500 m² annually	Average response time in weeks to process building plans	11	11	11	11	11
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 2022 in terms of the SPLUMA by-law (2015)	Percentage of land use applications approved	100%	0	0	0	100%
To process at least 200 buildings plans that were received before 1 July 2021 by the end of the current financial year (30 June 2022)	Number of building plans approved	200	0	0	0	200
Review of the Sol Plaatje Land Use Management Scheme by 30 June 2022	Council resolution of approved Draft Land Use Scheme	100%	0	0	0	100%



Description	Unit of measurement	Budget Year 2021/22	Quarterly targets 2021/22			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>1.4 To capacitate SMME's and local entrepreneurs</b>						
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 2022	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%
Establishment of an Automotive Hub at Roodepan by 30 June 2022	Percentage use components output deliveries	100%	25%	50%	75%	100%
Establishment of the Northern Cape Innovation at Sol Plaatje University by 30 June 2022	Percentage use components output deliveries	100%	25%	50%	75%	100%
Implementation of the Developmental Programme that supports SMME's through business incubation for at least 10 businesses annually	Number of SMME businesses provided with skills	10	3	2	2	3
<b>1.5 To develop sustainable living through job creation (EPWP and other initiatives)</b>						
Create 400 FTE jobs through EPWP initiatives of the SPM by 30 June 2022	Number of jobs created	400	100	100	100	100
<b>2. Basic And Sustainable Service delivery and Infrastructure Development</b>						
<b>IDP Strategic Objective Service Provision:</b> 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						
<b>2.1 To ensure sustainable delivery of community services (personal including environmental health, library, emergency and traffic services) to all residents of SPM.</b>						
To achieve at least 70% compliance with the National Disaster Management Tool by 30 June 2022	% compliance with the National Disaster management Tool	70%	0	0	0	70%
<b>2.2 To address the poor condition of the roads in the Sol Plaatje area through maintenance and upgrading projects</b>						

# SPLM Final Service Delivery and Budget Implementation Plan – 2021/22



Description	Unit of measurement	Budget Year 2021/22	Quarterly targets 2021/22			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
To upgrade at least 3 km access roads to a paved surface in Sol Plaatje area by 30 June 2022	Distance of km paved	0.75	0.75	0.75	0.75	0.75
Patching and resealing of 86 000 square metres of roads in Sol Plaatje area by 30 June 2022	Square metres of roads	86 000	0	0	86 000	0
Complete 100% rehabilitation of Thlageng attenuation dam in Galeshewe by 30 June 2022	% progress	100%	10%	25%	50%	100%
<b>2.3 To ensure the availability of critical service delivery tools at all times (fleet management)</b>						
<i>Ensure that all identified fleet items to be procured for the year, are delivered by 30 June 2022</i>	Percentage of identified fleet items delivered at year end	100%	0%	0%	0%	100%
<b>2.4 To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure</b>						
To appoint a professional service provider for the pre-engineering and professional consultancy associated works for Hadison Park Substation by 30 June 2022	Percentage completion as per project progress report	100%	25%	50%	75%	100%
Completion of 35% of the construction work for Lerato Park Link Services by 30 June 2022	Percentage completion as per project progress report	35%	0%	10%	20%	35%
<b>2.5 To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure</b>						
To complete 100% work for the installation of electrical and mechanical components in Lerato Park Sewer pump Station by 30 June 2022	Percentage completion as per project progress report	100%	0	50%	0	100%
Completion of 75% of the construction work for the Carters Ridge sewer pump station building with all electrical and mechanical equipment by 30 June 2022	Percentage completion as per project progress report	75%	0	35%	0	75%
<b>2.6 To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services</b>						
To complete the electrification of 1 100 households by 30 June 2022 (Lethabo Park, Phase 1)	Number of houses connected to electricity network	1 100	250	250	250	350



Description	Unit of measurement	Budget Year 2021/22	Quarterly targets 2021/22			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
To complete the electrification of 1 500 households by 30 June 2022 (Lerato Park, Phase 6-7)	Number of houses connected to electricity network	1 500	250	250	500	500
Decrease electricity losses to 16% by 30 June 2022	Percentage electricity loss	16%	0	0	0	16%
Decrease water losses to 50% by 30 June 2022	Percentage water loss	50%	0	0	0	50%
12 000 Indigent households to receive free basic services (water, electricity, sanitation and waste removal according to national guidelines) by 30 June 2022	No of indigents per the Indigent Register	12 000	0	0	0	12 000
<b>2.7 To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation</b>						
To ensure through effective monitoring that a 98% Blue Drop Status on quality compliance is achieved by 30 June 2022	% Compliance of Water Quality	98%	0	0	0	98%
To ensure through effective monitoring that a 60% Green Drop Status on effluent quality compliance is achieved by 30 June 2022	% Compliance of Effluent Quality	60%	0	0	0	60%
<b>3. Municipal Institutional Development and Transformation</b>						
<b>IDP Strategic Objective Governance:</b> 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.						
<b>3.1 To enable effective training and skills development through various initiatives and partnering with the private sector</b>						
Equip staff to Implement efficiency, monitoring and productivity through the following improvement interventions by 30 June 2022 : Leadership and management development training, Learning/competency and development programme	Number of interventions performed	2	0	1	0	1
<b>3.2 To improve effective human resource development to staff and Councillors</b>						



Description	Unit of measurement	Budget Year 2021/22	Quarterly targets 2021/22			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
<i>Review the organisational structure of the municipality on an annual basis, with the aim of optimising efficiency, and make recommendations by 30 June 2022</i>	Record of review and recommendations made and review performed	100%	0	0	0	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	0	0	0	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 2022</i>	% compliance to the EAP	72%	0	0	0	72%
<b>3.3 To ensure continuous maintenance and replacement of furniture, office and computer equipment and create a secure environment within the municipality</b>						
To ensure that the ICT Strategic Plan aligns to the IDP and as such delivers on the municipality's for a "Leading Modern City" through initiatives that includes the employees and the community of Kimberley by 30 June 2022	Percentage of ICT Projects successfully completed	100%	25%	50%	75%	100%
<b>3.4 To provide a basis for sustainable municipal performance improvement</b>						
<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
<i>Submit quarterly organisational performance reports to the Executive Mayor by the 20th of the month following the end of each Quarter for 2021/22</i>	No of Reports submitted	4	1	1	1	1
<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	1	1	1
<i>Co-ordinate bi-annual performance assessments of the municipal manager and managers reporting directly to the municipal manager by 30 June 2022</i>	Number of assessments conducted	2	1	0	1	0
<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



Description	Unit of measurement	Budget Year 2021/22	Quarterly targets 2021/22			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
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						
Improve revenue enhancement by ensuring a collection rate of 85% after debt write off by 30 June 2022	Percentage of collection rate ensured after debt write off	85%	85%	85%	85%	85%
4.2 Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management						
To spend at least 85% of the Capital Budget (including VAT) on capital projects identified ito the IDP by 30 June 2022	Percentage capital spending	85%	20%	40%	60%	85%
To spend at least 90% of the Operational Budget annually (30 June)	Percentage operational spending	90%				
Maintain the debt coverage ratio of at least 2:1 against net assets of the municipality by 30 June 2022	Debt coverage ratio	2:1	2:1	2:1	2:1	2:1
Reduce net debtor days to 300 days by 30 June 2022	Net debtor days	300	300	300	300	300
Maintain the cost coverage ratio of at least 1 month (annually)	Cost coverage ratio	1	1	1	1	1
Ensure that the actual spending on employee related costs does not exceed 37% of the total expenditure by 30 June 2022	Employee cost as a percentage of total operating cost	37%	0	0	0	37%



Description	Unit of measurement	Budget Year 2021/22	Quarterly targets 2021/22			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
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 2022	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 within thirty (30) days after the end of the audit 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	1	1	1
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	12	12	12	12
To respond to all media enquiries and issue media statements within 24 hours after an occurrence	Response times after and event has occurred	24h	24h	24h	24h	24h

Funding from the European Union for the Financial Years 2021/22 and 2022/2023 will be confirmed by National Treasury as per the outcome of the Steering Committee scheduled for the 25<sup>th</sup> of May 2021.



**SECTION 6:**

**BUDGET  
RELATED  
POLICIES  
OVERVIEW  
AND  
AMENDMENTS**



## **SOL PLAATJE MUNICIPALITY**

### **ANNEXURE : BUDGET RELATED POLICIES**

<b>List of Budget related policies</b>	<b>Explanation numbers</b>	<b>Approved</b>	<b>Resolution Number</b>	<b>Reviewed</b>
Policy Asset Management	1	28-May-14	C125/05/14	March 2021
Policy Cash Management & Investment	1	07-Apr-05	CR22	March 2021
Policy Customer Services Credit Control Debt Collection	1 & 2	31-May-18	C38/05/18	March 2021
Policy Indigent	1 & 2	28-May-14	C121/05/14	March 2021
Policy Internal Audit	1	17-Nov-05		March 2021
Policy Property Rates	1 & 2	27-May-15	C100/05/15	March 2021
Policy Risk Management	1	17-Nov-05	CR500	March 2021
Policy Supply Chain Management	1 & 2	04-Nov-14	C265/11/14	March 2021
Tariff Policy on Property Rates	1	31-May-18	C38/05/18	March 2021
Tariff Policy on Electricity	1	31-May-18	C38/05/18	March 2021
Tariff Policy on Water	1	31-May-18	C38/05/18	March 2021
Tariff Policy on Sanitation	1	31-May-18	C38/05/18	March 2021
Tariff Policy on Refuse Removal/Solid Waste	1	31-May-18	C38/05/18	March 2021
Policy Debt Write-off	1	28-May-14	C125/05/14	March 2021
Policy Regarding Audit Committees	1	17-Nov-05	CR500	March 2021
Disposal of Moveable Assets Policy	1	27-May-15	C100/05/15	March 2021
Policy Borrowing	1	28-May-14	C125/05/14	March 2021
Policy Irregular, fruitless and wasteful expenditure	1	28-May-14	C125/05/14	March 2021
Budget Implementation and Management Policy (Budget policy)	1	27-May-15	C100/05/15	March 2021
Funding and Reserves policy	1	25-May-16	C148/05/16	March 2021
Policy Short and Long term borrowing	1	19-Apr-11	C150/11	March 2021
Financial Management and Revenue Enhancement Strategy policy	1	27-May-15	C100/05/15	March 2021
Policy related to long-term financial planning	1	27-May-15	C100/05/15	March 2021
Consumer Deposit Policy	1	31-May-17	C60/05/17	March 2021
Free Basic Services Policy	1	31-May-17	C60/05/17	March 2021
Sol Plaatje Materiality and Significance Framework	1	31-May-18	C38/05/18	March 2021
Contracts Policy	1	31-May-17	C60/05/17	March 2021
SSEG PV Policy	1	31-May-17	C60/05/17	March 2021
Bulk Infrastructure Contribution Policy	1	31-May-17	C60/05/17	March 2021
Water Restrictions Policy	1	31-May-17	C60/05/17	March 2021
Infrastructure investment and capital projects policy (included in Budget policy)	1	28-May-14	C125/05/14	March 2021

#### **Explanation numbers**

1. These policies are accessible on the Sol Plaatje website: [www.solplaatje.org.za](http://www.solplaatje.org.za).

2. Policy to be approved with budget process 2021/22.

**SECTION 7:**

**BY - LAWS**

## **SOL PLAATJE MUNICIPALITY**

### **ANNEXURE : BUDGET RELATED BYLAWS**

<b><u>List of Budget related Bylaws</u></b>	<b><u>Explanation numbers</u></b>
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](http://www.solplaatje.org.za)
2. Bylaws to be approved with draft budget process 2017/18

# **SECTION 8:**

## **M F M A CIRCULARS**

## **ANNEXURE: MFMA CIRCULARS**

1. All MFMA circulars are accessible on the NT website:  
[www.treasury.gov.za](http://www.treasury.gov.za) or  
<http://mfma.treasury.gov.za/Circulars/Pages/default.aspx>
2. No new MFMA Circulars were issued by National Treasury after the Draft budget was tabled