

SOL PLAATJE MUNICIPALITY

FINAL ADOPTED BUDGET

2018/19 – 2020/21



City of Kimberley

intranet: <http://solplaatje>

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a) Mayor's Budget Speech

**THE SPEECH OF THE EXECUTIVE MAYOR ON THE OCASSION OF
THE APPROVAL OF IDP REVIEW 2017/18, THE ANNUAL BUDGET
FOR 2018/19 MEDIUM TERM REVENUE AND EXPENDITURE
FRAMEWORK, BUDGET POLICIES AND PROPOSED TARIFF
INCREASES FOR 2018/19**

30 MAY 2018

Honourable Speaker

Members of the Mayoral Committee

Honourable Councillors

Municipal Manager

Executive Directors

Officials

Members of the Media

Community members

Let me greet you this morning.

This year marks the centenary celebrations of two lives of the most dedicated and respected struggle stalwarts in the history of our glorious movement the African National Congress. Mama Albertina Nontsikelelo Sisulu was born in 1918 October 21st and Tata Nelson Rolihlahla Mandela in the same year on the 18th July. They both dedicated their lives to the liberation of the majority down trodden masses of our

country, who were denied their dignity and humanity by the oppressive apartheid regime.

While the life of Nelson Mandela is well documented across the world, it is often true that the contribution made by women in struggles around the world do not get prominence among historians.

Nontsikelelo was the second born child to her mother and took care of her siblings when her mother's health failed. At age 11 she had to take full responsibility of the whole family after her mother passed on. Like the story of many Africans, she was renamed Albertina by teachers at her Christian school because they could not pronounce her African name. It is at the same school where she excelled academically and despite her academic capabilities, Nontsikelelo graduated two years later as she had the added responsibility of taking care of her siblings at home.

Upon finishing her schooling, she went into nursing as a student and used her small earnings to take care of her family, and she used the subsequent years to train as a mid-wife and provided medical in many parts of the townships as she cared for her people.

These traits are indicative of a well-rounded and grounded individual whose interest was never about herself but her people. The lessons learned in her earlier life would propel her to assuming a much bigger role as she joined forces with millions of women around the world to fight against the illegitimate government of the day. She was one of the organizers of the 20 000 women march of 1956, and had raised her children as a single parent as her husband Walter Sisulu was constantly jailed for his commitment to the struggle of the black people.

These are the harsh realities many black mothers had to endure under the white minority government. But these acts of intimidation and harassment only served to strengthen the resolve of our mothers to fight on and not give up. Mama Sisulu remained resolute to the course of the women and the black people of this country, and today we bow our heads and thank her for her sterling role in the freedom we enjoy today.

Nelson Mandela on the other hand emerged from a 27-year prison term to assume the highest office in the land in which he once had no rights. He used the latter years of his life building bridges among the various communities of this country and ensured that the country experienced the most peaceful transition in the history of the world.

Tata Mandela embraced those that had kept him in prison for many years and encouraged all South African to adopt the principles of reconciliation and forgiveness. The reason why he is today referred to as the **father of the nation**, primarily because of the leadership he provided during the most difficult times of the transition, the fact that there was no bloodshed in South Africa, is mainly due to his visionary leadership.

And this is made special by the fact that both these esteemed leaders would be turning 100 years if they were alive today. Like many before them we can only hang on to their memories and celebrate the good work they put in to ensure that we attain our democracy.

The baton has been handed to us to protect and advance the gains we have made over the past 23 years, and ensure that we move with speed in changing the economic paradigm not only in our Municipality but throughout the country. We owe it to the two leaders to ensure that we make meaningful changes in the lives of our people, most importantly that we take them along as we move towards bettering the conditions under which they live.

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/hold 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 them.

Let this serve as a reminder that when we took the 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.

It is imperative at this stage that we reflect on international events that have a bearing on our lives as citizens of the global political environment. We support the position of our National government in condemning the illegal and forceful occupation of Palestinian territory by the Israeli military and the mass killings of unarmed and defenseless people. These acts of terror only serve to entrench colonization of independent states through military means. The killing of women, children, elderly, disabled and the displacement of million other Palestinians needs to be condemned in the strongest possible terms.

The action of the Israel state is similar to that of the Apartheid government in South Africa, where the colonizers attempted to force the original inhabitants of the land to live in isolated and non-profitable land, while they forcefully took ownership of all productive and economically viable land. We further support the decision of our government to downgrade the South African Embassy in Israel to that of a Liaison Office, and encourage our government to withdraw fully if the carnage that we have seen in the past months does not stop.

Speaker, our commitment to positioning the city as an events destination of choice is gaining traction, and we are proud that this year the Municipality will play host to the national POLMUSCA festival in September. This competition will see all police choirs from across the country converge as they attempt to emerge at the top melodic voices in the country.

This event is covered by various national Media house and will keep the city in national media for the duration of the competition. We have already been advised that bookings in the various guest houses are at an all-time high, and the demand may surpass our current capacity. We are grateful that our effort in rebranding and repositioning the city is bearing fruit and we all need to take credit for the results.

Honourable Speaker and Councillors, I have already tabled the speech on this IDP and Budget. The intention with this speech is to give the State of the City, and lay the foundation for what is ahead of us, which is delivery of services through the implementation of projects, conducting maintenance of the infrastructure, caring for our customers and improve governance, management, stability and sustainability.

Honourable Speaker and Councillors, as we progress with the implementation of the adopted IDP for 2017 to 2022, it is important that we remind ourselves of the journey we have travelled this far, and the path ahead of us to keep this municipality stable and sustainable. We cannot repeat that history, but work hard in writing new history, new story, new vision and new direction.

We coming from the times and era where this municipality was seen as dysfunctional. Stakeholders such as DBSA declined when an attempt for long term borrowing was made, the Council declared a moratorium on development, which was very suicidal. This was confirmation of the reservations that institutions and government had against the municipality.

All cities aspire to grow and develop to create wealth and opportunities for its people. We had since overcome that by the upgrades of bulk electricity supply and sewer plants. The municipality had spent almost R500 million with R80 million spent on increase in bulk electricity, from 120 MVA to 200 MVA and R385 million spent on sewer treatment plant in Homevale, increasing its capacity from 33ML a day to 45 ML a day treatment plant, and an additional R26 million spent in the upgrade of other sewer plants in Beaconsfield and Ritchie.

With a donation from Transnet, in the amount of R93 million, we put in a pipeline to carry waste water elsewhere whilst Transnet was enabled to continue operating the goods train between the North and the South. It is the very same line that transport manganese from the JTG District to the Eastern Cape, it is also the colony where the flamingos breed. This project was successfully completed with the objectives of the projects attained.

In ensuring that we adhere to the environmental health laws and regulations, we also upgraded the Kimberley Landfill Site and had spent an amount in excess of R20 million on this project. The project included the installation of weigh bridges at the entrance

gate. From 1 July 2018, the landfill site will be operated according to the latest design, with usage of weigh bridges for all vehicles flowing in and out of the landfill. Statistics will be collected for a period of six months and this will be used to determine the costs of running the landfill site, the tonnage dumped, the costs of processing, compacting and rehabilitation of the landfill, and the tariffs shall be introduced in 2019/20 financial year accordingly.

As part of these and many other efforts of ensuring availability, adequate capacity and certainty of services, we invested approximately R40 million in fleet replacement, with 8 units of refuse compactors purchased, a water tanker, a firefighting engine for emergency services, 2 vacuum jetting trucks, one landfill compacting machine, 5 platform cherry pickers vehicles, a front end loader, 14 four-ton trucks, 2 ten cubic meter trucks, 44 one-ton vehicles, 11 sedans, 9 panel vans and minibuses and many other units which I cannot really mention in a speech. Additional to this massive fleet replacement programme, the official vehicles for the use by the Speaker and the Executive Mayor were also replaced.

Our strategy is to make sure that this city grows by design and not by default or by coincidence. We have seen investment to the tune of between R4 to R5 billion over the last 5 years, with an estimated R1.2 billion investment of the Department of Higher Education in the development of the Sol Plaatje University. The project is ongoing

Honourable Councillors, we can sit and be comfortable with this investment. This was merely a demonstration that if we put our mind to it, it is possible and it can be done. We need to embark on an investment attraction drive, led by my office and supported by the LED Committee Chairperson, in conjunction with LED and Town Planning Strategists advising us on technical matters in this regard. There is a need to strengthen the office by having a Town Planner supporting our efforts in this regard. This matter will be dealt with in detail and decisions in this regard will be taken later.

Galeshewe is one of the oldest townships in the country. Through the Urban Renewal Programme, we have implemented the restoration of dilapidated houses in Greater No2, establishment and upgrade of various parks and upgrade of internal roads. In further making Galeshewe a livable city, with better controlled traffic flow and

increasing pedestrian crossing, we have installed robots, at three major crossings and two in Roodepan.

The municipality had spent close to R100 million in the resealing of main and entrant's roads into the city and upgraded the, major intersections with industrial interlocking pavement bricks to increase durability and lower maintenance. We have upgraded gravel roads in Galeshewe and Roodepan with over 25km of paved internal roads or streets.

Together with COGHSTA, we have planned and surveyed over 5 000 ervens during the past five years in areas such as in Lindelani, Promise Land, Snake Park, Kutlwanong, Jacksonville, Ivory Park, Santa Centre, Phomolong and Diamond Park. Of all these ervens, almost 3 000 of these sites formalized, and installed with services whilst some have been developed and/or installed with electricity at this stage. These will include areas such as Diamond Park, Promise Land and Transit Camp, whilst Jacksonville, Ivory Park and Snake Park.

To this end, I was shocked to see in the Adverts Section of DFA of the 28th of May, where an individual or company has advertised that they are **buying RDP houses for cash**. This explains the housing crisis and ever-increasing backlogs despite the number of houses delivered by this government since 1994. We need to conduct awareness campaigns and educate our people on the implications of selling an RDP House and the poverty the seller is actually placing upon self in this regard. The Finance Department must be on the alert when property sales and transfers take place especially of RDP Houses.

We are purposely mentioning these statistics Honorable Councillors to remind ourselves that we did it, and we can still do it. We should not be intimidated by the protests and unrests that we had seen in the recent weeks and months, but remain dedicated and committed to the cause of improving the lives of the people. As we celebrate the centenary year of Mandela and Sisulu, I am certain that we are making them proud as a municipality wherever they are.

The economic conditions as we are experiencing them requires belt-tightening. The households are struggling to make ends meet, and business sales are dropping. On the other side, there is positivity about South Africa, more and more people are

changing their perceptions about our country, investor confidence is improving, and the President is lobbying for more foreign direct investment into the country. The growth potential of this country is on solar and technology and we cannot miss out on these opportunities as a city.

For those who made time and listened or analyzed the State of the Nation Address, you would have realized the commitments that this government has made. We have analyzed the speech and aligned it with the objectives as contained in the IDP and the IDP Review, and indeed the new dawn has arrived and we expect better and a responsive state to the needs of the people. We have attached an interpretation of this new dawn as an annexure to this speech for your indulgence.

Just to mention but a few from the State of the Nation Address, as Sol Plaatje Municipality, we are committed to ethical governance, eradication of corruption, restoration of public trust and confidence and the provision of quality services in a sustainable manner. It is my observation that indeed, the public has restored their trust towards us, they acknowledge the hard work and the progress we have made as a municipality, they appreciate the stability in management and political leadership. Indeed, we serve.

We could not have achieved this if we did not emphasise on the employment of skilled labour who are diligent and efficient. We have developed and adopted policies in this Council, the whistle blowers and fraud prevention policies, the risk management policies and adopted the financial misconduct regulations. This has created a platform or an avenue for all of us to do what is right.

We want to build a strong city with reliable infrastructure that can attract investments for growth and development. We are considering the extension of the urban edge past the MacDoughall to beyond R31 up to Platfontein, extend Ivory Park by a further 2 500 ervens forming Lethabo Park (Ivory Park Extension), Fluffy Park Mathibe, Riemvasmaak and Ritchie, as well as many other infill areas within the vicinity of Galeshewe.

We had further observed that people are not unreasonable in their demands, they need tenure of land, land for self-sustenance, people need access to services, importantly, water, sanitation and electricity being key.

Our youth remains unemployed and more internships and in-service training opportunities are required to provide the experience to young graduates. However, it remains a concern that most of people staying in the informal settlement areas are youth, and these born before 1976, whilst at the same time we have senior citizens who remained backyard dwellers in No.2 and across Galeshewe and Roodepan. These senior citizens must be prioritized as we improve the housing needs register of the municipality. We need to care for the senior citizen, it is a blessing, and also ensure that we create opportunities for our youth and entrepreneurs.

On the matter of entrepreneurs, it has been an outcry of small and medium enterprises in our locality of the deprived opportunities in the procurement system of the municipality. Supported by the Preferential Procurement Policy Framework Regulations of 2017, this municipality has been setting aside tenders and quotations for designated groups to remove unfair competition between various companies in different stages of growth and development.

We have also noted weaknesses and complexities of tendering and I since instructed management to develop an SMME Support Strategy and create a Tender Advisory Centre where SMME's will be assisted, not with pricing of goods and service but more tender compliance, completion of forms, municipal accounts, registration on CSD and referrals for project funding and business development. We are not compromising on 30% subcontracting where practical and preference will be given to designated groups as per the regulations.

There are robust discussions taking place with potential partners in SMME Support and we will divulge this information when time is opportune.

It should be our LED Key Objective to have local companies who have various CIDB grades for civil and engineering works in roads and storm water, electricity, water and sanitation as these are mainly the projects we implement as a municipality. To ensure that the local SMME achieve these required grades and better equip them for future tendering, subcontracting is the only way to go with skills transfer, business development and capacity building of the entrepreneurs and prepare them to compete economically with the well established businesses, as yardsticks to measure the impact of subcontracting in small and businesses owned and managed by

designated groups. This is the only way to radically transform this economy, create jobs and support lives of people and families.

Honorable Councillors, capital grants gazette amount to R282 795 000 **(two hundred and eight two million seven hundred and ninety-five thousand)** for 2018/19, R226 036 000 **(two hundred and twenty-six million and thirty-six thousand)** for 2019/20 and R76 657 000.00 **(seventy-six million six hundred and fifty-seven thousand)** for 2020/21. The sudden reduction in capital grants in 2020/21 is as a result of the ending of the NDPG allocated towards the upgrade of storm water systems. This project is set to complete in the 2019/20 financial year.

The MIG funding included in the capital grants earmarked for the Lerato Park water and sanitation linking services. About R9 million of MIG will be used to continue with the upgrade of gravel roads in Galeshewe, Roodepan and Ritchie.

Our major challenge is the resealing of roads in the next 3 to 5 years. Our capital replacement reserve is over committed in this MTREF. We are ploughing a seed wherever we go, lobbying for funds for the upgrade of roads.

We are excited with the commitment of National Treasury to lead us to the right doors including SANRAL in raising the state of the roads sharply with them and see what will come out of these discussions. Our argument in the past has been that, you can dodge a pothole, but in the absence of quality and safe water, sufficient effluent treatment capacity, and adequate capacity of electricity supply, the vision of a growing city was impossible. Now that these had been resolved, the state of roads and the condition cannot be left unattended.

The municipality has received Integrated Electrification Programme funding which will be utilized to electrify the following areas, Snake Park, Platfontein, Kutlwanong, Santa Centre, Ramorwa and Fluffy Park/ Mathibe. The outer year's budget has not been split into projects but amounts of R19,2 million and R16 million has been gazette for 2019/20 and 2020/21 respectively.

Part of the INEP funds bulk infrastructure upgrade with the detachment of Carters Glen from Hadison Park has started with the procurement of transformer already in progress and the installation, detachment and commission planned to take place as Phase 2

of the project in 2018/19 financial year. The electrification of Ivory Park is almost complete, we will be switching on the lights tomorrow, the 31st of May 2018. This is one of many projects that we committed and delivered on as this council. It was not easy, but we made it.

Honourable Speaker and Councillors, the theme of the centenary celebrations of the lives and times of Tata Nelson Mandela and Mama Albertina Sisulu is "action against poverty", it is our commitment and conviction that the capital projects implementation be labour based, of high quality and standard, delivered within budget and time frames. The capital plan budget for 2018/19 is approximately R314 million. Our flagship project, the upgrade of storm water has currently employed 36 local general workforce. The project at full implementation will hire 60 local workforce and 8 Engineers specializing laying of pipes.

The Thlageng Dam will be receiving attention and an amount as part of the upgrade of storm water project. An amount of R20 million is appropriated in this regard.

We have recently launched the upgrade and refurbishment of Gogga Pump at an amount of approximately R30 million. The project will also create job opportunities for the local people thus contributing to the EPWP full-time equivalent spent on job creation project.

COGHSTA has confirmed a total budget of almost R90 million for projects in our area. These projects include the construction of 32 top structures for Lerato Park Military Veterans, connection of 870 households to water and sanitation at Snake Park, upgrade of storm water in Lerato Park and the construction of 376 CRU's at R40 million.

We have received the incentive grant on energy saving projects, with R6 million for 2017/18 and about R12 million allocated for the outer two years. This budget will be utilized to install energy saving electricity bulbs in Galeshewe and other projects will be identified during the course of the year. We also need to look at reducing the municipal bill for electricity, and the Civic Centre can be converted into a green building. This is possible. Whilst on energy, Honorable Councilors, part of electricity costs is the cost of streetlights. Streetlights cost this municipality R21 million including the cost of energy and maintenance and this is part of electricity tariffs and rates. This bill can easily be reduced by being smart and going green.

Honourable Councillors, there are slight changes in the IDP Review, being the elaboration of the LED content and context as well as the Social Labour Plans from Kimberley Ekapa Mining Joint Venture (these will be presented in the LED Committee for perusal and oversight). There are no changes in the Budget as tabled, as well as proposed tariff increases. However, a new electricity tariff structure will be introduced which splits energy from fixed costs.

A basic charge of R260 per month for residential and small commercial will be introduced with effect from 1 July 2018, and this will be paid at a daily rate of R8,50 and shall be recovered at the next purchase of prepaid electricity in arrears. That means for the number of days from 1 July 2018, a basic charge will be determined and thereafter from the date of last purchase, up to the end of the month. The basic charge must be fully paid by end of the month. All this will yield the required revenue from sale of electricity of R727 992 000.00 **(seven hundred and twenty-seven million, nine hundred and ninety-two thousand, see Table A4 of the budget book).**

The tariffs applied for at NERSA are as recommended in the guideline memorandum issued by the Regulator for IBT. This will enable those who compare energy charges to do so more accurately and fairly.

The Budget has been assessed by National Treasury and has been found to be credible, relevant and funded with risks of cash flow sustainability in 2019/20 if losses reduction, efficiencies and collections are not improving accordingly.

To this end, we are attending to this from three angles, loss reduction, revenue enhancement and cost containment. There are quick win projects identified in all the three angles, the utility services committee will be engaging with management in this regard. We are going to close any loopholes in processes if there are any, we will strengthen our relationship with COGHSTA on low cost housing developments, especially with regards to the subsidy beneficiary and the occupant of the property.

Through the MSIG incentive grant, we will be collaborating with CoGTA on revenue enhancement projects with urgent project being the analysis of layout plans as approved by Surveyor General for the whole of Greater No.2 and the Bloemanda Area where erf numbers are transposed but not distorting the billing and revenue generation capability, but more to do with title deeds and related. We are busy with

the meter replacement projects of water and electricity as usual and with the verification of indigent households benefitting from free basic services. We are doing this to ensure that non-indigent households pay their bills and that those that are indigent must be supported appropriately through the social package as offered by the municipality.

We have noted the presence of NERSA in the past week as they embarked on electricity consumer education. We must use these avenues to educate our communities. The reality is that there is lot of electricity wastage in our households that we are not aware of, and once educated, we can actually reduce the bill drastically. The presentation is available on request from the office of the CFO and the City Electrical Engineer.

As I go towards closing this state of the city address, let me present the proposed tariffs increases as follows, and are hereby submitted for approval:

Rates and taxes **6%**

Water **5,90%**

Sanitation **5,95%**

Refuse removal **6%**

Electricity **5,95%**, this increase is below the recommended tariff of 6,84% by NERSA. We are awaiting the outcomes of the application and the NERSA approval is the final approval of tariff increases to be effected from 1 July 2018.

Budget Policies have been revised and are tabled for approval as per the Council resolution.

In the 2018/19 Financial year, our focal point as this council would be as follows

- short and long term financial sustainability
- city cleaning and the roll out of EPWP
- refuse collection in informal and formalized areas
- the upgrade and resale of sites for GAP Market and fast track housing development for GAP Market

- Upgrade of informal settlements, allocation of sites to qualifying beneficiaries and installation of electricity, water and sanitation
- Finalization of the organizational review and tabling to council the ideal structure aimed at service delivery and efficiencies
- Supporting our SMME's
- Sustain Political and Administrative Stability
- Community Support Programmes
- Benchmark and peer review to further improve and perform better.
- Explore funding options for roads resealing and upgrades
- Staff performance and staff morale

Honourable Speaker and Councillors, we have Received a report from Ratings Afrika on Financial Sustainability of SA Municipalities in 2017. We were humbled to learn that Sol Plaatje is the most sustainable municipality in the province as well as that it is in the top 10 most sustainable municipalities in the country, actually, number 3 to be exact. We have also acknowledged the report of the Auditor General for the 2017 Audits and all the issues raised in his consolidated municipal audit outcomes. Sol Plaatje received an unqualified audit opinion and we are working hard to resolve the matters emphasized in the report for us to achieve a clean audit.

Before I close Honourable Councillors, Sol Plaatje has been selected by CoGTA to participate in the implementation of the Integrated Urban Development Framework for intermediate cities. The point of departure of this framework is that 63% of South Africans live in urban areas, and that by 2030, 71% of South Africans will be living in urban areas, and that by 2050, 8 out of 10 people will be living in urban areas. This, of course, will increase the demand for basic services and bulk infrastructure. The IUDF will assist in the alignment of private sector and government investment around common spatial vision and long term spatial planning.

To this end, CoGTA has committed through the Intermediate City Municipality Support Programme, to place this municipality as one of the municipalities supported. A meeting is planned in June where National Treasury and CoGTA will be visiting us to explain more about the support programme.

I want to say to administration, let this opportunity address our challenges, and not be a theory of some other municipality to be tried here. We must be creative, engage broadly and ensure that we benefit as a municipality and the community of Sol Plaatje. We expect you to take us in confidence as you engage and provide continuous feedback through the SPELUM and IDP, Budget and PM Committees of the Municipality.

I therefore present the IDP Review 2017/18, the Annual Budget for 2018/19 MTREF, the proposed tariffs increase and the Budget Policies as per item 2 and 3 of the agenda.

I would like to thank the staff in my office, the office of the Municipal Manager and his team and all Councillors who made this occasion a success. Moving towards a leading and a modern city. Sol Plaatje Municipality, We Serve.

Thank you.

Presented by:

Ald. O.M. Matika

Executive Mayor

Sol Plaatje Local Municipality

Date: 30 May 2018

b) Council Resolutions

ITEM NUMBER

Tabling of the Annual Budget for 2018/19 MTREF

Ald O Matika

30 May 2018

Purpose

The purpose of this item is to submit the Annual Budget of the Sol Plaatje Local Municipality for the financial year 2018/19 and indicative allocations for the two projected outer years 2019/20 and 2020/21, 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. 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. Various meetings were scheduled and conducted. All areas were visited according to the schedule. Public inputs received supported the budget, the policies, and the proposed tariff increases.

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

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

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

It is against this background that the Annual Budget for the 2018/19 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 with the Municipal Manager, and within the budget constraints.

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

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, an official report will follow and will be presented to the IDP, Budget and Performance Management Committee of Council, and ultimately, the Executive Mayor will submit the report to Council.

Consultation

The Budget Steering Committee as Chaired by the Executive Mayor – Ald O Matika

Municipal Manager – Mr GH Akharwaray

Chief Financial Officer – Mrs ZL Mahloko

Contact Person

Mrs ZL Mahloko

Chief Financial Officer

Contact number: 053-8306500

The Annual Budget is tabled by the Executive Mayor, Ald O Matika.

RECOMMENDATION:

1. That Council **approves** the Annual Budget for the 2018/19 MTREF as presented in terms of the following annexures highlighted herein.
2. That in terms of section 16 of the Municipal Finance Management Act, 56 of 2003, Council **approves** the Annual Budget of the municipality for the financial year 2018/19; and indicative allocations for the two projected outer years 2019/20 and 2020/21, and the multi-year single year capital appropriations as set out in the Annual Budget in the following tables:
3.
 - 3.1 Budgeted financial performance by revenue source and expenditure by type as presented in Table A1 – Summary and Table A4 - Detailed
 - 3.2 Budgeted Financial Performance (revenue and expenditure by Standard classification) Annexure/Section 1 – Table A2;
 - 3.3 Budgeted Financial Performance (revenue and expenditure by municipal vote) Annexure/Section 1 - Table A3;
 - 3.4 Multi-year and single year capital appropriations by municipal vote and Standard classification and associated funding by source. Annexure/Section 1 - Table A5.
4. 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:
 - 4.1 Budgeted Financial Position: Annexure/Section 1 – Table A6;
 - 4.2 Budgeted Cash Flow: Annexure/Section 1 – Table A7;
 - 4.3 Cash backed reserves and accumulated surplus reconciliation: Annexure/Section 1 – Table A8;
 - 4.4 Asset Management: Annexure/Section 1 – Table A9; and
 - 4.5 Basic service delivery measurement: Annexure/Section 1 –Table A10.
5. That Council **approves** the Budget Supporting tables as presented in Section 1 of the book from table SA1 to Table SA36.
6. 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.
7. That Council **approves** the final Service Delivery and Budget Implementation Plan for 2018/19 as per Annexure/Section 5 of the Annual Budget

8. 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 2018 are **approved** for the budget year 2018/19, the effective date of these policies is 1 July 2018, and may be amended during the year.
9. That the Basic Services Indigent Packages as set out in Annexure/Section 1 and the Executive summary, is **approved**.
10. That Council takes notes that compliance with m-SCOA regulations is effective from 1 July 2017, as a pilot site version 6.1 was adopted and is fully operational and that as m-SCOA version 6.2 has been adopted and will be fully operational from 1 July 2018.

Prepared by:

Initials and Surname: ZL Mahloko (Chief Financial Officer)

Signature_____

Date: _____

Approved by:

Executive Mayor: Ald O Matika

Signature:_____

Date:_____

PART 1

ANNUAL BUDGET

1.1 THE EXECUTIVE SUMMARY

1.1.1 Introduction

Perseverance prevails. Reflecting years back when the outsiders yet relevant stakeholders wrote off the municipality as it was deemed dysfunctional and dismal, we have made many proud, our community proud, our government proud, the staff is proud, confidence levels are increasing daily, and the ruling and the leading party in the Council chambers is proud and the opposition parties are as proud to be part of this progressive, functional, municipality with the credible leadership at helm. We are confident that we are driving the mandate of ensuring better life for all and improved access levels to municipal services very well and successfully. We are indeed moving towards a being a leading and a modern city.

Our IDP for 2017 to 2022, is focusing on network reticulation, access to land tenure, certainty and quality of services and improving lives of the people. In the same breadth, we had realised that we lacked strategic documents that should be assisting in selecting service delivery choices and infrastructure investments, the process of developing these is well ahead. This process culminates with the public participation process for public endorsement and approval by council.

In the most recent weeks, statistics about the Gross Domestic Product were issued. It is encouraging to see that the projections are estimated higher than the actuals of 2017, which averaged 0,8% and 2018 growth is projected at 1,1%. The World Bank said that the mini-recovery is expected to solidify in 2018 as improving business sentiments supports a modest rise in investment¹.

Investment in water services remains the focal point of the 2018/19 Medium Term Revenue and Expenditure Framework. The Ritchie Bulk Augmentation Project will be commissioned during this MTREF, the Ritchie Purification and Plant with the High Lift Pumps being installed will also be commissioned, Homevale Waste Water Treatment Plant will also be commissioned too. This is a flagship project, and the municipality spent almost R400 000 000.00 over 4 years of construction and development of the plant.

With the flash floods as a result of cloud bursts becoming common, resulting in mass destruction of much worked for family investments in the form of houses and house contents due to flooding caused by poor storm water management system, the Neighbourhood and

¹ Fin24 Wednesday 10 January 2018

partnership grant came handy, as the project has now progressed to Phase Two with the total budget for this phase of R173 million, with R20 million set aside for the upgrade of Thlageng Dam. Whilst on this point, the other opinion is to consider diverting about 60% of city's storm water away from the dam by constructing storm water channels to the eastern side, east-western side and southern side, and northerly side to dispose off the water to open areas with no possibility of creating other disasters of similar nature in future.

The triple challenges of inequality, poverty and unemployment remain the biggest challenge in the country and in Sol Plaatje in particular. If the President of the Country is not sleeping, thinking about how the most wanted jobs can be created, we should not be sleeping too, youth unemployment is busy killing the progress of our city, our communities and our people. Whilst youth is expected to be actively involved at school or at work, they are now leading community unrests, protests, and highly involved in drug abuse and crime, this cannot continue to happen without intervention.

The most recent PPPFA Regulations of 2017 allows municipalities to set aside some tenders and quotes for designated groups. We will push this notion, and put it as standard condition sub-contracting of local business and business owned and managed by designated groups, for local empowerment, local business development and building local business capacity.

The troubled economy has yielded lower than projected collection rate for the past two years, with 2016/17 having generated a deficit on cash flow operational activity, we have adopted an approach that says "we will collect municipal revenue no matter what it takes", for the sustainability of municipality, thus enabling the municipality to render municipal services and avoid city black-out as a result of Eskom suspending supply due to non-payment. Call your neighbour and ask them, "are you up to date with your municipal account, it is important, it will make you happy, and the city progressive". However, we shall protect indigents at whatever expense within the prescripts of the law, the municipal policies and survival principle.

We are mindful of the fact that we must watch the rising costs of administration, as salary increases, productivity must increase, enthusiasm must increase, find ways to reward extra-mile, extra-ordinary and excellency and punish mediocrity and poor performance through consequence management.

We are mindful of middle income earners and affordability issues, but we are also glad that the lower income group is shrinking whilst the middle income is increasing, more land is required to provide land tenure for the gap market, generating life-time revenue streams for the municipality with improved prospects of demand and payment for municipal services.

Roads are as critical; it is what investors see as they prospect business opportunities. We did well in the past in the upgrade of city roads, focus now is back to the township, be it the township of Roodepan, or the township of Roylden, our eyes and plans are there.

We have been conservative in tariff hikes for 2018/19 MTREF, inflation aligned increases are recommended. This notwithstanding the fact that the costs of production and services will increase as a result of increase in VAT, cost containment without compromising quality of service will be adopted. The average tariff increase in tariffs is 5.9% for 2018/19.

1.1.2 Political overview

Change is the only constant that is inevitable. Many people procrastinate most of the time, not realising that taking that big step may be the best choice ever made. This has been evident in South Africa, whilst many thought we are on a growth and development path, the writing was on the wall, we were nose-down and the pace was accelerating every day.

Leadership and stability are critical attributes used to assess whether it is even worthwhile to consider any prospects in the country. For the first time in a long time, we had the state of the nation address (SONA), welcomed by all political parties in parliament, that civil society at large commented positively, and that parliament maintained its decorum. There was dignity in parliament and for once, common ground has been found, that all political parties have to focus on the expectations of the public in general, improving their lives, create jobs, and govern well.

Rand appreciation, business and consumer confidence is improving, and civil society has trust and confidence that corruption will be dealt with decisively and those found on the wrong side of the law, will account and be answerable to the relevant authorities.

Poverty, joblessness, landlessness and inequality are key issues that are focussed on politically, accessibility, on the ground visibility of politicians, consultative approach and including the electorate in decision-making are one the powerful things that this administration is harping on. People are not just an electorate during elections times, they are people always, and more than voting, what is key for them is service delivery and access to opportunities. This lead to migration and increasing housing needs, putting pressure on government to deliver services.

We cannot shy away from the fact that national fiscus is under pressure, with growing government expenditure and increasing government debt to finance budget deficit, South Africa is experiencing a new dawn. With President Cyril Ramaphosa, viewed by the market as

a more investor friendly candidate, was elected the new leader of the ANC on 18 December at the ruling party's five-yearly national conference, the rand rapidly appreciated from R13.44 per US dollar to R12.37 by year-end. Domestic financial markets concomitantly ended 2017 on a positive note, despite a slew of relatively pessimistic news through the course of the fourth quarter. That left the domestic equity market (as measured by the JSE Alsi) about 20% up in 2017.

We have seen the Department of Priority Crimes also acting swiftly against the Gupta Brother and the related deals, resignation have been announced. Though these can be hectic and may cause shock in the system, the medium to long term benefits are more crucial for the investor confidence, growth and development of the country and the prosperity of the people.

Nevertheless, domestic economic growth remained weak over the course of 2017, but accelerated somewhat - by 2.0% on a seasonally adjusted and annualised basis, in the third quarter of 2017. That can mainly be attributed to a significant 44.2% quarterly increase in gross value added by the agriculture, forestry and fishing sector - the biggest increase in 21 years. Growth was also positive in the mining and manufacturing sectors. However, gross value added by the construction sector declined for a third straight quarter, falling by 1.1%, while the trade, catering and accommodation sector also contracted during the third quarter. That left the estimated full-year economic growth outcome below 1%.

On the inflation front, price pressure continued to moderate. Stats SA reported that CPI inflation moderated to 4.7% y-o-y in 2017 Q4, down slightly from an average of 4.8% recorded in 2017Q3. The annual rise in consumer inflation is likely to remain around the midpoint (4.5%) of the SARB's inflation target during the early months of 2018.

In terms of the downside, top of mind is to prevent a local currency (LC) credit rating downgrade when Moody's concludes their 90-day review period in early March. The tabling of the 2018 Budget on 21 February could go some way to determine the outcome of the Moody's review. Treasury has a major challenge to square revenue shortfalls and populist demands on expenditure, including free higher education. It is also imperative that Eskom is again able to access near-term funding in the private capital markets

Government choices will be seen as different Ministers will table their departmental budgets.

1.1.3 m-SCOA Implementation

the municipal standard chart of accounts or mSCOA was developed by National Treasury to standardise financial reporting and related information across all municipalities in the country. The Minister of Finance subsequently gazetted the Municipal Regulations on Standard Chart of accounts on the 22 April 2014. These regulations provided for full compliance with the standard chart of accounts classification framework and became effective on 1 July 2017.

The municipality was nominated to pilot the mSCOA classification in 2015. As a pilot municipality, we implemented mSCOA on 1 July 2016. Therefore, the budget for 2016/17 was prepared in line with mSCOA version 5.8 available at the time, which was later upgraded to version 6.

The Implementation of the national SCOA establishes a uniform standard and form for all municipalities, that is, the items within their books of account. This will result in unvarying treatment of these basic items for purposes of definition, planning (budgeting), accounting, reporting, etc. throughout the country. The detailed mSCOA requirements and classification are contained in spreadsheets issued by NT and are also referred to as the mSCOA grid. This grid contains the classification framework for the seven mSCOA segments of Item, Projects, Funding, Function, Standard Classification and Costing. The National Treasury Technical Committee issues regular updates to this grid, with version management, to accommodate requests from municipalities and other regulatory stakeholders.

The 2018/19 MTREF was drafted with version 6.2 of mSCOA. The outstanding position papers and the Project Summary Document (PSD) remained a challenge in ensuring correct interpretation in applying the correct GUIDs. This was particularly evident in the following areas:

- Project Segment, the Maintenance – The municipality has adopted and documented a best-fit approach for reporting on Maintenance within the Project segment. This approach could result in challenges during the alignment of budget to actuals and may need to be revisited in the future. Clarification in the awaited PSD in this regard will drive the way forward.
- Item Segment of Loans and Investments – The municipality has adopted and documented a best-fit approach for reporting on Loans and Investments within the Item Segment and will not report per Institution/Product.

- Subsidies/Rebates/Revenue Forgone – The municipality has applied assumptions in determining the reporting on Subsidies, Rebates and Revenue Foregone within the Item Segment. Confirmation of the municipality's interpretation in whether its approach was correct will be confirmed once the PSD becomes available.
- Balance Sheet Planning/Budgeting The municipality applied an approach best suited to our current interpretation of the Balance Sheet Budgeting requirements. However, at the mSCOA Workshop held in Cape Town on 9 – 10 March 2017, NT advised that within the Item Segment for Balance Sheet Budgeting, planning/budgeting may be required on the relevant movement levels within the mSCOA Item chart. This is new information as it was previously envisaged that Balance Sheet Budgeting would be required on a closing balance level only. A position paper on this is awaited to confirm the exact requirements for balance sheet budgeting.

NT MFMA Circular No 91, dated 07 March 2018, proposed that municipalities disclose audited and current years' (2016/17) information using version 2.8 of the A1 schedule. Annexure A to this document complies to this proposal. The circular further proposed that version 6.2 of the A1 schedule be used for the 2018/19 MTREF. The ensuing tables are in compliance thereto.

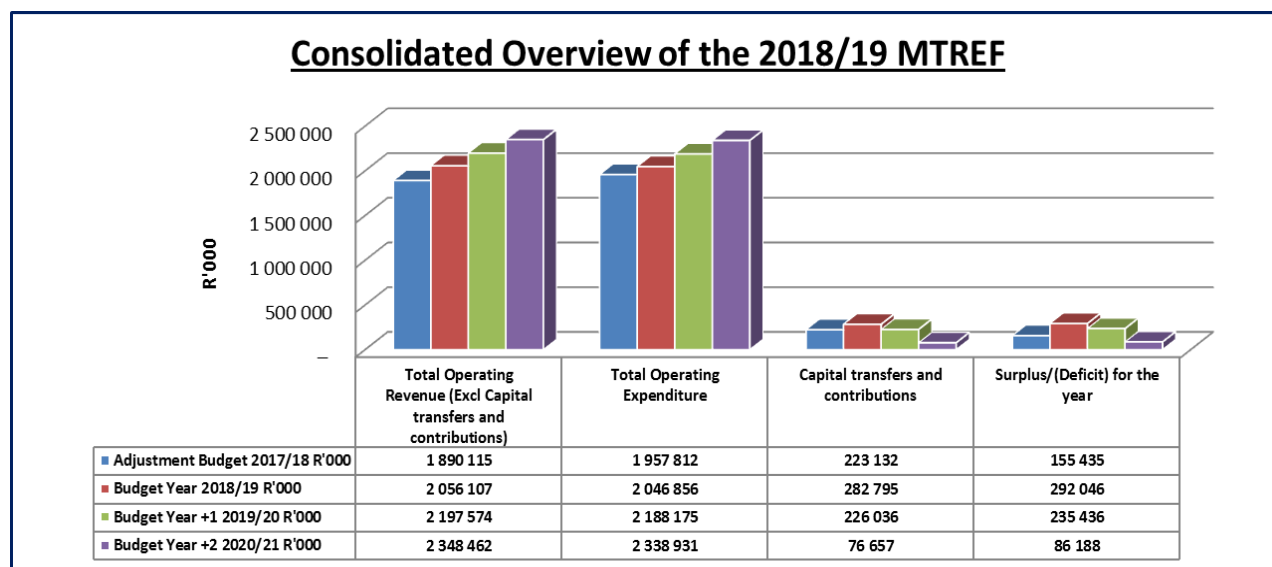
1.1.4 Budget Overview

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

Consolidated Overview of the 2017/18 MTREF	Adjustment Budget 2017/18 R'000	2017/18 Medium Term Revenue & Expenditure Framework			
		Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Total over the MTREF
		R'000	R'000	R'000	R'000
Total Operating Revenue (Excl Capital transfers and contributions)	1 890 115	2 056 107	2 197 574	2 348 462	6 602 143
Total Operating Expenditure	1 957 812	2 046 856	2 188 175	2 338 931	6 573 961
Operating Surplus	(67 697)	9 251	9 399	9 531	28 181
Capital transfers and contributions	223 132	282 795	226 036	76 657	585 489
Surplus/(Deficit) for the year	155 435	292 046	235 436	86 188	613 670
Total Capital expenditure	313 941	333 241	276 236	129 917	739 395

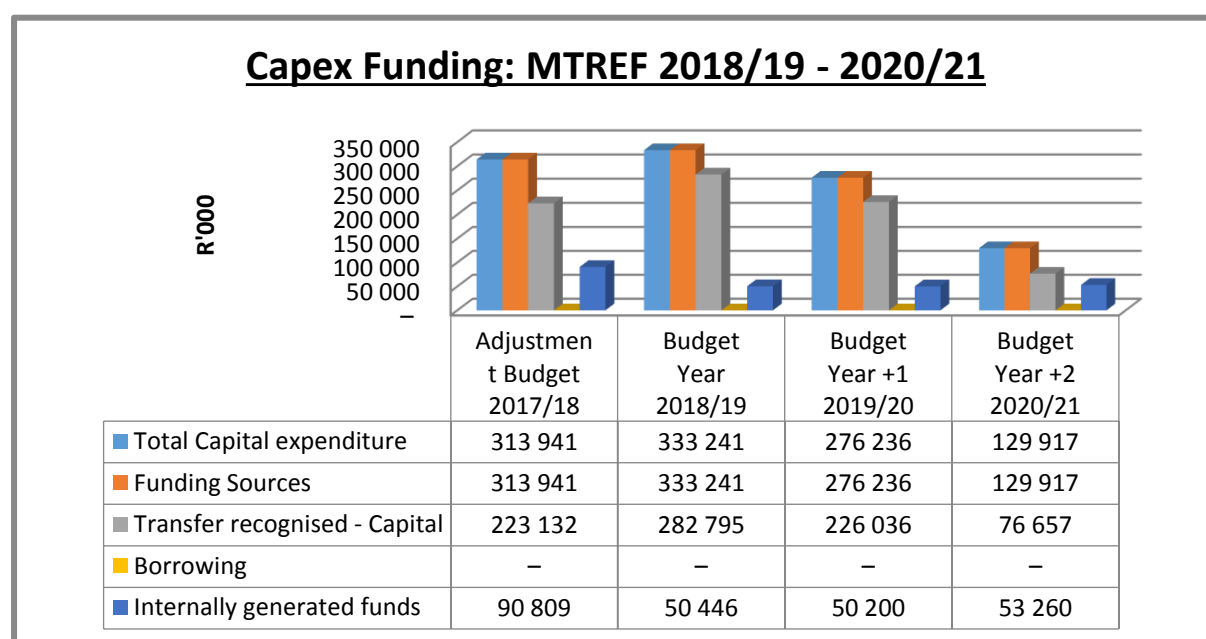
The municipality generates revenue from the levying of rates on land and development other than land and development held in the name of the municipality, as well as service charges from metred and un-metred services provided by the municipality. The municipality has adopted a consolidated billing and prioritises the settlement/payment of all un-metred services prior to water and electricity when payments are received.

The municipality adopted a new staff establishment which serves as a reference document to determine employee costs, existence of a position as well as estimated vacancy rate of the municipality. There are no outsourced services, however, specialised skills are sourced whenever needed and all these appointments are time-bound or project based, and do not result in any post-employment benefits.



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

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



There is no significant increase in overall revenue as the totals are increasing from R1, 890 billion (adjusted budget 2017/18) to R2,056 billion (2018/19), thus a 1,9% year on year increase.

The expenditure is estimated at R2,046 billion in 2018/19. After having considered all the factors, the budget for 2018/19 MTREF shall generate surpluses, though very limited in amounts. However, the budget remains funded for the duration of the MTREF.

Capital grants and subsidies recognised are all conditional grants gazetted as per the Division of Revenue Act 2018. The municipality has noted changes in the DoRA where grants have moved from Schedule 6 to Schedule 5, thus making it easy for the municipality to plan its capital budget.

1.2 THE OPERATING EXPENDITURE FRAMEWORK

The total operating expenditure budget amounts to R2 056 846 000.00 for 2018/19 financial year. The operating expenditure budget is presented by type, by vote and by GFS classification as per Schedule A, attached as an annexure to this report, See table A1, A2, A3 and A4. The major operational expenditure budget allocations include:

Employee related costs equates to 35% of the total operating budget. This amounts to R716 562 000.00. The 2018/19 cost of living increase as per SALGBC wage agreement of 7% was used when calculating the total employee costs. This provision includes additional allowances and benefits as per council procedures in this regard. These include the upper limit gazette for remuneration of councillors, municipal managers and managers reporting directly to the Municipal Manager.

Bulk purchases of water and electricity with the total budget of R552 500 000.00. The estimates were based on the current demand and the projected growth in demand, and have taken into account the guidelines for price increases as informed by NERSA and Department of Water and Sanitation. Costs of bulk is 27% of operating expenditure budget.

Finance charges consists of repayment of interest on long term borrowing (cost of capital). The amount budgeted for 2018/19 is R25 799 000.00, equivalent to 1,26% of the total operating expenditure budget.

Contracted services allocation is R50 901 000.00 which includes repairs and maintenance provisions and budgetary alignments as per mSCOA classification. This budget includes

additional enhancements which were allocated to various directorates during the budget interactions internally.

1.3 OPERATING REVENUE FRAMEWORK

The municipality generates revenue from exchange and non-exchange transactions.

Exchange transactions are instances where there is a transaction concluded at arms-length based on measured consumption as well as a result of existing service agreements.

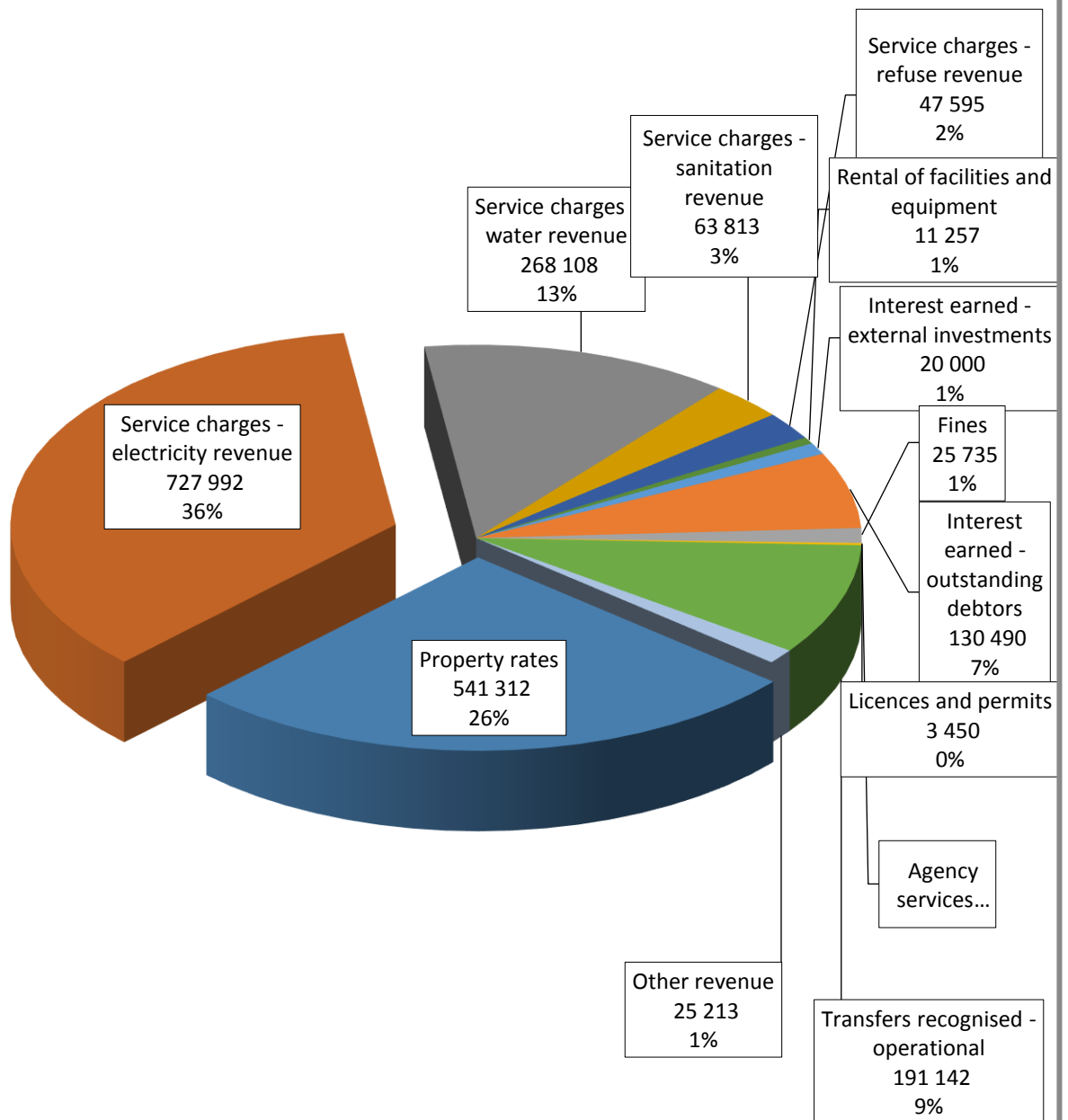
Revenue from non-exchange transactions is revenue derived from taxes as well as grants and subsidies received. Revenue from exchange and non-exchange transactions are an indicator of the source of that revenue.

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

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

The pie-chart below represent the percentage weighting of each revenue source against the total revenue estimated for the financial years 2018/19, 2019/20 and 2020/21.

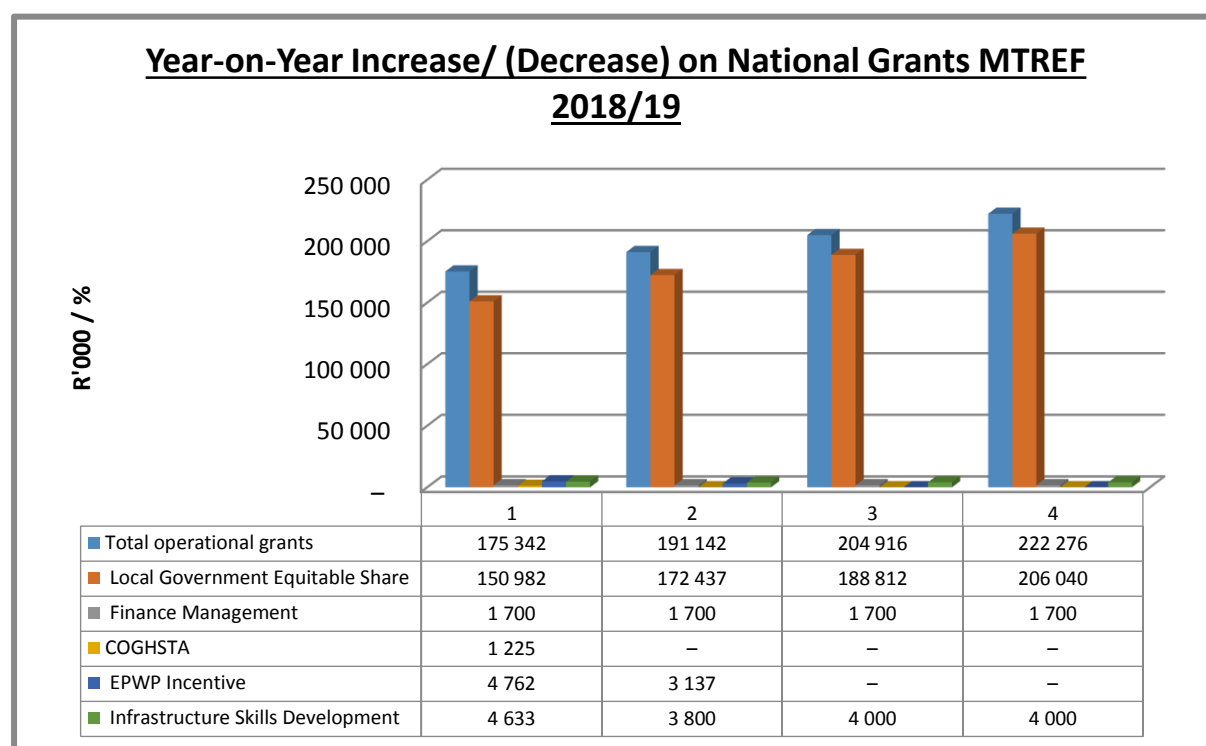
Revenue per Source: Budget Year 2018/19



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

Grants and subsidies made comprises of equitable share in the amount of R170,437 million for 2018/19, R188,812 million for 2019/20 and R206,040 million for 2020/21. Other minor grants and subsidies received are as follows:

Description	2017/18	2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year	Budget Year +1	Budget Year +2
Total operational grants	175 342	191 142	204 916	222 276
Local Government Equitable Share	150 982	172 437	188 812	206 040
Finance Management	1 700	1 700	1 700	1 700
COGHSTA	1 225	–	–	–
EPWP Incentive	4 762	3 137	–	–
Infrastructure Skills Development	4 633	3 800	4 000	4 000
Library	7 000	7 800	8 000	8 000
MIG - Operational	2 214	2 268	2 404	2 536
Frances Baard District Municipality	2 826	–	–	–



1.4 CAPITAL EXPENDITURE FRAMEWORK

The capital budget for 2018/19 is R333 241 000.00 funded as per the table below. Capital grants and donations make up 85% of the total funding sources, and own funds contributes 15%. The figures percentages are distorted as a result of higher than normal grant allocation

of NDP totalling R425 million over 4-year period, dedicated to the storm water upgrade in Sol Plaatje municipal area, with special emphasis in Galeshewe.

NC091 Sol Plaatje - Table A1 Budget Summary							
Description	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousands							
Capital expenditure & funds sources							
Capital expenditure	232 066	313 941	313 941	-	333 241	276 236	129 917
Transfers recognised - capital	159 589	223 132	223 132	-	282 795	226 036	76 657
Public contributions & donations	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-
Internally generated funds	72 476	90 809	90 809	-	50 446	50 200	53 260
Total sources of capital funds	232 066	313 941	313 941	-	333 241	276 236	129 917

The municipality received a presentation from National Treasury during the mid-term visit on the proposed changes regarding the allocation of MIG, the ISDG, UNSP etc. this has been seen as an opportunity to review the current city development process and adopt a more consolidating planning mechanisms such as Built Environment Performance Planning. This will give rise to identification of catalytic projects with much bigger impact in addressing backlogs and providing services at a large scale.

1.5 OPERATING REVENUE

The municipality generates income from various sources such as exchange and non-exchange transactions. Revenue from exchange transactions is generated mainly from trading services. The municipality has adopted a consolidated billing system for both exchange and non-exchange transactions for municipal services. Billing therefore is done systematically based on fixed monthly tariffs for services as well as consumption based billing for metered services.

1.5.1 Revenue by Source

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

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)								
Description	Ref	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1							
Revenue By Source								
Property rates	2	511 595	511 595	511 595	–	541 312	594 270	647 557
Service charges - electricity revenue	2	711 106	671 106	671 106	–	727 992	781 007	836 336
Service charges - water revenue	2	264 046	254 046	254 046	–	268 108	287 936	308 510
Service charges - sanitation revenue	2	59 482	60 582	60 582	–	63 813	67 631	71 910
Service charges - refuse revenue	2	44 309	44 309	44 309	–	47 595	50 579	54 328
Service charges - other								
Rental of facilities and equipment		11 115	11 115	11 115		11 257	11 935	12 594
Interest earned - external investments		20 000	20 000	20 000		20 000	21 000	22 000
Interest earned - outstanding debtors		97 629	97 629	97 629		130 490	122 403	113 855
Dividends received								
Fines, penalties and forfeits		22 430	15 430	15 430		25 735	25 617	27 143
Licences and permits		2 905	2 905	2 905		3 450	3 623	3 822
Agency services		–	4 000	4 000		–	–	–
Transfers and subsidies		173 256	175 342	175 342		191 142	204 916	222 276
Other revenue	2	26 855	22 055	22 055	–	25 213	26 657	28 129
Gains on disposal of PPE		–	–	–				
Total Revenue (excluding capital transfers and contributions)		1 944 729	1 890 115	1 890 115	–	2 056 107	2 197 574	2 348 462
Expenditure By Type								
Employee related costs	2	679 381	679 381	679 381	–	716 652	760 562	804 849
Remuneration of councillors		27 675	27 675	27 675		29 335	31 242	33 117
Debt impairment	3	203 000	203 000	203 000		227 000	248 650	270 525
Depreciation & asset impairment	2	67 510	67 510	67 510	–	69 250	74 303	79 094
Finance charges		26 812	26 812	26 812		25 799	24 663	23 545
Bulk purchases	2	524 000	524 000	524 000	–	552 500	598 510	648 382
Other materials	8	139 921	143 117	143 117		141 853	148 743	164 744
Contracted services		44 219	57 174	57 174	–	50 901	53 943	56 907
Transfers and subsidies		9 470	9 490	9 490	–	9 670	9 217	9 263
Other expenditure	4, 5	214 502	219 653	219 653	–	223 897	238 342	248 505
Loss on disposal of PPE								
Total Expenditure		1 936 491	1 957 812	1 957 812	–	2 046 856	2 188 175	2 338 931
Surplus/(Deficit)		8 238	(67 697)	(67 697)	–	9 251	9 399	9 531
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		159 589	223 132	223 132		282 795	226 036	76 657
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)								
Surplus/(Deficit) after capital transfers & contributions		167 827	155 435	155 435	–	292 046	235 436	86 188
Taxation								
Surplus/(Deficit) after taxation		167 827	155 435	155 435	–	292 046	235 436	86 188
Attributable to minorities								
Surplus/(Deficit) attributable to municipality		167 827	155 435	155 435	–	292 046	235 436	86 188
Share of surplus/ (deficit) of associate	7							
Surplus/(Deficit) for the year		167 827	155 435	155 435	–	292 046	235 436	86 188

1.5.1.1 Property Rates Revenue

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

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

NC091 Sol Plaatje - Table A1 Budget Summary											
Description	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework			
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	
Financial Performance											
Property rates	398 921	484 397	468 497	511 595	511 595	511 595	-	541 312	594 270	647 557	

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

1.5.1.2 Service Charges Revenue

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

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

Electricity Tariffs	2017/18	2018/19		2019/20		2020/21		Increase over MTREF (c/kwh)
	R-Value (c/Kwh)	% Increase	R-Value Increase (c/Kwh)	% Increase	R-Value Increase (c/Kwh)	% Increase	R-Value Increase (c/Kwh)	
Block 1 (0 - 50 Kwh)	1.4529	-27.62%	-0.4013	7.28%	0.0766	7.08%	0.0799	-0.2449
Block 2 (51 - 350 Kwh)	1.9919	-32.13%	-0.6400	7.28%	0.0984	7.08%	0.1027	-0.4389
Block 3 (351 - 600 Kwh)	2.1552	-11.71%	-0.2524	7.28%	0.1385	7.08%	0.1445	0.0307
Block 4 (> 600 Kwh)	2.2858	-1.97%	-0.0450	7.28%	0.1631	7.08%	0.1702	0.2883

The municipality charges no Basic Charges, the tariff indicated above recovers the following costs:

- Demand and network charges
- Access charges
- Energy costs

The municipality estimates that small household monthly consumption of electricity is 200 kWh or units, medium households is 500 kWh and for large households is +800 kWh.

The municipality implements a flat tariff for small businesses consuming less than 100kVA per month. The flat tariff recovers all costs associated with electricity supply as well as time

of use charges. This is done to enable small businesses to be able to budget with certainty the input costs of running the businesses. These classes of business form about 70% of businesses within the municipal area, whilst the remainder is between large commercial businesses and government.

The flat tariff for electricity for commercial small power users is proposed to be 216,89c per kWh for 2018/19. A fixed basic charge of R260.00 per month will be introduced with effect from 1 July 2018 for this category of customers. Electricity tariffs for large power users is based on ToU. The table below indicates the tariffs that will apply in 2018/19 up to 2020/21 financial years.

	2017/18	2018/19	2019/20	2020/21
<u>Large Power Users</u>				
Basic charge per month	3 453.52	3 659.00	3 925.38	4 203.29
Network Demand Charge R/kVA	131.23	139.03	149.15	159.72
Network Access Charge R/kVA	44.21	46.84	50.25	53.81
Energy Charges R/Kwh				
<u>Low Demand Season: (September - May)</u>				
Peak	1.8950	2.0078	2.1539	2.3064
Standard	1.0106	1.0707	1.1487	1.2300
Off-peak	0.8551	0.9060	0.9719	1.0408
<u>High Demand Season: (June - August)</u>				
Peak	3.9366	4.1709	4.4745	4.7913
Standard	1.3430	1.4229	1.5265	1.6346
Off-peak	0.9901	1.0490	1.1254	1.2050

Verify correctness of this table above.

1.5.1.3 Income from Agency Services

The municipality acts as an agent for the Department of Transport, Safety and Liaison and perform duties of motor vehicle registration and licensing. This function was planned to be taken by the department with effect from 1 April 2017, and this has been. However, the arrangement in place is that the municipality will continue to provide the service, pay over the revenues to the Department and shall then invoice the Department on the commission in terms of the Service Level Agreement. This has served as a basis for estimating revenue from this service.

1.5.1.4 Income from rental of property

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

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

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

The tariff book includes monthly rentals per flat for all municipal block of flats. It should be noted that collection rate at most of the flats is extremely low as a result of tenants being indigent and depending on state grants for survival. As part of the tariff review during the 2018/19 Budget Process, this matter will be looked at seriously and the discussions will revive the debate around the implementation of EEDBS.

1.5.1.5 Bulk Infrastructure Contribution Policy Implementation

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

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

The municipal programme in terms of the IDP is to develop and install infrastructure for basic human needs and not necessarily for private development. The constitutional obligation refers to ensuring access to basic services. As such, the BIC pays towards the increase impact on municipal services such as roads, water, storm water and sewerage which have already been provided or must be provided for by the municipality. It is allowed that a developer connects to the external bulk services provided that there is sufficient capacity as will be advised during the approval of the intended development plan procedures.

The following instances shall trigger the contributions tariffs:

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

1.5.1.6 Grants and Subsidies – Unconditional

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

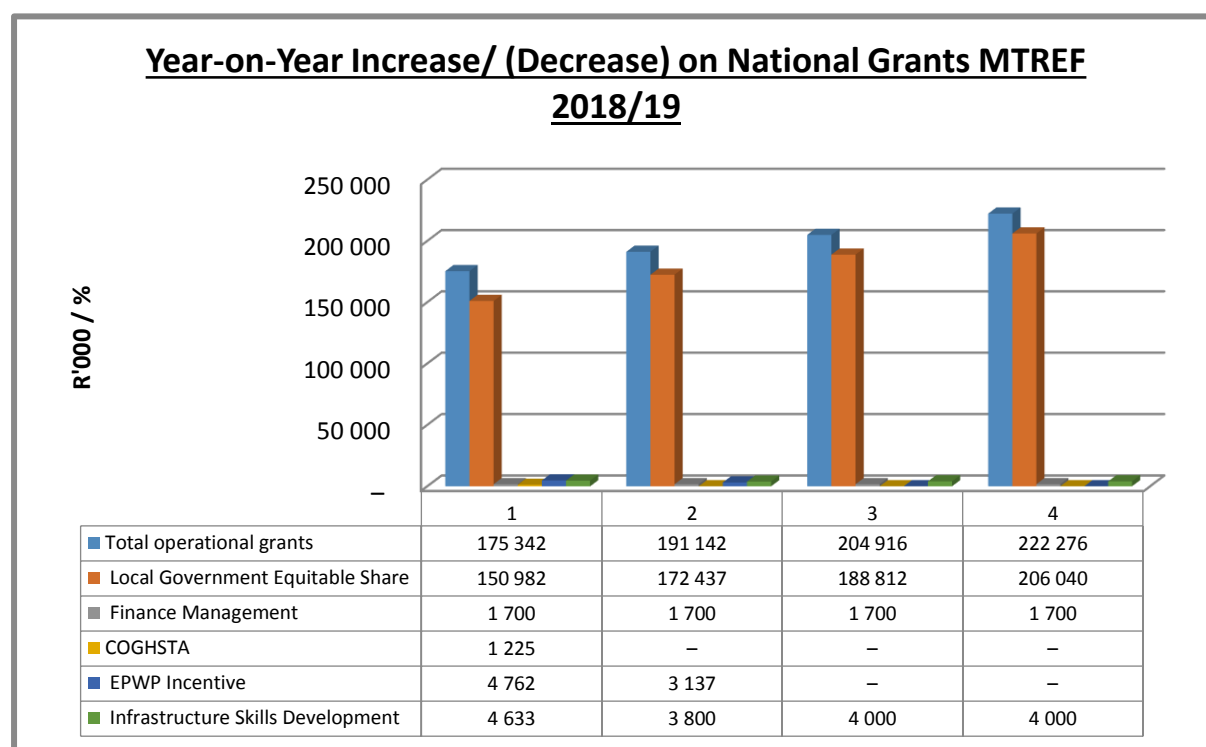
The municipality is also participating in skills development programmes of National Treasury in the Finance, Audit and Engineering fields. The Finance Management Grant is utilised to fund the costs to company of all interns including costs of training and tools of trade. The

Infrastructure Skills Development Grant is used for the stipend and associated training costs for interns in Town Planning and Engineering Services.

The two programmes had been vital for the organisation as they created a pool of capable young professionals who had gained experience and knowledge of business and policies during the training. This reduces costs associated with employing a new person in some of these positions.

The table below represents the unconditional grants gazetted to the municipality for the 2017/18 MTREF.

Description	2017/18	2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year	Budget Year +1	Budget Year +2
Total operational grants	175 342	191 142	204 916	222 276
Local Government Equitable Share	150 982	172 437	188 812	206 040
Finance Management	1 700	1 700	1 700	1 700
COGHSTA	1 225	–	–	–
EPWP Incentive	4 762	3 137	–	–
Infrastructure Skills Development	4 633	3 800	4 000	4 000
Library	7 000	7 800	8 000	8 000
MIG - Operational	2 214	2 268	2 404	2 536
Frances Baard District Municipality	2 826	–	–	–



1.5.1.7 Cost of Free Basic Services and the Social Package

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

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

Various grants and rebates are allocated to service customers based on their socio-economic circumstances and these are conditional. The total cost of FBS budgeted for 2018/19, 2019/20 and 2020/21 is indicated in the table below. The funding is provided from the EQS allocation per annum. Though not regarded as grant to indigent households, due to the reducing allocation of EPWP Incentive Grant, the municipality contributes R6 million per annum from EQS for Job Creation Project. 10 Persons per ward in all 33 wards are hired annually and provided with tools and equipment for projects as will be identified with the collaboration of Environmental Health Services and Political Offices Heads.

The municipality is further considering introducing special concessions to indigents in respect of cemetery fees. However, this matter has not been finalised as yet. On special merits, a free grave is provided as will be recommended by the Ward Councillor and approved by the office of the Executive Mayor for budgetary control purposes.

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

Operating revenue budget amounts to R2 056 107 000.00 for 2018/19 financial year. Major revenue sources include the following:

Property rates amounts to R542 299 000.00 and is mainly influenced by the General Valuation (GV) 2015 outcome. The focus was to drive the completion of all objections and appeals in an effort to stabilise the property rates income stream. In addition, the implementation of the real time/expediting rates billing in terms of the amendment MPRA

improved the Rates Revenue considerably. The Rates growth parameter is attributed to a revenue quantum increase of 6% and a growth of 0.5% for 2018/19

Service charges – electricity revenue of R727 992 000 is projected and is based on the assumptions related to inflation as projected for 2018/19 being 5,7% and the increase of 5,95%, whilst water revenue is R268 108 000.00 and Sanitation Revenue in the amount of R63 813 000.00, whilst refuse removal revenue of R47 595 000.00 has been projected.

1.5.1.8 Service tariffs and rates

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

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

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

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

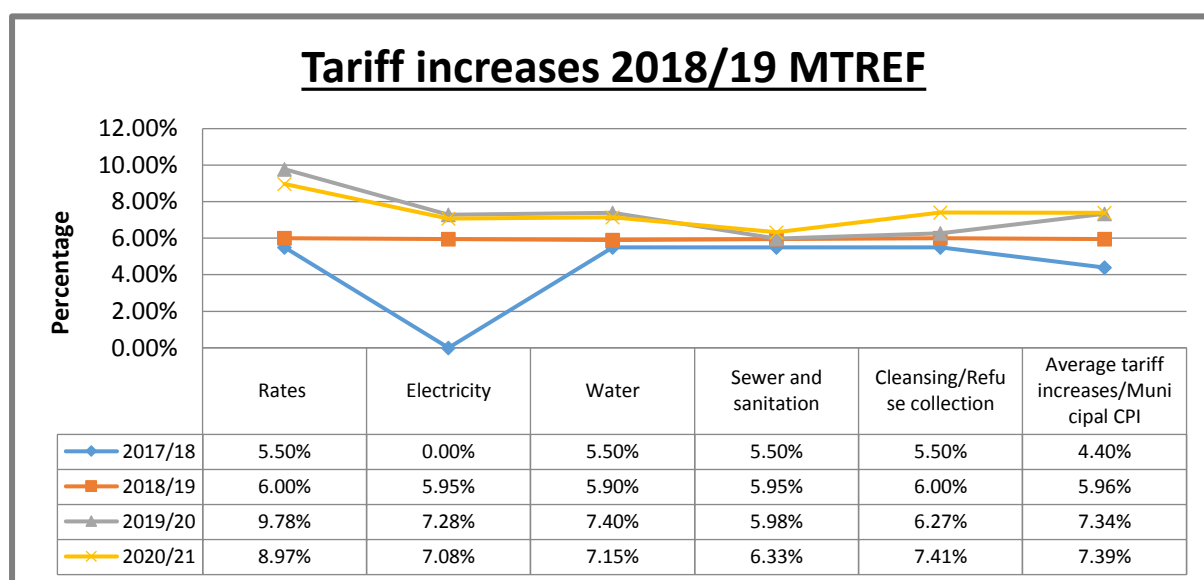
Whereas tariffs for trading services must be all inclusive of direct and indirect cost, and as such must be cost reflective, the municipality follows the guidelines for tariff increases as issued by the Energy Regulator. A consultation paper has been issued in this regard and inputs shall be made. In as far as bulk water, an increase within the inflation range is considered to make sure than the increase does not negatively impact on the affordability levels of the citizenry.

Tariffs	2017/18	2018/19	2019/20	2020/21
Rates	5.50%	6.00%	9.78%	8.97%
Electricity	0.00%	5.95%	7.28%	7.08%
Water	5.50%	5.90%	7.40%	7.15%
Sewer and sanitation	5.50%	5.95%	5.98%	6.33%
Cleansing/Refuse collection	5.50%	6.00%	6.27%	7.41%
Average tariff increases/Municipal CPI	4.40%	5.96%	7.34%	7.39%

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

Revenue By Source	2018/19 Tariff Increase	% Growth Original 2017/18	% Growth Adjusted 2017/18	2019/20 Tariff Increase	% Growth	2020/21 Tariff Increase	% Growth
Property rates	6.00%	5.81%	5.81%	9.78%	16.16%	8.97%	8.97%
Service charges - electricity revenue	5.95%	2.37%	8.48%	7.28%	16.38%	7.08%	7.08%
Service charges - water revenue	5.90%	1.54%	5.53%	7.40%	13.34%	7.15%	7.15%
Service charges - sanitation revenue	5.95%	7.28%	5.33%	5.98%	11.64%	6.33%	6.33%
Service charges - refuse revenue	6.00%	7.42%	7.42%	6.27%	14.15%	7.41%	7.41%

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



All other service charges increases are informed by the operational costs of providing the service and the projected demand for services. It is safe to say that for electricity, the

NERSA guidelines issued on the 9th of May 2018 informed the tariff increases for 2018/19 and the two outer years. The municipality has noted the minimum percentage increase of 6,84% increase on average for local authorities. CPI for 2018/19 is projected at 5,3% as per Circular 91 issued by National Treasury.

1.6 Operating revenue budget

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

The operating revenue framework is informed by the following:

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

The following table is a summary of 2018/19 MTREF classified by revenue source.

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)								
Description	Ref	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	1	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue By Source								
Property rates	2	511 595	511 595	511 595	–	541 312	594 270	647 557
Service charges - electricity revenue	2	711 106	671 106	671 106	–	727 992	781 007	836 336
Service charges - water revenue	2	264 046	254 046	254 046	–	268 108	287 936	308 510
Service charges - sanitation revenue	2	59 482	60 582	60 582	–	63 813	67 631	71 910
Service charges - refuse revenue	2	44 309	44 309	44 309	–	47 595	50 579	54 328
Service charges - other								
Rental of facilities and equipment		11 115	11 115	11 115		11 257	11 935	12 594
Interest earned - external investments		20 000	20 000	20 000		20 000	21 000	22 000
Interest earned - outstanding debtors		97 629	97 629	97 629		130 490	122 403	113 855
Dividends received								
Fines, penalties and forfeits		22 430	15 430	15 430		25 735	25 617	27 143
Licences and permits		2 905	2 905	2 905		3 450	3 623	3 822
Agency services		–	4 000	4 000		–	–	–
Transfers and subsidies		173 256	175 342	175 342		191 142	204 916	222 276
Other revenue	2	26 855	22 055	22 055	–	25 213	26 657	28 129
Gains on disposal of PPE		–	–	–				
Total Revenue (excluding capital transfers and contributions)		1 944 729	1 890 115	1 890 115	–	2 056 107	2 197 574	2 348 462

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

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

Rates and service charges make up almost 80% of the municipality's total revenue. Property rates is the second largest revenue source after electricity totalling 26% of the total revenue or R542 299 000.00 for 2018/19.

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

Description (R thousand)	Current Year 2017/18		2018/19 Medium Term Revenue & Expenditure Framework					
	Adjusted Budget	Weighting %	Budget Year 2018/19	Weighting %	Budget Year +1 2019/20	Weighting %	Budget Year +2 2020/21	Weighting %
Revenue By Source								
Property rates	511 595	27%	541 312	26%	594 270	27%	647 557	28%
Service charges - electricity revenue	671 106	36%	727 992	35%	781 007	36%	836 336	36%
Service charges - water revenue	254 046	13%	268 108	13%	287 936	13%	308 510	13%
Service charges - sanitation revenue	60 582	3%	63 813	3%	67 631	3%	71 910	3%
Service charges - refuse revenue	44 309	2%	47 595	2%	50 579	2%	54 328	2%
Rental of facilities and equipment	11 115	1%	11 257	1%	11 935	1%	12 594	1%
Interest earned - external investments	20 000	1%	20 000	1%	21 000	1%	22 000	1%
Interest earned - outstanding debtors	97 629	5%	130 490	6%	122 403	6%	113 855	5%
Fines	15 430	1%	25 735	1%	25 617	1%	27 143	1%
Licences and permits	2 905	0%	3 450	0%	3 623	0%	3 822	0%
Agency services	4 000	0%	-	0%	-	0%	-	0%
Transfers recognised - operational	175 342	9%	191 142	9%	204 916	9%	222 276	9%
Other revenue	22 055	1%	25 213	1%	26 657	1%	28 129	1%
Total Revenue (excluding capital transfers and contributions)	1 890 115	100%	2 056 107	100%	2 197 574	100%	2 348 462	100%

Operating transfers and subsidies amount to R190 155 000.00 and increases to R221 776 000.00 by 2020/21 financial year. This is a normal increase of equitable share annually.

NC091 Sol Plaatje - Supporting Table SA18 Transfers and grant receipts

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
RECEIPTS:									
Operating Transfers and Grants									
National Government:	156 604	154 349	155 070	163 442	162 077	162 077	181 074	194 512	211 740
Local Government Equitable Share	145 440	143 335	144 171	150 982	150 982	150 982	172 437	188 812	206 040
Finance Management	1 600	1 600	1 625	1 700	1 700	1 700	1 700	1 700	1 700
Municipal Systems Improvement	934	930	-	1 365					
EPWP Incentive	5 330	4 984	5 574	4 762	4 762	4 762	3 137		
Infrastructure Skills Development	3 300	3 500	3 700	4 633	4 633	4 633	3 800	4 000	4 000
Provincial Government:	7 372	8 266	8 006	7 600	8 225	8 225	7 800	8 000	8 000
Health subsidy	2 809								
Sport and Recreation		620							
COGHSTA		800			1 225	1 225			
DWA									
Library	4 563	6 609	8 006	7 600	7 000	7 000	7 800	8 000	8 000
Department of Economic Development & Tourism (NDA)		237							
District Municipality:	2 761	1 899	-	-	2 826	2 826	-	-	-
Frances Baard District Municipality	2 761	1 899			2 826	2 826			
Other grant providers:	1 544	2 651	170	2 214	2 214	2 214	2 268	2 404	2 536
MIG ops	1 544	1 703		2 214	2 214	2 214	2 268	2 404	2 536
Other grant providers:		947	170						
Total Operating Transfers and Grants	168 281	167 164	163 246	173 256	175 342	175 342	191 142	204 916	222 276

1.6.1 Property tax

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

The Total Municipal Account (TMA) was modelled to assess the impact of all the billed Council charges on households spread over all valuation brackets to assess the affordability of the package of tariff increases. Property rates are based on values indicated in the General Valuation Roll 2015 (GV) with the date of valuation being 1 July 2015. The Roll is being updated for properties affected by land sub-divisions, alterations to buildings, demolitions and improvements through Supplementary Valuations.

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

NC091 Sol Plaatje - Supporting Table SA13a Service Tariffs by category

Description	Provide description of tariff structure where appropriate	2014/15	2015/16	2016/17	Current Year 2017/18	2018/19 Medium Term Revenue & Expenditure Framework		
						Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Property rates <i>(rate in the Rand)</i>								
Residential properties	Residential	0.0116	0.0093	0.0097	0.0102	0.0108	0.0118	0.0127
Residential properties - vacant land								
Formal/informal settlements								
Small holdings								
Farm properties - used	Agricultural farms	0.0017	0.0019	0.0024	0.0026	0.0027	0.0029	0.0032
Farm properties - not used	Agricultural business	0.0029	0.0023	0.0024	0.0026	0.0027	0.0029	0.0032
Industrial properties	Industrial	0.0476	0.0326	0.0310	0.0327	0.0347	0.0376	0.0405
Business and commercial properties	Business/Residential	0.0349	0.0275	0.0286	0.0303	0.0321	0.0348	0.0375
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	0.0871	0.0689	0.0678	0.0715	0.0758	0.0823	0.0887
Municipal properties								
Public service infrastructure								
Privately owned towns serviced by the								
State trust land								
Restitution and redistribution properties								
Protected areas								
National monuments properties								
Exemptions, reductions and rebates <i>(Rands)</i>								
Residential properties								
R 15 000 threshold rebate		15 000	15 000	15 000	15 000	15 000	15 000	15 000
Water tariffs								
Domestic								
Water usage - life line tariff	Residential (0-6kl)	4.76	5.07	5.00	5.56	5.94	6.38	6.84
Water usage - Block 1 (c/kl)	Residential (7-20kl)	20.24	21.55	22.00	23.65	25.25	27.12	29.06
Water usage - Block 2 (c/kl)	Residential (21-40kl)	22.78	24.26	25.00	26.61	28.43	30.53	32.71
Water usage - Block 3 (c/kl)	Residential (41-60kl)	24.08	25.65	27.00	28.14	30.06	32.29	34.59
Water usage - Block 4 (c/kl)	Residential (more than 60kl)	25.74	27.41	29.00	30.07	32.12	34.50	36.97
Other								
Waste water tariffs								
Domestic								
Basic charge/fix fee <i>(Rands/month)</i>	Basic charge	124.33	132.31	138.00	145.17	155.15	164.43	174.84
Electricity tariffs								
Domestic								
Basic charge/fix fee <i>(Rands/month)</i>						260	279	299
Meter - IBT Block 1 (c/kwh)	Block 1 (0 - 50 Kwh)	1.19	1.34	1.00	1.45	1.05	1.13	1.21
Meter - IBT Block 2 (c/kwh)	Block 2 (51 - 350 Kwh)	1.63	1.83	2.00	1.99	1.35	1.45	1.55
Meter - IBT Block 3 (c/kwh)	Block 3 (351 - 600 Kwh)	1.77	1.98	2.00	2.16	1.90	2.04	2.19
Meter - IBT Block 4 (c/kwh)	Block 4 (> 600 Kwh)	1.88	2.10	2.00	2.29	2.24	2.40	2.57
Meter - IBT Block 5 (c/kwh)								
Prepaid - IBT Block 1 (c/kwh)	Block 1 (0 - 50 Kwh)	1.19	1.34	1.00	1.45	1.05	1.13	1.21
Prepaid - IBT Block 2 (c/kwh)	Block 2 (51 - 350 Kwh)	1.63	1.83	2.00	1.99	1.35	1.45	1.55
Prepaid - IBT Block 3 (c/kwh)	Block 3 (351 - 600 Kwh)	1.77	1.98	2.00	2.16	1.90	2.04	2.19
Prepaid - IBT Block 4 (c/kwh)	Block 4 (> 600 Kwh)	1.88	2.10	2.00	2.29	2.24	2.40	2.57
Prepaid - IBT Block 5 (c/kwh)								
Other								
Waste management tariffs								
Domestic								
Street cleaning charge								
Basic charge/fix fee	Basic charge	88.64	94.40	98.00	103.58	110.76	117.98	124.93

1.6.2 Sale of water and sanitation

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

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

1.6.3 Free Basic Services

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

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

The municipality is targeting 15 000 households in 2018/19, 16 000 in 2019/20 and 17 000 in 2020/21. This is based on the estimated number of applicants as a result of low cost housing development as per the IDP.

1.6.4 Tariff Raising Strategies – Unmetered Services

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

The municipality has its own Property Taxation Unit responsible for Valuations as well as Rates Section. The Valuations of property section uses a mass valuation approach taking

into account factors that influences the property values. Reliance is also placed on recent sales of property in that specific area. The municipality make use of technology to assist with the valuations being the GIS and Pictometry.

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

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

1.6.5 Tariff Raising Strategies – Metered Services

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

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

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

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

1.6.6 Analysis of Revenue Budget – year on year

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

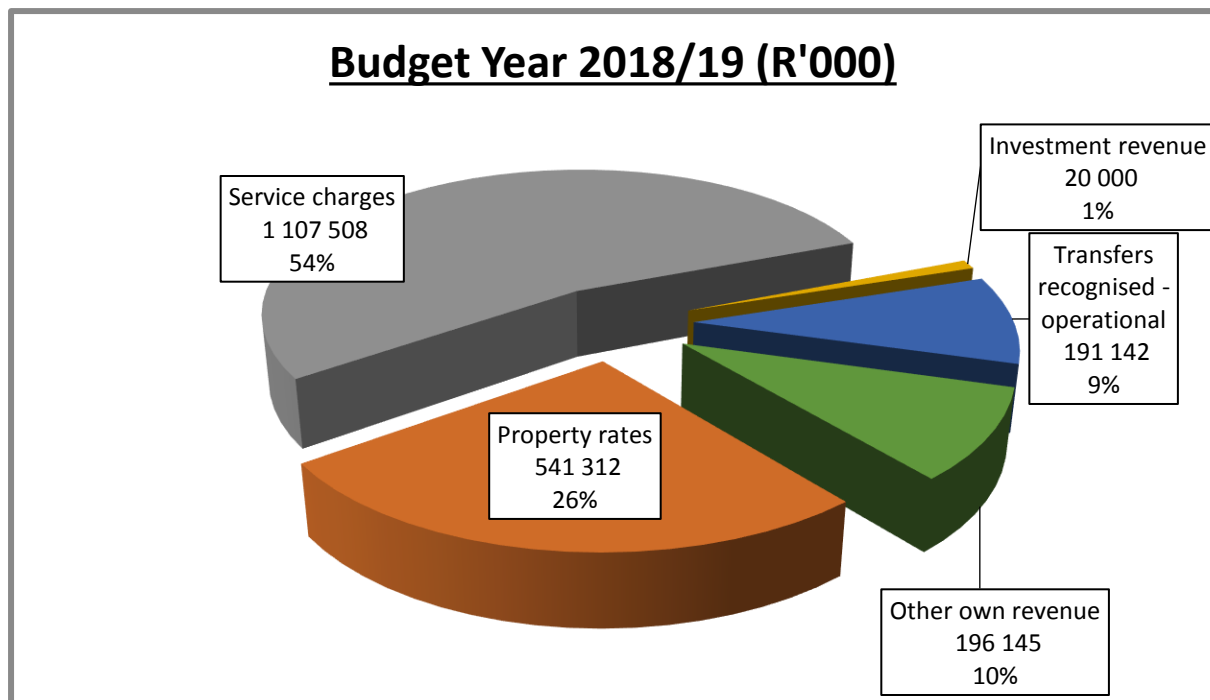
NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description (R thousand)	Current Year 2017/18		2018/19 Medium Term Revenue & Expenditure Framework					
	Adjusted Budget	Weighting %	Budget Year 2018/19	Weighting %	Budget Year +1 2019/20	Weighting %	Budget Year +2 2020/21	Weighting %
Revenue By Source								
Property rates	511 595	27%	541 312	26%	594 270	27%	647 557	28%
Service charges - electricity revenue	671 106	36%	727 992	35%	781 007	36%	836 336	36%
Service charges - water revenue	254 046	13%	268 108	13%	287 936	13%	308 510	13%
Service charges - sanitation revenue	60 582	3%	63 813	3%	67 631	3%	71 910	3%
Service charges - refuse revenue	44 309	2%	47 595	2%	50 579	2%	54 328	2%
Rental of facilities and equipment	11 115	1%	11 257	1%	11 935	1%	12 594	1%
Interest earned - external investments	20 000	1%	20 000	1%	21 000	1%	22 000	1%
Interest earned - outstanding debtors	97 629	5%	130 490	6%	122 403	6%	113 855	5%
Fines	15 430	1%	25 735	1%	25 617	1%	27 143	1%
Licences and permits	2 905	0%	3 450	0%	3 623	0%	3 822	0%
Agency services	4 000	0%	–	0%	–	0%	–	0%
Transfers recognised - operational	175 342	9%	191 142	9%	204 916	9%	222 276	9%
Other revenue	22 055	1%	25 213	1%	26 657	1%	28 129	1%
Total Revenue (excluding capital transfers and contributions)	1 890 115	100%	2 056 107	100%	2 197 574	100%	2 348 462	100%

There are no significant revenue base increases as a result of new developments or investments for 2018/19. The revenue projections are based on proposed tariff increases solely. However, in the case of new properties becoming ready for rating purposes, a supplementary valuation will be processed and these will be taken on, immediately after the approval of such a roll.

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

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

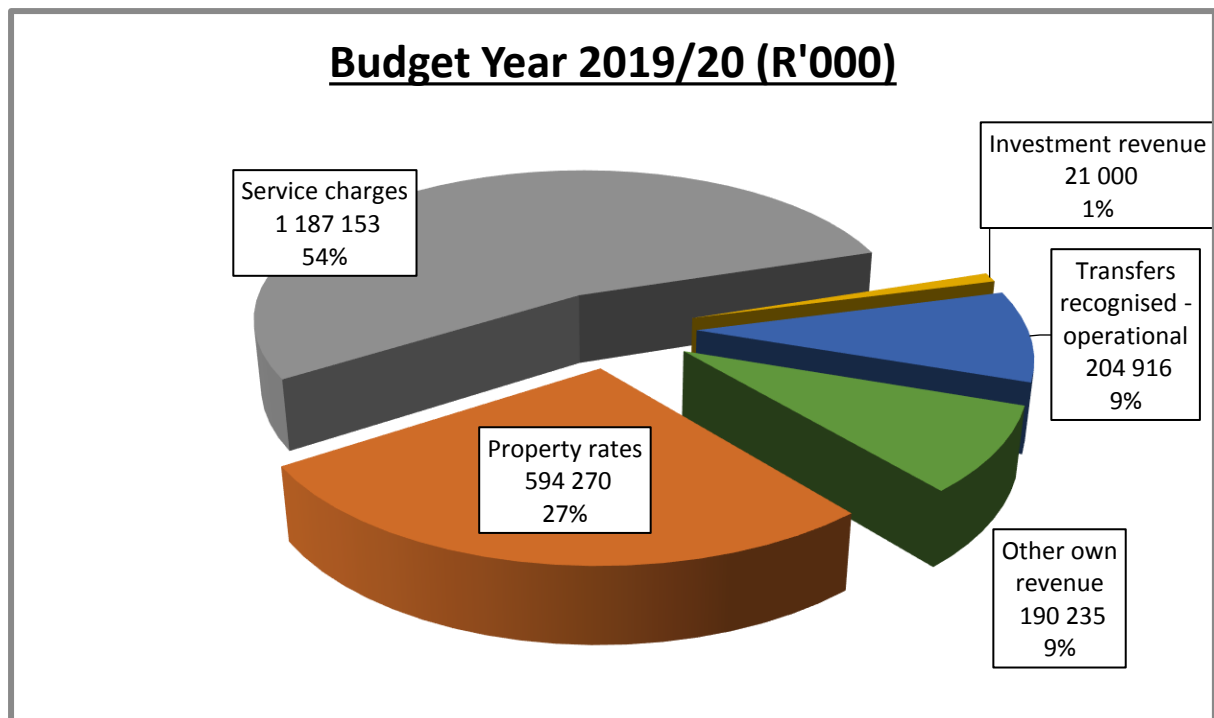


A total of R1 107 508 000.00, thus 54% of total revenue will be generated from service charges of water, electricity, sanitation and refuse collection. This clearly indicates the extent the credit control policy and debt collection efforts should be effective.

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

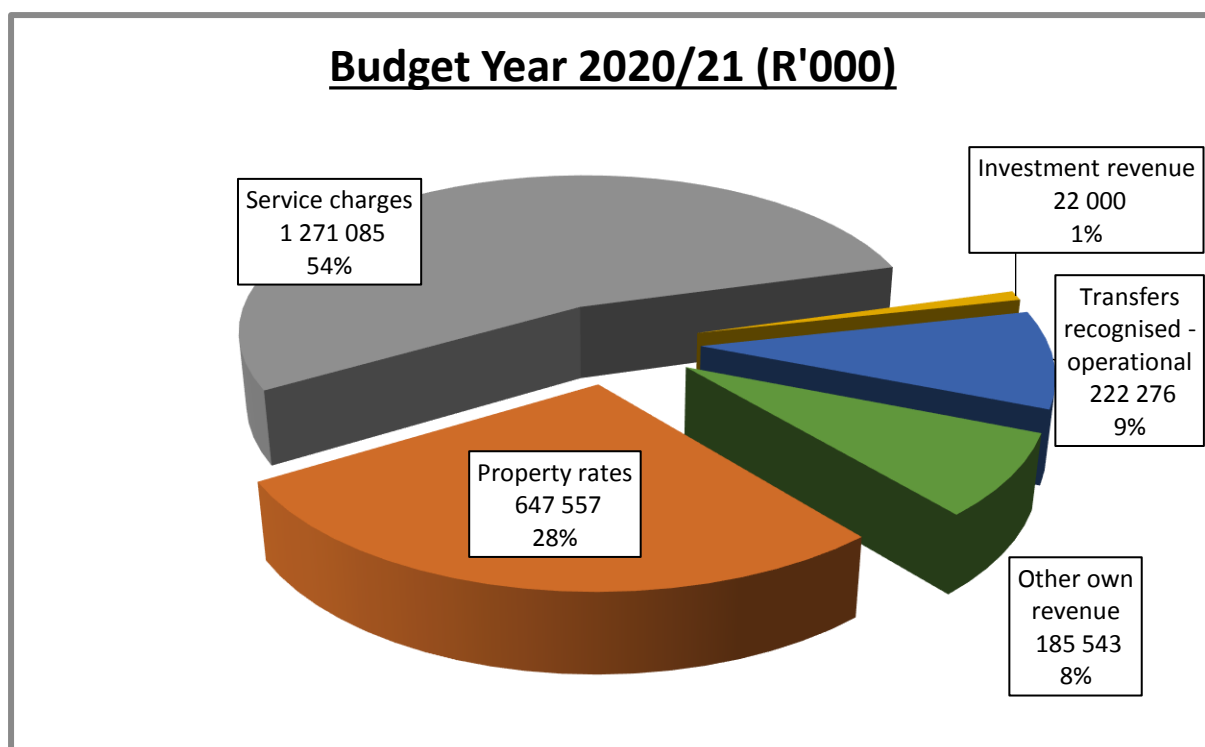
Further to the above, the municipality further considers to hold a certain percentage of prepaid purchase value, at the point of sale, for all customers who have accounts in arrears for more than 90 days, and customers who default three or more times on arrangements shall be blacklisted with the Credit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

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



For 2019/20, the percentage weighting of revenue sources is maintained. This indicates a thorough budget process and tariff determination. The revenues for rates, do not take into account the new GV to become effective on 1 July of 2019. The final amounts will be determined in the next budget cycle. Though the GV may change, but the percentage contribution of rates to total income shall be maintained at between 24% to 27% as has been previously.

For 2020/21, being the 4th year of the current IDP Cycle, again, the percentages are kept at same levels for the MTREF.



1.6.7 Sale of electricity and impact of tariff increases

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

In terms of the municipal budget for 2018/19 and in accordance with the Electricity Regulation Act requires that proposed revisions to the electricity consumption based tariffs be submitted to the Regulator for approval prior to implementation. Provisional approval will therefore be requested with the express proviso that any alterations required by Council will be submitted to the Regulator as soon as possible.

The Consumptive Tariff Schedule includes a note indicating that the tariffs are applied in accordance with the terms and conditions as contained in the Municipal By-Laws on Electricity. On 28 February 2018, NERSA Benchmark guidelines for tariff increases for 2018/19. Consultations are ongoing and an official statement will be made on the average

increases for Local Authorities for consultation. This however, does not take into account any impact for system growth (either positive or negative). However, it is noted that the projected CPI is 5.7%.

The above items result in the Electricity Generation and Distribution Department requiring a revenue increase from Sale of Electricity of 5,95%. Present electricity tariffs were approved by Council on 31 May 2017 and by NERSA on 30 June 2017, and were implemented with effect from 1 July 2017.

For the 2018/19 financial year, the following is proposed for the Residential tariffs. From 1 July 2018, the Inclined Block Tariff which includes fixed costs of access, supply and metering will apply. Indigent customers will be will receive free 50 units per month subsidised at IBT Block 1.

For the 2018/19 financial year, the following is proposed for the Residential tariffs. From 1 July 2018, the Inclined Block Tariff which includes fixed costs of access, supply and metering will apply. Indigent customers will be will receive free 50 units per month subsidised at IBT Block 1.

1.6.8 Overall impact of tariff increases on households

NC091 Sol Plaatje - Supporting Table SA14 Household bills											
Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Rand/cent								% incr.			
Monthly Account for Household - 'Middle Income Range'	1										
Rates and services charges:											
Property rates		596.87	478.56	497.72	525.10	525.10	525.10	6.00%	556.60	603.80	650.89
Electricity: Basic levy									226.09	242.55	259.72
Electricity: Consumption		1 538.36	1 715.09	1 843.70	1 862.57	1 862.57	1 862.57	5.95%	1 591.45	1 707.31	1 828.19
Water: Basic levy											
Water: Consumption		426.09	453.73	471.84	497.81	497.81	497.81	5.90%	527.04	566.04	606.51
Sanitation		98.08	104.46	108.63	114.61	114.61	114.61	5.95%	121.42	128.68	136.83
Refuse removal		69.98	74.53	77.51	81.77	81.77	81.77	6.00%	86.68	92.12	98.94
Other											
sub-total		2 729.39	2 826.35	2 999.40	3 081.87	3 081.87	3 081.87	0.9%	3 109.28	3 340.49	3 581.09
VAT on Services		298.55	328.69	350.23	360.16	360.16	360.16	1.07%	382.90	410.50	439.53
Total large household bill:		3 027.94	3 155.05	3 349.63	3 442.03	3 442.03	3 442.03	1.5%	3 492.18	3 751.00	4 020.61
% increase/-decrease			4.2%	6.2%	2.8%	-	-		1.5%	7.4%	7.2%
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Property rates		422.60	338.83	352.40	371.79	371.79	371.79	6.00%	394.09	427.51	460.85
Electricity: Basic levy									226.09	242.55	259.72
Electricity: Consumption		715.38	802.48	862.67	878.89	878.89	878.89	5.95%	646.58	693.65	742.76
Water: Basic levy											
Water: Consumption		336.17	357.96	372.24	392.77	392.77	392.77	5.90%	415.79	446.56	478.49
Sanitation		98.08	104.46	108.63	114.61	114.61	114.61	5.95%	121.42	128.68	136.83
Refuse removal		69.98	74.53	77.51	81.77	81.77	81.77	6.00%	86.68	92.12	98.94
Other											
sub-total		1 642.22	1 678.26	1 773.46	1 839.83	1 839.83	1 839.83	2.8%	1 890.65	2 031.07	2 177.60
VAT on Services		170.75	187.52	198.95	205.53	205.53	205.53	1.07%	224.48	240.53	257.51
Total small household bill:		1 812.96	1 865.78	1 972.41	2 045.35	2 045.35	2 045.35	3.4%	2 115.14	2 271.60	2 435.11
% increase/-decrease			2.9%	5.7%	3.7%	-	-		3.4%	7.4%	7.2%
				0.96	-0.35	-1.00	-				
Monthly Account for Household - 'Indigent' Household receiving free basic services	3										
Rates and services charges:											
Property rates		248.33	199.11	207.08	218.47	218.47	218.47	6.00%	231.58	251.21	270.81
Electricity: Basic levy											
Electricity: Consumption		410.89	402.24	432.41	440.54	440.54	440.54	5.95%	293.89	315.29	337.61
Water: Basic levy											
Water: Consumption		223.71	238.18	247.69	261.39	261.39	261.39	5.90%	276.65	297.12	318.37
Sanitation											
Refuse removal											
Other											
sub-total		882.93	839.53	887.18	920.41	920.41	920.41	(12.9%)	802.12	863.63	926.79
VAT on Services		88.84	89.66	95.22	98.27	98.27	98.27	1.07%	85.58	91.86	98.40
Total small household bill:		971.77	929.19	982.40	1 018.68	1 018.68	1 018.68	(12.9%)	887.70	955.49	1 025.18
% increase/-decrease			(4.4%)	5.7%	3.7%	-	-		(12.9%)	7.6%	7.3%

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

1.7 Operating expenditure budget

The municipality has a staff establishment with 2 701 positions established, of which 1 785 are filled as at 28 February 2018, thus a vacancy rate of 40%. There are 65 councillors, which includes 33 ward councillors as per the latest demarcations for 2016 Local Government Elections.

The municipality has an Executive Mayor with a Mayoral Committee System. Members of the Mayoral Committee are also Chairperson of Municipal Systems Act Section 80, as well as Chairperson of Committees established in terms of Section 79 of the same act. The Executive Mayor, Speaker and Members of Mayoral Committee are full-time and are fully provided with tools of trade and fully furnished offices. All other Councillors are part time.

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

The municipality manages more than 500 km of tarred and paved roads and about 250km of dirt roads. The management of roads includes storm water drainage system, kerbings, pavements and sub-ways. There is no rail network under the management of the municipality. However, there is an agreement in place for the maintenance of railway lines where the municipality has servitudes.

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

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

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

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

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

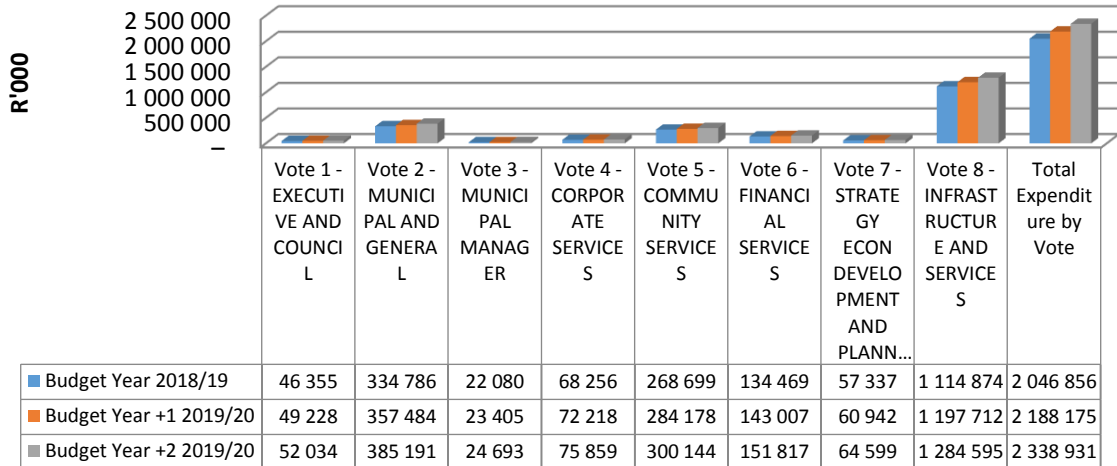
National Treasury Circular 72 is used as a benchmark for sustainability, liquidity, and grant dependency. The following diagrams reflect the weighting of each expenditure by type against the total operational expenditure for the next 3 years.

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)								
Description	Current Year 2017/18		2018/19 Medium Term Revenue & Expenditure Framework					
R thousand	Adjusted Budget	Weighting %	Budget Year 2018/19	Weighting %	Budget Year +1 2019/20	Weighting %	Budget Year +2 2020/21	Weighting %
Expenditure By Type								
Employee related costs	679 381	35%	716 652	35%	760 562	35%	804 849	34%
Remuneration of councillors	27 675	1%	29 335	1%	31 242	1%	33 117	1%
Debt impairment	203 000	10%	227 000	11%	248 650	11%	270 525	12%
Depreciation & asset impairment	67 510	3%	69 250	3%	74 303	3%	79 094	3%
Finance charges	26 812	1%	25 799	1%	24 663	1%	23 545	1%
Bulk purchases	524 000	27%	552 500	27%	598 510	27%	648 382	28%
Other materials	143 117	7%	141 853	7%	148 743	7%	164 744	7%
Contracted services	57 174	3%	50 901	2%	53 943	2%	56 907	2%
Transfers and grants	9 490	0%	9 670	0%	9 217	0%	9 263	0%
Other expenditure	219 653	11%	223 897	11%	238 342	11%	248 505	11%
Loss on disposal of PPE	–	0%	–	0%	–	0%	–	0%
Total Expenditure	1 957 812	100%	2 046 856	100%	2 188 175	100%	2 338 931	100%

Expenditure per vote

	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2019/20
Expenditure by Vote			
Vote 1 - EXECUTIVE AND COUNCIL	46 355	49 228	52 034
Vote 2 - MUNICIPAL AND GENERAL	334 786	357 484	385 191
Vote 3 - MUNICIPAL MANAGER	22 080	23 405	24 693
Vote 4 - CORPORATE SERVICES	68 256	72 218	75 859
Vote 5 - COMMUNITY SERVICES	268 699	284 178	300 144
Vote 6 - FINANCIAL SERVICES	134 469	143 007	151 817
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING	57 337	60 942	64 599
Vote 8 - INFRASTRUCTURE AND SERVICES	1 114 874	1 197 712	1 284 595
Total Expenditure by Vote	2 046 856	2 188 175	2 338 931
Surplus/(Deficit) for the year	292 046	235 436	86 188

Operational Expenditure per Municipal Vote



1.7.1 Remuneration of Employees

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

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

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

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

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

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

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

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

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

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

- That only vacant and funded positions shall continue into 2016/17 to 2019/2020
- That as these positions become vacant, they shall be filled during the MTREF
- Any new position funded shall be disclosed as such, and funding shall become part of Budget Resolutions

- Established and non-funded positions are not budgeted for in the 2018/19 financial year, except for newly created positions that will be funded to the amount of R6,8 million available. Consensus is yet to be reached at Executive Management Level on the list of critical and urgent positions to be filled.
- That staff move notches at the date of anniversary, and a 1% of total employee budget provides for this
- That there is no promotion policy. Staff is promoted during the normal course of filling funded vacancies
- The recruitment policy allows for lateral transfer of staff under prescribed conditions, without unduly benefitting such an employee over the others
- The municipality subscribes to the principles of skills development and affirmative action, and as such affirmative action budget may be used to compensate identified personnel or cover training costs as may apply.

In terms of the statement issued by the South African Local Government Bargaining Council, as received on the 16th of March 2018, the salary increases for 2018 to 2020 are still in progress. No agreement has been signed as yet. However, a 7% annual increase has been effected in the budget.

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

The table below presents the budgeted employee costs for the financial year 2018/2019.

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

Summary of Employee and Councillor remuneration	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)									
Basic Salaries and Wages	13 557	14 913	17 220	25 826	25 826	25 826	27 375	29 155	30 904
Pension and UIF Contributions	599	609	609						
Medical Aid Contributions	494	499	240						
Motor Vehicle Allowance	3 663	3 541	5 232						
Cellphone Allowance	1 528	1 387	1 710	1 849	1 849	1 849	1 960	2 087	2 213
Housing Allowances									
Other benefits and allowances									
Sub Total - Councillors	19 841	20 948	25 011	27 675	27 675	27 675	29 335	31 242	33 117
% increase		5.6%	19.4%	10.7%	-	-	6.0%	6.5%	6.0%
Senior Managers of the Municipality									
Basic Salaries and Wages	5 157	6 391	4 741	7 003	7 003	7 003	7 469	7 917	8 353
Pension and UIF Contributions	840	1 087	846	1 175	1 175	1 175	1 196	1 267	1 337
Medical Aid Contributions	188	90	73	99	99	99	152	161	170
Overtime									
Performance Bonus									
Motor Vehicle Allowance	1 702	1 725	1 056	1 900	1 900	1 900	1 720	1 824	1 924
Cellphone Allowance	102	196	134	202	202	202	202	214	225
Housing Allowances	55	17	19	45	45	45	36	39	41
Other benefits and allowances	333	12	-	111	111	111	78	83	87
Payments in lieu of leave	80	263	248						
Long service awards	29	35	27	38	38	38	43	46	48
Post-retirement benefit obligations									
Sub Total - Senior Managers of Municipality	8 487	9 816	7 145	10 574	10 574	10 574	10 897	11 551	12 186
% increase		15.7%	(27.2%)	48.0%	-	-	3.1%	6.0%	5.5%
Other Municipal Staff									
Basic Salaries and Wages	268 647	321 634	316 912	359 438	359 438	359 438	380 416	403 020	426 272
Pension and UIF Contributions	34 110	45 631	53 296	57 755	57 755	57 755	62 402	66 231	70 087
Medical Aid Contributions	33 539	31 630	39 383	46 074	46 074	46 074	49 847	53 015	56 155
Overtime	24 635	27 574	33 685	25 478	25 478	25 478	28 630	30 363	32 087
Performance Bonus									
Motor Vehicle Allowance	37 074	33 831	40 512	44 756	44 756	44 756	46 042	48 793	51 553
Cellphone Allowance		1 191	1 371	1 205	1 205	1 205	1 394	1 479	1 564
Housing Allowances	1 804	2 485	2 811	2 988	2 988	2 988	2 822	2 990	3 159
Other benefits and allowances	43 182	51 823	53 692	60 823	60 823	60 823	65 190	69 152	73 132
Payments in lieu of leave	9 321	11 016	16 440	12 500	12 500	12 500	14 000	15 050	16 028
Long service awards	9 778	9 509	11 434	14 681	14 681	14 681	15 904	16 875	17 850
Post-retirement benefit obligations	(7 561)	56 826	(10 084)	43 109	43 109	43 109	39 109	42 043	44 775
Sub Total - Other Municipal Staff	454 529	593 150	559 453	668 808	668 808	668 808	705 755	749 011	792 663
% increase		30.5%	(5.7%)	19.5%	-	-	5.5%	6.1%	5.8%
Total Parent Municipality	482 856	623 914	591 608	707 056	707 056	707 056	745 987	791 804	837 966
		29.2%	(5.2%)	19.5%	-	-	5.5%	6.1%	5.8%
TOTAL SALARY, ALLOWANCES & BENEFITS	482 856	623 914	591 608	707 056	707 056	707 056	745 987	791 804	837 966
% increase		29.2%	(5.2%)	19.5%	-	-	5.5%	6.1%	5.8%
TOTAL MANAGERS AND STAFF	463 015	602 966	566 597	679 381	679 381	679 381	716 652	760 562	804 849

1.7.2 Remuneration of Councillors

Councillors are remunerated as per the Upper Limits Gazette. The gazette is published annually with effective date of 1 July each year. The table below indicates the projected costs of councillors in respected of their allowances for 2018/1 financial year.

NC091 Sol Plaatje - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)									
Disclosure of Salaries, Allowances & Benefits 1.	No.	Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package	Total Package	% Increase
Rand per annum							2018/19	2017/18	
Councillors									
Speaker	1	836 505		36 748			873 253	821 556	6.29%
Chief Whip							–		
Executive Mayor	1	1 045 633		36 748			1 082 381	1 018 846	6.24%
Deputy Executive Mayor							–		
Executive Committee	10	7 842 233		299 429			81 416 619	74 247 331	9.66%
Total for all other councillors	54	17 651 040		1 586 973			1 038 852 665	884 031 418	17.51%
Total Councillors	66	27 375 411	–	1 959 898			1 122 224 918	960 119 151	16.88%

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

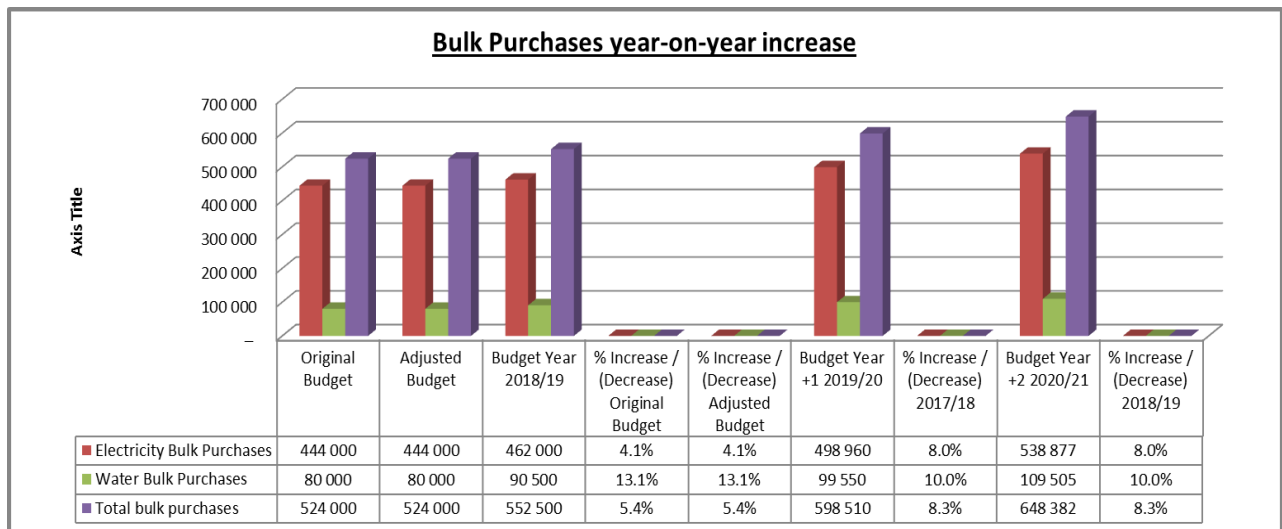
1.7.3 Costs of Bulk Purchases

The municipality purchases bulk electricity from Eskom. The National Energy Regulator as well as National Treasury gave consultation paper as well as guidelines for expected increases on bulk supply of electricity. It is envisaged that bulk electricity shall increase by 6% in 2018/19 whilst the minimum allowed percentage increase on municipal tariffs is 5,95%. The process to finalise tariffs is still in progress.

Increases in the costs of bulk water are normally inflation linked, as such it is expected that bulk water costs shall increase by 5,90% for 2018/19.

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

NC091 Sol Plaatje - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'								
Description	2014/15	2015/16	2016/17	Current Year 2017/18		2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand								
Bulk purchases								
Electricity Bulk Purchases	338 262	387 544	422 426	444 000	444 000	462 000	498 960	538 877
Water Bulk Purchases	66 198	66 466	69 541	80 000	80 000	90 500	99 550	109 505
Total bulk purchases	404 461	454 010	491 966	524 000	524 000	552 500	598 510	648 382



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

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

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

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

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

1.7.5 Maintenance Budget

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

The table below indicates appropriation of budget for maintenance purposes.

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

Description R thousand	Ref 1	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<u>Repairs and maintenance expenditure by Asset Class/Sub-class</u>							
-							
<u>Infrastructure</u>		94 615	96 665	96 665	95 460	103 832	112 155
Roads Infrastructure		21 577	22 877	22 877	19 418	23 357	27 290
<i>Roads</i>		21 577	22 877	22 877	19 168	23 090	27 006
<i>Road Structures</i>							
<i>Road Furniture</i>							
<i>Capital Spares</i>					250	268	285
Storm water Infrastructure		-	-	-	-	-	-
<i>Drainage Collection</i>							
<i>Storm water Conveyance</i>							
<i>Attenuation</i>							
Electrical Infrastructure		28 120	28 120	28 120	29 528	31 459	33 405
<i>Power Plants</i>		20 120	20 120	20 120	14 090	15 095	16 142
<i>HV Substations</i>					963	1 020	1 076
<i>HV Switching Station</i>							
<i>HV Transmission Conductors</i>							
<i>MV Substations</i>					320	339	358
<i>MV Switching Stations</i>					1 150	1 219	1 286
<i>MV Networks</i>					1 400	1 484	1 566
<i>LV Networks</i>					1 400	1 484	1 566
<i>Capital Spares</i>		8 000	8 000	8 000	10 205	10 817	11 412
Water Supply Infrastructure		16 200	16 200	16 200	22 464	23 818	25 136
<i>Dams and Weirs</i>							
<i>Boreholes</i>							
<i>Reservoirs</i>					3 750	3 975	4 194
<i>Pump Stations</i>					1 500	1 590	1 677
<i>Water Treatment Works</i>							
<i>Bulk Mains</i>					3 750	3 975	4 194

<i>Distribution</i>	15 300	15 300	15 300	11 800	12 514	13 210
<i>Distribution Points</i>						
<i>PRV Stations</i>						
<i>Capital Spares</i>	900	900	900	1 664	1 764	1 861
Sanitation Infrastructure	8 100	9 300	9 300	8 500	9 010	9 506
<i>Pump Station</i>				1 000	1 060	1 118
<i>Reticulation</i>	7 000	8 200	8 200	6 700	7 102	7 493
<i>Waste Water Treatment Works</i>						
<i>Outfall Sewers</i>						
<i>Toilet Facilities</i>						
<i>Capital Spares</i>	1 100	1 100	1 100	800	848	895
Solid Waste Infrastructure	16 260	15 810	15 810	15 550	16 188	16 818
<i>Landfill Sites</i>				3 050	3 233	3 411
<i>Waste Transfer Stations</i>						
<i>Waste Processing Facilities</i>						
<i>Waste Drop-off Points</i>						
<i>Waste Separation Facilities</i>						
<i>Electricity Generation Facilities</i>						
<i>Capital Spares</i>	16 260	15 810	15 810	12 500	12 955	13 407
Rail Infrastructure	-	-	-	-	-	-
<i>Rail Lines</i>						
<i>Rail Structures</i>						
<i>Rail Furniture</i>						
<i>Drainage Collection</i>						
<i>Storm water Conveyance</i>						
<i>Attenuation</i>						
<i>MV Substations</i>						
<i>LV Networks</i>						
<i>Capital Spares</i>						
Coastal Infrastructure	-	-	-	-	-	-
<i>Sand Pumps</i>						
<i>Piers</i>						
<i>Revetments</i>						
<i>Promenades</i>						
<i>Capital Spares</i>						
Information and Communication Infrastructure	4 358	4 358	4 358	-	-	-
<i>Data Centres</i>						
<i>Core Layers</i>						
<i>Distribution Layers</i>						
<i>Capital Spares</i>	4 358	4 358	4 358			
Community Assets	350	1 245	1 245	4 242	4 472	4 722
Community Facilities	350	705	705	3 835	4 046	4 271
<i>Halls</i>				50	53	56
<i>Centres</i>						

<i>Crèches</i>						
<i>Clinics/Care Centres</i>		90	90	180	191	201
<i>Fire/Ambulance Stations</i>						
<i>Testing Stations</i>		200	200			
<i>Museums</i>						
<i>Galleries</i>						
<i>Theatres</i>						
<i>Libraries</i>				125	133	140
<i>Cemeteries/Crematoria</i>		65	65	20	21	22
<i>Police</i>						
<i>Parks</i>				1 945	2 042	2 155
<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>	350	350	350	1 515	1 606	1 697
Sport and Recreation Facilities	–	540	540	407	426	452
<i>Indoor Facilities</i>						
<i>Outdoor Facilities</i>		540	540	407	426	452
<i>Capital Spares</i>						
	1	1	1	1	1	1
<u>Heritage assets</u>	–	–	–	–	–	–
Monuments						
Historic Buildings						
Works of Art						
Conservation Areas						
Other Heritage						
<u>Investment properties</u>	–	–	–	–	–	–
Revenue Generating	–	–	–	–	–	–
<i>Improved Property</i>						
<i>Unimproved Property</i>						
Non-revenue Generating	–	–	–	–	–	–
<i>Improved Property</i>						
<i>Unimproved Property</i>						
<u>Other assets</u>	36 259	35 819	35 819	32 897	30 560	37 354
Operational Buildings	36 259	35 819	35 819	31 897	29 500	36 230
<i>Municipal Offices</i>	7 229	7 229	7 229	5 840	6 199	6 559
<i>Pay/Enquiry Points</i>						
<i>Building Plan Offices</i>						

<i>Workshops</i>		168	168	168			
<i>Yards</i>		2 413	2 413	2 413	685	726	766
<i>Stores</i>		3 301	3 301	3 301	3 412	3 637	3 852
<i>Laboratories</i>							
<i>Training Centres</i>							
<i>Manufacturing Plant</i>							
<i>Depots</i>							
<i>Capital Spares</i>		23 148	22 708	22 708	21 960	18 938	25 054
Housing		–	–	–	1 000	1 060	1 124
<i>Staff Housing</i>							
<i>Social Housing</i>							
<i>Capital Spares</i>				–	1 000	1 060	1 124
<u>Biological or Cultivated Assets</u>		–	–	–	–	–	–
Biological or Cultivated Assets							
<u>Intangible Assets</u>		–	–	–	–	–	–
<i>Servitudes</i>							
<i>Licences and Rights</i>		–	–	–	–	–	–
<i>Water Rights</i>							
<i>Effluent Licenses</i>							
<i>Solid Waste Licenses</i>							
<i>Computer Software and Applications</i>							
<i>Load Settlement Software Applications</i>							
<i>Unspecified</i>							
<u>Computer Equipment</u>		–	90	90	–	–	–
Computer Equipment			90	90			
<u>Furniture and Office Equipment</u>		4 677	4 677	4 677	3 303	3 503	3 702
Furniture and Office Equipment		4 677	4 677	4 677	3 303	3 503	3 702
<u>Machinery and Equipment</u>		–	–	–	–	–	–
Machinery and Equipment							
<u>Transport Assets</u>		4 020	4 620	4 620	5 951	6 377	6 810
Transport Assets		4 020	4 620	4 620	5 951	6 377	6 810
<u>Libraries</u>		–	–	–	–	–	–
Libraries							
<u>Zoo's, Marine and Non-biological Animals</u>		–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals							
Total Repairs and Maintenance Expenditure	1	139 921	143 117	143 117	141 853	148 743	164 744

1.7.6 Municipal Running Costs

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

1.7.7 Inventory

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

1.7.8 Grants and Subsidies Made

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

Reference is made to Mzantsi Golden Economy whose objectives amongst others is racial integration through, arts, culture and sports, as well as social cohesion through events and festivals.

The municipality has supported 3 major events and various other minor events over the past three years. At the same time, the municipality has its own event known as the Diamond and Dorings, which had been running for almost 20 years in succession. Table SA21 provides a detail of some events sponsored by the municipality as well as other sporting and cultural activities preferred for sponsoring in the 2018/19 MTREF.

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

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand									
Cash Transfers to Organisations									
SPCA	1 300	1 700	1 500	1 600	1 600	1 600	1 700	1 800	1 900
Donation Keep Kimberley Clean	150	160		180	180	180			
City Cleaning Program							200	200	200
Sol Plaatje Educational trust	200	210	220	230	230	230	240	240	240
Gariep Festival	1 300	1 300	1 500	1 600	1 600	1 600	1 000		
Diamond and Dorings Festival	1 560	2 124	2 500	2 900	2 900	2 900	3 000	3 100	3 200
Wildeklawer Tournament (Mayoral Gala)	125	120		120	120	120	120		
Schools sport program							200	200	200
GOSHA				1 000	1 000	1 000	1 000		
Grant in aid individuals				1 070	670	670	700	700	700
Grant Griqua Diamonds (Cricket)	100								
Meals on wheels	50	50	50	50	50	50	50	50	50
Other	285	961	2 214	720	1 140	1 140	1 460	2 927	2 773
Total Cash Transfers To Organisations	5 070	6 625	7 984	9 470	9 490	9 490	9 670	9 217	9 263
Non-Cash Grants to Organisations									
Indigent Subsidy	53 124		-						
Total Non-Cash Grants To Organisations	53 124	-	-	-	-	-	-	-	-
Total Non-Cash Grants To Groups Of Individuals:	-	-	-	-	-	-	-	-	-
TOTAL NON-CASH TRANSFERS AND GRANTS	53 124	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS	58 194	6 625	7 984	9 470	9 490	9 490	9 670	9 217	9 263

The municipality's expenditure for the 2018/19 budget and MTREF is informed by the following:

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

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

The following table presents the operational expenditure by type for 2018/19 to 2020/21.

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)				
Description	Ref	2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	1	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Expenditure By Type				
Employee related costs	2	716 652	760 562	804 849
Remuneration of councillors		29 335	31 242	33 117
Debt impairment	3	227 000	248 650	270 525
Depreciation & asset impairment	2	69 250	74 303	79 094
Finance charges		25 799	24 663	23 545
Bulk purchases	2	552 500	598 510	648 382
Other materials	8	141 853	148 743	164 744
Contracted services		50 901	53 943	56 907
Transfers and subsidies		9 670	9 217	9 263
Other expenditure	4, 5	223 897	238 342	248 505
Loss on disposal of PPE				
Total Expenditure		2 046 856	2 188 175	2 338 931

1.7.9 Analysis of Expenditure Budget – year on year

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)								
Description	Current Year 2017/18		2018/19 Medium Term Revenue & Expenditure Framework					
R thousand	Adjusted Budget	Weighting %	Budget Year 2018/19	Weighting %	Budget Year +1 2019/20	Weighting %	Budget Year +2 2020/21	Weighting %
Expenditure By Type								
Employee related costs	679 381	35%	716 652	35%	760 562	35%	804 849	34%
Remuneration of councillors	27 675	1%	29 335	1%	31 242	1%	33 117	1%
Debt impairment	203 000	10%	227 000	11%	248 650	11%	270 525	12%
Depreciation & asset impairment	67 510	3%	69 250	3%	74 303	3%	79 094	3%
Finance charges	26 812	1%	25 799	1%	24 663	1%	23 545	1%
Bulk purchases	524 000	27%	552 500	27%	598 510	27%	648 382	28%
Other materials	143 117	7%	141 853	7%	148 743	7%	164 744	7%
Contracted services	57 174	3%	50 901	2%	53 943	2%	56 907	2%
Transfers and grants	9 490	0%	9 670	0%	9 217	0%	9 263	0%
Other expenditure	219 653	11%	223 897	11%	238 342	11%	248 505	11%
Loss on disposal of PPE	–	0%	–	0%	–	0%	–	0%
Total Expenditure	1 957 812	100%	2 046 856	100%	2 188 175	100%	2 338 931	100%

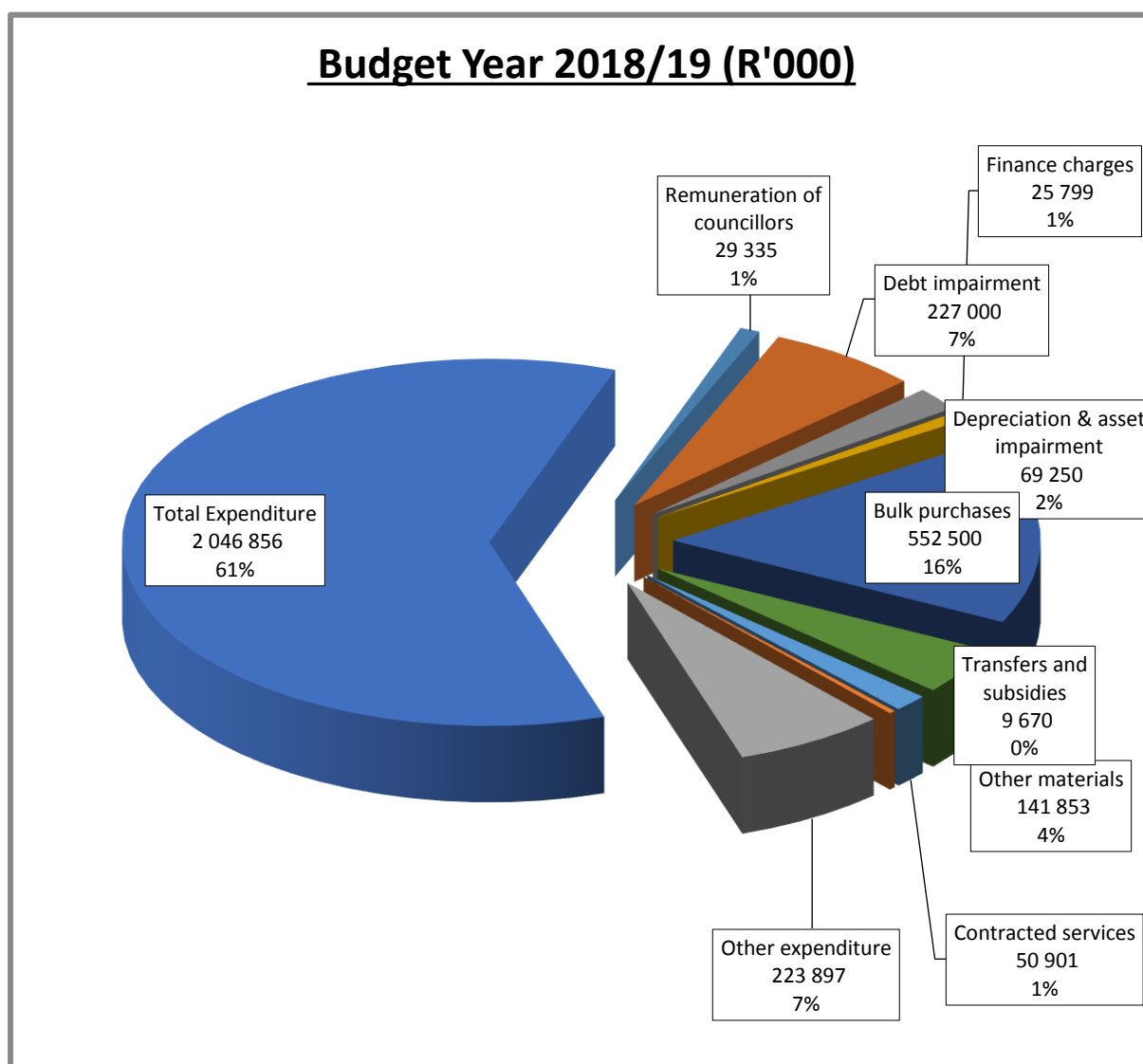
The above table further indicates the ratio of each expenditure by type against overall expenditure budget. The employee costs remain 35% of the total operational budget, whilst materials and contracted services amounts to 9%, and bulk purchases at 27%. Municipal

running costs as indicated by other expenditure comprises 11% of the budget. Municipal running costs are critical for service delivery.

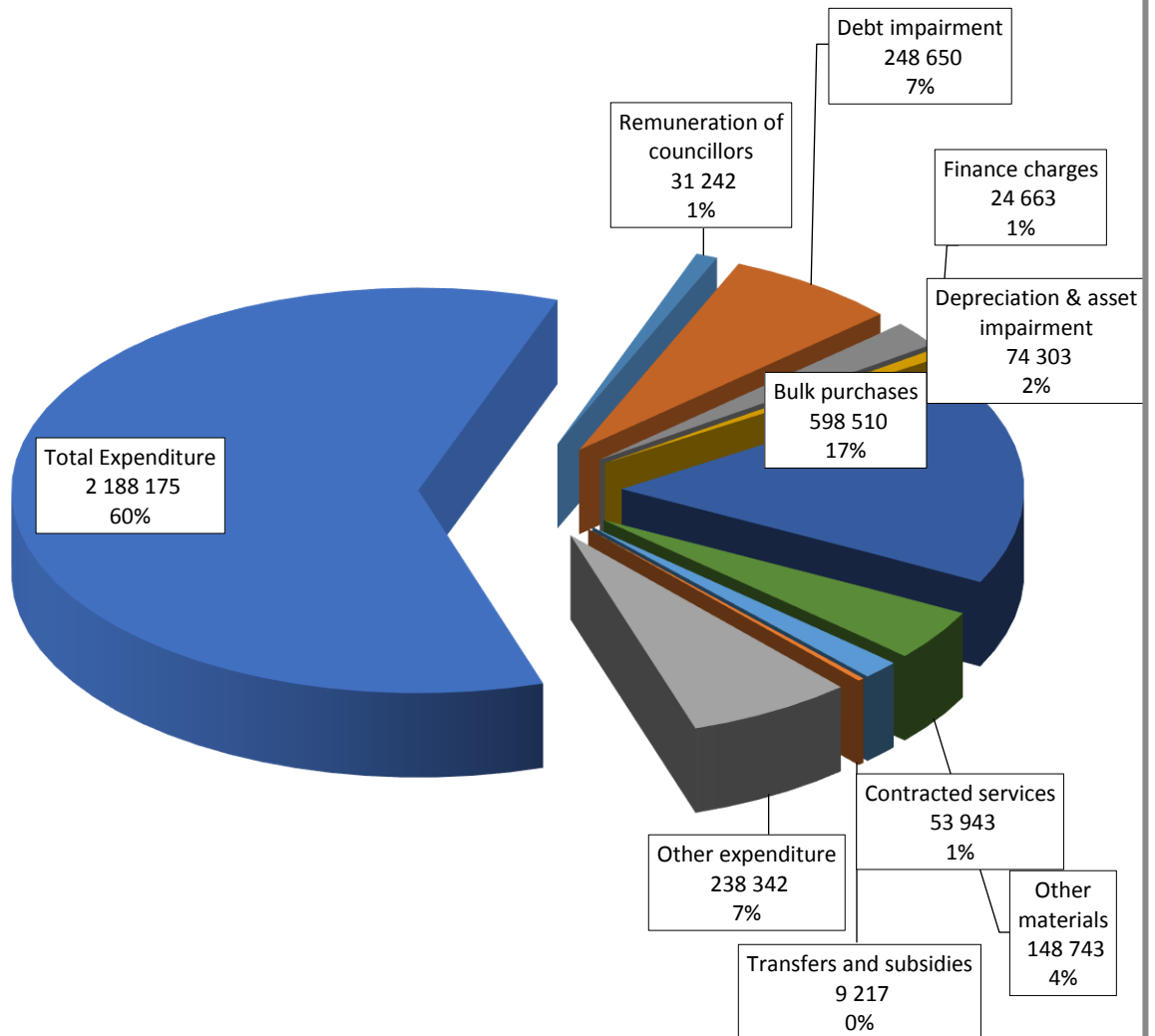
The municipality has adopted a new organogram with 2 701 positions established. Only 1785 of these positions were filled as at 28 February 2018. During October 2017, input was received from the Executive recommending organisational renewal with emphasis on service delivery, efficiencies, and compliance,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

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

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



Budget Year +1 2019/20 (R'000)



1.7.10 Cost containment strategies

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

Travel and accommodation: that travelling must be absolutely necessary. Attendance of conferences and seminars that are paid for will be approved by the relevant Executive Director or Municipal Manager, and this must be linked to skills development and

capacitation of the individual. All seminars or conferences must earn the attendee a minimum of 2 CPD points.

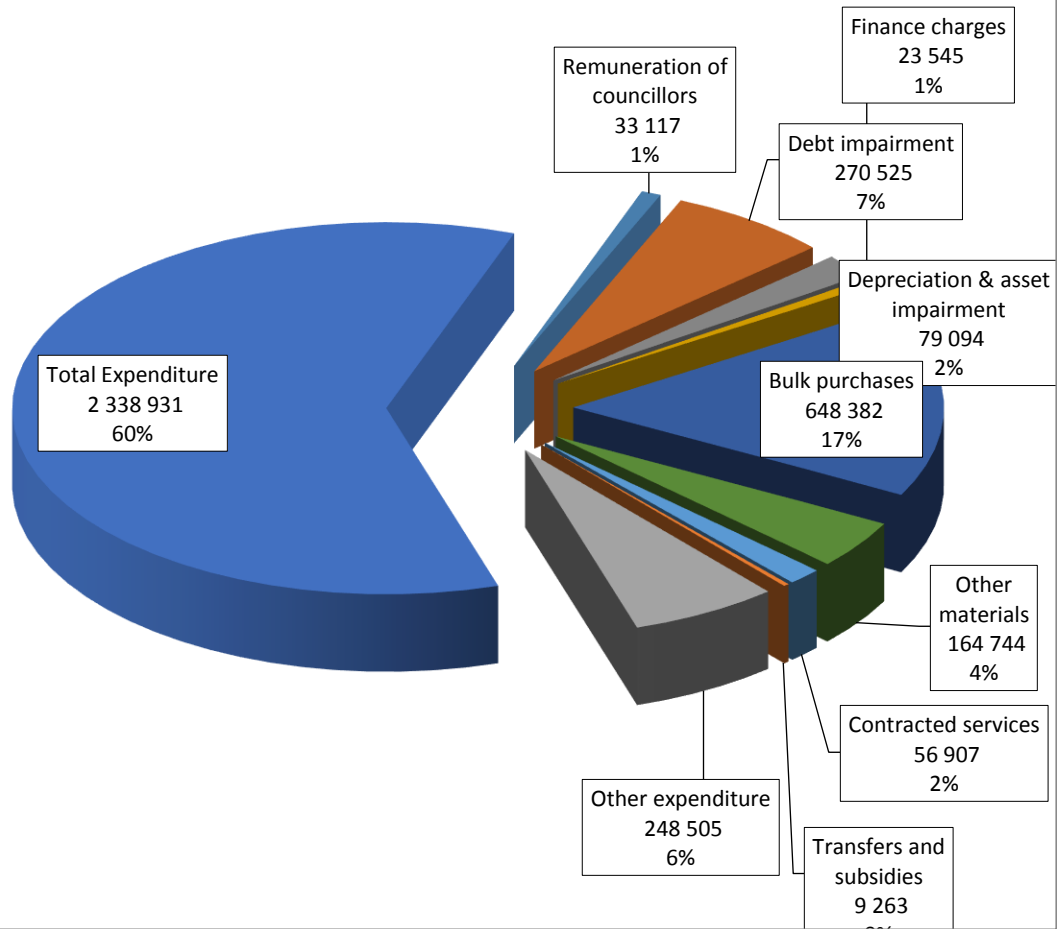
Newspapers: it will be encouraged that politicians and senior management rather subscribe for access to daily and weekend newspaper. Each person will choose between a local daily newspaper and national newspaper, and one weekend newspaper. This will save costs of overtime for those whose papers are delivered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

All office telephones will come pre-loaded with the budget and differentiation will be made between officials whose work entail inbound and outbound, internal only, cellphone etc. employees who exceed their budget allocations will have their statements scrutinised and identify private calls from the detailed call list. Should the private calls be more than the official calls, no adjustment will be made and the employee may be called in for disciplinary proceedings for abuse of privileges.

The municipality has installed vehicle tracking devices to monitor use and abuse of municipal vehicle. It was further alleged that employees have tendencies of syphoning fuel out of vehicles and sell it. There have been improvements on reports about municipal vehicles that are driving all over the city. stringent rules were also introduced on complying with pre-start checks, vehicle log book etc. these will continue to be implemented.

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

Budget Year +2 2020/21 (R'000)



1.7.11 Debt Recovery Project

With increasing financial pressures on household's income, the non-payment of municipal debt is becoming a threat to the going concern ability, as well as sustainability of service provision. Municipalities are already faced with the situation of eroding gross profit margins as a result of increasing cost of sales, being costs of bulk for trading services. The growth in demand for services leaves no choice to municipalities but to increase its capacity to deal with the demand, both in terms of infrastructure and human resources.

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

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

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

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

1.7.12 Municipal Standard Classification (MSC) (MFMA Vote)

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

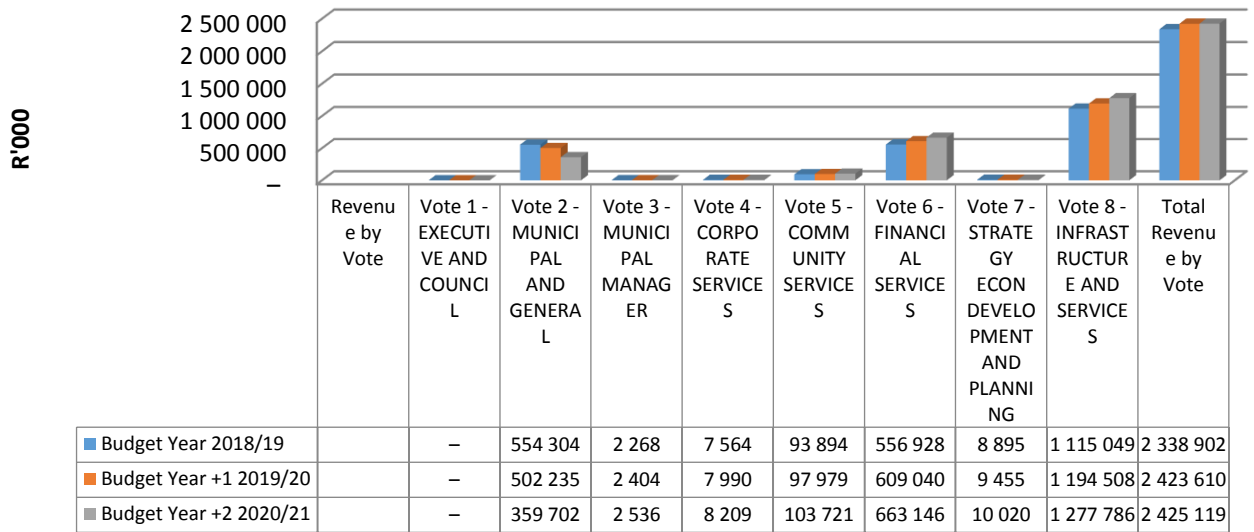
NC091 Sol Plaatje - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)										
Functional Classification Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue - Functional										
Governance and administration		791 465	862 314	839 882	947 066	1 006 295	1 006 295	1 119 176	1 119 668	1 031 481
Executive and council		372 464	362 563	361 481	412 281	479 876	479 876	554 304	502 235	359 702
Finance and administration		419 001	499 751	478 401	534 785	526 420	526 420	564 872	617 432	671 780
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		36 858	23 269	24 656	26 536	25 036	25 036	26 995	26 577	27 845
Community and social services		7 220	9 702	11 418	11 213	10 613	10 613	12 644	11 361	11 784
Sport and recreation		15 494	3 869	3 276	5 002	4 002	4 002	3 710	3 937	4 160
Public safety		246	140	195	90	190	190	170	180	191
Housing		11 062	9 529	9 692	10 201	10 201	10 201	10 401	11 025	11 631
Health		2 837	30	75	30	30	30	70	74	78
Economic and environmental services		3 436	12 721	22 381	17 821	16 521	16 521	19 426	20 618	21 797
Planning and development		3 163	2 722	2 575	6 349	5 149	5 149	6 511	6 927	7 354
Road transport		273	9 998	19 807	11 472	11 372	11 372	12 915	13 690	14 444
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		893 774	943 139	1 004 389	1 104 777	1 054 777	1 054 777	1 165 163	1 248 157	1 334 931
Energy sources		561 819	595 477	618 301	711 106	671 106	671 106	740 342	793 727	849 756
Water management		212 281	223 498	255 594	264 326	254 326	254 326	288 458	309 307	330 902
Waste water management		68 879	70 994	74 755	72 382	72 382	72 382	75 813	80 411	85 457
Waste management		50 796	53 171	55 739	56 963	56 963	56 963	60 550	64 711	68 816
Other	4	12 999	13 102	13 668	8 118	10 618	10 618	8 142	8 592	9 064
Total Revenue - Functional	2	1 738 534	1 854 546	1 904 976	2 104 318	2 113 247	2 113 247	2 338 902	2 423 610	2 425 119

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

The table below represents revenue by vote:

NC091 Sol Plaatje - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)										
Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue by Vote	1									
Vote 1 - EXECUTIVE AND COUNCIL		72	-	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL AND GENERAL		370 848	395 258	400 430	412 281	479 876	479 876	554 304	502 235	359 702
Vote 3 - MUNICIPAL MANAGER		1 544	-	-	2 214	2 214	2 214	2 268	2 404	2 536
Vote 4 - CORPORATE SERVICES		7 691	2 706	5 358	7 724	7 724	7 724	7 564	7 990	8 209
Vote 5 - COMMUNITY SERVICES		33 951	75 499	89 884	87 904	90 304	90 304	93 894	97 979	103 721
Vote 6 - FINANCIAL SERVICES		411 060	496 684	472 723	526 681	518 316	518 316	556 928	609 040	663 146
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING		8 258	7 185	6 640	9 467	6 767	6 767	8 895	9 455	10 020
Vote 8 - INFRASTRUCTURE AND SERVICES		905 109	877 213	929 941	1 058 047	1 008 047	1 008 047	1 115 049	1 194 508	1 277 786
Total Revenue by Vote	2	1 738 534	1 854 546	1 904 976	2 104 318	2 113 247	2 113 247	2 338 902	2 423 610	2 425 119

Operational Revenue per Municipal Vote



1.7.13 Revenue by GFS

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

NC091 Sol Plaatje - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)										
Functional Classification Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue - Functional										
Governance and administration		791 465	862 314	839 882	947 066	1 006 295	1 006 295	1 119 176	1 119 668	1 031 481
Executive and council		372 464	362 563	361 481	412 281	479 876	479 876	554 304	502 235	359 702
Finance and administration		419 001	499 751	478 401	534 785	526 420	526 420	564 872	617 432	671 780
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		36 858	23 269	24 656	26 536	25 036	25 036	26 995	26 577	27 845
Community and social services		7 220	9 702	11 418	11 213	10 613	10 613	12 644	11 361	11 784
Sport and recreation		15 494	3 869	3 276	5 002	4 002	4 002	3 710	3 937	4 160
Public safety		246	140	195	90	190	190	170	180	191
Housing		11 062	9 529	9 692	10 201	10 201	10 201	10 401	11 025	11 631
Health		2 837	30	75	30	30	30	70	74	78
Economic and environmental services		3 436	12 721	22 381	17 821	16 521	16 521	19 426	20 618	21 797
Planning and development		3 163	2 722	2 575	6 349	5 149	5 149	6 511	6 927	7 354
Road transport		273	9 998	19 807	11 472	11 372	11 372	12 915	13 690	14 444
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		893 774	943 139	1 004 389	1 104 777	1 054 777	1 054 777	1 165 163	1 248 157	1 334 931
Energy sources		561 819	595 477	618 301	711 106	671 106	671 106	740 342	793 727	849 756
Water management		212 281	223 498	255 594	264 326	254 326	254 326	288 458	309 307	330 902
Waste water management		68 879	70 994	74 755	72 382	72 382	72 382	75 813	80 411	85 457
Waste management		50 796	53 171	55 739	56 963	56 963	56 963	60 550	64 711	68 816
Other	4	12 999	13 102	13 668	8 118	10 618	10 618	8 142	8 592	9 064
Total Revenue - Functional	2	1 738 534	1 854 546	1 904 976	2 104 318	2 113 247	2 113 247	2 338 902	2 423 610	2 425 119

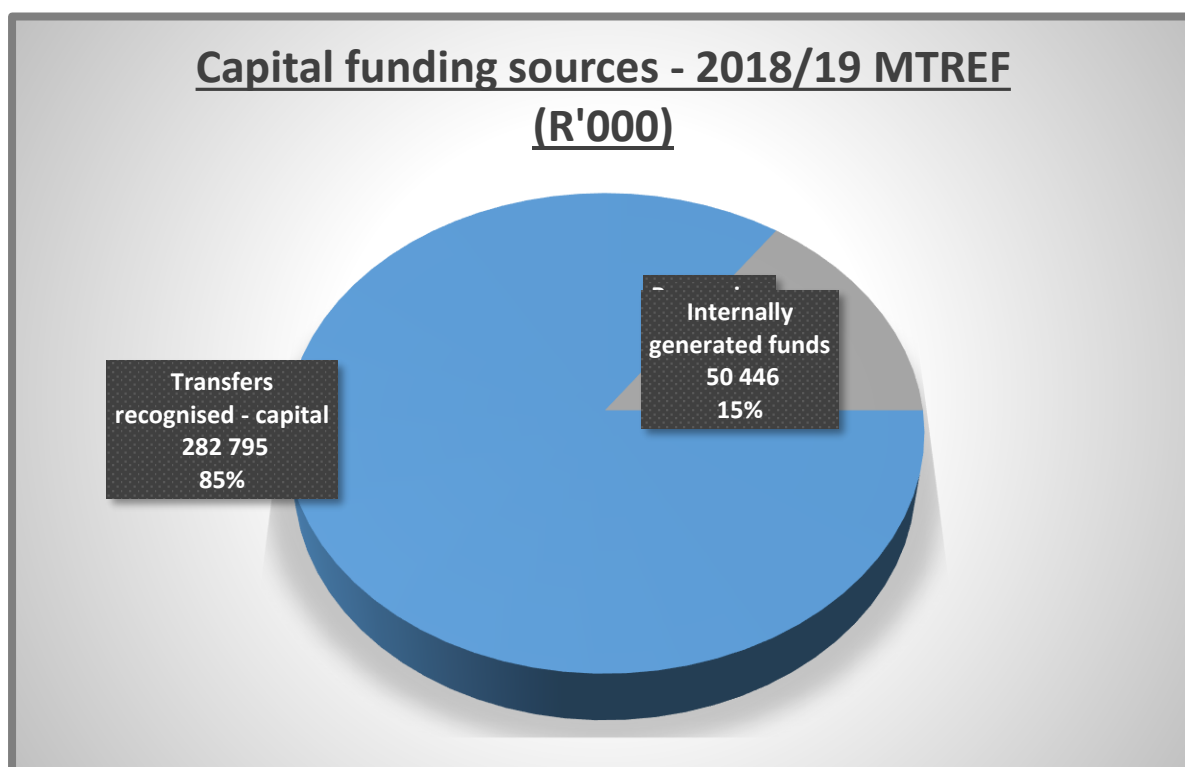
1.8 Capital Plan and Budgeting

The Municipal Capital Plan comprises planned projects ranging from upgrade of existing infrastructure, refurbishment and new assets. A detailed project list is found in Annexure A, SA Table 36.

1.8.1 Funding the capital plan

The table below presents the funding available for the capital plan 2018/19.

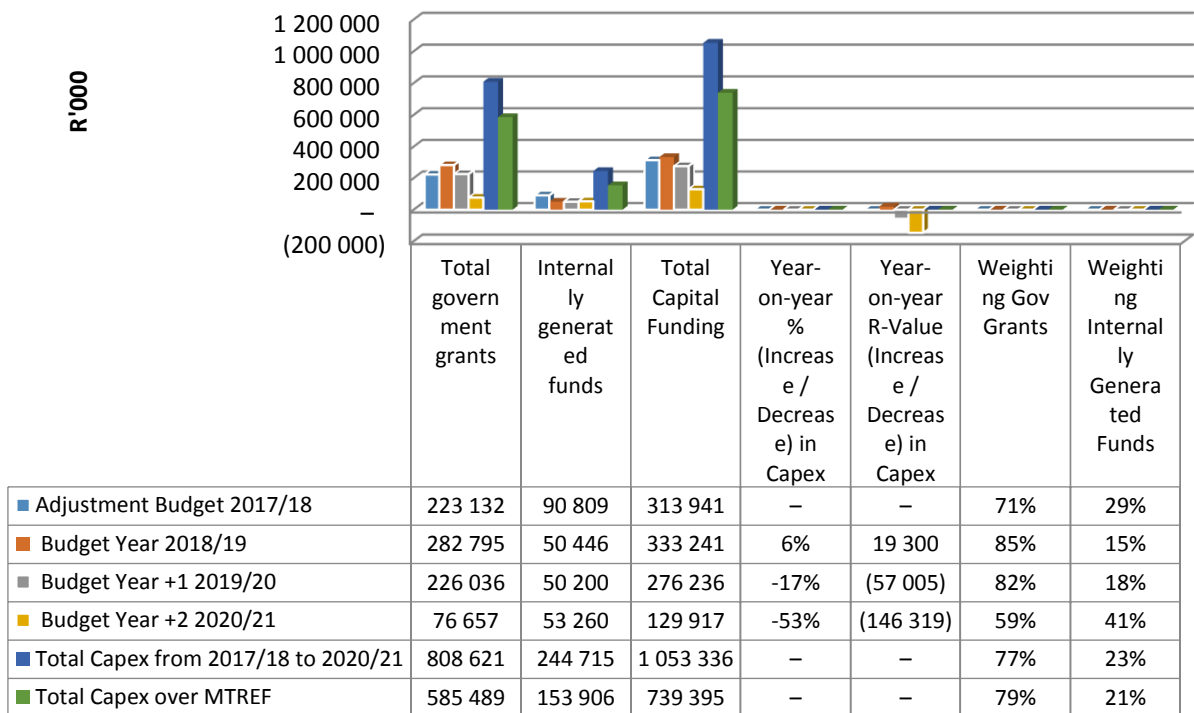
Funding sources of capex	2018/19 Medium Term Revenue & Expenditure Framework		
	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
	R'000	R'000	R'000
Funded by:			
National Government	282 795	226 036	76 657
Provincial Government	–		
Transfers recognised - capital	282 795	226 036	76 657
Borrowing	–		
Internally generated funds	50 446	50 200	53 260
Total Capital Funding	333 241	276 236	129 917



1.8.2 Capital plan by funding source

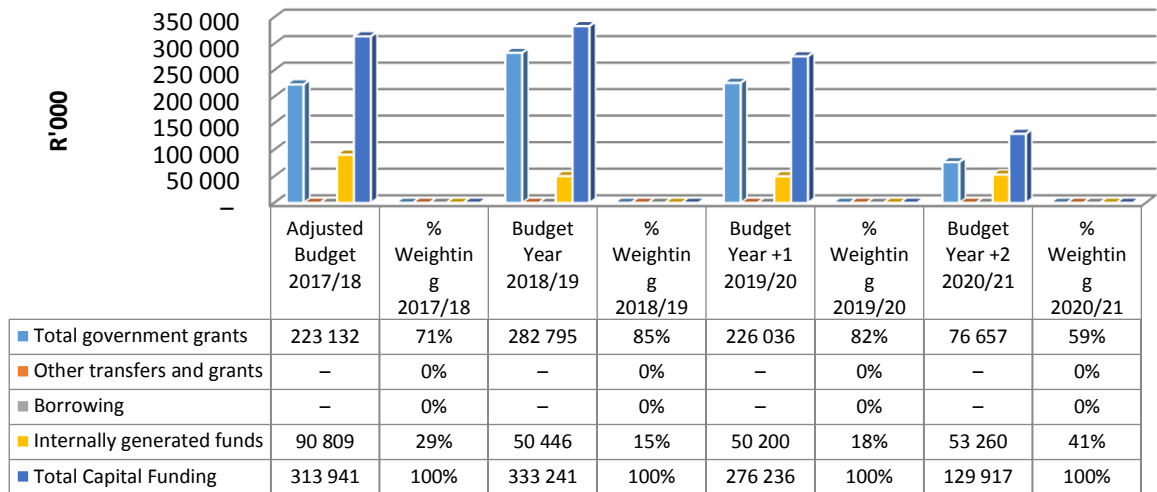
Funding sources of capex	2018/19 Medium Term Revenue & Expenditure Framework			
	Adjustment Budget 2017/18	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
	R'000	R'000	R'000	R'000
Total Capital Budget	313 941	333 241	276 236	129 917
Total government grants	223 132	282 795	226 036	76 657
Internally generated funds	90 809	50 446	50 200	53 260
Total Capital Funding	313 941	333 241	276 236	129 917
Year-on-year % (Increase / Decrease) in Capex	–	6%	-17%	-53%
Year-on-year R-Value (Increase / Decrease) in Capex	–	19 300	(57 005)	(146 319)
Weighting Gov Grants	71%	85%	82%	59%
Weighting Internally Generated Funds	29%	15%	18%	41%
Total	100%	100%	100%	100%

Funding sources Capital Expenditure 2018/19 MTREF



Capex MTREF 2018/19	Adjusted Budget 2017/18	% Weighting 2017/18	Budget Year 2018/19	% Weighting 2018/19	Budget Year +1 2019/20	% Weighting 2019/20	Budget Year +2 2020/21	% Weighting 2020/21
Total government grants	223 132	71%	282 795	85%	226 036	82%	76 657	59%
Other transfers and grants	–	0%	–	0%	–	0%	–	0%
Borrowing	–	0%	–	0%	–	0%	–	0%
Internally generated funds	90 809	29%	50 446	15%	50 200	18%	53 260	41%
Total Capital Funding	313 941	100%	333 241	100%	276 236	100%	129 917	100%

Capex Funding Sources MTREF 2018/19 - 2020/21

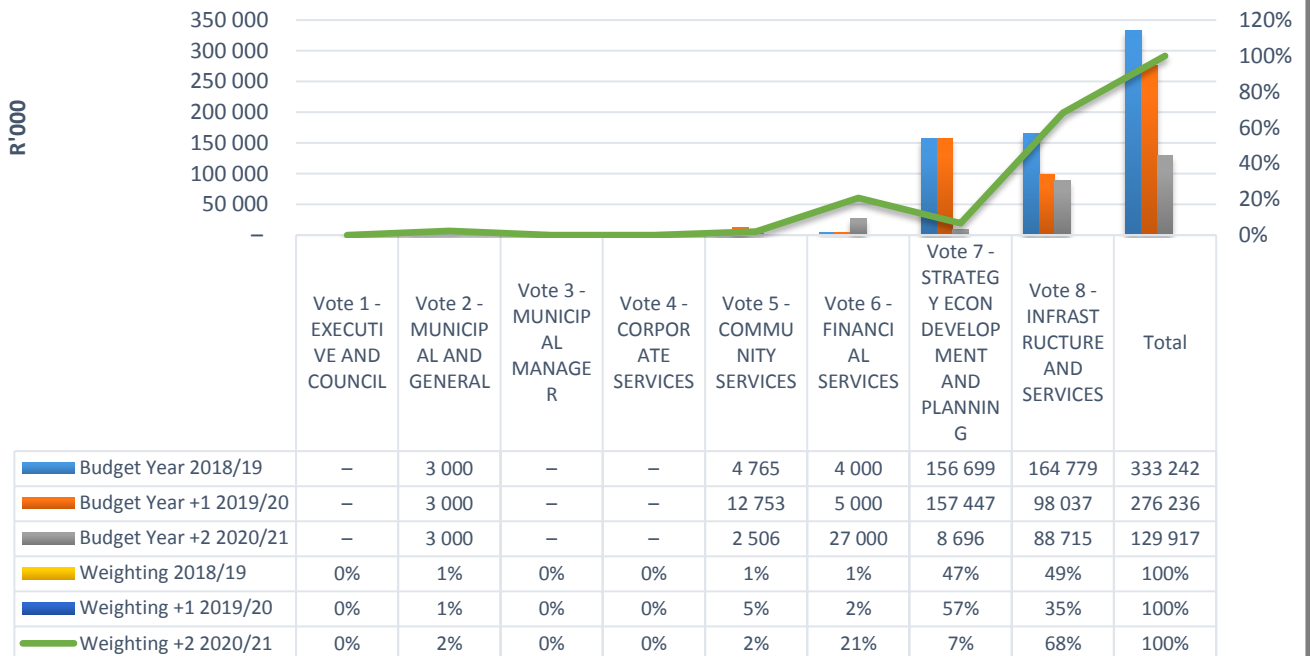


1.8.3 Capital plan by Municipal Standard Classification (MFMA vote)

NC091 Sol Plaatje - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding								
Vote Description	Ref	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1							
Capital expenditure - Vote								
Multi-year expenditure to be appropriated	2							
Vote 1 - EXECUTIVE AND COUNCIL		3 000	3 000	3 000	–	–	–	–
Vote 2 - MUNICIPAL AND GENERAL		–	–	–	–	3 000	3 000	3 000
Vote 3 - MUNICIPAL MANAGER		–	–	–	–	–	–	–
Vote 4 - CORPORATE SERVICES		–	–	–	–	–	–	–
Vote 5 - COMMUNITY SERVICES		–	–	–	–	–	12 753	2 506
Vote 6 - FINANCIAL SERVICES		2 000	4 593	4 593	–	4 000	5 000	27 000
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING		24 100	24 100	24 100	–	156 699	157 447	8 696
Vote 8 - INFRASTRUCTURE AND SERVICES		73 482	155 963	155 963	–	55 569	98 037	88 715
Capital multi-year expenditure sub-total	7	102 582	187 655	187 655	–	219 268	276 236	129 917
Single-year expenditure to be appropriated	2							
Vote 1 - EXECUTIVE AND COUNCIL		7 000	6 154	6 154	–	–	–	–
Vote 2 - MUNICIPAL AND GENERAL		–	–	–	–	–	–	–
Vote 3 - MUNICIPAL MANAGER		–	–	–	–	–	–	–
Vote 4 - CORPORATE SERVICES		–	–	–	–	–	–	–
Vote 5 - COMMUNITY SERVICES		16 695	17 389	17 389	–	4 765	–	–
Vote 6 - FINANCIAL SERVICES		–	2 300	2 300	–	–	–	–
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING		–	1 200	1 200	–	–	–	–
Vote 8 - INFRASTRUCTURE AND SERVICES		105 788	99 243	99 243	–	109 210	–	–
Capital single-year expenditure sub-total		129 483	126 286	126 286	–	113 975	–	–
Total Capital Expenditure - Vote		232 066	313 941	313 941	–	333 242	276 236	129 917
Capital Expenditure - Functional								
Governance and administration		12 000	18 046	18 046	–	7 000	8 000	30 000
Executive and council		10 000	11 154	11 154		3 000	3 000	3 000
Finance and administration		2 000	6 893	6 893		4 000	5 000	27 000
Internal audit								
Community and public safety		16 695	19 542	19 542	–	4 765	15 033	4 786
Community and social services		9 809	10 279	10 279			2 280	2 280
Sport and recreation		6 886	9 263	9 263			12 753	2 506
Public safety						4 765	–	–
Housing								
Health								
Economic and environmental services		53 726	115 439	115 439	–	169 747	192 724	41 451
Planning and development		2 800	2 000	2 000		5 000	3 000	3 000
Road transport		50 926	113 439	113 439		164 747	189 724	38 451
Environmental protection								
Trading services		143 644	154 914	154 914	–	147 730	56 480	49 680
Energy sources		49 000	32 000	32 000		53 997	41 480	26 280
Water management		58 824	87 855	87 855		55 932	9 000	15 000
Waste water management		35 821	35 058	35 058		37 801	6 000	8 400
Waste management								
Other		6 000	6 000	6 000		4 000	4 000	4 000
Total Capital Expenditure - Functional	3	232 066	313 941	313 941	–	333 241	276 236	129 917
Funded by:								
National Government		159 589	208 826	208 826		282 795	226 036	76 657
Provincial Government			14 306	14 306				
District Municipality								
Other transfers and grants								
Transfers recognised - capital	4	159 589	223 132	223 132	–	282 795	226 036	76 657
Public contributions & donations	5							
Borrowing	6							
Internally generated funds		72 476	90 809	90 809		50 446	50 200	53 260
Total Capital Funding	7	232 066	313 941	313 941	–	333 241	276 236	129 917

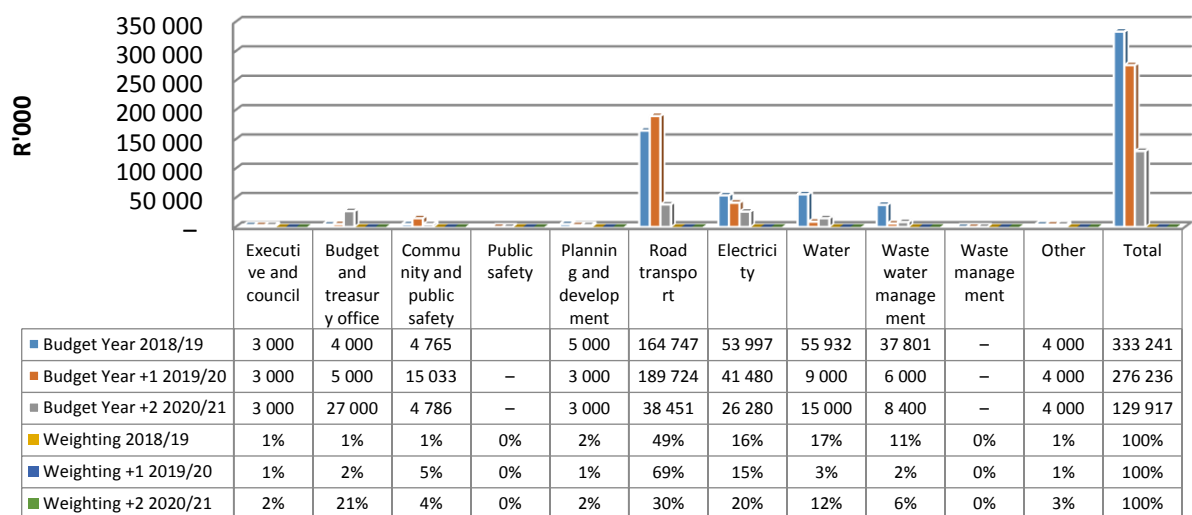
	2018/19 Medium Term Revenue & Expenditure Framework					
Vote Description	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Weighting 2018/19	Weighting +1 2019/20	Weighting +2 2020/21
Vote 1 - EXECUTIVE AND COUNCIL	–	–	–	0%	0%	0%
Vote 2 - MUNICIPAL AND GENERAL	3 000	3 000	3 000	1%	1%	2%
Vote 3 - MUNICIPAL MANAGER	–	–	–	0%	0%	0%
Vote 4 - CORPORATE SERVICES	–	–	–	0%	0%	0%
Vote 5 - COMMUNITY SERVICES	4 765	12 753	2 506	1%	5%	2%
Vote 6 - FINANCIAL SERVICES	4 000	5 000	27 000	1%	2%	21%
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING	156 699	157 447	8 696	47%	57%	7%
Vote 8 - INFRASTRUCTURE AND SERVICES	164 779	98 037	88 715	49%	35%	68%
Total	333 242	276 236	129 917	100%	100%	100%

Capital Expenditure per Municipal Vote 2018/19 MTREF (R'000)



	2018/19 Medium Term Revenue & Expenditure Framework					
Capital Expenditure - Standard	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Weighting 2018/19	Weighting +1 2019/20	Weighting +2 2020/21
Executive and council	3 000	3 000	3 000	1%	1%	2%
Budget and treasury office	4 000	5 000	27 000	1%	2%	21%
Community and public safety	4 765	15 033	4 786	1%	5%	4%
Planning and development	5 000	3 000	3 000	2%	1%	2%
Road transport	164 747	189 724	38 451	49%	69%	30%
Electricity	53 997	41 480	26 280	16%	15%	20%
Water	55 932	9 000	15 000	17%	3%	12%
Waste water management	37 801	6 000	8 400	11%	2%	6%
Waste management	–	–	–	0%	0%	0%
Other	4 000	4 000	4 000	1%	1%	3%
Total	333 241	276 236	129 917	100%	100%	100%

Capital Expenditure per Functional Classification



1.8.4 Capital plan by project

NC091 Sol Plaatje - Supporting Table SA36 Detailed capital budget				
Municipal Vote/Capital project	Ref	2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	4	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Parent municipality:				
<i>List all capital projects grouped by Municipal Vote</i>				
Loose Equipment	Loose Equipment	3 000	3 000	3 000
Community	Upgrade of Galeshewe Stadium		12 753	2 506
Community	Upgrade Community Halls		2 280	2 280
Information Technology	Replacement of Hardware	4 000	5 000	27 000
NDPG	Stormwater Upgrade Galeshewe	151 699	154 447	5 696
GURP projects	Installation of Services	5 000	3 000	3 000
Fire, Security	Homevale Satellite Fire Station	4 765		
Electricity	Replacement of Prepaid Meters	3 000	3 000	3 000
Electricity	Transformer Carters Glen/Galashewe substation	5 000		
Electricity	Transformer Riverton substation	4 000		
Electricity	Herlear 66kVa	3 000	10 000	
Electricity	Herlear 11kVa	7 000	2 000	
Electricity	Electrification Snake Park 949 houses	15 659		
Electricity	Electrification Platfontein 300 houses	4 950		
Electricity	Electrification Kutlwanong 48 houses	792		
Electricity	Electrification Santa Centre 139 houses	2 294		
Electricity	Electrification Soul City 64 houses	1 056		
Electricity	Electrification Mathibe 15 houses	247		
Electricity	General Electrification houses		19 200	16 000
Electricity	Streetlights	7 000	5 000	5 000
Electricity	Highmast lighting		2 280	2 280
Infrastructure - Other -Transport	Fleet Replacement Program	4 000	4 000	4 000
Water	Ritchie Bulk Supply	10 551		
Water	Lerato Park Water	17 381		
Water	Replacement of Water Meters	3 000	3 000	3 000
Water	Thlageng Dam	20 000		
Water	Water Pipe Upgrading	5 000	6 000	12 000
Sanitation	Upgrade of Lerato Park Sewer Line	20 801		
Sanitation	Carter's Glen New Pump Station	3 000		
Sanitation	Reconstruction old zinc toilets Kutlwanong	14 000		
Sanitation	Refurbish Sewer Pumps Various Wards		6 000	8 400
Roads and Stormwater	Resealing of Roads	5 229	19 203	20 755
Roads and Stormwater	Paving of Roads	7 819	9 233	
Roads and Stormwater	Roads and Stormwater Upgrade Various Wards		6 840	12 000
TOTAL				
Parent Capital expenditure	1	333 241	276 236	129 917

1.9 Long term borrowing

The municipality has not taken any new long term borrowings in the current financial year. The table below indicates the balances as at 30 June 2017 and the projections for the current and the next MTREF.

NC091 Sol Plaatje - Supporting Table SA17 Borrowing

Borrowing - Categorised by type	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Parent municipality									
Annuity and Bullet Loans	226 818	218 675	210 435	192 949	192 949	192 949	182 534	163 604	143 342
Long-Term Loans (non-annuity)									
Local registered stock									
Instalment Credit									
Financial Leases									
PPP liabilities									
Finance Granted By Cap Equipment Supplier									
Marketable Bonds									
Non-Marketable Bonds									
Bankers Acceptances									
Financial derivatives									
Other Securities									
Municipality sub-total	226 818	218 675	210 435	192 949	192 949	192 949	182 534	163 604	143 342
Total Borrowing	226 818	218 675	210 435	192 949	192 949	192 949	182 534	163 604	143 342

1.10 Performance Management

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

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

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

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

All divisional heads, in the same manner as the Senior Managers and the Municipal Manager sign annual performance agreements and must be assessed accordingly. Monthly and quarterly reporting performance is compulsory with quarterly performance reports

submitted to the Internal Audit for verification purposes, and the Executive Mayor submits these to Council within 30 days after the end of the quarter.

PART 2

BUDGET SUPPORTING DOCUMENTATION

2.1 Overview of IDP and Annual Budget Process

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

In particular, to the founders of the Organisation of African Unity for having bequeathed us an Africa with exemplary successes in the fight against slavery, colonialism and apartheid.

Agenda 2063, rooted in Pan Africanism and African Renaissance, provides a robust framework for addressing past injustices and the realisation of the 21st Century as the African Century.

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

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

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

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

2.1.1 The Overview of the process and project prioritisation principle

The 2018/19 Financial Year is the second 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 2017/18, and the key priorities as set out for 2018/19 and ensure that there is consensus in this regard and that the plan is funded accordingly.

The IDP Review and Budget Process is quite critical for transparency, inclusivity and participation of both internal and external stakeholders. The process outlines the current and

future direction of the municipality and how this will be achieved in order to meet the constitutional obligations. IDP and Budgeting is about the choices that must be made between competing priorities under the prevailing fiscal realities.

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

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

Section 21 of the MFMA requires that a time schedule setting out the process to draft the IDP and prepare the budget be tabled ten months before the start of the next financial year. In compliance with this requirement the IDP and budget time schedule was tabled before council on the 30 August 2017. 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 2017/18 Medium Term Budget for the municipality took place on 31st of May 2017 and laid the foundation by which strategic functions within the municipality could apply sound financial planning and management over the medium to long term. It also facilitated the critical alignment of planning, budgeting and sustainable service delivery in line with the municipality's vision of becoming a leading and a modern city.

The purpose of the 2018/19 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.

In September 2017 budget instructions (broad expenditure parameters) were issued to departments by the Chief Financial Officer. Staff budget requirements were also reviewed for budgetary purposes with an intense scrutiny of human resources needs and assessment of all vacancies. A memorandum providing guidelines relating to the capital budget process was issued to various programme managers and senior managers and provided assistance in categorising capital projects. An IDP and Budget workshop was held during December 2017 which focused on a year to date capital and operating budget performance, budget adjustments and the 2018/19 MTREF.

Broad Strategic responses to the state of the national economy were discussed. The workshop dealt with past performance trends of the operating and capital budget, identified budget realities going forward and set the criteria and basis to be used in the appropriation of financial resources amongst city functions during the budget cycle. Budget meetings were also held with various clusters. At these meetings, budget strategy, budget policies and the alignment of the operating budget with the IDP were discussed.

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, Austerity Measures have been applied to the 2017/18 medium term budget especially with regards to filling of vacancies, travel requests and office equipment replacement. In February 2018 budget presentations were made to the Budget Steering Committee and to the Mayoral Committees.

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

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

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

The 2018/19 and 2019/20 Capital budgets as approved per the 2017/18 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 2017/18 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 analyze 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.

2.1.2 The Political oversight

Section 53(1) (a) of the MFMA, states that, the Mayor of a municipality must provide political guidance over the budget process and the priorities that must guide the preparation of the budget. The Executive Management Team and the Mayoral Committee advise Council accordingly. Political oversight of the budget process allows Government, and in particular, the municipality to manage the tension between competing policy priorities and fiscal realities. The key to strengthening the link between priorities and spending plans lies in enhancing political oversight of the budget process. Strengthening the link between Government's priorities and spending plans is not an end in itself, but the goal should be enhanced service delivery aimed at improving the quality of life for all people within the municipality. The Executive Management Team has a significant role to play in the financial planning process.

2.3 SPATIAL DEVELOPMENT FRAMEWORK

The Municipality has revised its Spatial Development Framework (SDF) in line with Section 26 on the Municipal Systems Act of 2000 and Chapter 4 PART E of the Spatial Planning and Land Use Management (Act 16 2013). The SDF is a spatial representation of the Integrated Development Framework (IDP). It is also the primary spatial response to the development context, needs and development of the Municipality. The revised 2017 to 2022 SDF is yet to

be approved by Council. A process plan will be tabled to the Mayoral Committee at the earliest convenience. It is the commitment of the municipality that this document is approved together with the Budget in May 2018.

2.1.3 Public participation and consultations with stakeholders

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

In order to strengthen public participation, the municipality has been rolling out its outreach programme to all wards led by the office of the Executive Mayor, during the year.

Accordingly, the tabling of the draft Budget in council on the 28 March 2018 will be followed by extensive publication of the budget documentation in the council's newspaper, local and community radio stations and ward based participation process. Copies of the tabled budget in both electronic and printed formats will be submitted to National Treasury as well as the Northern Cape Provincial Treasury and the Provincial Department of Co-operative Governance, Human Settlements and Traditional Affairs.

Date	Area	Venue	Date
03.04.2018	CBD and areas bordering CBD as well as Beaconsfield and Greenpoint	City Hall	17h00
	Monument Heights, Royldene, Southridge, Hadison Park, Hillcrest and Surrounding Suburbs	Horseshoe Motel	17H00
	Greater Galeshewe Area	Galeshewe Recreational Hall	17H00

04.04.2018	Roodepan, Homelite, Homevale, Homestead, Floors, Colville, Lerato Park	Marius Bessemans Hall	17H00
	Platfontein	Platfontein Combine School	17H00
	Ritchie	Motswedimosa Hall	17H00
05.04.2018	Galeshewe	R C Elliot Hall	17H00
	Galeshewe	Bantu Hall	17H00

The tabled budget will also be published on the council's website. In terms of the Municipal Systems Act and in conjunction with the Municipal Finance Management Act, hearings on the budgets are to be held during April & May 2018 in various wards in the municipal area, and with the IDP Representative Forum as established.

2.1.4 Schedule of key deadlines

The IDP Review and the Budget time schedule for the compilation of the 2018/19 budget cycle was approved in August 2017, well before the start of the budget year and 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 2018/19 MTREF	30 August 2017	Executive Mayor
In-year reporting	15 th of each month	Chief Financial Officer
Submission of Annual Financial Statements 2016/17	31 August 2017	Municipal Manager/Chief Financial Officer
Quarterly Reports (MFMA Section 52 (d))	30 days after each quarter (30 Sept and 31 Jan)	Executive Mayor/ Chief Financial Officer
Quarterly Performance Reports	30 days after each quarter (30 Sept and 31 Jan)	IDP Manager/ Chief Financial Officer/ Executive Mayor
MFMA Sec 72	24 January 2018 Mid Term Report	Municipal Manager
MFMA Section 121	24 January 2018 Annual Report	Executive Mayor/CFO
Approval of the adjustment budget	28 February 2018	Executive Mayor/CFO
Tabling of the IDP Review, the Annual Budget, Budget related policies and proposed tariff increases	28 March 2018	Executive Mayor/MM/ CFO
Approval of Annual Report 2016/17, and the MPAC Oversight Report	28 March 2018	Chairperson MPAC/ CFO
Public participation	April and May 2018	Executive Mayor/ MM/ CFO
Budget Benchmark Exercise	May 2018	MM/CFO and other Senior Managers

Approval of IDP Review, Annual Budget, Policies and Tariffs	30 May 2018	Executive Mayor, MM and CFO

2.2 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.

2.2.1 KEY NATIONAL AND PROVINCIAL GUIDING DOCUMENTS

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

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

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

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

The municipality is currently working with national strategic partners such as the King Sabata Dalindyebo Municipality, the Dhlabeng Local Municipality on various matters that link with the SDG's. It is planned that international partners be identified and approached in this regard. This effort will allow for a holistic approach in developing KPI's with a wider range of development programs. The municipality would continue to address these issues in a holistic and integrated manner.

The new Urban Agenda was officially adopted in 2016 and provides a 20 year "roadmap" to guide sustainable urban development globally. The 2030 agenda is built around a series of Sustainable Development Goals (SDGs). Most relevant to the New Urban Agenda is SDG 11, which aims to "make cities and human settlement inclusive, safe, resilient and sustainable". Unlike their predecessors, the Millennium Development Goals, the SDGs apply to all UN member's states equally. Much of the New Urban Agenda focused on the application of new technologies and the harvesting of big data, particularly in established urban centres and cities. Under the umbrella of City's Network, using open data networks for better urban planning provides an optimistic, technology-based future for cities. Sol Plaatje is now considering to subscribe to the City's Network and benchmark the approach with other city's that participated in this regard.

2.2.2 Development Plan (Vision 2030)

The intention of this plan is to improve service delivery for citizens of South Africa, whilst integrating national, provincial and local policies and programmes into a single, target orientated and long term based plan. In this plan a collective approach of improving the lives of the citizens is applied, and communities themselves have a role to play in this regard. The Spatial component of the NDP which is the Integrated Urban Development Framework provides a macro spatial context for urban development at a national level. These will also include the UNSP projects. Projects identified as catalytic restructuring projects that would

change spatial form of the cities are being considered especially in the areas such as human settlements, light industries, tourism and heritage, and economic infrastructure supporting future growth and development.

2.2.3 Agreement Outcome 9

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

National Priorities: State of the Nations Address 2018 (SONA) The State of the Province Address 2018 highlighted the following issues: ·

- 2018 was declared as the year of Nelson Mandela, with Centenary Celebrations planned. The municipality is implementing a mega project in this regard, the development of the Ah!! Dalibhunga Nelson Mandela Precinct, who would be turning 100 years old this year. It is the year of unity in action by all South Africans as we move South Africa forward together. ·
- Acknowledgement of the importance of addressing the triple challenges that still face the majority of South Africans i.e. poverty, inequality and unemployment, and as the State President has put, we are not going to sleep as part of government as we should find solutions to the challenge of unemployment, and work hard to create new jobs for the people
- Acknowledgement of the slow pace of economic growth which is currently unable to create the much needed jobs · Reaffirmation of government's commitment to the implementation of the Nine Point Plan

The government priorities as set out in through the SONA can be summed up as follows:

- A year of unity
- A new chapter on radical economic transformation
- Resolving land distribution
- Women empowerment programmes

- Collaboration with private sector for job creation purposes and growing the economy
- Dealing decisively with corruption
- Safer communities

2.3.1 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 and sewer collector network;
- 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.

2.4 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.

2.4.1 IDP REVIEW PROCESS AND STAKEHOLDER PARTICIPATION

The IDP is reviewed yearly to inculcate a democratic approach to local governance by ensuring all stakeholders get an opportunity to voice their opinions in influencing the shape, form, direction and pace of development in their localities. The municipality is committed to addressing the needs of the people and values the inputs from communities and stakeholders. The IDP draft process plan for 2017/2018 was noted by council in August 2017. The 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. The development of the new five-year plan in 2017/18 would provide further opportunity for the citizens to actively participate in the development of the IDP.

2.4.2 Link between IDP and Budget

In compliance with the Municipal Structures Act (1998) and Municipal Financial Management Act (2003), our municipal budget is informed and aligned to the IDP objectives. The IDP determines and prioritises the needs of the community. The budgetary allocations for both the capital and operating expenditure are undertaken in a manner that will not only ensure that our IDP outcomes are achieved but also to ensure that our municipality's vision is realised. The 2018/19 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	Goal	Revenue			Expenditure			Capital Expenditure		
R thousand		Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 20/21
KPA 1: Local Economic Development	1.1 To ensure effective spatial planning and development in order to establish a competitive economic position	4 243	4 524	4 818	27 533	29 350	31 226	5 000	3 000	3 000
	1.2 Marketing the municipality as premier destination for tourism and investment	517	548	578	6 411	6 776	7 149			
	1.4 To capacitate SMME's and local entrepreneurs				4 040	4 303	4 582			
	1.5 To develop sustainable living through job creation (EPWP and other initiatives)									
	1.6 To promote agricultural development within the Sol Plaatje municipal area through agricultural support initiatives									
	1.7 To position the market as a productive and profitable section of the municipality.	4 135	4 383	4 624	7 331	7 771	8 198			
KPA2: Basic and Sustainable Service Delivery and Infrastructure Development	2.1 To ensure sustainable delivery of community services (personal including environmental health, emergency and traffic services) to all residents of SPM.	28 544	28 176	29 525	150 038	151 391	152 629	4 765	15 033	4 786
	2.2 To address the poor condition of the roads in the Sol Plaatje area	282 830	226 074	76 697	38 368	40 993	43 594	180 267	189 724	38 451
	2.3 To ensure the availability of critical service delivery tools at all times (fleet management)	–	–	–	10 956	12 116	13 484	4 000	4 000	4 000
	2.4 To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure	–	–	–	85 985	91 754	97 558	53 997	41 480	26 280
	2.5 To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure	833 785	874 139	935 213	726 812	779 777	835 680	78 214	15 000	23 400

	2.6 To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services	334 633	377 121	402 753	221 535	240 911	261 015			
	2.7 To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation	–	–	–	77 400	81 588	85 771			
	2.8 To ensure the adequate provision, upgrading and maintenance of solid waste services infrastructure	–	–	–	–	–	–			
	2.9 Development of suitably located and affordable housing (shelter) and decent human settlements;	10 401	11 025	11 631	26 073	27 636	29 186			
	2.10 To improve public transport system and services	–	–	–	–	–	–			
	2.11 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).	4 800	5 092	5 379	60 550	64 018	67 706			
	2.12 To ensure continuous maintenance and replacement of furniture, office and computer equipment							3 000	3 000	3 000
KPA 3: Municipal Financial Viability and Management	3.1 To enable effective training and skills development through various initiatives, and partnering with the private sector.	4 940	5 208	5 275	7 371	7 786	7 994			
	3.2 To improve effective human resource development to staff and Councillors	–	–	–	23 521	31 609	40 189			

	3.3 To ensure continuous maintenance and replacement of furniture, office and computer equipment	-	-	-	18 838	19 874	20 868			
	3.4 To provide a basis for sustainable municipal performance improvement	300 103	274 384	281 395	343 607	366 917	395 182			
KPA 4: Municipal Institutional Development and Transformation	4.1 Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams	12 621	11 716	12 477	17 880	19 042	20 279			
	4.2 Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management	517 350	601 221	654 752	120 334	127 862	135 621	4 000	5 000	27 000
KPA 5: Good Governance and Public Participation	5.1 To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls	-	-	-	20 371	21 593	22 780			
	5.2 To promote community participation and communication	-	-	-	5 547	5 879	6 202			
	5.3 To facilitate and promote Inter-governmental relations programmes and projects on a continuous basis.	-	-	-	46 355	49 228	52 034			
Total		2 338 902	2 423 610	2 425 119	2 046 856	2 188 175	2 338 931	333 242	276 236	129 917

2.2 Measurable Performance Objectives and Indicators

Table SA7 provides for the main measurable performance objectives the municipality plans to carry out and achieve in the 2018/19 financial year.

NC091 Sol Plaatje - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Vote 1 - vote name							
1. Local Economic Development							
1.1 To ensure effective spatial planning and development in order to establish a competitive economic position							
<i>To improve the SCM turnaround time to 12 weeks for annual contracts from closing date to date of award.</i>	Average time in weeks to award tenders	12	12	12	12	12	12
<i>To improve the SCM turnaround time to 6 weeks for once off contracts from closing date to date of award.</i>	Average time in weeks to award tenders	6	6	6	6	6	6
<i>Ensuring a response time of 10 weeks for building plan submissions received in the current financial year for buildings or architectural buildings greater than 500m² annually.</i>	Average response time in weeks to approve building plans	10	10	10	10	10	10
<i>Ensuring a response time of 6 weeks for building plan submissions received in the current financial year for buildings or architectural buildings less than 500m² annually.</i>	Average response time in weeks to approve building plans	6	6	6	6	6	6

<i>To process all category 1 land use applications received until 30 April of the current financial year through MPT (Municipal Planning Tribunal) by 30 June 2018 in terms of the SPLUM by-law (2015)</i>	Percentage of land use applications approved	100%	100%	100%	100%	100%	100%
<i>To process at least 100 buildings plans that were received before 1 July 2018 by the end of the current financial year (30 June 2019)</i>	Number of building plans approved	50%	100%	100	100	100	100
1.2 Marketing the municipality as premier destination for tourism and investment							
<i>Promote tourism into the city using arts, culture and heritage as a strategy by creating a marketing platform for SMME's through at least 4 events partnered by Sol Plaatje on an annual basis</i>	Number of marketing platforms created (events)	4	4	4	4	5	5
1.4 To capacitate SMME's and local entrepreneurs							
<i>To successfully implement the PPPFA Regulations to achieve BBBEE and radical economic transformation through local procurement by ensuring at least 60% of the municipality's tenders are awarded to EME's, OSE's and from the businesses in the rural areas within the municipal jurisdiction by 30 June 2019.</i>	Percentage of tenders and value thereof awarded to EME, OSE, local and from business in the rural areas within the municipal jurisdiction	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%
<i>To implement Standards for Infrastructure Procurement and Demand Management by ensuring compliance with predetermined timeframes by 30 June 2019.</i>	Compliance with the predetermined time frames	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>Support SMME's through business incubation by setting up developmental programmes for at least 10 businesses annually.</i>	Number of business provided with a developmental programme	10	10	10	10	10	10
1.5 To develop sustainable living through job creation (EPWP and other initiatives)							
<i>Create 300 FTE jobs through EPWP initiatives of the SPM by 30 June 2019.</i>	Number of jobs created	300	300	300	310	320	330
<i>To complete Local Economic Development Strategy 30 June 2019.</i>	Completed strategy document	1	1	1	1	0	0

1.7 To position the market as a productive and profitable section of the municipality							
<i>To perform an assessment of the completed business plan in relation to the profitability potential of the fresh produce market of the municipality and implement a decision by 30 June 2019.</i>	Business Plan	1	0	0	0	0	0
2. Basic service delivery and Infrastructure development							
2.1 To ensure sustainable delivery of community services (personal including environmental health, library, emergency and traffic services) to all residents of SPM.							
<i>To complete the construction of the Homevale Fire Station by 30 June 2019.</i>	Percentage completion as per project progress reports	100.0%	40.0%	40.0%	100.0%	0	0
<i>Respond to 85% of emergency call-outs within time limits as prescribed in table 1 and table 2 of SANS 10090 by 30 June 2019.</i>	% call-outs that were responded to within the time limits	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%
<i>To achieve at least 70% compliance with the National Disaster Management Tool by 30 June 2019.</i>	% compliance with the National Disaster management Tool	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%
2.2 To address the poor condition of the roads in the Sol Plaatje area through maintenance and upgrading projects							
<i>To upgrade at least 12 km of Galeshewe access roads to a paved surface by 30 June 2019. (ward 6,7,9,10 and 15)</i>	Distance of km paved	2km	2km	2km	12km	10km	5km
<i>To upgrade 2.2km of Roodepan access roads to a paved surface by 30 June 2019.</i>	Distance of km paved	2.2km	2.2km	2.2km			
<i>To complete Phase 2 for the upgrading of storm water channels in Galeshewe by 30 June 2019.</i>	Percentage completion as per project progress reports	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>To complete 80% construction projects in terms of Priority 1 for the upgrading of storm water channels in Galeshewe by 30 June 2019.</i>	Percentage completion as per project progress reports	0.0%	40.0%	40.0%	80.0%	90.0%	100.0%
<i>To complete Roads and Storm water Master Plans by 30 June 2018.</i>	Percentage completion as per project progress reports	100.0%	100.0%	100.0%	0	0	0
<i>To Upgrade the Pavement Management System by 30 June 2018.</i>	Percentage completion as per project progress reports	100.0%	100.0%	100.0%	0	0	0

To complete the Integrated Transport Plan by 30 June 2019		100.0%	0.0%	0.0%	100.0%	0	0
To complete the upgrading of Tlhageng Retention Dam by 30 June 2019.	Percentage completion as per project progress reports	procurement phase complete	procurement phase complete	procurement phase complete	100.0%	0	0
To complete the upgrade of stormwater channles in wards 30,22,26,27 and 32 by 30 June 2019.	Percentage completion as per project progress reports	N/A	N/A	N/A	100.0%	0	0
To reseal at least 15km of tarred roads by 30 June 2019.	Distance (km resealed)	10km	0km	0km	15km	20km	25km
2.3 To ensure the availability of critical service delivery tools at all times (fleet management)							
Ensure that all identified fleet items to be procured for the year, are delivered by 30 June 2019	Percentage of identified fleet items delivered at year end	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
2.4 To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure							
To complete upgrading of the Carters Glen substation with 1 X 20 MVA transformers by 30 June 2019	Percentage completion as per project progress reports	100.0%	procurement complete	procurement complete	100.0%	1	1
To complete 50% of the project to replace the 66KV oil circuit breakers at the the Herlear Substation with SF6 by 30 June 2019.	Percentage completion as per project progress reports	100.0%	procurement complete	procurement complete	1	1	0
To complete 50% replace the 11KV Circuit breakers at Herlear Substation by 30 June 2019	Percentage completion as per project progress reports	New	New	New	1	1	0
To complete the upgrading of Riverton substation equipment with 2X10MVA transformers by 30 June 2019.	Percentage completion as per project progress reports	100.0%	procurement complete	procurement complete	100.0%	0	0
To convert 40% of municipal buildings to energy efficient lighting by 30 June 2019.	Percentage completion as per project progress reports	New	New	New	40.0%	1	1
To upgrade high mast lighting in Ivory Park by 30 June 2019.	Percentage completion as per project progress reports	New	New	New	100.0%	0	0
2.5 To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure							

To complete the construction of the new Riverton pump station building by 30 June 2018.	Percentage completion as per project progress reports	50.0%	100.0%	100.0%	0.0%	0	0
To complete the repair/refurbishment of the sewer outfall main from Gogga to Homevale Waste Water Treatment Plant by 30 June 2018.	Percentage completion as per project progress reports	100.0%	100.0%	100.0%	0.0%	0	0
To complete the water connections for the Lerato park development by 30 June 2019.	Percentage completion as per project progress reports	100.0%	40.0%	40.0%	100.0%	0	0
To complete the sewer connections for the Lerato park development by 30 June 2019.	Percentage completion as per project progress reports	100.0%	40.0%	40.0%	100.0%	0	0
To complete the water pipe replacement projects at the following areas: Newton , Community, Adam Namakola, Nobengula, Bultfontein Road and Gogga Pump Station by 30 June 2018.	Percentage completion as per project progress reports	0.0%	100.0%	100.0%	100.0%	0	0
To complete the Ritchie Bulk Water Implementation project by 30 June 2019	Percentage completion as per project progress reports	40.0%	Phase 2 complete	Phase 2 complete	100.0%	0	0
To complete phase 2 of the security project by 30 June 2018.	Percentage completion as per project progress reports	100.0%	100.0%	100.0%	0.0%	0	0
To complete the water and sanitation master plan by 30 June 2018.	Percentage completion as per project progress reports	100.0%	100.0%	100.0%	0.0%	0	0
To spend at least 8% of the operational budget to repairs and maintenance annually.	Percentage of operating budget spend on R&M	8.0%	8.0%	8.0%	8.0%	0	0
To complete 30% of the upgrading of the Carters Glen Sewer pump station by 30 June 2019.	Percentage completion as per project progress reports	New	New	New	30.0%	1	1
2.6 To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services							
To replace 2500 water meters by 30 June 2019.	Number of water meters replaced	2000	2000	2000	2500	3000	3000
To provide 1175 households in Ivory Park with electrical connections by 30 June 2018.	Number of houses connected to electricity network	100%	1175	1175	0	0	0
To complete the electrification of 1591 houses (Snake park, Platfontein, Ramorwas Fluffy park, Sanata centre and Kutlwanong) by 30 June 2019.	Number of houses connected to electricity network	New	New	New	1 591	1 200	969

<i>To replace at least 2500 prepaid electricity meters by 30 June 2019</i>	Number of electricity meters replaced	2000	2000	2000	2500	3000	3000
<i>Decrease electricity losses to 18% by 30 June 2019</i>	Percentage electricity loss	18%	18%	18%	18%	17%	16%
<i>Decrease water losses to 45% by 30 June 2019</i>	Percentage water loss	45.0%	45.0%	45.0%	45.0%	40.0%	35.0%
<i>To ensure that the installation of water and sanitation services in Phomolong is completed by 30 June 2018.</i>	Percentage project progress as per project reports	60%	100%	100.0%	0	0	0
<i>15 500 Indigent households to receive free basic services (water, electricity, sanitation and waste removal according to national guidelines) by 30 June 2019</i>	Number of indigents per the indigent register	15000	15000	15000	15000	17500	18500
<i>To complete the reconstruction of aged sink toilets in Kutlwanong by 30 June 2019.</i>	Percentage completion as per project progress reports	New	New	New	100%		
2.7 To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation							
<i>To ensure through effective monitoring that a 100% Blue Drop Status is achieved by 30 June 2019</i>	Percentage Blue Drop Status achieved	95%	95%	95%	97%	95%	95%
<i>To ensure through effective monitoring that a 90% Green Drop Status is achieved by 30 June 2019</i>	Percentage Green Drop Status achieved	90%	90%	90%	90%	90%	90%
2.9 Develop suitable located and affordable housing (shelter) and decent human settlements							
<i>To ensure that 3400 erven (in the areas Ritchie, Begonia and Ivory park) are planned and surveyed by 30 June 2019.</i>	Number of erven planned and surveyed	New	New	New	3400	1860	300
<i>To ensure that 200 erven in the informal settlements Witdam and Ramorwa are planned and surveyed by 30 June 2018</i>	Number of erven planned and surveyed	0	200	200	0	0	0
2.10 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).							
<i>Ensure that adequate maintenance (at least 92% completion in terms of plan) is done on sporting and recreational facilities requiring conditions based maintenance, in accordance with the annual maintenance schedule/plan.</i>	Percentage completion of maintenance of sport facilities in accordance with maintenance schedule.	90%	90%	90%	92%	95%	95%

<i>To complete the upgrade of the Florianville swimming pool by 30 June 2018.</i>	Percentage completion as per project progress reports	100%	100%	100%	0	0	0
<i>To complete the upgrading of various facilities at the De Beers stadium by 30 June 2018.</i>	Percentage completion as per project progress reports	100%	100%	100%	0	0	0
<i>To complete the upgrading of Bantu Community hall by 30 June 2019.</i>	Percentage completion as per project progress reports	N/A	N/A	N/A	100%		
<i>To complete 80% of the upgrade of the Galeshewe Sport Stadium by 30 June 2019.</i>	Percentage completion as per project progress reports	100%	Phase 1 complete	Phase 1 complete	80%	100%	0
2.11 To improve the public transport system and services	Percentage completion of the process as per tender document, appointment letter and minutes	100%	100%	100%	0	0	0
<i>To complete the procurement process for the taxi lay-by project in Galeshewe by 30 June 2018.</i>							
3. Municipal Institutional Development and Transformation							
3.1 To enable effective training and skills development through various initiatives and partnering with the private sector							
<i>Equip staff to Implement efficiency, monitoring and productivity through the following improvement interventions by 30 June 2019 : Leadership and management development training, Learning/competency and development programme</i>	Number of interventions performed	2	2	2	2	2	2
3.2 To improve effective human resource development to staff and Councillors	Skill/talent retention policy developed	100%	100%	100%	0	0	0
<i>Develop a policy/strategy addressing talent retention, fixed contract dispensation, revised performance management, recognition system, revised remuneration dispensation by 30 June 2018.</i>							
<i>Review the organisational structure of the municipality on an annual basis, with the aim of optimising efficiency, and make recommendations by 30 June 2019.</i>							
<i>Develop a proactive strategy for effective fraud risk management by 30 June 201.</i>							
	Record of review and recommendations made and review performed	100%	100%	100%	100%	100%	100%
	Fraud risk strategy	100%	100%	100%	0	0	0

<i>Monitor the implementation of the Human Resource Management Plan through conducting at least one review meeting annually.</i>	Number of review meetings held	1	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 2019</i>	% compliance to the EAP	70%	70%	70%	72.0%	75.0%	75.0%
3.3 To ensure continuous maintenance and replacement of furniture, office and computer equipment and create a secure environment within the municipality							
<i>Ensure that all identified Information Technology related needs as per the procurement plan have been addressed by 30 June 2019.</i>	Percentage of items per the procurement plan delivered	100%	100%	100%	100%	100%	100%
<i>Ensure that all identified furniture and office equipment needs have been addressed by 30 June 2019.</i>	Percentage of items per the procurement plan delivered	100%	100%	100%	100%	100%	100%
<i>To conduct at least 4 IT Steering Committee meetings by 30 June 2019.</i>	Number of meetings held and attendance registers	0	4	4	4	4	4
<i>To review and finalise the IT Governance Framework and related policies (Business Continuity Plan) by 30 June 2018.</i>	Evidence of reviewed framework	0	1	1	0	0	0
<i>To review municipal documents (letterheads) designs and ensure that they reflect the new vision of the municipality by 30 June 2018.</i>	All municipal documents	0%	100%	100%	0	0	0
3.4 To provide a basis for sustainable municipal performance improvement							
<i>Monitor the implementation of the Integrated Performance Management Policy by conducting at least one review meeting annually</i>	Minutes of meeting conducted. Item on policy review tabled to Council	1	1	1	1	1	1
<i>Submit quarterly organisational performance reports to the Executive Mayor by the 20th of the month following the end of each Quarter for 2018/19</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	2%	4	4	4	4	4
<i>Co-ordinate bi-annual performance assessments of the municipal manager and managers reporting directly to the municipal manager by 30 June 2019.</i>	Number of assessments conducted	2	2	2	2	2	2

<i>Submit the final IDP document for adoption to Council by 31 May annually.</i>	Tabled IDP for Council adoption	1	1	1	1	1	1
<i>Submit the final SDBIP to the Executive Mayor by 30 June annually.</i>	SDBIP approved by Executive Mayor	1	1	1	1	1	1
4. Municipal financial viability and management							
4.1 Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams							
<i>Improve revenue enhancement by ensuring a collection rate of 89,4% after debt write off by 30 June 2019</i>	Collection rate	89.4%	89.4%	89.4%	89.4%	89.4%	89.4%
4.2 Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management							
<i>To spend at least 95% of the Capital Budget (including VAT) on capital projects identified in the IDP by 30 June 2019</i>	Percentage capital spending	95%	95%	95%	95%	95%	95%
<i>To spend at least 95% of the Operational Budget annually (30 June)</i>	Percentage operational spending	95%	95%	95%	95%	95%	95%
<i>Maintain the debt coverage ratio of at least 2:1 against net assets of the municipality by 30 June 2019</i>	Debt coverage ratio	2.1	2.1	2.1	2.1	2.1	2.1
<i>Reduce net debtor days to 200 days by 30 June 2019</i>	Net debtor days	200	200	200	200	200	200
<i>Maintain the cost coverage ratio of at least 3 months (annually)</i>	Cost coverage ratio	3	3	3	3	3	3
<i>Ensure that the actual spending on employee related costs does not exceed 32% of the total expenditure, by 30 June 2019</i>	Employee cost as a percentage of total operating cost	32%	32%	32%	32%	32%	32%

Ensure through regular communication and submission data streams monthly, that mSCOA compliance is maintained throughout the financial year	Monthly submission of data streams to National Treasury	12	12	12	12	12	12
5. Good Governance and Public Participation							
5.1 To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls							
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	10	10	10	10	10
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 2019	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 by 31 January annually.	Audit action plan submitted	1	1	1	1	1	1
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	4	4	4	4	4
Submit an Annual Report on risk management maturity level of SPM to NT by 30 June each year.	Maturity Report submitted	1	1	1	1	1	1
5.3 To promote community participation and communication							
To ensure that all 33 ward committees are established by 1 April 2018.	Number of ward committees established	33	33	33	0	0	0
To communicate to the public (established residential areas) by issuing monthly newsletters	Number of newsletters issued.	12	12	12	12	12	12
To respond to all media enquires and issue media statements within 24 hours after an occurrence	Response times after and event has occurred	24h	24h	24h	24h	24h	24h
5.2 To facilitate and promote Inter-governmental relations programmes and projects on a continuous basis.							

<i>To promote the Inter-Governmental Relations Agenda through the development of a formal strategy and memorandums of understanding (MOU's) by 30 June 2018.</i>	Strategy Developed	1	1	1	0	0	0
<i>Strengthen strategic IGR relations through the development of a strategic plan by 30 June 2018.</i>	Strategic Plan developed	1	1	1	0	0	0
<i>Monitor the implementation of the strategic plan for IGR relations through semi-annual review meetings.</i>	Minutes of review meetings held and observations made.	New	New	New	2	2	2
<i>Evaluate and review legislative environment and intergovernmental frameworks with a view to meet the expectations on SPM governance and capacity to govern, and make recommendations by 30 June 2018.</i>	Evidence of reviews performed	1	1	1	0	0	0
<i>Monitor the implementation of recommendations made regarding the intergovernmental framework through and annual review and assessment meeting.</i>	Evidence of reviews performed	New	New	New	2	2	2

2.4.3 Key financial ratios

The benchmarks reflected in the table below are based on actual audited results in the 2016/17 financial year:

Financial Benchmark	Basis of Calculation	2016/17 Outcomes
Debt to asset ratio	Total debt/total asset 700 657 843/ 3 035 389 545	1: 4.33
Debt to revenue	Total consumer debt after provision/annual income 1 074 723 378/ 2 010 170 639	1: 1,87
Average interest paid on debt	Interest paid/operating expenditure	0,02%
Interest as a % operating expenditure	Interest paid/operating expenditure	0,02%
Credit rating	Calculated by a recognised agency	Baa.3
Current ratio	Current assets/current liabilities	5,38: 1
Creditors system efficiency	% of creditors paid within the terms	
Electricity distribution losses	Total units purchased less total units sold/total units purchased	24%
Water distribution losses	Total units purchased less total units sold/total units purchased	50%

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

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

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

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

Current Ratio: The ratio measures the short term liquidity, that is, the extent to which the current liabilities can be paid from current assets. The higher the ratio, the healthier is the situation. Whilst the ratio of 1.3:1 is below the norm of 1.5 to 2.1 normally set for municipalities, there is sufficient cash to meet creditor obligations.

TABLE SA8 sets out the municipalities main performance objectives and benchmarks for the 2018/19 MTREF.

2.4.4 FREE AND SUBSIDISED BASIC SERVICES

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

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

In reviewing the levels of free basic services for the 2018/19 year, the following factors were taken into consideration: -

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

The estimated cost of the social package (i.e. income foregone) amounts to approximately R 50 million for the 2018/19 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 are

regulated by council's budget related policies which are reviewed annually based on modelling the impacts of the tariffs on all residential properties. The cost of this social package is funded from the equitable share of R170 million provided by National Government.

Service	Social Package	Costs	No. of households
Property rates	There is no relief on rates and taxes. On a merit basis, child headed households, disabilities grantees and medically boarded shall be exempted from paying rates notwithstanding the value of the property child-headed households, disability grantees and the medically boarded are exempt from paying rates.	No costs are estimated at this point, this is a new provision and revenue forgone will be accounted for as it becomes evident.	None estimated
Water	The first 6kl of water is free to all registered and approved indigent households	R5.94 x 6 x 15 000 x 12 months	R6 415 200.00

Electricity	50 units of electricity is free to all registered and approved indigent households	R1.511 x 50 x 15 000 x 12 months	R13 599 000.00
Refuse Removal	The service shall be fully subsidised	R110.76 x 15 000 x 12 months	R19 368 800.00
Sewerage/ Sanitation	The service shall be fully subsidised	R155.15 x 15 000 x 12 months	R27 927 000.00
TOTAL		15 000	R67 310 000.00

2.4.5 DRINKING WATER QUALITY AND WASTE WATER MANAGEMENT

The Sol Plaatje Water Services performs the role of the water service authority whilst Department of Water and Sanitation is the water service provider for the municipal area. The Water and Sanitation Division is committed to providing safe drinking water of the highest quality as well as treating waste water responsibly so that it does not negatively impact on human health or our environment.

2.4.5 1 Blue drop certification

The Blue drop programme provides a holistic approach to drinking water quality management and a systematic, transparent approach to the consistent provision of safe water with a clear focus on public health. The municipality has worked well to maintain the illustrious Blue Drop status.

The municipality continues to manage drinking water within its area of jurisdiction with distinction.

2.4.5.2 Green drop ratings

The Green Drop Regulation Programme aims to certify the wastewater systems of all municipalities and water service providers in South Africa. The green drop rewards excellence in the management of wastewater during its journey from source, conveyance in sewer networks, its treatment at wastewater works and its final discharge to the receiving

environment. Waste water treatment works operated by the municipality is authorised to discharge treatment effluent to the Flamingo Dam.

The Green Drop regulation programme was established by the Department of Water Affairs to certify the waste water systems of all municipalities and water service providers.

Budgetary provision for the upgrades and maintenance of water reticulation and sewerage treatment works is made in the MTREF to ensure that systems are capacitated to deliver at acceptable standards.

2.5 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.

2.5.1 Municipal Property Rates Policy

As required in terms of section 5 of the MPRA, the Rates Policy has been reviewed for the 2018/19 financial year. The most recent policy was adopted by Council together with the budget in May 2017.

The revised policy will be adopted with the 2018/19 budget. The applicable assessment rate cent and rands are reflected in the Resolutions to Council on the budget.

2.5.2 Customer care, credit control and debt collection policy

The primary objective of this policy is to ensure that all monies due and payable to the municipality in respect of services are collected efficiently and promptly. As required in terms of section 97 of the Municipal Systems Act, the credit control and debt collection policy for the 2017/18 financial year is currently under review, to include detailed procedures for collections.

2.5.3 Tariff Policy

The Municipal Systems Act requires a Municipality to have a Tariff Policy on the levying of fees for Municipal services provided by the municipality itself or by way of service delivery agreement, and which complies with the provisions of that Act, the Municipal Finance Management Act and other applicable legislation. The tariff policy is currently under review and is anticipated to be adopted with the current budget.

2.5.4 Supply Chain Management Policies

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

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

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

2.5.5 Investment / Cash Management and Borrowing Policies

As required by the Municipal Finance Management Act, and in conformity with the Municipal Cash Management Regulations, the Investment Framework policy and Guidelines has been reviewed and no amendments were made to the revised policy adopted by Council in May of 2017.

The main objectives of the Investment Framework policy are to:

- Maximise returns from authorised investments consistent with minimising risk
- Maintain adequate liquidity to meet cash flow needs
- Undertake the investment of funds not immediately required for operational purposes
 - Ensure diversification of permitted investments
- Ensure compliance with all legislation governing the investment of funds including establishment of a framework and guidelines for investment of municipal funds
- Evaluate and ensure no over exposure of investments to any individual financial institutions.

The main objectives of the Borrowing Policy and are to:

- Ensure compliance with statutory requirements and National Treasury borrowing regulations Ensure that the funds are obtained at the lowest possible interest rate at minimum risk, within the parameters of authorised borrowings
- Ensure compliance with all legislation governing the borrowing of municipal funds including establishment of a framework and guidelines for borrowing of funds
- Maintain debt within specified limits and ensure adequate provision for the repayment of debt and debt repayment to be sustainable
- To outline the appropriate actions of a prudent person standard in the context of managing overall debt

2.5.6 Budget and virements policy

In order to give departmental heads greater flexibility in managing their budgets, Virements budget procedures are in place for the revision of budgets within votes via a Virements budget. These procedures provide guidance to managers of when they may shift funds within votes.

To ensure compliance with Section 28 of the MFMA, and the Municipal Budget and Reporting Regulations, procedures were formulated with regards to the transfer of funds and the adjustment budget reporting.

2.5.7 Policy for the Procurement of Infrastructure and Delivery Management

As a result of the introduction of the standards for infrastructure procurement and delivery management, a policy in line with the standard has been developed using the template policy developed by National Treasury. The effective date of the policy is 1 July 2018.

2.6 Overview of Budget assumptions

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

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

2.6.1 Key financial assumptions

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

The municipal fiscal environment is influenced by a variety of macroeconomic control measures. National Treasury determines the ceiling of year-on-year increases in the total operating budget, whilst the National Electricity Regulator (NER) regulates electricity tariff increases. Various government departments also affect municipal service delivery through the level of grants and subsidies.

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

Macroeconomic performance and projections 2017 to 2020:

Fiscal year	Estimate for 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/121
Consumer CPI	5.3%	5.3%	5.4%	5.5%
Real GDP growth	1.0%	1.5%	1.8%	2.1%

2.6.2 Credit rating outlook

A credit rating is an independent opinion on the ability of an entity to pay its financial obligations, in full and on time. The Moody's Credit Rating Company reviewed the credit ratings for the Municipality, following a detailed analysis of the municipality's 2013/14 financial statements and medium-term expenditure budgets and have accorded the following:

- Long term: The rating has been a downgraded from Aaa3 to a Baa3 as a result of the state downgrade at the time. The municipality has not been evaluated for credit rating of recent.

The rating is defined as having a very high certainty of timely payment. Risk factors are minor. These are both rated as High Grade and the short term category constitutes the highest certainty of timely payment, short term liquidity, access to alternative funding is high and risk factors are extremely low.

It also indicates that the credit outlook is stable. The rating panel were of the opinion that the municipality continues to reflect a strong stand-alone financial profile with robust solvency and a lowly geared balance sheet which results in a very strong credit risk profile. A rating of this nature is crucial for borrowings undertaken and extremely important for the capital expenditure programme. The credit rating upgrade is a good indicator for the municipality in terms of healthy performance in the current economic climate where the country is facing credit rating challenges.

2.6.3 Borrowing and investment of funds borrowings

The Municipal Finance Management Act No. 56 of 2003 permits long term borrowing by municipalities only to finance capital expenditure, property, plant and equipment. Though the

municipality does not have an Infrastructure Investing and Financing Strategy, the objective for borrowing remains

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

2.6.4 Capital expenditure

The capital expenditure of the parent municipality has been funded from a mix of government transfers, internally generated funds and external loans. The 2018/19 Capital Budget of approximately R333 million is being financed by R 280 million from government grants, R53 of internally generated funds. A loan of R50 million has since been approved but no projects have been committed against this funding.

2.6.5 Investments

Investments made with the various financial institutions are strictly in compliance with Municipal Finance Management Act and the Investment Regulations. The investment returns achieved and projections are as follows: that for 2016/17 financial year, the average interest rate for all investments was 6,2% and the projected interest rate for 2018/19 is 6%

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 R243 million at the end of the current financial year. Tables SA15 and SA16 provide details of investments and investments particular by maturity.

It must be remembered that this entire amount does not represents 'unrestricted' cash. The following amounts are ring fenced, viz.

- Self-Insurance Fund of R18 million and
- Unspent Conditional Grants of R12 million.
- A cash holding of R 223 million at 30 June 2017 represents 60 Days Cash on Hand which is in line with the National Treasury norm of 1 – 3 months.

2.6.6 Timing of revenue collection

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

2.6.7 Average salary increases

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

2.7 Overview of Budget Funding

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

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

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

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

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

taxes, services charges and operating grants- and capital revenue which consists of capital grants, borrowings, cash reserves and operating surplus.

This high level of independent and relative stable income sources of revenue is one of the key factors that support the sound financial position of the municipality. In addition to the obvious need to grow the city's revenue by increasing its tax base, other means for securing funding for council projects must be explored in a variety of ways. The municipality faces unpleasant choices in attempting to finance the projected levels of investment in infrastructure. Sources of capital finance are already stretched with limited scope for further borrowing, consumer pressure to restrict tariff and tax increases, and little likelihood of a structural upward adjustment in grant allocations. Further, efficiencies in the borrowing programme will continue to be sought to lock in lower cost and longer term borrowing, plus the introduction of new revenue sources such as infrastructure contribution and charges.

Description	Adjustment Budget 2017/18		2018/19		2019/20		2020/21	
	R'000	% Weighting	R'000	% Weighting	R'000	% Weighting	R'000	% Weighting
Own Generated Funds	1 714 773	77.80%	1 864 965	78.05%	1 992 658	80.55%	2 126 186	85.79%
Transfer recognised - Operational	175 342	7.96%	191 142	8.00%	204 916	8.28%	222 276	8.97%
Total Operational Revenue	1 890 115	85.76%	2 056 107	86.05%	2 197 574	88.83%	2 348 462	94.76%
Transfer recognised - Capital	223 132	10.12%	282 795	11.84%	226 036	9.14%	76 657	3.09%
Borrowing	–	0.00%	–	0.00%	–	0.00%	–	0.00%
Internally generated funds	90 809	4.12%	50 446	2.11%	50 200	2.03%	53 260	2.15%
Total Capital Budget	313 941	14.24%	333 241	13.95%	276 236	11.17%	129 917	5.24%
Total Revenue and Financing	2 204 056	100.00%	2 389 348	100.00%	2 473 810	100.00%	2 478 379	100.00%
Total Grants & Subsidies	398 474	18.08%	473 937	19.84%	430 952	17.42%	298 933	12.06%

2.7.1 Collection rate for each revenue source

Description	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
CPI	5.3%	5.4%	5.5%
COLLECTION RATES (Average)			
Property rates	89.4%	89.4%	89.4%
Electricity	89.4%	89.4%	89.4%
Water	89.4%	89.4%	89.4%
Sanitation	89.4%	89.4%	89.4%
Refuse removal	89.4%	89.4%	89.4%
REVENUE GROWTH			
Property rates	6.0%	8.5%	7.8%
Electricity	2.4%	7.3%	7.1%
Water	1.5%	7.4%	7.1%
Sanitation	7.3%	6.0%	6.3%
Refuse removal	7.4%	6.3%	7.4%
EXPENDITURE PARAMETERS			
Salary increases (Collective agreement)	7.0%	5.9%	5.4%
Notch increases provision	1.0%	1.0%	1.0%
Task implementation	2.0%	2.0%	2.0%
Bulk purchases	5.4%	8.3%	8.3%
General expenses	4.4%	6.5%	4.3%
Repairs and maintenance	1.4%	4.9%	10.8%
Interest paid	-3.8%	-4.4%	-4.5%
Interest on investments	0.0%	5.0%	4.8%

2.7.2 Expenditure on allocations and grant programmes

Capital Expenditure on allocations and Grant Programmes 2018/19		
Name of Grant	Amount Gazetted	Project/s Funded by Grant
MIG	R 4 764 727	Homevale Fire Station
MIG	R 13 796 308	Lerato Park Water
MIG	R 17 890 383	Lerato Park Sewer
MIG	R 5 228 507	Resealing of Roads
MIG	R 4 868 488	Paved Roads Galeshewe
Grand Total	R 46 548 413	
Name of Grant	Amount Gazetted	Project Funded by Grant
NDPG	R 151 699 000	Stormwater Upgrades Galeshewe
NDPG	R 20 000 000	Thlageng Dam
Grand Total	R 171 699 000	
Name of Grant	Amount Gazetted	Project Funded by Grant
RBIG	R 10 551 000	Ritchie Bulk Supply
Grand Total	R 10 551 000	
Name of Grant	Amount Gazetted	Project Funded by Grant
Water Services Infrastructure Grant	R 3 000 000	Carter's Glen Pump Station
Water Services Infrastructure Grant	R 14 000 000	Reconstruction of old Sink Toilets Kutlwanong
Grand Total	R 17 000 000	
Name of Grant	Amount Gazetted	Project Funded by Grant
EEDSM	R 7 000 000	Streetlights Own Building
Grand Total	R 7 000 000	
Name of Grant	Amount Gazetted	Project Funded by Grant
INEP	R 15 658 500	Electrification Snake Park 949
INEP	R 4 950 000	Electrification Platfontein 300
INEP	R 792 000	Electrification Kutlwanong 48
INEP	R 2 293 500	Electrification Santa 139
INEP	R 1 056 000	Electrification Soul City 64
INEP	R 247 000	Electrification Mathibe 15
INEP	R 5 000 000	Transformer Carter's Glen/Galeshewe Substation
Grand Total	R 29 997 000	
Total Capital Grant Expenditure	R 282 795 413	

2.7.3 Allocations and grants made by the municipality

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

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

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

NC091 Sol Plaatje - Supporting Table SA21 Transfers and grants made by the municipality			
Description	2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Cash Transfers to Organisations			
SPCA	1 700	1 800	1 900
Donation Keep Kimberley Clean			
City Cleaning Program	200	200	200
Sol Plaatje Educational trust	240	240	240
Gariep Festival	1 000		
Diamond and Dorings Festival	3 000	3 100	3 200
Wildeklawer Tournament (Mayoral Gala)	120		
Schools sport program	200	200	200
GOSHA	1 000		
Grant in aid individuals	700	700	700
Grant Griqua Diamonds (Cricket)			
Meals on wheels	50	50	50
Other	1 460	2 927	2 773
Total Cash Transfers To Organisations	9 670	9 217	9 263
TOTAL CASH TRANSFERS AND GRANTS	9 670	9 217	9 263

the Kimberley Diamond and Dorings is an annual jazz festival which takes place over the Easter Weekend with the main event being on Easter Sunday. The Municipality is the title owner and appoints an Event Management Company for the purposes of developing a concept, artist line up, all logistics, fundraising and hosting of the event. The event is growing. A three year contract is awarded every time to a service provider. The R3 million is

basically seed funding to the organising company and is meant to cover the artists budget and cost of the stage.

The municipality signed a contract with the National Heritage Council for hosting city rights for a period of three years, of which 2018/19 financial year is the last year. The municipality's contribution to ensure successful hosting is the amount allocated of R1 million.

Keep Kimberley Clean is a non-profit organisations focusing on education campaigns on cleaning and consequences of littering. A range of school programmes are planned with the hope that a child absorbs the teachings and adopt a lifestyle of no littering and as such may influence the family about cleaning up and stop littering.

As per council resolution, it was resolved that the Sol Plaatje Museum be supported by way of appropriating grant. There is no agreement in place with the centre and this will be rectified. The museum is part of our tourism route and it is in our interest that it is preserved and kept operational.

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 an item about the concept to the LED Committee which will then concur with the recommendation made in as far as the financial support or even the reasons for the decline or reject of the application.

Events that had been adopted as part of Annual Events Calendar of the municipality includes the Kimberley Gospel Show, the Metro FM Heat Wave, Kimberley Food and Wine Festival and the Gariap Fees.

2.7.4 Councillor and Staff Benefits and Allowances

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

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

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

On the other hand, councillors are remunerated based on the upper limits gazetted 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 reference of committees established for this purpose.

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

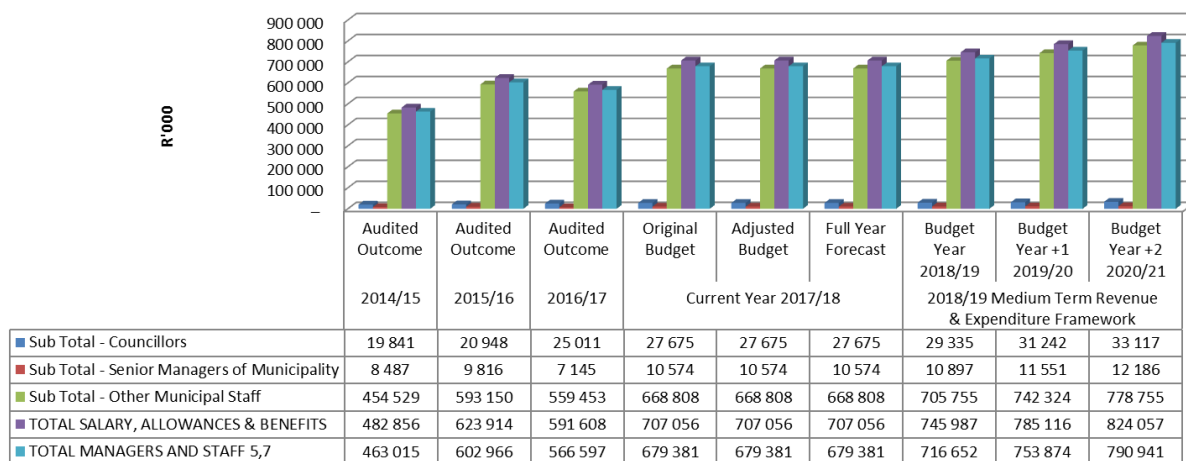
The Council has appointed a Council Chief Whip on a part time basis and is remunerated as such.

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

NC091 Sol Plaatje - Supporting Table SA22 Summary councillor and staff benefits						
Summary of Employee and Councillor remuneration	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
	D	E	F	G	H	I
<u>Councillors (Political Office Bearers plus Other)</u>						
Basic Salaries and Wages	25 826	25 826	25 826	27 375	29 155	30 904
Pension and UIF Contributions						
Medical Aid Contributions						
Motor Vehicle Allowance						
Cellphone Allowance	1 849	1 849	1 849	1 960	2 087	2 213
Housing Allowances						
Other benefits and allowances						
Sub Total - Councillors	27 675	27 675	27 675	29 335	31 242	33 117
% increase	10.7%	-	-	6.0%	6.5%	6.0%
<u>Senior Managers of the Municipality</u>						
Basic Salaries and Wages	7 003	7 003	7 003	7 469	7 917	8 353
Pension and UIF Contributions	1 175	1 175	1 175	1 196	1 267	1 337
Medical Aid Contributions	99	99	99	152	161	170
Overtime						
Performance Bonus						
Motor Vehicle Allowance	1 900	1 900	1 900	1 720	1 824	1 924
Cellphone Allowance	202	202	202	202	214	225
Housing Allowances	45	45	45	36	39	41
Other benefits and allowances	111	111	111	78	83	87
Payments in lieu of leave						
Long service awards	38	38	38	43	46	48
Post-retirement benefit obligations						
Sub Total - Senior Managers of Municipality	10 574	10 574	10 574	10 897	11 551	12 186
% increase	48.0%	-	-	3.1%	6.0%	5.5%
<u>Other Municipal Staff</u>						
Basic Salaries and Wages	359 438	359 438	359 438	380 416	396 333	412 364
Pension and UIF Contributions	57 755	57 755	57 755	62 402	66 231	70 087
Medical Aid Contributions	46 074	46 074	46 074	49 847	53 015	56 155
Overtime	25 478	25 478	25 478	28 630	30 363	32 087
Performance Bonus						
Motor Vehicle Allowance	44 756	44 756	44 756	46 042	48 793	51 553
Cellphone Allowance	1 205	1 205	1 205	1 394	1 479	1 564
Housing Allowances	2 988	2 988	2 988	2 822	2 990	3 159
Other benefits and allowances	60 823	60 823	60 823	65 190	69 152	73 132
Payments in lieu of leave	12 500	12 500	12 500	14 000	15 050	16 028
Long service awards	14 681	14 681	14 681	15 904	16 875	17 850
Post-retirement benefit obligations	43 109	43 109	43 109	39 109	42 043	44 775
Sub Total - Other Municipal Staff	668 808	668 808	668 808	705 755	742 324	778 755
% increase	19.5%	-	-	5.5%	5.2%	4.9%
Total Parent Municipality	707 056	707 056	707 056	745 987	785 116	824 057
	19.5%	-	-	5.5%	5.2%	5.0%
TOTAL SALARY, ALLOWANCES & BENEFITS	707 056	707 056	707 056	745 987	785 116	824 057
% increase	19.5%	-	-	5.5%	5.2%	5.0%
TOTAL MANAGERS AND STAFF	679 381	679 381	679 381	716 652	753 874	790 941

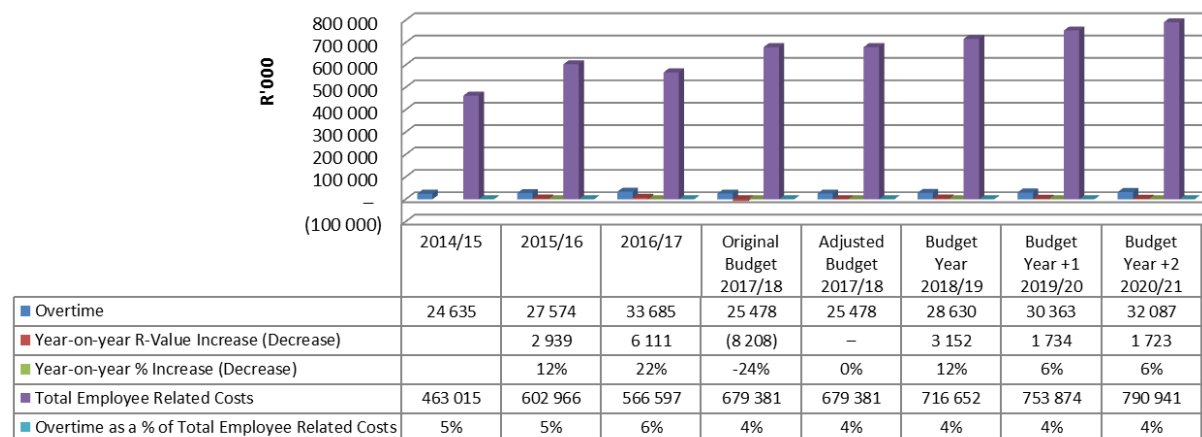
Description	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework					
	Original Budget	Adjusted Budget	Budget Year 2018/19	% Increase Original Budget	% Increase Adjusted Budget	Budget Year +1 2019/20	% Increase 2017/18	Budget Year +2 2020/21	% Increase 2018/19
R thousand									
Sub Total - Councillors	27 675	27 675	29 335	6.0%	6.0%	31 242	6.5%	33 117	6.0%
Sub Total - Senior Managers of Municipality	10 574	10 574	10 897	3.1%	3.1%	11 551	6.0%	12 186	5.5%
Sub Total - Other Municipal Staff	668 808	668 808	705 755	5.5%	5.5%	742 324	5.2%	778 755	4.9%
TOTAL SALARY, ALLOWANCES & BENEFITS	707 056	707 056	745 987	5.5%	5.5%	785 116	5.2%	824 057	5.0%
TOTAL MANAGERS AND STAFF	679 381	679 381	716 652	5.5%	5.5%	753 874	5.2%	790 941	4.9%

Year-on-year Increase on Councillors, Senior Management and Municipal Staff



Description	2014/15	2015/16	2016/17	Original Budget 2017/18	Adjusted Budget 2017/18	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Overtime	24 635	27 574	33 685	25 478	25 478	28 630	30 363	32 087
Year-on-year R-Value Increase (Decrease)		2 939	6 111	(8 208)	-	3 152	1 734	1 723
Year-on-year % Increase (Decrease)		12%	22%	-24%	0%	12%	6%	6%
Total Employee Related Costs	463 015	602 966	566 597	679 381	679 381	716 652	753 874	790 941
Overtime as a % of Total Employee Related Costs	5%	5%	6%	4%	4%	4%	4%	4%

Overtime year-on-year comparison



2.13 Annual Budgets by Municipal Standard Classification

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

Functional Classification Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand									
Revenue - Functional									
<i>Governance and administration</i>	791 465	862 314	839 882	947 066	1 006 295	1 006 295	1 119 176	1 119 668	1 031 481
Executive and council	372 464	362 563	361 481	412 281	479 876	479 876	554 304	502 235	359 702
Finance and administration	419 001	499 751	478 401	534 785	526 420	526 420	564 872	617 432	671 780
Internal audit	-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>	36 858	23 269	24 656	26 536	25 036	25 036	26 995	26 577	27 845
Community and social services	7 220	9 702	11 418	11 213	10 613	10 613	12 644	11 361	11 784
Sport and recreation	15 494	3 869	3 276	5 002	4 002	4 002	3 710	3 937	4 160
Public safety	246	140	195	90	190	190	170	180	191
Housing	11 062	9 529	9 692	10 201	10 201	10 201	10 401	11 025	11 631
Health	2 837	30	75	30	30	30	70	74	78
<i>Economic and environmental services</i>	3 436	12 721	22 381	17 821	16 521	16 521	19 426	20 618	21 797
Planning and development	3 163	2 722	2 575	6 349	5 149	5 149	6 511	6 927	7 354
Road transport	273	9 998	19 807	11 472	11 372	11 372	12 915	13 690	14 444
Environmental protection	-	-	-	-	-	-	-	-	-
<i>Trading services</i>	893 774	943 139	1 004 389	1 104 777	1 054 777	1 054 777	1 165 163	1 248 157	1 334 931
Energy sources	561 819	595 477	618 301	711 106	671 106	671 106	740 342	793 727	849 756
Water management	212 281	223 498	255 594	264 326	254 326	254 326	288 458	309 307	330 902
Waste water management	68 879	70 994	74 755	72 382	72 382	72 382	75 813	80 411	85 457
Waste management	50 796	53 171	55 739	56 963	56 963	56 963	60 550	64 711	68 816
<i>Other</i>	12 999	13 102	13 668	8 118	10 618	10 618	8 142	8 592	9 064
Total Revenue - Functional	1 738 534	1 854 546	1 904 976	2 104 318	2 113 247	2 113 247	2 338 902	2 423 610	2 425 119
Expenditure - Functional									
<i>Governance and administration</i>	441 079	527 321	478 972	613 208	620 197	620 197	640 562	682 131	728 722
Executive and council	288 197	349 125	295 172	374 830	385 712	385 712	392 223	418 459	449 618
Finance and administration	152 883	173 922	179 541	232 905	228 812	228 812	242 523	257 507	272 600
Internal audit	-	4 273	4 258	5 473	5 673	5 673	5 816	6 165	6 504
<i>Community and public safety</i>	171 286	142 711	137 831	162 688	165 810	165 810	176 670	186 265	196 473
Community and social services	29 486	32 641	32 804	35 540	35 775	35 775	39 035	40 621	42 654
Sport and recreation	77 968	45 856	41 639	52 376	53 026	53 026	56 474	59 698	63 149
Public safety	24 774	28 838	31 476	33 476	34 923	34 923	37 331	39 539	41 716
Housing	22 332	18 725	17 672	24 410	25 110	25 110	26 073	27 636	29 186
Health	16 725	16 651	14 240	16 886	16 976	16 976	17 756	18 771	19 768
<i>Economic and environmental services</i>	78 723	100 787	108 615	121 224	121 702	121 702	125 210	133 224	141 202
Planning and development	25 051	40 983	39 912	45 191	45 716	45 716	45 616	48 532	51 506
Road transport	53 672	58 522	67 373	75 437	75 390	75 390	78 965	84 025	88 992
Environmental protection	-	1 282	1 329	596	596	596	629	667	703
<i>Trading services</i>	802 085	831 363	907 337	1 017 279	1 027 810	1 027 810	1 080 607	1 161 461	1 246 061
Energy sources	515 828	558 088	616 512	666 189	667 689	667 689	694 734	746 956	802 323
Water management	183 528	172 431	176 301	223 230	228 830	228 830	248 573	268 598	289 374
Waste water management	54 075	53 770	60 888	70 996	74 428	74 428	76 850	81 345	85 848
Waste management	48 654	47 075	53 636	56 863	56 863	56 863	60 450	64 561	68 516
<i>Other</i>	17 477	16 490	17 248	22 092	22 292	22 292	23 807	25 093	26 473
Total Expenditure - Functional	1 510 651	1 618 672	1 650 002	1 936 491	1 957 812	1 957 812	2 046 856	2 188 175	2 338 931
Surplus/(Deficit) for the year	227 883	235 873	254 974	167 827	155 435	155 435	292 046	235 436	86 188

2.7.5 Monthly revenue, expenditure and cash flows projections 2018/19

NC091 Sol Plaatje - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand															
Cash Receipts By Source															
Property rates	22 664	34 808	91 551	27 804	43 941	21 127	22 306	19 475	44 732	22 366	22 366	79 071	452 210	536 571	570 390
Service charges - electricity revenue	48 510	55 340	50 321	52 590	49 991	44 839	47 213	55 063	55 063	55 063	55 063	47 459	616 513	705 937	748 557
Service charges - water revenue	11 797	12 313	13 000	11 370	14 046	22 318	14 673	21 199	21 199	21 199	21 199	40 896	225 210	259 142	277 659
Service charges - sanitation revenue	3 156	3 705	3 443	3 315	3 542	3 319	3 121	4 776	4 776	4 776	4 776	10 901	53 603	60 868	64 719
Service charges - refuse revenue	2 319	2 611	2 444	2 496	2 603	2 338	2 407	3 557	3 557	3 557	3 557	8 532	39 980	45 521	48 896
Service charges - other															
Rental of facilities and equipment	887	926	905	962	860	899	1 054	923	945	954	939	1 002	11 257	11 935	12 594
Interest earned - external investments	189		1 412	420	512	1 074	663	2 836	1 102	1 234	1 353	9 206	20 000	21 000	22 000
Interest earned - outstanding debtors	2 719	2 719	2 719	2 719	2 719	2 719	2 719	2 719	2 719	2 719	2 719	2 719	32 623	30 601	28 464
Dividends received															
Fines, penalties and forfeits	208	395	345	771	471	359	408	211	232	213	217	21 906	25 735	25 617	27 143
Licences and permits				159		746		283	276	288	283	1 414	3 450	3 623	3 822
Agency services															
Transfer receipts - operational	66 685				51 080				40 307			32 083	190 155	204 216	221 776
Other revenue	1 200	1 446	1 597	1 703	1 437	1 500	3 759	1 977	1 998	2 163	2 709	3 726	25 213	26 657	28 129
Cash Receipts by Source	160 332	114 261	167 736	104 308	171 202	101 237	98 322	113 018	176 906	114 532	115 181	258 913	1 695 949	1 931 688	2 054 148
Other Cash Flows by Source															
Transfer receipts - capital	56 024		4 770	10 600	6 360	23 451	6 360	2 723	22 089			150 418	282 795	226 036	76 657
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)															
Proceeds on disposal of PPE															
Short term loans															
Borrowing long term/refinancing															
Increase (decrease) in consumer deposits															
Decrease (Increase) in non-current debtors															
Decrease (increase) other non-current receivables															
Decrease (increase) in non-current investments															
Total Cash Receipts by Source	216 357	114 261	172 506	114 908	177 562	124 689	104 682	115 741	198 995	114 532	115 181	409 331	1 978 745	2 157 724	2 130 805
Cash Payments by Type															
Employee related costs	51 323	51 323	53 415	53 619	54 145	68 354	53 337	53 748	54 247	54 247	54 237	60 258	662 254	680 945	713 050
Remuneration of councillors	2 300	2 300	2 300	2 271	2 271	2 236	2 290	4 000	2 422	2 422	2 422	2 103	29 335	31 242	33 117
Finance charges						12 899						12 899	25 799	24 663	23 545
Bulk purchases - Electricity	56 411	55 974	55 974	30 827	31 159	32 301	31 295	34 422	35 040	35 040	35 040	28 517	462 000	498 960	538 877
Bulk purchases - Water & Sewer		3 717	9 300	10 200	11 500	12 013	12 100	10 491	10 391	10 391	200	197	90 500	99 550	109 505
Other materials	2 022	14 023	12 699	10 809	14 866	11 095	11 442	11 680	11 361	11 361	11 361	19 134	141 853	148 743	164 744
Contracted services	67	3 847	6 061	4 237	2 079	5 790	5 267	3 489	2 836	2 836	2 836	11 557	50 901	53 943	56 907
Transfers and grants - other municipalities															
Transfers and grants - other	1 550	220						2 900				5 000	9 670	9 217	9 263
Other expenditure	4 737	24 065	24 400	15 486	28 452	17 367	9 928	14 202	13 505	13 505	13 505	44 744	223 897	238 342	248 505
Cash Payments by Type	118 409	155 470	164 149	127 450	144 472	162 055	125 658	132 032	132 702	129 802	119 600	184 410	1 696 208	1 785 605	1 897 512
Other Cash Flows/Payments by Type															
Capital assets	9 100	12 600	17 650	20 400	24 000	26 450	30 000	30 630	37 370	37 610	38 500	48 932	333 242	276 236	129 917
Repayment of borrowing						4 700						4 700	9 399	9 531	10 731
Other Cash Flows/Payments															
Total Cash Payments by Type	127 509	168 070	181 799	147 850	168 472	193 205	155 658	162 662	170 072	167 412	158 100	238 043	2 038 850	2 071 373	2 038 160
NET INCREASE/(DECREASE) IN CASH HELD	88 847	(53 809)	(9 292)	(32 942)	9 091	(68 516)	(50 976)	(46 921)	28 923	(52 880)	(42 919)	171 288	(60 106)	86 351	92 645
Cash/cash equivalents at the month/year begin:	243 689	332 537	278 728	269 436	236 494	245 585	177 068	126 093	79 172	108 095	55 215	12 295	243 689	183 584	269 935
Cash/cash equivalents at the month/year end:	332 537	278 728	269 436	236 494	245 585	177 068	126 093	79 172	108 095	55 215	12 295	183 584	183 584	269 935	362 580

2.7.6 Capital expenditure by project

Below is a list of capital expenditure by project for 2018/19 to 2020/21. The total capital plan for the MTREF is R734 395 000.00, including the R303 000 000 of the current year, the four year capital plan is in excess of R1 billion.

NC091 Sol Plaatje - Supporting Table SA36 Detailed capital budget				
Municipal Vote/Capital project	Ref	2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	4	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Parent municipality:				
<i>List all capital projects grouped by Municipal Vote</i>				
Loose Equipment	Loose Equipment	3 000	3 000	3 000
Community	Upgrade of Galeshewe Stadium		12 753	2 506
Community	Upgrade Community Halls		2 280	2 280
Information Technology	Replacement of Hardware	4 000	5 000	27 000
NDPG	Stormwater Upgrade Galeshewe	151 699	154 447	5 696
GURP projects	Installation of Services	5 000	3 000	3 000
Fire, Security	Homevale Satellite Fire Station	4 765		
Electricity	Replacement of Prepaid Meters	3 000	3 000	3 000
Electricity	Transformer Carlers Glen/Galeshewe substation	5 000		
Electricity	Transformer Riverton substation	4 000		
Electricity	Herlear 66kVa	3 000	10 000	
Electricity	Herlear 11kVa	7 000	2 000	
Electricity	Electrification Snake Park 949 houses	15 659		
Electricity	Electrification Platfontein 300 houses	4 950		
Electricity	Electrification Kutlwano 48 houses	792		
Electricity	Electrification Santa Centre 139 houses	2 294		
Electricity	Electrification Soul City 64 houses	1 056		
Electricity	Electrification Mathibe 15 houses	247		
Electricity	General Electrification houses		19 200	16 000
Electricity	Streetlights	7 000	5 000	5 000
Electricity	Highmast lighting		2 280	2 280
Infrastructure - Other -Transport	Fleet Replacement Program	4 000	4 000	4 000
Water	Ritchie Bulk Supply	10 551		
Water	Lerato Park Water	17 381		
Water	Replacement of Water Meters	3 000	3 000	3 000
Water	Thlageng Dam	20 000		
Water	Water Pipe Upgrading	5 000	6 000	12 000
Sanitation	Upgrade of Lerato Park Sewer Line	20 801		
Sanitation	Carter's Glen New Pump Station	3 000		
Sanitation	Reconstruction old zinc toilets Kutlwano	14 000		
Sanitation	Refurbish Sewer Pumps Various Wards		6 000	8 400
Roads and Stormwater	Resealing of Roads	5 229	19 203	20 755
Roads and Stormwater	Paving of Roads	7 819	9 233	
Roads and Stormwater	Roads and Stormwater Upgrade Various Wards		6 840	12 000
TOTAL				
Parent Capital expenditure	1	333 241	276 236	129 917

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

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

It is also envisaged that the Riverton New Plant will be commissioned within the 2018/19 MTREF, a major milestone indeed.

Electrification of formalised areas is another commitment that this budget is making. Areas that had been formalised, and sites allocated to beneficiaries with the intent to transfer these sites are prioritised. About 1 589 houses will be electrified during 2018/19 financial year. The principle here is older areas must receive services first on condition that the business plan is approved by Department of Energy.

A R5 million has also been set aside for water pipe replacement. More planning is required in this regard to understand which pipes will be replaced in this regard.

2.8 Contracts having future budgetary implications

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

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

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

The table below indicates that there are no contracts with future budgetary implications.

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

Description	Ref	Preceding Years	Current Year 2017/18	2018/19 Medium Term Revenue & Expenditure Framework			Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Contract Value
R thousand	1,3	Total	Original Budget	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Parent Municipality:														
Revenue Obligation By Contract	2													
No contracts greater than R5 M														-
Total Operating Revenue Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
Expenditure Obligation By Contract	2													
No contracts greater than R5 M														-
Total Operating Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Expenditure Obligation By Contract	2													
No contracts greater than R5 M														-
Total Capital Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
Total Parent Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-

2.9 Legislation and compliance status

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

One of the most critical strategy documents necessary for the IDP and IDP Review is the Spatial Development Framework, Disaster Management Plan, the Municipal Infrastructure Investment Plan and the Long Term Financial Plan. The SDF is in draft format currently and it will be taken through public participation. According to the plan, the SDF will be tabled to Council by no later than 30 June 2018. However, the recommendation has been taken into account in as far as planning and land use management is concerned.

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

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

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

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

2.10 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.

Municipal Health Services

The National Health and Health Professions Act define the municipal health services as well as the scope of the service. The Municipal Systems Act assigns this function to Category A (Metropolitans in terms of Structures Act) or Category C (District Municipality in terms of Structures Act). In terms of Food stuffs and Cosmetic Act, Sol Plaatje was permitted to have jurisdiction in as far as surveillance of food premises and this was also withdrawn in terms of an issued Government Gazette in this regard.

The district as it is expected to perform this function, it has since now completed a study assessing whether it has the capacity, capability and funds to cover the costs associated with performing this function, and the report clearly indicated that there is no capacity nor capability. An equitable share is received in this regard in the amount of R98 per household per annum.

The District Council has resolved that a service delivery agreement in terms of the Structures Act, Section be entered into, and that a R500 000.00 is committed to Sol Plaatje in this regard.

The municipality, however has an Environmental Health Services section which is costing over R7,2 million which is now clearly an unfunded mandate. Discussions are in progress in

this regard and a draft contract is in place. It is anticipated that the municipality will accept the unfunded mandate with a subsidy of R500 000.00 for 2017/18.

Primary Health Services

In terms of the Constitution of the Republic of South Africa, primary health is the function of the province. Again the National Health Act and Health Professions Act also indicates that this function is vested to the Province. However, by means of service delivery agreement, the provision of primary health through local clinics is assigned to the municipality. Under the provincialisation of primary health services, the department has expressed intent to take back the function, but due to salary and other perks differences, the process has not been finalized.

In this case, it was further resolved that any clinical health position that becomes vacant, the Department will carry the responsibility to fill the position. Due to natural attrition, there are few clinical staff still in the employ of the municipality. The municipality has further accepted that should the provincialisation finally takes effect, the non-clinical staff must be assigned elsewhere in the organization.

An amount of R2,5 million is allocated by the province for primary health services, whilst the actual costs per annum is R11million. It must also be mentioned here that the department has not been able to transfer this grant to the municipality for the past four (4) years, thus in arrears in the amount over R10 million.

Sale of electricity in Ritchie

At the amalgamation of Ritchie Municipality with Sol Plaatje Municipality, it was realized that the distributor in Ritchie at the time was Eskom, as such all infrastructure belonged to Eskom. After amalgamation, the municipality entered into a service delivery agreement permitting Eskom to continue with service provision. Eskom also issues free basic electricity in this regard.

2.11 Public Participation

MFMA Section 23 requires that after the tabling of the IDP Review, the Budget and related policies and the proposed tariffs and tariff increases, it must consider the views of the local community and those of National Treasury in the case of non-delegated municipality as it is in the case of Sol Plaatje. As such, public participation programme was conducted as follows:

Venue	Date and Time	Summary of inputs received
City Hall V1 Platfontein V2	9 April 2018 at 17h30	No attendance at the City Hall. Only Municipal Staff and Councillors were present. Platfontein V2: Welcomed the presentation made and noted the proposed tariff increases and amendments made to the policies. Raised concerns regarding electricity tariff increases and the current costs of electricity. Raised concerns about the state of entrance road which was recently upgraded and is wearing off already. Though the land belongs to the CPA, they requested the municipality to assist with town planning activities on land occupied as an informal settlement and provide water and sanitation to the area. The Service Centre must be improved to cut costs for residents forced to come to town for their municipal service accounts and enquiries. Electrification of housing was also raised in the meeting: Final Budget: the installation of water and sanitation in the informal settlement will be considered as part of FBS by the municipality including costs of infrastructure in this regard. See table SA9 in this regard. Town Planners will look into township establishment activities (formalisation of the informal settlement in the area) There are discussions with SANRAL with regards to financial assistance in the

		upgrade of entrance road as part of the bigger project of the upgrade of R31. Electrification of houses is included in the budget, See Table SA36.
RC Elliot	10 April 2018 at 17h30	Summary Welcomed the presentation made and noted the proposed tariff increases and amendments made to the policies. Raised concerns regarding the approach of NERSA in dealing with Eskom applications and issues of management and administration at Eskom but agreed that price increases are a consequence of what is approved by NRRSA to Eskom and there is no much room for municipalities in this regard. Issues Housing provision or at least availability of serviced land for GAP market was raised sharply and reference was made to the Phomolong Project which is not coming to fruition. It was indicated that this market is a paying market and they are forced to stay as backyard dwellers making no impact on customer base and paying customers – lost revenue opportunity. State of infrastructure for sanitation in wards around the venue, and the turnaround time of infrastructure services. Formalisation of a settlement in ward 18 was raised as a priority and that services must be installed as well. The community acknowledged the hard work put in place by the Executive Mayor and the

		changes within their communities. Final Budget: Issues raised in this meeting were more on operations and maintenance and the responsiveness of the municipality in attending to these issues. Clarity was provided in detail regarding tariffs and policies of the municipality. Servicing of sites in Phomolong is in progress and the municipality will develop a register of potential qualifiers in terms of FLISP and the sale of serviced land to those earning between R3 501 and R20 000.00 per month. Deliberations at this meeting were matured and related to the IDP Review, ward priorities and the tabled Budget.
Riverton	11 April 2018 at 17h30	The meeting was successful and no issues were raised other than the usual, the clinic, formalisation of the informal settlement in the area and service centre for the community.
Batho Hall	12 April 2018 at 17h30	The meeting was well attended. Day to day issues were raised in this meeting. Substantive issues raised related to the establishment of a playground in zone 2, removal of buckets that is not done regularly and is becoming a health risk for the community. Communities felt that the people in the area are adhering to the principles of the National Housing Code and had been backyard dwellers for years. They want to be considered for housing subsidies and this seems difficult in the municipality.

		Electricity tariffs were raised as well. High Level of indigence and the fact that there are more than one families in a yard makes application process difficult. Final Budget: the development of Chris Hani Park Playground has been prioritised but not planned as yet in the MTREF. The municipality may assist with scraping of the identified land and establish a temporary playground whilst a more developed playground is planned from MIG Sports and Recreation portion. Waterloo township establishment was since interrupted through land invasions and ward meetings will resume in this regard to establish a way forward.
Ritchie Motswedimosa	15 April 2018 at 17h30	the community appreciated the Bulk Water Augmentation Project which is now at Phase 2. However, issues of subcontracting and job creation for the locals were raised. The service centre challenges were also raised that is most offline and customers struggle to make payments or do enquiries with the municipality. Paving of roads was raised as a priority as well. Housing projects are not implemented in Ritchie and some had been waiting for 21 years. Final Budget: there is land earmarked for low housing development for 2018/19. The service centre will be attended to as soon as possible. Storm water challenges will be investigated and an

		action plan and projects will be developed accordingly.
Beaconsfield Library	16 April 2018 at 17h30	The meeting was well attended for the first time over 200 people. Most of attendees were residents at municipal flats and raised concerns with regards to state of the flats, indigents at the flats, and provision of land for low cost housing development. Attendees mentioned that they stay with parents and do not want to go and invade land. The municipality must fasttrack land availability for both indigents and GAP Market. They also raised safety issues at the railway crossing and this is dangerous for kids as it may lead to fatal incidents. They also want speed humps on certain roads and streets in the area. Final Budget: the matters will be attended to through the operational budgets of various infrastructure and services budgets where possible. The issues of land availability will also be discussed with the ward councillor and a solution must be found. The municipality encourages compliance and land invasions are costly and causes unnecessary tension between the community and the municipality.
The IDP Representative Forum	20 April 2018 at 9h00 City Hall	The meeting was fairly attended with representatives from government and business sector in general. Members of the public were also present at the meeting, as well as ward committees from various wards.

		The meeting endorsed the IDP Review, the Budget and Policies as well as tariffs.

Meetings were not ward based and were open to all members of the public accordingly.

2.12 Budget Benchmark Exercise

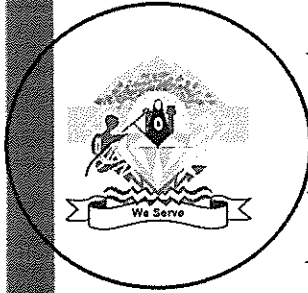
The Municipal Manager and his team attended the Budget Benchmark Exercise at National Treasury. Though the official report is not issued put as yet, as per the benchmark presentation of National Treasury, the following is reported.

The tabled budget was assessed against the following criteria and the outcomes of the assessment are indicated as well:

Criteria	Definition	Outcomes	
Credibility	To determine whether the budget is funded i.t.o S18 of MFMA Evidence of Political Oversight and Public participation. Assessing credibility of budget, revenue framework and associated <u>budget assumptions</u> to determine if they are realistic and indicative of multi-year budgeting Audit outcomes used to determine trends are as per audited AFS	The budget assumptions were found to be credible	
Relevance	To test if the budget is aligned to the reviewed IDP and SDF The extent to which national and provincial priorities are taken into consideration	The IDP and Budget were aligned. NT noted that the SDF is in draft and is yet to be approved by council. As such, the IDP and Budget were relevant.	

		It was further recommended that more work must be done to present the spatial development framework.	
Sustainability	To determine whether budget gives effect to long-term financial and operational sustainability of the municipality	The budget was found to be sustainable, however, it was found that if the collection rate does not improve or cost containment in as far as distribution losses are not resolved, the sustainability is exposed to high risk in 2019/20 going forward. It was found that the budget is funded.	

2.13 Certificate



Office of the City Manager

Kantoro ya Motsamaisi wa Toropo

Kantoor van die Stadsbestuurder

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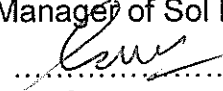
Enquiries/Navrae:

QUALITY CERTIFICATE

I, GH Akharwaray, municipal manager of Sol Plaatje 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: GH Akharwaray

Municipal Manager of Sol Plaatje Municipality NC091

Signature: 

Date: 23 MAY 2018

List of Acronyms

ACIP	Accelerated Community Infrastructure Programme
BEE	Black Economic Empowerment
CBD	Central Business District
CDW	Community Development Worker
COGHSTA	Cooperative Governance Human Settlement and Traditional Affairs
CPIX	Consumer Price Index
CRR	Capital Replacement Reserve
DBSA	Development Bank of South Africa
DEAT	Department of Education and Training
DORA	Division of Revenue Act
MBRR	Municipal Budget and Reporting Regulations
DWA	Department of Water Affairs
EEDG	Energy Efficiency Development Grant
EPWP	Extended Public Works Programme
FBDM	Frances Baard District Municipality
FBS	Free Basic Services
FMG	Financial Management Grant
GDP	Gross Domestic Product
GRAP	Generally Recognized Accounting Practice
HDI	Historically Disadvantaged Individuals
IDP	Integrated Development Plan
INEP	Integrated National Electrification Programme
ISDG	Infrastructure Skills Development Grant
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
MFMA	Municipal Finance Management Act 56 of 2003
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MSA	Municipal Systems Act
MSIG	Municipal Systems Improvement Grant
MSP	Municipal Support Programme
MTREF	Medium Term Revenue and Expenditure Framework
NCEDA	Northern Cape Economic and Development Agency
NCTA	Northern Cape Tourism Authority
NDPG	Neighborhood Development Partnership Grant
NERSA	National Energy Regulator of South Africa
NSDP	National Spatial Development Programme
NT	National Treasury
PGDS	Provincial Growth and Development Strategies
PMS	Performance Management System
PPP	Public Private Partnership
RBIG	Regional Bulk Infrastructure Grant
SALGA	South African Local Government Agency
SDBIP	Service Delivery and Budget Implementation Plan
SETA	Sectoral Education and Training Authority
SFA	Strategic Focus Area
SMME	Small Medium and Micro Enterprises
SPM	Sol Plaatje Municipality

CIRCULAR 42

Funding of Budget

SOL PLAATJE MUNICIPALITY (NC091)

Part 1 - Budgeting for Financial Performance				
Description	Ref	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
		R'000	R'000	R'000
<u>Revenue by Source (Table 1)</u>				
Property rates	A	541,312	594,270	647,557
Service charges	A	1,107,858	1,187,153	1,271,085
Operational Revenue		5,840	6,095	6,385
Rental of facilities and equipment	B	11,257	11,935	12,594
Interest earned - external investments	D	20,000	21,000	22,000
Interest earned - outstanding debtors	D	130,140	122,403	113,855
Fines	B	25,735	25,617	27,143
Licenses and permits	B	3,450	3,623	3,822
Government grants & subsidies - ops		191,142	204,916	222,276
Government grants & subsidies - capital	E	282,795	226,036	76,657
Other income	B	19,373	20,562	21,744
Total Revenue By Source		2,338,902	2,423,610	2,425,119
Internal recoveries		69,290	69,290	69,290
Cross Subsidization		8,500	10,650	12,850
Total		2,416,692	2,503,550	2,507,258
<u>Operating Expenditure by Type (Table 6)</u>				
Employee related costs	C	716,652	760,562	804,849
Remuneration of Councilors		29,335	31,242	33,117
Contracted Services		50,901	53,943	56,907
Operational Cost		195,138	207,796	216,192
Other material and consumables		170,612	179,289	197,057
Bulk purchases - Electricity		462,000	498,960	538,877
Bulk purchases - Water		90,500	99,550	109,505
Interest external		25,799	24,663	23,545
Bad debts	F	227,000	248,650	270,525
Grants and subsidies paid		9,670	9,217	9,263
Depreciation		69,250	74,303	79,094
Total Operating Expenditure By Type		2,046,856	2,188,175	2,338,931
Internal Transfer		69,290	69,290	69,290
Cross Subsidization		8,500	10,650	12,850
Total		2,124,646	2,268,114	2,421,070
Operating Surplus/(Deficit)		292,046	235,436	86,188

SOL PLAATJE MUNICIPALITY (NC091)

Part 2 - Budgeting for Cash Flow				
Description	Ref	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
		R'000	R'000	R'000
CASH FLOW FROM OPERATING ACTIVITIES				
<u>Receipts</u>				
Cash receipts from ratepayers, government and other	A,B	1,562,707	1,700,646	1,868,827
Cash receipts from government - operating		191,142	204,916	222,276
Cash receipts from government and other - capital		282,795	226,036	76,657
Interest received	D	52,535	51,601	50,464
<u>Payments</u>				
Cash paid to suppliers and employees	I	(1,709,807)	(1,789,853)	(1,966,128)
Finance charges		(25,799)	(24,663)	(23,545)
NET CASH FROM OPERATING ACTIVITIES		353,573	368,683	228,551
CASH FLOWS FROM INVESTING ACTIVITIES				
<u>Receipts</u>				
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
<u>Payments</u>				
Purchase of property, plant and equipment	G	(333,241)	(276,236)	(129,917)
(Increase)/decrease in current assets		0	0	0
Increase in non-current investments		0	0	0
NET CASH FROM INVESTING ACTIVITIES		(333,241)	(276,236)	(129,917)
CASH FLOWS FROM FINANCING ACTIVITIES				
<u>Receipts</u>				
New loans raised	G	0	0	0
Increase in consumer deposits		2,592	2,825	2,737
<u>Payments</u>				
Repayment of borrowing	G	(9,251)	(9,399)	(9,531)
NET CASH FROM FINANCING ACTIVITIES		(6,658)	(6,574)	(6,793)
NET INCREASE/(DECREASE) IN CASH		13,673	85,872	91,841
Cash and cash equivalents at the beginning of the year		170,000	183,673	269,545
Cash and cash equivalents at the end of the year		183,673	269,545	361,386

SOL PLAATJE MUNICIPALITY (NC091)

Part 3 - Reconciliation of reserves and commitments backed by cash/investments				
Description	Ref	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
		R'000	R'000	R'000
Reserves to be backed by cash	H	128,099	56,925	59,662
Creditors unpaid at year end		177,811	188,480	199,789
Total commitments		305,911	245,405	259,451
Cash and cash equivalents at the end of the year		183,673	269,545	361,386
Long term investments		0	0	0
Cash and investments available		183,673	269,545	361,386

Explanation notes/references

A It is the billed/accrued amount and it is assumed that 90% will be collected (average at 86% including interest on debtors and billed)

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

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

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

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

F Bad/Doubtful debts have been provided at 13.7% of billable revenue

G Capital budgeted expenditure of R333,2m is funded by R282,8m grants, R0m donation, R0m from a loan and R50,4m from operating (counter funding/CRR)

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

I Counter funding included in capital projects deducted from operating expenditure

Is the municipality's budget appropriately funded - Yes

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

- bad debts have been provided at approximately 13.7% of billed revenue

SOL PLAATJE MUNICIPALITY (NC091)
BUDGETED STATEMENT OF FINANCIAL POSITION

	<u>30 June 2017</u>	<u>30 June 2018</u>	<u>30 June 2019</u>	<u>30 June 2020</u>	<u>30 June 2021</u>
ASSETS					
CURRENT ASSETS	1,333,579,585	1,385,375,639	1,453,944,919	1,554,675,178	1,636,321,502
Inventory	31,935,661	33,532,444	35,209,066	36,969,519	38,817,995
Non-current Assets Held-for-Sale		0	0	0	0
Trade Receivables from Exchange Transactions	439,774,394	483,751,833	505,520,666	510,575,873	505,470,114
Trade Receivables from Non-Exchange Transactions	627,001,707	689,701,878	720,738,463	727,945,847	720,666,389
Cash and Cash Equivalents	226,561,404	170,000,000	183,583,872	269,935,372	362,580,866
Operating Lease Assets		0	0	0	0
Vat Receivable from Exchange Transactions	8,306,419	8,389,483	8,892,852	9,248,567	8,786,138
Current Portion of Long-term Receivables from		0	0	0	0
Non-Current Assets	1,698,749,991	1,866,456,488	2,081,815,097	2,243,117,418	2,273,813,742
Property, Plant and Equipment	1,483,689,913	1,652,847,973	1,870,185,603	2,033,446,371	2,066,080,764
Heritage assets	7,863,705	7,863,705	7,863,705	7,863,705	7,863,705
Intangible Assets	3,825,728	3,921,371	3,960,585	4,000,191	4,040,193
Investment Property	195,886,029	193,927,169	191,987,897	190,068,018	188,167,338
Trade Receivables from Exchange Transactions	6,133,346	6,470,680	6,405,973	6,341,913	6,278,494
Trade Receivables from Non-Exchange Transactions	1,351,270	1,425,589	1,411,334	1,397,220	1,383,248
Long-term Receivables		0	0	0	0
Total Assets	3,032,329,576	3,251,832,127	3,535,760,016	3,797,792,596	3,910,135,244
LIABILITIES					
CURRENT LIABILITIES	245,774,891	290,126,270	273,622,346	289,739,950	303,476,260
Consumer deposits	26,182,008	28,800,208	31,392,227	34,217,528	36,954,930
Provisions	9,507,325	10,695,741	11,658,357	12,416,151	13,161,120
Creditors	156,772,329	167,746,392	177,811,175	188,479,846	199,788,636
Unspent conditional grants and receipts	12,349,709	32,726,729	0	0	0
VAT	32,725,353	40,906,691	43,361,092	45,095,536	42,840,759
Cash book overdraft	-	0	0	0	0
Current portion of long term liabilities	8,238,168	9,250,510	9,399,494	9,530,891	10,730,815
NON CURRENT LIABILITIES	451,822,983	471,539,075	479,924,566	490,403,691	502,821,981
Long term liabilities	210,434,634	201,184,124	182,534,120	163,603,735	143,342,029
Retirement Benefit Liabilities	214,640,397	240,397,245	264,436,969	290,880,666	319,968,733
Non current provisions	26,747,952	29,957,706	32,953,477	35,919,290	39,511,219
Total Liabilities	697,597,874	761,665,346	753,546,912	780,143,642	806,298,240
Total Assets and Liabilities	2,334,731,702	2,490,166,781	2,782,213,104	3,017,648,955	3,103,837,004
NET ASSETS	2,334,731,702	2,490,166,781	2,782,213,104	3,017,648,955	3,103,837,004
Accumulated surplus/deficit	2,334,731,702	2,490,166,781	2,782,213,104	3,017,648,955	3,103,837,004
Total Net Assets	2,334,731,702	2,490,166,781	2,782,213,104	3,017,648,955	3,103,837,004
TOTAL NET ASSETS AND LIABILITIES	3,032,329,576	3,251,832,126	3,535,760,015	3,797,792,597	3,910,135,244

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SOL PLAATJE MUNICIPALITY (NC091)
CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2018

	2018 R	2017 R
CASH FLOW FROM OPERATING ACTIVITIES		
Grants received	398,474,200	253,447,128
Sale of goods and services	1,373,831,987	1,097,822,423
Employee Costs	-679,381,128	-566,597,417
Supplier payments	-917,112,086	-813,241,442
Cash generated from/(utilized in) operations	175,812,973	-28,569,307
Interest received	117,629,000	151,654,478
Interest paid	-26,811,930	-27,789,438
NET CASH FROM OPERATING ACTIVITIES	266,630,043	95,295,733
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of Property, Plant and Equipment	-313,940,936	-117,325,105
Purchase of Intangible Assets	0	-2,366,004
Purchase of Investment Property	0	-115,400
(Increase) / decrease in Long-term Receivables	0	0
NET CASH FROM INVESTING ACTIVITIES	-313,940,936	-119,806,508
CASH FLOWS FROM FINANCING ACTIVITIES		
New loans raised	0	0
(Loans repaid)	-9,250,510	-8,203,519
NET CASH FROM FINANCING ACTIVITIES	-9,250,510	-8,203,519
NET DECREASE IN CASH AND CASH EQUIVALENTS	-56,561,403	-32,714,295
Cash and cash equivalents at the beginning of the year	226,561,404	259,275,698
Cash and cash equivalents at the end of the year	170,000,000	226,561,404

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

Budget			Expected		Actual	
2017	2018		2018	2017	2017	2017
R	R		R	R	R	R
REVENUE						
Revenue from Non-exchange Transactions						
469,708,261	511,597,364	Property rates	19	511,597,364	468,496,818	
20,660,000	22,430,000	Fines		22,430,000	19,915,146	
3,270,000	2,905,000	Licenses and permits		2,905,000	2,801,133	
266,907,029	398,474,200	Government grants and subsidies	21	398,474,200	253,447,128	
		Public contributions and donations			-	
Revenue from Exchange Transactions						
1,062,887,246	1,028,943,431	Service charges	20	1,028,943,431	963,044,889	
10,690,000	11,115,000	Rental of facilities and equipment		11,115,000	10,024,738	
4,800,000	4,000,000	Income for agency services		4,000,000	6,975,018	
20,000,000	20,000,000	Interest earned - external investments	25	20,000,000	21,576,378	
120,000,000	97,629,000	Interest earned - outstanding debtors	25	97,629,000	130,078,100	
24,759,335	16,153,060	Other income	22	16,153,060	25,958,133	
					0	
0	0	Gains on disposal of property, plant and equipment		0	2,658,646	
2,003,681,871	2,113,247,055	Total Revenue		2,113,247,055	1,904,976,127	
EXPENDITURE						
644,340,070	679,381,128	Employee related costs	23	679,381,128	566,597,417	
25,944,063	27,674,819	Remuneration of Councillors	24	27,674,819	25,011,009	
60,617,000	67,510,000	Depreciation	50	67,510,000	58,707,853	
190,500,000	203,000,000	Bad debts - Provision	15	203,000,000	190,194,771	
27,790,073	26,811,930	Interest paid	25	26,811,930	27,789,438	
512,500,000	524,000,000	Bulk purchases	26	524,000,000	491,966,152	
44,362,888	57,715,085	Contracted services		57,715,085	42,170,495	
62,590,000	9,490,000	Grants and subsidies paid	27	9,490,000	7,984,007	
351,881,513	362,229,014	General expenses	28	362,229,014	236,018,880	
155,000		Loss on inventory			69,293	
					-	
		Foreign exchange loss			183,750	
		Loss on disposal of property, plant and equipment			3,308,937	
1,920,680,607	1,957,811,976	Total Expenditure		1,957,811,976	1,650,002,002	
83,001,264	155,435,079	SURPLUS/(DEFICIT)		155,435,079	254,974,125	
0	0	Share of surplus/(deficit) of associate accounted for under the equity method		0	0	
83,001,264	155,435,079	SURPLUS/(DEFICIT) FOR THE YEAR		155,435,079	254,974,125	

SOL PLAATJE MUNICIPALITY (NC091)
BUDGETED STATEMENT OF CHANGES
FOR THE YEAR ENDING 30 JUNE 2018

	Capital Replacement Reserve R	Self- Insurance Reserve R	COLD Reserve	Accumulated Surplus/ (Deficit) R	Total R
2016					
Balance at 1 July 2016	70,058,765	23,548,290	10,610,435	2,079,757,577	2,079,757,577
Correction of error				0	0
Change in accounting policy				0	0
Restated balance	70,058,765	23,548,290	10,610,435	2,079,757,577	2,079,757,577
Surplus/(deficit) for the year				254,974,125	254,974,125
Transfer to CRR	60,000,000			-60,000,000	0
Property, plant and equipment purchased	(37,927,281)			37,927,281	0
Capital grants used to purchase PPE					0
Donated/contributed PPE					0
Contribution to Insurance Reserve		544,595	110,275	-654,870	0
Adjustments					0
Asset disposals					0
Balance at 30 JUNE 2017	92,131,484	24,092,886	10,720,710	2,312,004,112	2,334,731,702
2018					
Correction of error				0	0
Change in accounting policy				0	0
Restated balance	92,131,484	24,092,886	10,720,710	2,312,004,112	2,334,731,702
Surplus/(deficit) for the year				155,435,079	155,435,079
Transfer to CRR	60,070,951			-60,070,951	0
Property, plant and equipment purchased	(90,808,762)			90,808,762	0
Contribution to Insurance Reserve		400,000	100,000	-500,000	0
Asset disposals				0	0
Balance at 30 JUNE 2018	61,393,673	24,492,886	10,820,710	2,497,677,002	2,490,166,781

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
Cells without the support in the blue colour need 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 2018/19	DATA INPUTS AND RESULTS R'000 2019/20	DATA INPUTS AND RESULTS R'000 2020/21	INTERPRETATION	MUNICIPAL COMMENTS (#)
1. FINANCIAL POSITION										
A. Asset Management/Utilisation										
1	Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) × 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	14% 2,046,856 333,241	11% 2,188,175 276,236	5% 2,338,931 129,917	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) × 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% 1,878,049 191,988 3,961	0% 2,041,310 190,068 4,000	0% 2,073,944 188,167 4,040	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) × 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% 157,143 1,878,049 191,988	7% 165,125 2,041,310 190,068	8% 182,186 2,073,944 188,167	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) × 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	15% 314,287 1,878,049 191,988	19% 332,133 1,535,620 202,754	20% 359,071 1,577,221 204,782	Please refer to page 4 of MFMA Circular No. 71	
B. Debtors Management										
1	Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue × 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	83% 2,603,723 2,323,918 - 1,649,170	85% 2,864,636 2,603,723 - 1,781,423	87% 3,122,776 2,864,636 - 1,918,643	Please refer to page 5 of MFMA Circular No. 71	The provision for doubtful debt amounts to around 13% annually. This is in line with previous estimates. The municipality is implementing a debtor recovery project to improve the collection rate.
2	Bad Debts Written-off as % of Provision for Bad Debt	Bad Debts Written-off/Provision for Bad debts × 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% 1,377,464	0% 1,626,114	0% 1,896,639	Please refer to page 5 of MFMA Circular No. 71	
3	Net Debtors Days	((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue) × 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	271 days 2,603,723 1,377,464 1,649,170	254 days 2,864,636 1,626,114 1,781,423	233 days 3,122,776 1,896,639 1,918,643	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.
C. Liquidity Management										
1	Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In year Reports and AR	1 - 3 Months	Cash and cash equivalents Unspent Conditional Grants Overdraft Short Term Investments Total Annual Operational Expenditure	1 Month - - 183,584 1,735,606	2 Month - - 269,935 1,814,516	2 Month - - 362,581 1,989,672	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	5.31 1,453,945 273,622	5.37 1,554,675 289,740	5.39 1,636,322 303,476	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 Redemption Total Operating Expenditure Taxation Expense	2% 25,799 9,251 2,046,856	2% 24,663 9,399 2,188,175	1% 23,545 9,531 2,338,931	Please refer to page 8 of MFMA Circular No. 71
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 Total Operating Revenue Operational Conditional Grants	9% 191,934 2,338,902 191,142	8% 173,135 2,423,610 204,916	7% 154,073 2,425,119 222,276	Please refer to page 9 of MFMA Circular No. 71
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 Bank Overdraft Short Term Investment Long Term Investment Unspent Grants Net Assets Accumulated Surplus	65% - 183,584 - - 2,782,213 2,497,677	71% - 269,935 - - 3,017,649 2,635,049	112% - 362,581 - - 3,103,837 2,779,977	Please refer to page 9 of MFMA Circular No. 71
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 Depreciation - Revalued Portion (Only populate if depreciation line item in the Statement of Financial Total Operating Expenditure Taxation Expense	15% 2,338,902 69,250 2,046,856	13% 2,423,610 74,303 2,188,175	7% 2,425,119 79,094 2,338,931	Please refer to page 10 of MFMA Circular No. 71
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 Total Electricity Expenditure	7% 700,551 649,215	7% 752,170 698,835	7% 806,806 751,470	Please refer to page 10 of MFMA Circular No. 71
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 Total Water Expenditure	17% 255,384 210,830	17% 270,553 225,898	16% 287,767 242,813	Please refer to page 11 of MFMA Circular No. 71
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 Total Refuse Expenditure	6% 56,803 53,403	6% 60,158 56,658	6% 63,603 59,803	Please refer to page 12 of MFMA Circular No. 71
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 Total Sanitation and Water Waste Expenditure	18% 76,450 62,600	17% 80,972 67,372	16% 85,622 71,872	Please refer to page 12 of MFMA Circular No. 71
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) Number of units sold ('000)	18% 585,374 480,007	16% 588,097 494,002	15% 590,832 502,208	Please refer to page 13 of MFMA Circular No. 71 Total Electricity Losses includes technical losses. According to NERSA's Municipal Tariff Benchmark for 2014/15, the tolerable range is 5% - 12%
2	Water Distribution Losses (Percentage)	(Number of Kilo litres Water Purchased or Purified - Number of Kilo litres Water Sold) / Number of Kilo litres 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) Number of kilolitres sold ('000)	45% 24,432 13,437	40% 24,884 14,930	35% 25,345 16,474	Please refer to page 13 of MFMA Circular No. 71 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.

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		1%	1%	1%	Please refer to page 14 of MFMA Circular No. 71	
					Number of Active Debtors Accounts (Previous)	63	63	64		
					Number of Active Debtors Accounts (Current)	63	64	65		
2	Revenue Growth (%)	(Period under review's Total Revenue - previous period's Total Revenue)/ previous period's Total Revenue) x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= CPI		11%	4%	0%	Please refer to page 15 of MFMA Circular No. 71	The sharp decline in capital grants in year 3 as per DoRA had a significant impact on this ratio.
					CPI	5.20%	5.50%	5.50%		
					Total Revenue (Previous)	2,113,247	2,338,902	2,423,610		
					Total Revenue (Current)	2,338,902	2,423,610	2,425,119		
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		8%	7%	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
					CPI	5.20%	5.50%	5.50%		
					Total Revenue Excl.Capital (Previous)	1,898,077	2,056,107	2,197,574		
					Total Revenue Excl.Capital (Current)	2,056,107	2,197,574	2,348,462		
D. Expenditure Management										
1	Creditors Payment Period (Trade Creditors)	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365	Statement of Financial Performance, Notes to AFS, Budget, In-Year reports and AR	30 days		67 days	71 days	84 days	Please refer to page 16 of MFMA Circular No.71	This ratio is calculated as at a specific point in time, which results in a distorted representation of the actual payment days. Especially at year-end, the outstanding creditors will be high. This is further supported by the fact that no paragraph for non compliance with this legislation was included in the recent audit report.
					Trade Creditors	177,811	188,480	199,789		
					Contracted Services	50,901	53,943	56,907		
					Repairs and Maintenance	–	–	–		
					General expenses	35,469	33,880	32,808		
					Bulk Purchases	552,500	598,510	648,382		
					Capital Credit Purchases (Capital Credit Purchases refers to additions of Investment Property and Property, Plant and Equipment)	333,241	276,236	129,917		
2	Irregular, Fruitless and Wasteful and Unauthorised Expenditure / Total Operating Expenditure	(Irregular, Fruitless and Wasteful and Unauthorised Expenditure) / Total Operating Expenditure x100	Statement Financial Performance, Notes to Annual Financial Statements and AR	0%		0%	0%	Please refer to page 16 of MFMA Circular No. 71		
					Irregular, Fruitless and Wasteful and Unauthorised Expenditure					
					Total Operating Expenditure	2,046,856	2,188,175			2,338,931
					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%		36%	36%	36%	Please refer to page 17 of MFMA Circular No. 71	
					Employee/personnel related cost	716,652	760,562	804,849		
					Councillors Remuneration	29,335	31,242	33,117		
					Total Operating Expenditure	2,046,856	2,188,175	2,338,931		
					Taxation Expense					
4	Contracted Services % of Total Operating Expenditure	Contracted Services / Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	2% - 5%		2%	2%	2%	Please refer to page 17 of MFMA Circular No. 71	
					Contracted Services	50,901	53,943	56,907		
					Total Operating Expenditure	2,046,856	2,188,175	2,338,931		
					Taxation Expense					
E. Grant Dependency										
1	Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure	Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and	None		15%	18%	41%	Please refer to page 18 of MFMA Circular No. 71	
					Internally generated funds	50,446	50,200	53,260		
					Borrowings	–	–	–		
					Total Capital Expenditure	333,241	276,236	129,917		
2	Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure	Own funded Capital Expenditure (Internally Generated Funds) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements	None		25%	18%	13%	Please refer to page 18 of MFMA Circular No. 71	
					Internally generated funds	25,382	20,903	14,000		
					Total Capital Expenditure	101,114	119,066	106,226		
3	Own Source Revenue to Total Operating Revenue(Including Agency Revenue)	Own Source Revenue (Total revenue - Government grants and Subsidies - Public Contributions and Donations)/ Total Operating Revenue (including agency services) x 100	Statement Financial Performance, Budget, IDP, In-Year reports and AR	None		104%	101%	94%	Please refer to page 18 of MFMA Circular No. 71	
					Total Revenue	2,338,902	2,423,610	2,425,119		
					Government grant and subsidies	191,142	204,916	222,276		
					Public contributions and Donations					
					Capital Grants	282,795	226,036	76,657		
3. BUDGET IMPLEMENTATION										
1	Capital Expenditure Budget Implementation Indicator	Actual capital Expenditure / Budget Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, In-Year reports and AR	95% - 100%		100%	100%	100%	Please refer to page 19 of MFMA Circular No. 71	
					Actual Capital Expenditure	101,114	119,066	106,226		
					Budget Capital Expenditure	101,114	119,066	106,226		
2	Operating Expenditure Budget Implementation Indicator	Actual Operating Expenditure / Budgeted Operating Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		100%	100%	100%	Please refer to page 20 of MFMA Circular No. 71	
					Actual Operating Expenditure	2,046,856	2,188,175	2,338,931		
					Budget Operating Expenditure	2,046,856	2,188,175	2,338,931		
3	Operating Revenue Budget Implementation Indicator	Actual Operating Revenue / Budget Operating Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		100%	100%	100%	Please refer to page 20 of MFMA Circular No. 71	
					Actual Operating Revenue	2,338,902	2,423,610	2,425,119		
					Budget Operating Revenue	2,338,902	2,423,610	2,425,119		
4	Service Charges and Property Rates Revenue Budget Implementation Indicator	Actual Service Charges and Property Rates Revenue / Budget Service Charges and Property Rates Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		100%	100%	100%	Please refer to page 21 of MFMA Circular No. 71	
					Actual Service Charges and Property Rates Revenue	1,649,170	1,781,423	1,918,643		
					Budget Service Charges and Property Rates Revenue	1,649,170	1,781,423	1,918,643		

MAY 2018/19
BUDGET
ANNEXURES

1.Schedules

2.Tariffs

3.History of Tariffs

4.IDP Overview

5.SDBIP

6.Policies

7.By-laws

8.MFMA-Circulars

**BUDGET
SCHEDULES
AND
SUPPORTING
TABLES**

Municipal annual budgets and MTREF & supporting tables

mSCOA Version 6.2

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Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

Contact details:

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or
For registered users using the LG Upload Portal

Preparation Instructions	
Municipality Name:	NC091 Sol Plaatje ▼
CFO Name:	71 Mahlolo
Tel:	053 830 6500
Fax:	
E-Mail:	zmahlolo@solnlaatie.org.za
Budget for MTREF starting:	2018 ▼
Budget Year:	2018/19
Does this municipality have Entities?	No ▼
If YES: Identify type of report:	Parent Municipality ▼
LGDB Export	Name Votes & Sub-Votes
Printing Instructions	Important documents which provide essential assistance
<u>Showing / Hiding Columns</u> Show Pre-audit columns on all Show Reference columns on	<u>MFMA Budget Circulars</u> Click to view <u>MBRR Budget Formats Guide</u> Click to view <u>Dummy Budget Guide</u> Click to view <u>Funding Compliance Guide</u> Click to view <u>MFMA Return Forms</u> Click to view
<u>Showing / Clearing Highlights</u> Show Highlights on all sheets	

Organisational Structure Votes		Complete Votes & Sub-Votes	Select Org. Structure
Vote 1 - EXECUTIVE AND COUNCIL Vote 2 - MUNICIPAL AND GENERAL Vote 3 - MUNICIPAL MANAGER Vote 4 - CORPORATE SERVICES Vote 5 - COMMUNITY SERVICES Vote 6 - FINANCIAL SERVICES Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING Vote 8 - INFRASTRUCTURE AND SERVICES	Vote 1 Vote 2 Vote 3 Vote 4 Vote 5 Vote 6 Vote 7 Vote 8	EXECUTIVE AND COUNCIL MUNICIPAL AND GENERAL MUNICIPAL MANAGER CORPORATE SERVICES COMMUNITY SERVICES FINANCIAL SERVICES STRATEGY ECON DEVELOPMENT AND PLANNING INFRASTRUCTURE AND SERVICES	1.1 - EXECUTIVE AND COUNCIL

NC091 Sol Plaatje - Contact Information

A. GENERAL INFORMATION

Municipality NC091 Sol Plaatje

Grade Grade 5

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

Province NC NORTHERN CAPE

Web Address www.solplaatje.org.zae-mail Address info@solplaatje.org.za

B. CONTACT INFORMATION

Postal address:

P.O. Box X5030

City / Town Kimberley

Postal Code 8300

Street address

Building Civic Centre

Street No. & Name Sol Plaatje Drive

City / Town Kimberley

Postal Code 8301

General Contacts

Telephone number 0538306911

Fax number 0538331005

C. POLITICAL LEADERSHIP

Speaker:

ID Number

Title

Name E. Johnson

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Fax number

E-mail address ejohnson@solplaatje.org.za

Secretary/PA to the Speaker:

ID Number

Title

Name S Isaacs

Telephone number 053 830 6489

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Fax number

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Mayor/Executive Mayor:

ID Number

Title

Name OM Matika

Telephone number 053 830 6269

Cell number 082 869 4856

Fax number 053 839 1431

E-mail address mmatika@solplaatje.org.za

Secretary/PA to the Mayor/Executive Mayor:

ID Number

Title

Name E Mdali

Telephone number 053 830 6269

Cell number 078 190 6174

Fax number 053 839 1431

E-mail address emdali@solplaatje.org.za

D. MANAGEMENT LEADERSHIP

Municipal Manager:

ID Number

Title

Name G Akharwaray

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Fax number 0538331005

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Secretary/PA to the Municipal Manager:

ID Number

Title

Name J Bonokwane

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Chief Financial Officer

ID Number

Title

Name ZL Mahloko

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Fax number

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Secretary/PA to the Chief Financial Officer

ID Number

Title

Name

Telephone number

Cell number

Fax number

E-mail address

Official responsible for submitting financial information

ID Number

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Fax number

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ID Number

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ID Number

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Official responsible for submitting financial information

ID Number

Title

Name

Telephone number

Cell number

Fax number

E-mail address

NC091 Sol Plaatje - Table A1 Budget Summary

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousands									
Financial Performance									
Property rates	398,921	484,397	468,497	511,595	511,595	511,595	541,312	594,270	647,557
Service charges	888,148	909,207	963,045	1,078,943	1,030,043	1,030,043	1,107,508	1,187,153	1,271,085
Investment revenue	21,165	20,996	21,576	20,000	20,000	20,000	20,000	21,000	22,000
Transfers recognised - operational	168,281	164,215	163,924	173,256	175,342	175,342	191,142	204,916	222,276
Other own revenue	144,452	163,742	198,411	160,934	153,134	153,134	196,145	190,235	185,543
Total Revenue (excluding capital transfers and contributions)	1,620,966	1,742,557	1,815,453	1,944,729	1,890,115	1,890,115	2,056,107	2,197,574	2,348,462
Employee costs	463,015	602,966	566,597	679,381	679,381	679,381	716,652	760,562	804,849
Remuneration of councillors	19,841	20,948	25,011	27,675	27,675	27,675	29,335	31,242	33,117
Depreciation & asset impairment	48,657	57,792	58,708	67,510	67,510	67,510	69,250	74,303	79,094
Finance charges	30,458	29,018	27,789	26,812	26,812	26,812	25,799	24,663	23,545
Materials and bulk purchases	551,946	587,694	613,714	663,921	667,117	667,117	694,353	747,253	813,126
Transfers and grants	58,194	6,625	7,984	9,470	9,490	9,490	9,670	9,217	9,263
Other expenditure	338,539	313,629	350,198	461,721	479,828	479,828	501,797	540,935	575,937
Total Expenditure	1,510,651	1,618,672	1,650,002	1,936,491	1,957,812	1,957,812	2,046,856	2,188,175	2,338,931
Surplus/(Deficit)	110,315	123,885	165,451	8,238	(67,697)	(67,697)	9,251	9,399	9,531
Transfers and subsidies - capital (monetary allocations)	113,755	111,728	89,523	159,589	223,132	223,132	282,795	226,036	76,657
Contributions recognised - capital & contributed assets	3,813	261	—	—	—	—	—	—	—
Surplus/(Deficit) after capital transfers & contributions	227,883	235,873	254,974	167,827	155,435	155,435	292,046	235,436	86,188
Share of surplus/ (deficit) of associate	—	—	—	—	—	—	—	—	—
Surplus/(Deficit) for the year	227,883	235,873	254,974	167,827	155,435	155,435	292,046	235,436	86,188
Capital expenditure & funds sources									
Capital expenditure	197,907	151,651	119,807	232,066	313,941	313,941	333,241	276,236	129,917
Transfers recognised - capital	113,756	111,728	89,523	159,589	223,132	223,132	282,795	226,036	76,657
Public contributions & donations	—	—	—	—	—	—	—	—	—
Borrowing	—	—	—	—	—	—	—	—	—
Internally generated funds	84,151	39,922	30,284	72,476	90,809	90,809	50,446	50,200	53,260
Total sources of capital funds	197,907	151,651	119,807	232,066	313,941	313,941	333,241	276,236	129,917
Financial position									
Total current assets	989,354	1,162,808	1,333,580	1,248,887	1,224,887	1,224,887	1,453,945	1,554,675	1,636,322
Total non current assets	1,588,244	1,636,369	1,698,750	1,928,956	1,939,419	1,939,419	2,081,815	2,243,117	2,273,814
Total current liabilities	248,389	238,889	245,775	268,626	268,626	268,626	273,622	289,740	303,476
Total non current liabilities	440,256	480,531	451,823	506,675	427,301	427,301	479,925	490,404	502,822
Community wealth/Equity	1,888,952	2,079,758	2,334,732	2,402,541	2,468,379	2,468,379	2,782,213	3,017,649	3,103,837
Cash flows									
Net cash from (used) operating	181,911	146,294	95,296	246,139	336,454	336,454	282,536	372,119	233,293
Net cash from (used) investing	(197,907)	(151,651)	(119,807)	(232,066)	(313,941)	(313,941)	(333,242)	(276,236)	(129,917)
Net cash from (used) financing	(13,747)	(10,824)	(8,204)	(5,385)	(5,385)	(5,385)	(9,399)	(9,531)	(10,731)
Cash/cash equivalents at the year end	275,457	259,276	226,562	243,689	243,689	243,689	183,584	269,935	362,580
Cash backing/surplus reconciliation									
Cash and investments available	275,457	259,276	226,561	267,689	243,689	243,689	183,584	269,935	362,581
Application of cash and investments	(262,135)	(336,296)	(434,266)	(531,668)	(526,936)	(526,936)	(705,704)	(782,778)	(756,281)
Balance - surplus (shortfall)	537,592	595,572	660,827	799,358	770,626	770,626	889,288	1,052,714	1,118,862
Asset management									
Asset register summary (WDV)	1,586,128	1,634,720	1,691,265	1,927,233	1,937,696	1,937,696	2,073,998	2,235,378	2,266,152
Depreciation	48,657	57,792	58,708	67,510	67,510	67,510	69,250	74,303	79,094
Renewal of Existing Assets	103,767	92,348	79,206	19,397	44,550	44,550	13,750	30,203	31,755
Repairs and Maintenance	147,486	133,684	121,748	139,921	143,117	143,117	141,853	148,743	164,744
Free services									
Cost of Free Basic Services provided	41,187	47,010	46,989	52,075	52,075	52,075	169,672	188,911	204,907
Revenue cost of free services provided	126,095	107,476	111,919	175,906	175,906	175,906	182,810	198,489	215,764
Households below minimum service level									
Water:	6	2	2	2	2	2	2	2	2
Sanitation/sewerage:	6	4	4	4	4	4	4	4	5
Energy:	7	7	7	7	7	7	7	7	7
Refuse:	8	9	9	9	9	9	9	9	10

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

Functional Classification Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand									
Revenue - Functional									
<i>Governance and administration</i>	791,465	862,314	839,882	947,066	1,006,295	1,006,295	1,119,176	1,119,668	1,031,481
Executive and council	372,464	362,563	361,481	412,281	479,876	479,876	554,304	502,235	359,702
Finance and administration	419,001	499,751	478,401	534,785	526,420	526,420	564,872	617,432	671,780
Internal audit	–	–	–	–	–	–	–	–	–
<i>Community and public safety</i>	36,858	23,269	24,656	26,536	25,036	25,036	26,995	26,577	27,845
Community and social services	7,220	9,702	11,418	11,213	10,613	10,613	12,644	11,361	11,784
Sport and recreation	15,494	3,869	3,276	5,002	4,002	4,002	3,710	3,937	4,160
Public safety	246	140	195	90	190	190	170	180	191
Housing	11,062	9,529	9,692	10,201	10,201	10,201	10,401	11,025	11,631
Health	2,837	30	75	30	30	30	70	74	78
<i>Economic and environmental services</i>	3,436	12,721	22,381	17,821	16,521	16,521	19,426	20,618	21,797
Planning and development	3,163	2,722	2,575	6,349	5,149	5,149	6,511	6,927	7,354
Road transport	273	9,998	19,807	11,472	11,372	11,372	12,915	13,690	14,444
Environmental protection	–	–	–	–	–	–	–	–	–
<i>Trading services</i>	893,774	943,139	1,004,389	1,104,777	1,054,777	1,054,777	1,165,163	1,248,157	1,334,931
Energy sources	561,819	595,477	618,301	711,106	671,106	671,106	740,342	793,727	849,756
Water management	212,281	223,498	255,594	264,326	254,326	254,326	288,458	309,307	330,902
Waste water management	68,879	70,994	74,755	72,382	72,382	72,382	75,813	80,411	85,457
Waste management	50,796	53,171	55,739	56,963	56,963	56,963	60,550	64,711	68,816
<i>Other</i>	12,999	13,102	13,668	8,118	10,618	10,618	8,142	8,592	9,064
Total Revenue - Functional	1,738,534	1,854,546	1,904,976	2,104,318	2,113,247	2,113,247	2,338,902	2,423,610	2,425,119
Expenditure - Functional									
<i>Governance and administration</i>	441,079	527,321	478,972	613,208	620,197	620,197	640,562	682,131	728,722
Executive and council	288,197	349,125	295,172	374,830	385,712	385,712	392,223	418,459	449,618
Finance and administration	152,883	173,922	179,541	232,905	228,812	228,812	242,523	257,507	272,600
Internal audit	–	4,273	4,258	5,473	5,673	5,673	5,816	6,165	6,504
<i>Community and public safety</i>	171,286	142,711	137,831	162,688	165,810	165,810	176,670	186,265	196,473
Community and social services	29,486	32,641	32,804	35,540	35,775	35,775	39,035	40,621	42,654
Sport and recreation	77,968	45,856	41,639	52,376	53,026	53,026	56,474	59,698	63,149
Public safety	24,774	28,838	31,476	33,476	34,923	34,923	37,331	39,539	41,716
Housing	22,332	18,725	17,672	24,410	25,110	25,110	26,073	27,636	29,186
Health	16,725	16,651	14,240	16,886	16,976	16,976	17,756	18,771	19,768
<i>Economic and environmental services</i>	78,723	100,787	108,615	121,224	121,702	121,702	125,210	133,224	141,202
Planning and development	25,051	40,983	39,912	45,191	45,716	45,716	45,616	48,532	51,506
Road transport	53,672	58,522	67,373	75,437	75,390	75,390	78,965	84,025	88,992
Environmental protection	–	1,282	1,329	596	596	596	629	667	703
<i>Trading services</i>	802,085	831,363	907,337	1,017,279	1,027,810	1,027,810	1,080,607	1,161,461	1,246,061
Energy sources	515,828	558,088	616,512	666,189	667,689	667,689	694,734	746,956	802,323
Water management	183,528	172,431	176,301	223,230	228,830	228,830	248,573	268,598	289,374
Waste water management	54,075	53,770	60,888	70,996	74,428	74,428	76,850	81,345	85,848
Waste management	48,654	47,075	53,636	56,863	56,863	56,863	60,450	64,561	68,516
<i>Other</i>	17,477	16,490	17,248	22,092	22,292	22,292	23,807	25,093	26,473
Total Expenditure - Functional	1,510,651	1,618,672	1,650,002	1,936,491	1,957,812	1,957,812	2,046,856	2,188,175	2,338,931
Surplus/(Deficit) for the year	227,883	235,873	254,974	167,827	155,435	155,435	292,046	235,436	86,188

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

Functional Classification Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand									
Revenue - Functional									
Municipal governance and administration	791,465	862,314	839,882	947,066	1,006,295	1,006,295	1,119,176	1,119,668	1,631,481
Executive and council	372,464	362,563	361,481	412,281	479,876	479,876	554,304	502,235	359,702
Mayor and Council				412,281					
Municipal Manager, Town Secretary and Chief Executive	372,464	362,563	361,481		479,876	479,876	554,304	502,235	359,702
Finance and administration	419,001	499,751	478,401	534,785	526,420	526,420	564,872	617,432	671,780
Administrative and Corporate Support		3,556	4,280	2,441	2,441	2,441	4,324	4,481	4,634
Asset Management		930		1,365					
Budget and Treasury Office		1,524	886	50	50	50	300	300	300
Finance	411,060	492,589	470,231	525,226	518,226	518,226	554,888	606,997	661,101
Fleet Management									
Human Resources									
Information Technology	7,691	751	2,702	5,283	5,283	5,283	4,940	5,208	5,275
Legal Services									
Marketing, Customer Relations, Publicity and Media Co-									
Property Services	250	360	321	380	380	380	380	403	425
Risk Management									
Security Services									
Supply Chain Management		42		40	40	40	40	42	45
Valuation Service									
Internal audit									
Governance Function									
Community and public safety	36,858	23,269	24,656	26,536	25,036	25,036	26,995	26,577	27,845
Community and social services	7,220	9,702	11,418	11,213	10,613	10,613	12,644	11,361	11,784
Aged Care									
Agricultural									
Animal Care and Diseases									
Cemeteries, Funeral Parlours and Crematoriums	1,565	1,820	2,001	2,130	2,130	2,130	2,280	2,417	2,550
Child Care Facilities									
Community Halls and Facilities	691	940	975	1,130	1,130	1,130	1,090	1,155	1,219
Consumer Protection									
Cultural Matters									
Disaster Management									
Education									
Indigenous and Customary Law									
Industrial Promotion									
Language Policy									
Libraries and Archives	4,964	6,943	6,442	7,953	7,353	7,353	9,274	7,789	8,016
Literacy Programmes									
Media Services									
Museums and Art Galleries									
Population Development									
Provincial Cultural Matters									
Theatres									
Zoo's									
Sport and recreation	15,494	3,869	3,276	5,002	4,002	4,002	3,710	3,937	4,160
Beaches and Jetties									
Casinos, Racing, Gambling, Wagering									
Community Parks (including Nurseries)	12,084								
Recreational Facilities		3,372	3,106	4,772	3,772	3,772	3,510	3,723	3,934
Sports Grounds and Stadiums	3,410	496	170	230	230	230	200	214	227
Public safety	246	140	195	90	190	190	170	180	191
Civil Defence									
Cleansing									
Control of Public Nuisances									
Fencing and Fences									
Fire Fighting and Protection	246	74	128	90	90	90	95	101	107
Licensing and Control of Animals		66	66		100	100	75	80	84
Housing	11,062	9,529	9,692	10,201	10,201	10,201	10,401	11,025	11,631
Housing	11,062	9,529	9,692	10,201	10,201	10,201	10,401	11,025	11,631
Informal Settlements									
Health	2,837	30	75	30	30	30	70	74	78
Ambulance									
Health Services	2,837	30	75	30	30	30	70	74	78
Laboratory Services									
Food Control									
Health Surveillance and Prevention of Communicable									
Vector Control									
Chemical Safety									
Economic and environmental services	3,436	12,721	22,381	17,821	16,521	16,521	19,426	20,618	21,797
Planning and development	3,163	2,722	2,575	6,349	5,149	5,149	6,511	6,927	7,354
Billboards									
Corporate Wide Strategic Planning (IDPs, LED's)	783	991	860		862	862	970	1,038	1,105
Central City Improvement District									
Development Facilitation									
Economic Development/Planning				862					
Regional Planning and Development									
Town Planning, Building Regulations and Enforcement, and	2,380	1,731	1,715	3,273	2,073	2,073	3,273	3,486	3,712
Project Management Unit				2,214	2,214	2,214	2,268	2,404	2,536
Provincial Planning									
Support to Local Municipalities									
Road transport	273	9,998	19,807	11,472	11,372	11,372	12,915	13,690	14,444
Police Forces, Traffic and Street Parking Control									
Pounds				100					
Public Transport									
Road and Traffic Regulation		9,966	19,371	11,340	11,340	11,340	12,880	13,653	14,404
Roads	273	32	436	32	32	32	35	37	40
Taxi Ranks									
Environmental protection									
Biodiversity and Landscape									
Coastal Protection									
Indigenous Forests									
Nature Conservation									
Pollution Control									
Soil Conservation									
Trading services	893,774	943,139	1,064,389	1,104,777	1,054,777	1,054,777	1,165,163	1,248,157	1,334,931
Energy sources	561,819	595,477	618,301	711,106	671,106	671,106	740,342	793,727	849,756
Electricity	561,819	595,477	618,301	711,106	671,106	671,106	740,342	793,727	849,756
Street Lighting and Signal Systems									
Nonelectric Energy									
Water management	212,281	223,498	255,594	264,326	254,326	254,326	288,458	309,307	330,902
Water Treatment									
Water Distribution	212,281	223,498	255,594	264,326	254,326	254,326	288,458	309,307	330,902
Water Storage									
Waste water management	68,879	70,994	74,755	72,382	72,382	72,382	75,813	80,411	85,457
Public Toilets									
Sewerage	68,879	70,994	74,755	72,382	72,382	72,382	75,813	80,411	85,457
Storm Water Management									
Waste Water Treatment									
Waste management	50,796	53,171	55,739	56,963	56,963	56,963	60,550	64,711	68,816
Recycling									
Solid Waste Disposal (Landfill Sites)									
Solid Waste Removal	50,796	53,171	55,739	56,963	56,963	56,963	60,550	64,711	68,816
Street Cleaning									
Other	12,999	13,102	13,668	8,118	10,618	10,618	8,142	8,592	9,064
Abattoirs									
Air Transport									
Forestry									
Licensing and Regulation	8,155	9,000	9,923	3,166	7,166	7,166	3,870	4,064	4,287
Markets	3,986	3,979	3,999	4,815	3,315	3,315	4,135	4,363	4,624

Tourism	858	123	146	137	137	137	137	145	153
Total Revenue - Functional	1,738,534	1,854,546	1,904,976	2,104,318	2,113,247	2,113,247	2,338,902	2,423,610	2,425,119
Expenditure - Functional									
Municipal governance and administration	441,079	527,321	478,972	613,208	620,197	620,197	640,562	682,131	728,722
Executive and council	288,197	349,125	295,172	374,830	385,712	385,712	392,223	418,459	449,618
Mayor and Council	40,167	43,422	43,422	366,226	43,808	43,808	46,355	49,228	52,034
Municipal Manager, Town Secretary and Chief Executive	288,197	308,958	251,751	8,604	341,904	341,904	345,868	369,231	397,584
Finance and administration	152,883	173,922	179,541	232,905	228,812	228,812	242,523	257,507	272,600
Administrative and Corporate Support	27,363	27,087	36,514	34,272	34,272	30,992	32,749	34,456	34,456
Asset Management	5,736	5,086	8,608	7,243	7,243	7,627	8,123	8,651	8,651
Budget and Treasury Office	10,058	10,646	16,421	16,420	16,420	17,567	18,881	20,291	20,291
Finance	87,384	53,102	54,973	67,035	66,986	66,986	65,213	69,400	73,802
Fleet Management	4,025	8,079	19,064	19,064	19,064	20,207	21,516	23,015	23,015
Human Resources	55,070	12,443	10,851	21,013	21,023	21,023	21,497	22,748	23,768
Information Technology	8,617	10,401	9,869	12,070	12,570	12,570	13,009	13,790	14,548
Legal Services				2,400	-	-			
Marketing, Customer Relations, Publicity and Media Co-		3,176	3,036	3,813	3,813	3,813	3,842	4,072	4,296
Property Services	1,811	11,276	11,559	2,278	2,278	2,278	14,413	15,278	16,118
Risk Management		1,851	1,864	2,141	2,141	2,141	2,263	2,398	2,530
Security Services		14,997	14,938	17,886	19,040	19,040	20,048	21,156	22,221
Supply Chain Management		12,181	13,676	14,991	14,991	14,991	15,756	16,702	17,621
Valuation Service		7,315	7,879	8,672	8,972	8,972	10,090	10,695	11,283
Internal audit	-	4,273	4,258	5,473	5,673	5,673	5,816	6,165	6,504
Governance Function		4,273	4,258	5,473	5,673	5,673	5,816	6,165	6,504
Community and public safety	171,286	142,711	137,831	162,688	165,810	165,810	176,670	186,265	196,473
Community and social services	29,486	32,641	32,804	35,540	35,775	35,775	39,035	40,621	42,654
Aged Care									
Agricultural									
Animal Care and Diseases									
Cemeteries, Funeral Parlours and Crematoriums	12,976	13,657	15,541	16,111	16,266	16,266	18,184	19,275	20,336
Child Care Facilities									
Community Halls and Facilities	2,505	3,443	3,137	3,969	4,049	4,049	4,076	4,320	4,558
Consumer Protection									
Cultural Matters									
Disaster Management									
Education									
Indigenous and Customary Law									
Industrial Promotion									
Language Policy									
Libraries and Archives	14,006	15,541	14,126	15,460	15,460	15,460	16,775	17,026	17,761
Literacy Programmes									
Media Services									
Museums and Art Galleries									
Population Development									
Provincial Cultural Matters									
Theatres									
Zoo's									
Sport and recreation	77,968	45,856	41,639	52,376	53,026	53,026	56,474	59,698	63,149
Beaches and Jetties									
Casinos, Racing, Gambling, Wagering									
Community Parks (including Nurseries)		21,643	22,726	23,911	24,686	24,686	26,573	27,902	29,436
Recreational Facilities	36,227	19,317	10,132	20,859	20,829	20,829	21,885	23,219	24,620
Sports Grounds and Stadiums	41,741	4,896	8,781	7,606	7,511	7,511	8,016	8,578	9,092
Public safety	24,774	28,838	31,476	33,476	34,923	34,923	37,331	39,539	41,716
Civil Defence									
Cleansing									
Control of Public Nuisances									
Fencing and Fences									
Fire Fighting and Protection	24,774	27,721	30,245	33,476	33,576	33,576	35,961	38,087	40,177
Licensing and Control of Animals		1,117	1,231		1,347	1,347	1,370	1,452	1,539
Housing	22,332	18,725	17,672	24,410	25,110	25,110	26,073	27,636	29,186
Housing	22,332	18,725	17,672	24,410	25,110	25,110	26,073	27,636	29,186
Informal Settlements									
Health	16,725	16,651	14,240	16,886	16,976	16,976	17,756	18,771	19,768
Ambulance									
Health Services	16,725	16,651	14,240	16,886	16,976	16,976	17,756	18,771	19,768
Laboratory Services									
Food Control									
Health Surveillance and Prevention of Communicable									
Vector Control									
Chemical Safety									
Economic and environmental services	78,723	100,787	108,615	121,224	121,702	121,702	125,210	133,224	141,202
Planning and development	25,051	40,983	39,912	45,191	45,716	45,716	45,616	48,532	51,506
Billboards									
Corporate Wide Strategic Planning (IDPs, LED's)		10,697	8,182	1,848	10,262	10,262	10,273	10,975	11,671
Central City Improvement District									
Development Facilitation	11,400	5,303	5,057	14,607	6,717	6,717	6,925	7,361	7,809
Economic Development/Planning									
Regional Planning and Development									
Town Planning, Building Regulations and Enforcement, and	13,651	22,895	24,743	26,523	26,523	26,523	26,150	27,792	29,491
Project Management Unit		2,088	1,931	2,214	2,214	2,214	2,268	2,404	2,536
Provincial Planning									
Support to Local Municipalities									
Road transport	53,672	58,522	67,373	75,437	75,390	75,390	78,965	84,025	88,992
Police Forces, Traffic and Street Parking Control									
Pounds				1,347	0	0			
Public Transport									
Road and Traffic Regulation		21,434	33,022	37,623	37,623	37,623	40,597	43,032	45,398
Roads	53,672	37,088	34,351	36,467	37,767	37,767	38,368	40,993	43,594
Taxi Ranks				-	-				
Environmental protection									
Environmental protection	-	1,282	1,329	596	596	596	629	667	703
Biodiversity and Landscape		1,282	1,329	596	596	596	629	667	703
Coastal Protection									
Indigenous Forests									
Nature Conservation									
Pollution Control									
Soil Conservation									
Trading services	802,085	831,363	907,337	1,017,279	1,027,810	1,027,810	1,080,607	1,161,461	1,246,061
Energy sources	515,828	558,088	616,512	666,189	667,689	667,689	694,734	746,956	802,323
Electricity	499,206	540,530	597,629	645,189	646,689	646,689	672,734	723,196	776,663
Street Lighting and Signal Systems	16,622	17,558	18,882	21,000	21,000	21,000	22,000	23,760	25,661
Nonelectric Energy									
Water management	183,528	172,431	176,301	223,230	228,830	228,830	248,573	268,598	289,374
Water Treatment		36,521	37,449	43,014	47,019	47,019	44,050	46,205	48,299
Water Distribution	183,528	135,909	136,852	180,215	181,810	181,810	204,522	222,394	241,075
Water Storage									
Waste water management	54,075	53,770	60,888	70,996	74,428	74,428	76,850	81,345	85,848
Public Toilets	1,737	1,950	2,063	2,232	2,232	2,339	2,480	2,616	2,616
Sewerage	52,339	25,972	31,089	37,239	38,439	38,439	42,892	45,236	47,533
Storm Water Management									
Waste Water Treatment		25,848	27,737	33,757	33,757	33,757	31,619	33,630	35,699
Waste management	48,654	47,075	53,636	56,863	56,863	56,863	60,450	64,561	68,516
Recycling		-							
Solid Waste Disposal (Landfill Sites)		4,900	4,758	6,032	6,032	6,032	6,099	6,598	6,990
Solid Waste Removal	48,654	42,175	48,878	50,831	50,831	50,831	54,351	57,963	61,526
Street Cleaning									
Other	17,477	16,490	17,248	22,092	22,292	22,292	23,807	25,093	26,473
Abattoirs									
Air Transport									
Forestry									
Licensing and Regulation	8,033	9,340	9,213	11,316	11,516	11,516	12,457	13,082	13,801
Markets	6,683	4,293	5,278	6,957	6,957	6,957	7,331	7,771	8,198
Tourism	2,761	2,856	2,757	3,819	3,819	3,819	4,019	4,241	4,474
Total Expenditure - Functional	1,510,651	1,618,672	1,650,002	1,936,491	1,957,812	1,957,812	2,046,856	2,188,175	2,338,931
Surplus/(Deficit) for the year	227,883	235,873	254,974	167,827	155,435	155,435	292,046	235,436	86,188

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

Vote Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand									
Revenue by Vote									
Vote 1 - EXECUTIVE AND COUNCIL	72	–	–	–	–	–	–	–	–
Vote 2 - MUNICIPAL AND GENERAL	370,848	395,258	400,430	412,281	479,876	479,876	554,304	502,235	359,702
Vote 3 - MUNICIPAL MANAGER	1,544	–	–	2,214	2,214	2,214	2,268	2,404	2,536
Vote 4 - CORPORATE SERVICES	7,691	2,706	5,358	7,724	7,724	7,724	7,564	7,990	8,209
Vote 5 - COMMUNITY SERVICES	33,951	75,499	89,884	87,904	90,304	90,304	93,894	97,979	103,721
Vote 6 - FINANCIAL SERVICES	411,060	496,684	472,723	526,681	518,316	518,316	556,928	609,040	663,146
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING	8,258	7,185	6,640	9,467	6,767	6,767	8,895	9,455	10,020
Vote 8 - INFRASTRUCTURE AND SERVICES	905,109	877,213	929,941	1,058,047	1,008,047	1,008,047	1,115,049	1,194,508	1,277,786
Total Revenue by Vote	1,738,534	1,854,546	1,904,976	2,104,318	2,113,247	2,113,247	2,338,902	2,423,610	2,425,119
Expenditure by Vote to be appropriated									
Vote 1 - EXECUTIVE AND COUNCIL	37,615	40,167	43,422	43,808	43,808	43,808	46,355	49,228	52,034
Vote 2 - MUNICIPAL AND GENERAL	238,777	291,674	234,987	322,418	330,554	330,554	334,786	357,484	385,191
Vote 3 - MUNICIPAL MANAGER	11,806	17,284	16,855	20,539	22,239	22,239	22,080	23,405	24,693
Vote 4 - CORPORATE SERVICES	55,070	53,802	51,493	65,620	65,620	65,620	68,256	72,218	75,859
Vote 5 - COMMUNITY SERVICES	156,986	207,991	220,257	249,676	250,951	250,951	268,699	284,178	300,144
Vote 6 - FINANCIAL SERVICES	96,001	103,287	106,379	127,796	127,181	127,181	134,469	143,007	151,817
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING	36,306	46,899	49,209	54,183	54,709	54,709	57,337	60,942	64,599
Vote 8 - INFRASTRUCTURE AND SERVICES	878,089	857,567	927,400	1,052,450	1,062,750	1,062,750	1,114,874	1,197,712	1,284,595
Total Expenditure by Vote	1,510,651	1,618,672	1,650,002	1,936,491	1,957,812	1,957,812	2,046,856	2,188,175	2,338,931
Surplus/(Deficit) for the year	227,883	235,873	254,974	167,827	155,435	155,435	292,046	235,436	86,188

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

Vote Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand									
Revenue by Vote									
Vote 1 - EXECUTIVE AND COUNCIL	72	-	-	-	-	-	-	-	-
1.1 - EXECUTIVE AND COUNCIL	72	-	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL AND GENERAL	370,848	395,258	400,430	412,281	479,876	479,876	554,304	502,235	359,702
2.1 - MUNICIPAL AND GENERAL	370,848	395,258	400,430	412,281	479,876	479,876	554,304	502,235	359,702
Vote 3 - MUNICIPAL MANAGER	1,544	-	-	2,214	2,214	2,214	2,268	2,404	2,536
3.1 - MUNICIPAL MANAGER	1,544	-	-	2,214	2,214	2,214	2,268	2,404	2,536
Vote 4 - CORPORATE SERVICES	7,691	2,706	5,358	7,724	7,724	7,724	7,564	7,990	8,209
4.1 - CORPORATE SERVICES	7,691	2,706	5,358	7,724	7,724	7,724	7,564	7,990	8,209
Vote 5 - COMMUNITY SERVICES	33,951	75,499	89,884	87,904	90,304	90,304	93,894	97,979	103,721
5.1 - COMMUNITY SERVICES	33,951	75,499	89,884	87,904	90,304	90,304	93,894	97,979	103,721
Vote 6 - FINANCIAL SERVICES	411,060	496,684	472,723	526,681	518,316	518,316	556,928	609,040	663,146
6.1 - FINANCIAL SERVICES	411,060	496,684	472,723	526,681	518,316	518,316	556,928	609,040	663,146
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING	8,258	7,185	6,640	9,467	6,767	6,767	8,895	9,455	10,020
7.1 - STRATEGY ECON DEVELOPMENT AND PLANNING	8,258	7,185	6,640	9,467	6,767	6,767	8,895	9,455	10,020
Vote 8 - INFRASTRUCTURE AND SERVICES	905,109	877,213	929,941	1,058,047	1,008,047	1,008,047	1,115,049	1,194,508	1,277,786
8.1 - INFRASTRUCTURE AND SERVICES	905,109	877,213	929,941	1,058,047	1,008,047	1,008,047	1,115,049	1,194,508	1,277,786
Total Revenue by Vote	1,738,534	1,854,546	1,904,976	2,104,318	2,113,247	2,113,247	2,338,902	2,423,610	2,425,119
Expenditure by Vote									
Vote 1 - EXECUTIVE AND COUNCIL	37,615	40,167	43,422	43,808	43,808	43,808	46,355	49,228	52,034
1.1 - EXECUTIVE AND COUNCIL	37,615	40,167	43,422	43,808	43,808	43,808	46,355	49,228	52,034
Vote 2 - MUNICIPAL AND GENERAL	238,777	291,674	234,987	322,418	330,554	330,554	334,786	357,484	385,191
2.1 - MUNICIPAL AND GENERAL	238,777	291,674	234,987	322,418	330,554	330,554	334,786	357,484	385,191
Vote 3 - MUNICIPAL MANAGER	11,806	17,284	16,855	20,539	22,239	22,239	22,080	23,405	24,693
3.1 - MUNICIPAL MANAGER	11,806	17,284	16,855	20,539	22,239	22,239	22,080	23,405	24,693
Vote 4 - CORPORATE SERVICES	55,070	53,802	51,493	65,620	65,620	65,620	68,256	72,218	75,859
4.1 - CORPORATE SERVICES	55,070	53,802	51,493	65,620	65,620	65,620	68,256	72,218	75,859
Vote 5 - COMMUNITY SERVICES	156,986	207,991	220,257	249,676	250,951	250,951	268,699	284,178	300,144
5.1 - COMMUNITY SERVICES	156,986	207,991	220,257	249,676	250,951	250,951	268,699	284,178	300,144
Vote 6 - FINANCIAL SERVICES	96,001	103,287	106,379	127,796	127,181	127,181	134,469	143,007	151,817
6.1 - FINANCIAL SERVICES	96,001	103,287	106,379	127,796	127,181	127,181	134,469	143,007	151,817
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING	36,306	46,899	49,209	54,183	54,709	54,709	57,337	60,942	64,599
7.1 - STRATEGY ECON DEVELOPMENT AND PLANNING	36,306	46,899	49,209	54,183	54,709	54,709	57,337	60,942	64,599
Vote 8 - INFRASTRUCTURE AND SERVICES	878,089	857,567	927,400	1,052,450	1,062,750	1,062,750	1,114,874	1,197,712	1,284,595
8.1 - INFRASTRUCTURE AND SERVICES	878,089	857,567	927,400	1,052,450	1,062,750	1,062,750	1,114,874	1,197,712	1,284,595
Total Expenditure by Vote	1,510,651	1,618,672	1,650,002	1,936,491	1,957,812	1,957,812	2,046,856	2,188,175	2,338,931
Surplus/(Deficit) for the year	227,883	235,873	254,974	167,827	155,435	155,435	292,046	235,436	86,188

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

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand									
Revenue By Source									
Property rates	398,921	484,397	468,497	511,595	511,595	511,595	541,312	594,270	647,557
Service charges - electricity revenue	561,178	595,477	618,301	711,106	671,106	671,106	727,992	781,007	836,336
Service charges - water revenue	211,650	223,280	254,177	264,046	254,046	254,046	268,108	287,936	308,510
Service charges - sanitation revenue	67,956	69,998	73,787	59,482	60,582	60,582	63,813	67,631	71,910
Service charges - refuse revenue	47,364	53,149	55,729	44,309	44,309	44,309	47,595	50,579	54,328
Service charges - other		(32,696)	(38,949)						
Rental of facilities and equipment	16,374	9,839	10,025	11,115	11,115	11,115	11,257	11,935	12,594
Interest earned - external investments	21,165	20,996	21,576	20,000	20,000	20,000	20,000	21,000	22,000
Interest earned - outstanding debtors	73,077	101,387	130,078	97,629	97,629	97,629	130,490	122,403	113,855
Dividends received		-							
Fines, penalties and forfeits	19,352	17,407	19,915	22,430	15,430	15,430	25,735	25,617	27,143
Licences and permits	2,955	2,851	2,801	2,905	2,905	2,905	3,450	3,623	3,822
Agency services	5,038	6,486	6,975	-	4,000	4,000	-	-	-
Transfers and subsidies	168,281	164,215	163,924	173,256	175,342	175,342	191,142	204,916	222,276
Other revenue	26,998	23,987	25,958	26,855	22,055	22,055	25,213	26,657	28,129
Gains on disposal of PPE	658	1,786	2,659	-	-	-			
Total Revenue (excluding capital transfers and contributions)	1,620,966	1,742,557	1,815,453	1,944,729	1,890,115	1,890,115	2,056,107	2,197,574	2,348,462
Expenditure By Type									
Employee related costs	463,015	602,966	566,597	679,381	679,381	679,381	716,652	760,562	804,849
Remuneration of councillors	19,841	20,948	25,011	27,675	27,675	27,675	29,335	31,242	33,117
Debt impairment	143,165	159,613	190,195	203,000	203,000	203,000	227,000	248,650	270,525
Depreciation & asset impairment	48,657	57,792	58,708	67,510	67,510	67,510	69,250	74,303	79,094
Finance charges	30,458	29,018	27,789	26,812	26,812	26,812	25,799	24,663	23,545
Bulk purchases	404,461	454,010	491,966	524,000	524,000	524,000	552,500	598,510	648,382
Other materials	147,486	133,684	121,748	139,921	143,117	143,117	141,853	148,743	164,744
Contracted services	24,183	31,332	42,170	44,219	57,174	57,174	50,901	53,943	56,907
Transfers and subsidies	58,194	6,625	7,984	9,470	9,490	9,490	9,670	9,217	9,263
Other expenditure	163,538	122,274	114,524	214,502	219,653	219,653	223,897	238,342	248,505
Loss on disposal of PPE	7,653	409	3,309						
Total Expenditure	1,510,651	1,618,672	1,650,002	1,936,491	1,957,812	1,957,812	2,046,856	2,188,175	2,338,931
Surplus/(Deficit)	110,315	123,885	165,451	8,238	(67,697)	(67,697)	9,251	9,399	9,531
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	113,755	111,728	89,523	159,589	223,132	223,132	282,795	226,036	76,657
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)	3,813	261	-						
Surplus/(Deficit) after capital transfers & contributions	227,883	235,873	254,974	167,827	155,435	155,435	292,046	235,436	86,188
Taxation									
Surplus/(Deficit) after taxation	227,883	235,873	254,974	167,827	155,435	155,435	292,046	235,436	86,188
Attributable to minorities									
Surplus/(Deficit) attributable to municipality	227,883	235,873	254,974	167,827	155,435	155,435	292,046	235,436	86,188
Share of surplus/ (deficit) of associate									
Surplus/(Deficit) for the year	227,883	235,873	254,974	167,827	155,435	155,435	292,046	235,436	86,188

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

Vote Description R thousand	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Capital expenditure - Vote									
Multi-year expenditure to be appropriated									
Vote 1 - EXECUTIVE AND COUNCIL	-	-	-	3,000	3,000	3,000	-	-	-
Vote 2 - MUNICIPAL AND GENERAL	-	-	-	-	-	-	3,000	3,000	3,000
Vote 3 - MUNICIPAL MANAGER	-	-	-	-	-	-	-	-	-
Vote 4 - CORPORATE SERVICES	-	-	-	-	-	-	-	-	-
Vote 5 - COMMUNITY SERVICES	18,770	-	3,002	-	-	-	-	12,753	2,506
Vote 6 - FINANCIAL SERVICES	-	-	-	2,000	4,593	4,593	4,000	5,000	27,000
Vote 7 - STRATEGY ECON DEVELOPMENT AND PI	-	-	-	24,100	24,100	24,100	156,699	157,447	8,696
Vote 8 - INFRASTRUCTURE AND SERVICES	9,409	67,571	37,767	73,482	155,963	155,963	55,569	98,037	88,715
Vote 9 - [NAME OF VOTE 9]	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]	-	-	-	-	-	-	-	-	-
0	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	28,179	67,571	40,769	102,582	187,655	187,655	219,268	276,236	129,917
Single-year expenditure to be appropriated									
Vote 1 - EXECUTIVE AND COUNCIL	3,575	-	2,036	7,000	6,154	6,154	-	-	-
Vote 2 - MUNICIPAL AND GENERAL	127	-	-	-	-	-	-	-	-
Vote 3 - MUNICIPAL MANAGER	44	-	-	-	-	-	-	-	-
Vote 4 - CORPORATE SERVICES	284	-	4,083	-	-	-	-	-	-
Vote 5 - COMMUNITY SERVICES	-	6,958	24,416	16,695	17,389	17,389	4,765	-	-
Vote 6 - FINANCIAL SERVICES	3,242	3,767	2,665	-	2,300	2,300	-	-	-
Vote 7 - STRATEGY ECON DEVELOPMENT AND PI	113	21,307	7,120	-	1,200	1,200	-	-	-
Vote 8 - INFRASTRUCTURE AND SERVICES	162,343	52,048	38,719	105,788	99,243	99,243	109,210	-	-
Vote 9 - [NAME OF VOTE 9]	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]	-	-	-	-	-	-	-	-	-
0	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	169,728	84,080	79,039	129,483	126,286	126,286	113,975	-	-
Total Capital Expenditure - Vote	197,907	151,651	119,807	232,066	313,941	313,941	333,242	276,236	129,917
Capital Expenditure - Functional									
Governance and administration	7,272	3,767	7,128	12,000	18,046	18,046	7,000	8,000	30,000
Executive and council	3,745	-	4,366	10,000	11,154	11,154	3,000	3,000	3,000
Finance and administration	3,242	3,767	2,762	2,000	6,893	6,893	4,000	5,000	27,000
Internal audit	284	-	-	-	-	-	-	-	-
Community and public safety	18,770	6,958	24,416	16,695	19,542	19,542	4,765	15,033	4,786
Community and social services	18,770	6,951	24,416	9,809	10,279	10,279	-	2,280	2,280
Sport and recreation	-	-	-	6,886	9,263	9,263	-	12,753	2,506
Public safety	-	7	-	-	-	-	4,765	-	-
Housing	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-
Economic and environmental services	86,382	21,266	24,980	53,726	115,439	115,439	169,747	192,724	41,451
Planning and development	113	4,650	-	2,800	2,000	2,000	5,000	3,000	3,000
Road transport	86,269	16,616	24,980	50,926	113,439	113,439	164,747	189,724	38,451
Environmental protection	-	-	-	-	-	-	-	-	-
Trading services	75,869	119,660	58,744	143,644	154,914	154,914	147,730	56,480	49,680
Energy sources	16,113	26,760	11,144	49,000	32,000	32,000	53,997	41,480	26,280
Water management	13,939	42,909	18,830	58,824	87,855	87,855	55,932	9,000	15,000
Waste water management	43,873	49,991	16,560	35,821	35,058	35,058	37,801	6,000	8,400
Waste management	1,943	-	12,210	-	-	-	-	-	-
Other	9,614	4,539	6,000	6,000	6,000	6,000	4,000	4,000	4,000
Total Capital Expenditure - Functional	197,907	151,651	119,807	232,066	313,941	313,941	333,241	276,236	129,917
Funded by:									
National Government	60,497	94,188	79,416	159,589	208,826	208,826	282,795	226,036	76,657
Provincial Government	47,263	12,122	5,106	-	14,306	14,306	-	-	-
District Municipality	5,996	5,419	5,000	-	-	-	-	-	-
Other transfers and grants	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	113,756	111,728	89,523	159,589	223,132	223,132	282,795	226,036	76,657
Public contributions & donations									
Borrowing									
Internally generated funds	84,151	39,922	30,284	72,476	90,809	90,809	50,446	50,200	53,260
Total Capital Funding	197,907	151,651	119,807	232,066	313,941	313,941	333,241	276,236	129,917

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

Vote Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand									
Capital expenditure - Municipal Vote									
Multi-year expenditure appropriation									
Vote 1 - EXECUTIVE AND COUNCIL	-	-	-	3,000	3,000	3,000	-	-	-
1.1 - EXECUTIVE AND COUNCIL	-	-	-	3,000	3,000	3,000	-	-	-
Vote 2 - MUNICIPAL AND GENERAL	-	-	-	-	-	-	3,000	3,000	3,000
2.1 - MUNICIPAL AND GENERAL	-	-	-	-	-	-	3,000	3,000	3,000
Vote 3 - MUNICIPAL MANAGER	-	-	-	-	-	-	-	-	-
3.1 - MUNICIPAL MANAGER	-	-	-	-	-	-	-	-	-
Vote 4 - CORPORATE SERVICES	-	-	-	-	-	-	-	-	-
4.1 - CORPORATE SERVICES	-	-	-	-	-	-	-	-	-
Vote 5 - COMMUNITY SERVICES	18,770	-	3,002	-	-	-	-	12,753	2,506
5.1 - COMMUNITY SERVICES	18,770	-	3,002	-	-	-	-	12,753	2,506
Vote 6 - FINANCIAL SERVICES	-	-	-	2,000	4,593	4,593	4,000	5,000	27,000
6.1 - FINANCIAL SERVICES	-	-	-	2,000	4,593	4,593	4,000	5,000	27,000
Vote 7 - STRATEGY ECON DEVELOPMENT AND	-	-	-	24,100	24,100	24,100	156,699	157,447	8,696
7.1 - STRATEGY ECON DEVELOPMENT AND PLA	-	-	-	24,100	24,100	24,100	156,699	157,447	8,696
Vote 8 - INFRASTRUCTURE AND SERVICES	9,409	67,571	37,767	73,482	155,963	155,963	55,569	98,037	88,715
8.1 - INFRASTRUCTURE AND SERVICES	9,409	67,571	37,767	73,482	155,963	155,963	55,569	98,037	88,715
Capital multi-year expenditure sub-total	28,179	67,571	40,769	102,582	187,655	187,655	219,268	276,236	129,917
Capital expenditure - Municipal Vote									
Single-year expenditure appropriation									
Vote 1 - EXECUTIVE AND COUNCIL	3,575	-	2,036	7,000	6,154	6,154	-	-	-
1.1 - EXECUTIVE AND COUNCIL	3,575	-	2,036	7,000	6,154	6,154	-	-	-
Vote 2 - MUNICIPAL AND GENERAL	127	-	-	-	-	-	-	-	-
2.1 - MUNICIPAL AND GENERAL	127	-	-	-	-	-	-	-	-
Vote 3 - MUNICIPAL MANAGER	44	-	-	-	-	-	-	-	-
3.1 - MUNICIPAL MANAGER	44	-	-	-	-	-	-	-	-
Vote 4 - CORPORATE SERVICES	284	-	4,083	-	-	-	-	-	-
4.1 - CORPORATE SERVICES	284	-	4,083	-	-	-	-	-	-
Vote 5 - COMMUNITY SERVICES	-	6,958	24,416	16,695	17,389	17,389	4,765	-	-
5.1 - COMMUNITY SERVICES	-	6,958	24,416	16,695	17,389	17,389	4,765	-	-
Vote 6 - FINANCIAL SERVICES	3,242	3,767	2,665	-	2,300	2,300	-	-	-
6.1 - FINANCIAL SERVICES	3,242	3,767	2,665	-	2,300	2,300	-	-	-
Vote 7 - STRATEGY ECON DEVELOPMENT AND	113	21,307	7,120	-	1,200	1,200	-	-	-
7.1 - STRATEGY ECON DEVELOPMENT AND PLA	113	21,307	7,120	-	1,200	1,200	-	-	-
Vote 8 - INFRASTRUCTURE AND SERVICES	162,343	52,048	38,719	105,788	99,243	99,243	109,210	-	-
8.1 - INFRASTRUCTURE AND SERVICES	162,343	52,048	38,719	105,788	99,243	99,243	109,210	-	-
Capital single-year expenditure sub-total	169,728	84,080	79,039	129,483	126,286	126,286	113,975	-	-
Total Capital Expenditure	197,907	151,651	119,807	232,066	313,941	313,941	333,242	276,236	129,917

Multi-year appropriation for Budget Year 2018/19 in the 2017/18 Annual Budget				Multi-year appropriation for 2019/20 in the 2017/18 Annual Budget				New multi-year appropriations (funds for new and existing projects)		
Appropriation for 2018/19	Adjustments in 2017/18	Downward adjustments for 2018/19	Appropriation carried forward	Appropriation for 2018/19	Adjustments in 2017/18	Downward adjustments for 2018/19	Appropriation carried forward	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	3,000	3,000	3,000
-	-	-	-	-	-	-	-	3,000	3,000	3,000
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	12,753	2,506
-	-	-	-	-	-	-	-	-	12,753	2,506
-	-	-	-	-	-	-	-	4,000	5,000	27,000
-	-	-	-	-	-	-	-	4,000	5,000	27,000
-	-	-	-	-	-	-	-	156,699	157,447	8,696
-	-	-	-	-	-	-	-	156,699	157,447	8,696
-	-	-	-	-	-	-	-	55,569	98,037	88,715
-	-	-	-	-	-	-	-	55,569	98,037	88,715
-	-	-	-	-	-	-	-	219,268	276,236	129,917

NC091 Sol Plaatje - Table A6 Budgeted Financial Position

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand									
ASSETS									
Current assets									
Cash		259,276	226,561		243,689	243,689	183,584	269,935	362,581
Call investment deposits	275,457	–	–	267,689	–	–	–	–	–
Consumer debtors	268,157	338,941	448,081	352,703	352,703	352,703	505,521	510,576	505,470
Other debtors	412,852	531,936	627,002	591,629	591,629	591,629	729,631	737,194	729,453
Current portion of long-term receivables							–	–	–
Inventory	32,887	32,656	31,936	36,865	36,865	36,865	35,209	36,970	38,818
Total current assets	989,354	1,162,808	1,333,580	1,248,887	1,224,887	1,224,887	1,453,945	1,554,675	1,636,322
Non current assets									
Long-term receivables	2,116	1,649	7,485	1,722	1,722	1,722	7,817	7,739	7,662
Investments							–	–	–
Investment property	194,624	196,328	195,886	190,520	197,587	197,587	191,988	190,068	188,167
Investment in Associate									
Property, plant and equipment	1,380,003	1,424,228	1,483,690	1,721,544	1,720,397	1,720,397	1,870,186	2,033,446	2,066,081
Agricultural									
Biological									
Intangible	4,699	6,299	3,826	6,521	3,696	3,696	3,961	4,000	4,040
Other non-current assets	6,802	7,864	7,864	8,648	16,017	16,017	7,864	7,864	7,864
Total non current assets	1,588,244	1,636,369	1,698,750	1,928,956	1,939,419	1,939,419	2,081,815	2,243,117	2,273,814
TOTAL ASSETS	2,577,598	2,799,177	3,032,330	3,177,843	3,164,307	3,164,307	3,535,760	3,797,793	3,910,135
LIABILITIES									
Current liabilities									
Bank overdraft					–				
Borrowing	10,882	8,201	8,238	9,251	9,251	9,251	9,399	9,531	10,731
Consumer deposits	21,848	24,967	26,182	34,555	34,555	34,555	31,392	34,218	36,955
Trade and other payables	208,211	197,025	201,847	214,304	214,304	214,304	221,172	233,575	242,629
Provisions	7,448	8,696	9,507	10,516	10,516	10,516	11,658	12,416	13,161
Total current liabilities	248,389	238,889	245,775	268,626	268,626	268,626	273,622	289,740	303,476
Non current liabilities									
Borrowing	226,818	218,675	210,435	192,949	192,949	192,949	182,534	163,604	143,342
Provisions	213,438	261,856	241,388	313,726	234,352	234,352	297,390	326,800	359,480
Total non current liabilities	440,256	480,531	451,823	506,675	427,301	427,301	479,925	490,404	502,822
TOTAL LIABILITIES	688,646	719,420	697,598	775,302	695,927	695,927	753,547	780,144	806,298
NET ASSETS	1,888,952	2,079,758	2,334,732	2,402,541	2,468,379	2,468,379	2,782,213	3,017,649	3,103,837
COMMUNITY WEALTH/EQUITY									
Accumulated Surplus/(Deficit)	1,782,240	1,975,540	2,207,787	2,307,541	2,363,222	2,363,222	2,686,713	2,926,449	3,011,887
Reserves	106,712	104,217	126,945	95,000	105,157	105,157	95,500	91,200	91,950
TOTAL COMMUNITY WEALTH/EQUITY	1,888,952	2,079,758	2,334,732	2,402,541	2,468,379	2,468,379	2,782,213	3,017,649	3,103,837

NC091 Sol Plaatje - Table A7 Budgeted Cash Flows

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand									
CASH FLOW FROM OPERATING ACTIVITIES									
Receipts									
Property rates	299,190	314,616	347,392	464,989	464,989	464,989	452,210	536,571	570,390
Service charges	729,327	717,694	684,756	980,652	980,652	980,652	935,307	1,071,468	1,139,831
Other revenue	137,627	60,199	65,674	63,305	63,305	63,305	65,655	67,832	71,688
Government - operating	168,281	164,215	163,924	173,256	175,342	175,342	190,155	204,216	221,776
Government - capital	113,756	111,728	89,523	159,589	223,132	223,132	282,795	226,036	76,657
Interest	94,242	122,383	151,654	44,407	44,407	44,407	52,623	51,601	50,464
Dividends							-	-	-
Payments									
Suppliers and employees	(1,325,143)	(1,308,897)	(1,371,855)	(1,603,777)	(1,579,072)	(1,579,072)	(1,660,740)	(1,751,725)	(1,864,705)
Finance charges	(30,458)	(29,018)	(27,789)	(26,812)	(26,812)	(26,812)	(25,799)	(24,663)	(23,545)
Transfers and Grants	(4,910)	(6,625)	(7,984)	(9,470)	(9,490)	(9,490)	(9,670)	(9,217)	(9,263)
NET CASH FROM/(USED) OPERATING ACTIVITIES	181,911	146,294	95,296	246,139	336,454	336,454	282,536	372,119	233,293
CASH FLOWS FROM INVESTING ACTIVITIES									
Receipts									
Proceeds on disposal of PPE							-	-	-
Decrease (Increase) in non-current debtors							-	-	-
Decrease (increase) other non-current receivables							-	-	-
Decrease (increase) in non-current investments							-	-	-
Payments									
Capital assets	(197,907)	(151,651)	(119,807)	(232,066)	(313,941)	(313,941)	(333,242)	(276,236)	(129,917)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(197,907)	(151,651)	(119,807)	(232,066)	(313,941)	(313,941)	(333,242)	(276,236)	(129,917)
CASH FLOWS FROM FINANCING ACTIVITIES									
Receipts									
Short term loans							-	-	-
Borrowing long term/refinancing							-	-	-
Increase (decrease) in consumer deposits				2,853	2,853	2,853	-	-	-
Payments									
Repayment of borrowing	(13,747)	(10,824)	(8,204)	(8,238)	(8,238)	(8,238)	(9,399)	(9,531)	(10,731)
NET CASH FROM/(USED) FINANCING ACTIVITIES	(13,747)	(10,824)	(8,204)	(5,385)	(5,385)	(5,385)	(9,399)	(9,531)	(10,731)
NET INCREASE/(DECREASE) IN CASH HELD	(29,742)	(16,181)	(32,714)	8,689	17,128	17,128	(60,106)	86,351	92,645
Cash/cash equivalents at the year begin:	305,199	275,457	259,276	235,000	226,561	226,561	243,689	183,584	269,935
Cash/cash equivalents at the year end:	275,457	259,276	226,562	243,689	243,689	243,689	183,584	269,935	362,580

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

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand									
<u>Cash and investments available</u>									
Cash/cash equivalents at the year end	275,457	259,276	226,562	243,689	243,689	243,689	183,584	269,935	362,580
Other current investments > 90 days	0	(0)	(0)	24,000	0	0	0	0	0
Non current assets - Investments	-	-	-	-	-	-	-	-	-
Cash and investments available:	275,457	259,276	226,561	267,689	243,689	243,689	183,584	269,935	362,581
<u>Application of cash and investments</u>									
Unspent conditional transfers	31,651	11,012	12,350	-	-	-	-	-	-
Unspent borrowing	-	-	-	-	-	-	-	-	-
Statutory requirements	-	-	-	-	-	-	-	-	-
Other working capital requirements	(400,498)	(451,524)	(573,561)	(626,668)	(653,936)	(653,936)	(801,204)	(878,678)	(852,481)
Other provisions	-	-	-	-	-	-	-	-	-
Long term investments committed	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	106,712	104,215	126,945	95,000	127,000	127,000	95,500	95,900	96,200
Total Application of cash and investments:	(262,135)	(336,296)	(434,266)	(531,668)	(526,936)	(526,936)	(705,704)	(782,778)	(756,281)
Surplus(shortfall)	537,592	595,572	660,827	799,358	770,626	770,626	889,288	1,052,714	1,118,862
<u>Reserves to be backed by cash/investments</u>									
Housing Development Fund	-	-	-	-	-	-	-	-	-
Capital replacement	73,311	70,057	92,131	60,000	92,000	92,000	60,000	60,000	60,000
Self-insurance	23,206	23,548	24,093	24,000	24,000	24,000	24,500	24,800	25,000
COLID	10,196	10,610	10,721	11,000	11,000	11,000	11,000	11,100	11,200
	106,712	104,215	126,945	95,000	127,000	127,000	95,500	95,900	96,200

[illegible]

Total Upgrading of Existing Assets	-	-	-	121,586	149,373	149,373	202,587	200,320	42,882
Roads Infrastructure	-	-	-	27,500	82,537	82,537	-	-	-
Storm water Infrastructure	-	-	-	-	-	-	151,699	161,287	17,696
Electrical Infrastructure	-	-	-	40,200	12,200	12,200	15,337	12,000	-
Water Supply Infrastructure	-	-	-	20,000	20,000	20,000	35,551	6,000	12,000
Sanitation Infrastructure	-	-	-	25,000	25,000	25,000	-	6,000	8,400
Solid Waste Infrastructure	-	-	-	-	-	-	-	-	-
Rail Infrastructure	-	-	-	-	-	-	-	-	-
Coastal Infrastructure	-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	112,700	139,737	139,737	202,587	185,287	38,096
Community Facilities	-	-	-	-	750	750	-	2,280	2,280
Sport and Recreation Facilities	-	-	-	6,886	6,886	6,886	-	12,753	2,506
Community Assets	-	-	-	6,886	7,636	7,636	-	15,033	4,786
Heritage Assets	-	-	-	2,000	2,000	2,000	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-
Computer Equipment	-	-	-	-	-	-	-	-	-
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-
Machinery and Equipment	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
Total Capital Expenditure	86,269	16,616	24,980	50,926	111,588	111,588	13,049	28,437	20,755
Roads Infrastructure	-	-	-	-	-	-	151,699	161,287	17,696
Electrical Infrastructure	16,113	26,760	11,144	49,000	32,000	32,000	53,997	41,480	26,280
Water Supply Infrastructure	13,939	42,909	18,830	58,824	87,856	87,856	55,932	9,000	15,000
Sanitation Infrastructure	43,873	49,991	16,560	35,821	35,058	35,058	37,801	6,000	8,400
Solid Waste Infrastructure	1,943	-	12,210	-	-	-	-	-	-
Rail Infrastructure	-	-	-	-	-	-	-	-	-
Coastal Infrastructure	-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure	-	-	-	-	-	-	-	-	-
Infrastructure	162,138	136,275	83,724	194,571	266,502	266,502	312,478	246,204	88,131
Community Facilities	14,938	6,951	24,274	8,609	10,129	10,129	4,765	2,280	2,280
Sport and Recreation Facilities	-	-	142	6,886	9,263	9,263	-	12,753	2,506
Community Assets	14,938	6,951	24,416	15,495	19,392	19,392	4,765	15,033	4,786
Heritage Assets	-	-	-	9,000	10,154	10,154	-	-	-
Revenue Generating	-	2,380	115	-	-	-	5,000	3,000	3,000
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Investment properties	-	2,380	115	-	-	-	5,000	3,000	3,000
Operational Buildings	5,021	7	-	5,000	5,000	5,000	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Other Assets	5,021	7	-	5,000	5,000	5,000	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	3,535	3,767	2,366	-	2,300	2,300	-	-	-
Intangible Assets	3,535	3,767	2,366	-	2,300	2,300	-	-	-
Computer Equipment	919	2,270	-	2,000	4,593	4,593	4,000	5,000	27,000
Furniture and Office Equipment	1,964	-	4,647	-	-	-	3,000	3,000	3,000
Machinery and Equipment	-	-	-	-	-	-	-	-	-
Transport Assets	9,393	-	4,540	6,000	6,000	6,000	4,000	4,000	4,000
Libraries	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class	197,907	151,651	119,807	232,066	313,941	313,941	333,242	276,236	129,917

ASSET REGISTER SUMMARY - PPE (WDV)									
Roads Infrastructure	326,556	308,727	320,673	382,034	417,761	417,761	291,050	305,941	312,271
Storm water Infrastructure							171,826	291,221	294,486
Electrical Infrastructure	194,486	214,448	219,345	248,323	244,845	244,845	291,842	322,902	338,354
Water Supply Infrastructure	145,932	163,197	174,653	214,451	257,508	257,508	303,569	287,681	279,999
Sanitation Infrastructure	316,256	361,671	370,878	419,251	395,936	395,936	417,737	412,077	408,176
Solid Waste Infrastructure	17,203	25,677	36,134	29,644	36,902	36,902	34,952	32,752	30,402
Rail Infrastructure									
Coastal Infrastructure									
Information and Communication Infrastructure									
Infrastructure	1,000,433	1,073,718	1,121,683	1,293,703	1,352,953	1,352,953	1,510,976	1,652,574	1,663,687
Community Facilities	316,973	287,634	304,544	355,250	314,969	314,969	311,334	317,336	312,506
Sport and Recreation Facilities									
Community Assets	316,973	287,634	304,544	355,250	314,969	314,969	311,334	317,336	312,506
Heritage Assets	6,802	7,864	7,864	8,648	16,017	16,017	7,864	7,864	7,864
Revenue Generating	194,624	196,328	195,886	190,520	197,586	197,586	191,988	190,068	188,167
Non-revenue Generating									
Investment properties	194,624	196,328	195,886	190,520	197,586	197,586	191,988	190,068	188,167
Operational Buildings									
Housing									
Other Assets	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets									
Servitudes									
Licences and Rights	4,699	6,299	3,826	6,521	3,696	3,696	3,961	4,000	4,040
Intangible Assets	4,699	6,299	3,826	6,521	3,696	3,696	3,961	4,000	4,040
Computer Equipment	62,597	62,876	7,516	8,262	9,258	9,258	10,658	12,863	36,887
Furniture and Office Equipment			5,191	7,045	3,391	3,391	2,891	2,128	1,121
Machinery and Equipment			4,638	5,804	4,638	4,638	4,638	4,638	4,638
Transport Assets			40,119	51,480	35,189	35,189	29,689	43,907	47,243
Libraries									
Zoo's, Marine and Non-biological Animals									
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	1,586,128	1,634,720	1,691,265	1,927,233	1,937,696	1,937,696	2,073,998	2,235,378	2,266,152
EXPENDITURE OTHER ITEMS									
Depreciation	48,657	57,792	58,708	67,510	67,510	67,510	69,250	74,303	79,094
Repairs and Maintenance by Asset Class	147,486	133,684	121,748	139,921	143,117	143,117	141,853	148,743	164,744
Roads Infrastructure	21,709	13,612	18,157	21,577	22,877	22,877	19,418	23,357	27,290
Storm water Infrastructure	-	-	-	-	-	-	-	-	-
Electrical Infrastructure	21,658	22,225	26,099	28,120	28,120	28,120	29,528	31,459	33,405
Water Supply Infrastructure	22,797	21,617	17,471	16,200	16,200	16,200	22,464	23,818	25,136
Sanitation Infrastructure	6,247	9,171	15,137	8,100	9,300	9,300	8,500	9,010	9,506
Solid Waste Infrastructure	937	13,147	13,715	16,260	15,810	15,810	15,550	16,188	16,818
Rail Infrastructure	-	-	-	-	-	-	-	-	-
Coastal Infrastructure	-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure	-	-	-	4,358	4,358	4,358	-	-	-
Infrastructure	73,348	79,772	90,578	94,615	96,665	96,665	95,460	103,832	112,155
Community Facilities	4,376	8,624	749	350	705	705	3,835	4,046	4,271
Sport and Recreation Facilities	1,795	1,863	390	-	540	540	407	426	452
Community Assets	6,170	10,487	1,139	350	1,245	1,245	4,242	4,472	4,722
Heritage Assets	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	929	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Investment properties	-	-	929	-	-	-	-	-	-
Operational Buildings	66,842	43,425	19,395	36,259	35,819	35,819	31,897	29,500	36,230
Housing	-	-	-	-	-	-	1,000	1,060	1,124
Other Assets	66,842	43,425	19,395	36,259	35,819	35,819	32,897	30,560	37,354
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-
Computer Equipment	-	-	-	-	90	90	-	-	-
Furniture and Office Equipment	1,126	-	3,699	4,677	4,677	4,677	3,303	3,503	3,702
Machinery and Equipment	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	6,007	4,020	4,620	4,620	5,951	6,377	6,810
Libraries	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS	196,143	191,476	180,456	207,431	210,627	210,627	211,103	223,046	243,839
Renewal and upgrading of Existing Assets as % of total capex	52.4%	60.9%	66.1%	60.8%	61.8%	61.8%	64.9%	83.5%	57.4%
Renewal and upgrading of Existing Assets as % of deprecn	213.3%	159.8%	134.9%	208.8%	287.3%	287.3%	312.4%	310.2%	94.4%
R&M as a % of PPE	10.7%	9.4%	8.2%	8.1%	8.3%	8.3%	7.6%	7.3%	8.0%
Renewal and upgrading and R&M as a % of PPE	16.0%	14.0%	12.0%	15.0%	17.0%	17.0%	17.0%	17.0%	11.0%

NC091 Sol Plaatje - Table A10 Basic service delivery measurement

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Household service targets									
Water:									
Piped water inside dwelling	53,802	39,400	39,400	39,400	39,400	39,400	39,400	39,400	39,400
Piped water inside yard (but not in dwelling)	–	15,400	15,400	15,400	15,400	15,400	15,400	15,400	15,400
Using public tap (at least min.service level)	–	7,570	7,570	7,570	7,570	7,570	7,646	7,722	7,799
Other water supply (at least min.service level)	–	–	–	–	–	–	–	–	–
<i>Minimum Service Level and Above sub-total</i>	53,802	62,370	62,370	62,370	62,370	62,370	62,446	62,522	62,599
Using public tap (< min.service level)	–	860	860	860	860	860	860	860	860
Other water supply (< min.service level)	–	–	–	–	–	–	–	–	–
No water supply	6,495	870	870	870	870	870	870	870	870
<i>Below Minimum Service Level sub-total</i>	6,495	1,730	1,730	1,730	1,730	1,730	1,730	1,730	1,730
Total number of households	60,297	64,100	64,100	64,100	64,100	64,100	64,176	64,252	64,329
Sanitation/sewerage:									
Flush toilet (connected to sewerage)	53,989	58,900	58,900	58,900	58,900	58,900	58,900	58,900	58,900
Flush toilet (with septic tank)	–	–	–	–	–	–	–	–	–
Chemical toilet	–	–	–	–	–	–	–	–	–
Pit toilet (ventilated)	–	895	895	895	895	895	895	895	895
Other toilet provisions (> min.service level)	–	–	–	–	–	–	–	–	–
<i>Minimum Service Level and Above sub-total</i>	53,989	59,795	59,795	59,795	59,795	59,795	59,795	59,795	59,795
Bucket toilet	–	1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385
Other toilet provisions (< min.service level)	–	–	–	–	–	–	–	–	–
No toilet provisions	6,308	2,920	2,920	2,920	2,920	2,920	2,996	3,072	3,149
<i>Below Minimum Service Level sub-total</i>	6,308	4,305	4,305	4,305	4,305	4,305	4,381	4,457	4,534
Total number of households	60,297	64,100	64,100	64,100	64,100	64,100	64,176	64,252	64,329
Energy:									
Electricity (at least min.service level)	12,941	13,020	13,020	13,020	13,020	13,020	13,020	13,020	13,020
Electricity - prepaid (min.service level)	40,663	44,100	44,100	44,100	44,100	44,100	44,100	44,100	44,100
<i>Minimum Service Level and Above sub-total</i>	53,604	57,120	57,120	57,120	57,120	57,120	57,120	57,120	57,120
Electricity (< min.service level)	–	–	–	6,980	–	–	–	–	–
Electricity - prepaid (< min. service level)	–	–	–	–	–	–	–	–	–
Other energy sources	6,693	6,980	6,980	–	6,980	6,980	7,056	7,132	7,209
<i>Below Minimum Service Level sub-total</i>	6,693	6,980	6,980	6,980	6,980	6,980	7,056	7,132	7,209
Total number of households	60,297	64,100	64,100	64,100	64,100	64,100	64,176	64,252	64,329
Refuse:									
Removed at least once a week	52,007	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800
<i>Minimum Service Level and Above sub-total</i>	52,007	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800
Removed less frequently than once a week	–	740	740	740	740	740	740	740	740
Using communal refuse dump	–	1,130	1,130	1,130	1,130	1,130	1,130	1,130	1,130
Using own refuse dump	–	5,690	5,690	5,690	5,690	5,690	5,690	5,690	5,690
Other rubbish disposal	–	–	–	–	–	–	–	–	–
No rubbish disposal	8,290	1,740	1,740	1,740	1,740	1,740	1,816	1,892	1,969
<i>Below Minimum Service Level sub-total</i>	8,290	9,300	9,300	9,300	9,300	9,300	9,376	9,452	9,529
Total number of households	60,297	64,100	64,100	64,100	64,100	64,100	64,176	64,252	64,329
Households receiving Free Basic Service									
Water (6 kilolitres per household per month)	–	–	–	15,000	15,000	15,000	15,000	17,500	18,500
Sanitation (free minimum level service)	–	–	–	15,000	15,000	15,000	15,000	17,500	18,500
Electricity/other energy (50kwh per household per month)	–	–	–	15,000	15,000	15,000	15,000	17,500	18,500
Refuse (removed at least once a week)	–	–	–	15,000	15,000	15,000	15,000	17,500	18,500
Cost of Free Basic Services provided - Formal Settlements (R'000)									
Water (6 kilolitres per indigent household per month)	–	–	–	4,741	4,741	4,741	8,375	10,498	11,857
Sanitation (free sanitation service to indigent households)	–	–	–	20,615	20,615	20,615	21,867	26,953	30,297
Electricity/other energy (50kwh per indigent household per month)	–	–	–	12,000	12,000	12,000	8,230	8,829	9,454
Refuse (removed once a week for indigent households)	–	–	–	14,719	14,719	14,719	15,602	19,497	21,965
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)	41,187	47,010	46,989	–	–	–	115,598	123,134	131,333
Total cost of FBS provided	41,187	47,010	46,989	52,075	52,075	52,075	169,672	188,911	204,907
Highest level of free service provided per household									
Property rates (R value threshold)	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Water (kilolitres per household per month)	6	6	6	6	6	6	6	6	6
Sanitation (kilolitres per household per month)	–	–	–	–	–	–	–	–	–
Sanitation (Rand per household per month)	124	132	138	145	145	145	155	164	175
Electricity (kwh per household per month)	50	50	50	50	50	50	50	50	50
Refuse (average litres per week)	21	21	21	21	21	21	21	21	21
Revenue cost of subsidised services provided (R'000)									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)	126,095	107,476	111,919	117,928	117,928	117,928	125,150	135,925	146,703
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)	–	–	–	1,800	1,800	1,800	2,600	2,769	2,949
Water (in excess of 6 kilolitres per indigent household per month)	–	–	–	–	–	–	–	–	–
Sanitation (in excess of free sanitation service to indigent households)	–	–	–	–	–	–	–	–	–
Electricity/other energy (in excess of 50 kwh per indigent household per month)	–	–	–	–	–	–	–	–	–
Refuse (in excess of one removal a week for indigent households)	–	–	–	–	–	–	–	–	–
Municipal Housing - rental rebates	–	–	–	–	–	–	–	–	–
Housing - top structure subsidies	–	–	–	–	–	–	–	–	–
Other	–	–	–	56,178	56,178	56,178	55,059	59,795	66,112
Total revenue cost of subsidised services provided	126,095	107,476	111,919	175,906	175,906	175,906	182,810	198,489	215,764

Depreciation & asset impairment									
Depreciation of Property, Plant & Equipment	48,657	57,792	58,708	67,510	67,510	67,510	69,250	74,303	79,094
Lease amortisation									
Capital asset impairment									
Depreciation resulting from revaluation of PPE									
Total Depreciation & asset impairment	48,657	57,792	58,708	67,510	67,510	67,510	69,250	74,303	79,094
Bulk purchases									
Electricity Bulk Purchases	338,262	387,544	422,426	444,000	444,000	444,000	462,000	498,960	538,877
Water Bulk Purchases	66,198	66,466	69,541	80,000	80,000	80,000	90,500	99,550	109,505
Total bulk purchases	404,461	454,010	491,966	524,000	524,000	524,000	552,500	598,510	648,382
Transfers and grants									
Cash transfers and grants	5,070	6,625	7,984	9,470	9,490	9,490	9,670	9,217	9,263
Non-cash transfers and grants	53,124	–	–	–	–	–	–	–	–
Total transfers and grants	58,194	6,625	7,984	9,470	9,490	9,490	9,670	9,217	9,263
Contracted services									
OS: B&A OCCUPATIONAL HEALTH & SAFETY		137	115	160	160	160	160	170	179
OS: B&A PROJECT MANAGEMENT		1,970	4,035	4,430	12,146	12,146	4,440	4,468	4,497
OS: PERSONNEL & LABOUR		167	74	–	–	–	–	–	–
OS: BURIAL SERVICES		212	230	380	380	380	380	401	423
OS: CONNECTION/ DIS-CONNECTION		329	31	500	500	500	500	533	567
OS: CATERING		–	–	–	639	639	753	802	849
C&PS: B&A AUDIT COMMITTEE		484	552	1,250	1,250	1,250	1,200	1,280	1,355
C&PS: LAB SERV AGRICULTURE		1	–	40	40	40	40	42	45
C&PS: LEGAL COST ADVICE & LITIGATION		4,383	4,828	3,485	4,985	4,985	6,585	7,022	7,437
C&PS: LEGAL COST COLLECTION		455	1,174	1,700	1,700	1,700	1,750	1,858	1,966
OC C&PS: B&A VALUER		81	54	85	85	85	515	546	576
CONTR: EMPLOYEE WELLNESS		211	219	239	239	239	273	290	306
CONTR: GAS		44	13	50	50	50	50	53	57
CONTR: MAINTENANCE OF UNSPECIFIED ASSETS		–	7,005	8,500	11,600	11,600	9,250	9,975	10,687
CONTR: PREPAID ELECTRICITY VENDORS		18,333	23,827	23,400	23,400	23,400	25,000	26,500	27,958
CONTR: SERVICES SECURITY		–	–	–	–	–	–	–	–
CONTR: MAINTENANCE OF EQUIPMENT		3,918	13	–	–	–	5	5	6
CONTR: TRANSPORTATION CONTRACTOR		608	–	–	–	–	–	–	–
NON-SPLIT		24,183	–	–	–	–	–	–	–
sub-total	24,183	31,332	42,170	44,219	57,174	57,174	50,901	53,943	56,907
Other Expenditure By Type									
Audit fees	3,620	3,911	3,023	5,000	5,000	5,000	5,000	5,375	5,724
General expenses	33,829	24,900	18,345	28,391	28,527	28,527	28,331	29,624	31,271
OC: MUNICIPAL SERVICES/Electricity	42,148	–	–	51,012	55,012	55,012	56,506	60,629	64,719
OC: CASH DISCOUNT	23,224	25,667	26,663	33,000	33,000	33,000	33,000	35,475	37,781
INV-CONSUMABLE-ZR/Fuel Fleet	10,320	10,234	10,440	12,343	12,728	12,728	12,453	13,241	14,023
INV-CONSUMABLE-SR/Pur Chemicals	6,751	6,132	6,400	7,706	7,706	7,706	7,878	8,353	8,816
OC: MUNICIPAL SERVICES/Water	7,949	–	–	7,587	7,587	7,587	7,439	7,891	8,349
OC: PROFESSIONAL BODIES M/SHIP & SUBS	4,786	6,016	6,566	6,798	7,298	7,298	7,355	7,899	8,412
OC: COMM - PHONE FAX TELEGRAPH & TELEX	4,567	4,270	4,007	6,038	6,038	6,038	6,020	6,415	6,801
OC: SKILLS DEVELOPMENT FUND LEVY	–	5,059	5,271	5,700	5,700	5,700	6,000	6,450	6,869
INV-CONSUMABLE-SR/Stationary	5,655	6,726	4,624	5,152	5,152	5,152	5,801	6,162	6,518
OC: LEARNERSHIPS & INTERNSHIPS	–	–	1,456	5,096	5,096	5,096	5,352	5,573	5,593
OC: INSUR UNDER - PREMIUMS	4,190	4,500	4,908	5,053	5,053	5,053	5,053	5,446	5,717
OC: UNIFORM & PROTECTIVE CLOTHING	1,618	3,831	4,134	4,729	4,379	4,379	5,024	5,339	5,652
OC: EXT COM SERV PROV - S/WARE LICENCES	–	3,320	2,383	4,449	4,809	4,809	4,683	4,964	5,237
OC: Indigent relief	–	–	–	4,180	4,180	4,180	4,180	4,754	832
OC: REMUNERATION TO WARD COMMITTEES	3,332	3,262	1,613	3,960	3,960	3,960	3,960	4,178	4,387
OC: ASSETS LESS THAN CAPITAL THRESHOLD	234	423	3,234	3,758	3,878	3,878	3,787	4,020	4,251
OC: BC/FAC/C FEES - BANK ACCOUNTS	2,867	2,853	3,127	3,300	3,300	3,300	3,650	3,924	4,218
OC: PRINTING & PUBLICATIONS	–	–	3,550	3,291	3,291	3,291	4,027	4,307	4,574
OC: REG FEES NATIONAL	–	–	732	2,811	2,811	2,811	2,775	2,341	2,407
OC: T&S DOM - ACCOMMODATION	8,448	8,986	1,571	2,615	2,615	2,615	2,510	2,672	2,828
OC: COMM - POSTAGE/STAMPS/FRANKING MACH	–	2,184	2,479	2,534	2,534	2,534	3,113	3,313	3,524
Total 'Other' Expenditure	163,538	122,274	114,524	214,502	219,653	219,653	223,897	238,342	248,505
by Expenditure Item									
Employee related costs									
Other materials	147,486	133,684	121,748	139,921	143,117	143,117	141,853	148,743	164,744
Contracted Services									
Other Expenditure									
Total Repairs and Maintenance Expenditure	147,486	133,684	121,748	139,921	143,117	143,117	141,853	148,743	164,744

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

Description	Vote 1 - EXECUTIVE AND COUNCIL	Vote 2 - MUNICIPAL AND GENERAL	Vote 3 - MUNICIPAL MANAGER	Vote 4 - CORPORATE SERVICES	Vote 5 - COMMUNITY SERVICES	Vote 6 - FINANCIAL SERVICES	Vote 7 - STRATEGY ECON DEVELOPME NT AND PLANNING	Vote 8 - INFRASTRUCT URE AND SERVICES	Total
R thousand									
Revenue By Source									
Property rates						541,312			541,312
Service charges - electricity revenue								727,992	727,992
Service charges - water revenue								268,108	268,108
Service charges - sanitation revenue								63,813	63,813
Service charges - refuse revenue					47,595				47,595
Service charges - other									-
Rental of facilities and equipment					82		775	10,400	11,257
Interest earned - external investments		20,000							20,000
Interest earned - outstanding debtors		130,490							130,490
Dividends received									-
Fines, penalties and forfeits					13,115	12,620			25,735
Licences and permits					3,450	-			3,450
Agency services					-				-
Other revenue		3,748		3,764	7,899	1,296	8,120	386	25,213
Transfers and subsidies		174,561	2,268	3,800	8,813	1,700			191,142
Gains on disposal of PPE									-
Total Revenue (excluding capital transfers and contrib	-	328,799	2,268	7,564	80,954	556,928	8,895	1,070,699	2,056,107
Expenditure By Type									
Employee related costs	10,708	63,309	16,071	53,609	214,476	113,933	45,856	198,690	716,652
Remuneration of councillors	29,335								29,335
Debt impairment		100,000						127,000	227,000
Depreciation & asset impairment		44,300			1,950			23,000	69,250
Finance charges		362						25,437	25,799
Bulk purchases								552,500	552,500
Other materials	336	7,850	130	156	4,541	179	97	1,218	14,506
Contracted services	200	7,855	4,228	198	433	1,578	406	36,003	50,901
Transfers and subsidies	600	8,900			170			-	9,670
Other expenditure	5,175	102,210	1,652	14,294	47,128	18,779	10,979	151,027	351,244
Loss on disposal of PPE									-
Total Expenditure	46,355	334,786	22,080	68,256	268,699	134,469	57,337	1,114,874	2,046,856
Surplus/(Deficit)	(46,355)	(5,987)	(19,813)	(60,692)	(187,745)	422,459	(48,442)	(44,175)	9,251
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		282,795							282,795
Transfers and subsidies - capital (in-kind - all)									-
Surplus/(Deficit) after capital transfers & contributions	(46,355)	276,808	(19,813)	(60,692)	(187,745)	422,459	(48,442)	(44,175)	292,046

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

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand									
ASSETS									
Call investment deposits									
Call deposits	275,457			267,689	–	–	–	–	–
Other current investments									
Total Call investment deposits	275,457	–	–	267,689	–	–	–	–	–
Consumer debtors									
Consumer debtors	908,681	1,119,835	1,380,417	1,535,204	1,535,204	1,535,204	1,724,521	1,978,227	2,243,646
Less: Provision for debt impairment	(640,525)	(780,894)	(932,336)	(1,182,501)	(1,182,501)	(1,182,501)	(1,219,001)	(1,467,651)	(1,738,176)
Total Consumer debtors	268,157	338,941	448,081	352,703	352,703	352,703	505,521	510,576	505,470
Debt impairment provision									
Balance at the beginning of the year	550,822	648,585	789,001	979,501	979,501	979,501	992,001	1,219,001	1,467,651
Contributions to the provision	149,010	161,571	192,872	203,000	203,000	203,000	227,000	248,650	270,525
Bad debts written off	(51,247)	(21,155)	(34,409)						
Balance at end of year	648,585	789,001	947,464	1,182,501	1,182,501	1,182,501	1,219,001	1,467,651	1,738,176
Property, plant and equipment (PPE)									
PPE at cost/valuation (excl. finance leases)	1,900,536	2,000,100	2,116,253	2,380,884	2,379,737	2,379,737	2,538,126	2,775,689	2,887,418
Leases recognised as PPE					–				
Less: Accumulated depreciation	520,533	575,872	632,563	659,340	659,340	659,340	667,940	742,243	821,337
Total Property, plant and equipment (PPE)	1,380,003	1,424,228	1,483,690	1,721,544	1,720,397	1,720,397	1,870,186	2,033,446	2,066,081
LIABILITIES									
Current liabilities - Borrowing									
Short term loans (other than bank overdraft)									
Current portion of long-term liabilities	10,882	8,201	8,238	9,251	9,251	9,251	9,399	9,531	10,731
Total Current liabilities - Borrowing	10,882	8,201	8,238	9,251	9,251	9,251	9,399	9,531	10,731
Trade and other payables									
Trade and other creditors	156,245	161,272	156,772	188,386	188,386	188,386	177,811	188,480	199,789
Unspent conditional transfers	31,651	11,012	12,350						
VAT	20,315	24,741	32,725	25,919	25,919	25,919	43,361	45,096	42,841
Total Trade and other payables	208,211	197,025	201,847	214,304	214,304	214,304	221,172	233,575	242,629
Non current liabilities - Borrowing									
Borrowing	226,818	218,675	210,435	192,949	192,949	192,949	182,534	163,604	143,342
Finance leases (including PPP asset element)									
Total Non current liabilities - Borrowing	226,818	218,675	210,435	192,949	192,949	192,949	182,534	163,604	143,342
Provisions - non-current									
Retirement benefits	169,481	234,231	214,640	261,920	182,546	182,546	264,437	290,881	319,969
List other major provision items									
Refuse landfill site rehabilitation									
Other	43,957	27,624	26,748	51,806	51,806	51,806	32,953	35,919	39,511
Total Provisions - non-current	213,438	261,856	241,388	313,726	234,352	234,352	297,390	326,800	359,480
CHANGES IN NET ASSETS									
Accumulated Surplus/(Deficit)									
Accumulated Surplus/(Deficit) - opening balance	1,540,022	1,737,172	1,975,540	2,139,714	2,207,787	2,207,787	2,394,667	2,691,013	2,925,699
GRAP adjustments									
Restated balance	1,540,022	1,737,172	1,975,540	2,139,714	2,207,787	2,207,787	2,394,667	2,691,013	2,925,699
Surplus/(Deficit)	227,883	235,873	254,974	167,827	155,435	155,435	292,046	235,436	86,188
Appropriations to Reserves	(76,035)	(68,757)	(60,655)						
Transfers from Reserves									
Depreciation offsets									
Other adjustments	90,369	71,252	37,927						
Accumulated Surplus/(Deficit)	1,782,240	1,975,540	2,207,787	2,307,541	2,363,222	2,363,222	2,686,713	2,926,449	3,011,887
Reserves									
Housing Development Fund									
Capital replacement	73,311	70,059	92,131	60,000	70,157	70,157	60,000	55,000	55,000
Self-insurance	23,206	23,548	24,093	24,000	24,000	24,000	24,500	25,000	25,500
COID	10,196	10,610	10,721	11,000	11,000	11,000	11,000	11,200	11,450
Revaluation									
Total Reserves	106,712	104,217	126,945	95,000	105,157	105,157	95,500	91,200	91,950
TOTAL COMMUNITY WEALTH/EQUITY	1,888,952	2,079,758	2,334,732	2,402,541	2,468,379	2,468,379	2,782,213	3,017,649	3,103,837

NC091 Sol Plaatje - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand											
KPA 1: LOCAL ECONOMIC DEVELOPMENT	1.1 To ensure effective spatial planning and development in order to establish a competitive economic position	1.1	7,734	7,185	2,575	4,135	1,435	1,435	4,243	4,524	4,818
	1.2 Marketing the municipality as premier destination for tourism and investment	1.2			467	517	517	517	517	548	578
	1.4 To capacitate SMME's and local entrepreneurs	1.4			-						
	1.5 To develop sustainable living through job creation (EPWP and other initiatives)	1.5									
	1.6 To promote agricultural development within the Sol Plaatje municipal area through agricultural support initiatives	1.6									
	1.7 To position the market as a productive and profitable section of the municipality.	1.7			3,599	4,815	4,815	4,815	4,135	4,383	4,624
KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	2.1 To ensure sustainable delivery of community services (personal including environmental health, emergency and traffic services) to all residents of SPM.	2.1			40,006	24,809	24,809	24,809	28,544	28,176	29,525
	2.2 To address the poor condition of the roads in the Sol Plaatje area	2.2			436	159,621	159,621	159,621	282,830	226,074	76,697
	2.3 To ensure the availability of critical service delivery tools at all times (fleet management)	2.3			-	-	-	-	-	-	-
	2.4 To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure	2.4			-	-	-	-	-	-	-
	2.5 To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure	2.5	1,018,682	953,039	650,400	799,569	749,569	749,569	833,785	874,139	935,213
	2.6 To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services	2.6			321,533	307,422	307,422	307,422	334,633	377,121	402,753
	2.7 To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation	2.7			-	-	-	-	-	-	-
	2.8 To ensure the adequate provision, upgrading and maintenance of solid waste services infrastructure	2.8			-	-	-	-	-	-	-
	2.9 Development of suitably located and affordable housing (shelter) and decent human settlements;	2.9			9,692	10,201	10,201	10,201	10,401	11,025	11,631
	2.10 To improve public transport system and services	2.12			-	-	-	-	-	-	-
	2.11 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).	2.11			4,251	6,132	6,132	6,132	4,800	5,092	5,379
KPA 3: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	3.1 To enable effective training and skills development though various initiatives, and partnering with the private sector.	3.1	6,096	2,706	2,702	5,283	7,683	7,683	4,940	5,208	5,275
	3.2 To improve effective human resource development to staff and Councillors	3.2			-	-	-	-	-	-	-
	3.3 To ensure continuous maintenance and replacement of furniture, office and computer equipment	3.3			-	-	-	-	-	-	-
	3.4 To provide a basis for sustainable municipal performance improvement	3.4			396,593	278,075	345,669	345,669	300,103	274,384	281,395
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	4.1 Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams	4.1			558	11,001	11,001	11,001	12,621	11,716	12,477
	4.2 Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management	4.2	484,789	496,684	472,165	492,738	484,373	484,373	517,350	601,221	654,752
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	5.1 To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls	5.1	221,232	394,931							
	5.2 To promote community participation and communication	5.2									
	5.3 To facilitate and promote Inter-governmental relations programmes and projects on a continuous basis.	5.3									
Allocations to other priorities											
Total Revenue (excluding capital transfers and contributions)			1,738,534	1,854,546	1,904,976	2,104,318	2,113,247	2,113,247	2,338,902	2,423,610	2,425,119

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

Strategic Objective	Goal	Goal Code	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand											
KPA 1: LOCAL ECONOMIC DEVELOPMENT	1.1 To ensure effective spatial planning and development in order to establish a competitive economic position	6.1	35,052	48,537	27,018	25,686	26,211	26,211	27,533	29,350	31,226
	1.2 Marketing the municipality as premier destination for tourism and investment	6.2			5,025	6,096	6,096	6,096	6,411	6,776	7,149
	1.4 To capacitate SMME's and local entrepreneurs	6.4			2,593	4,045	4,045	4,045	4,040	4,303	4,582
	1.5 To develop sustainable living through job creation (EPWP and other initiatives)	6.5									
	1.6 To promote agricultural development within the Sol Plaatje municipal area through agricultural support initiatives	6.6			6,694	6,957	6,957	6,957			
	1.7 To position the market as a productive and profitable section of the municipality.	6.7							7,331	7,771	8,198
KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	2.1 To ensure sustainable delivery of community services (personal including environmental health, emergency and traffic services) to all residents of SPM.	7.1			127,422	138,699	139,974	139,974	150,038	151,391	152,629
	2.2 To address the poor condition of the roads in the Sol Plaatje area	7.2			34,983	36,467	36,467	36,467	38,368	40,993	43,594
	2.3 To ensure the availability of critical service delivery tools at all times (fleet management)	7.3			8,079	10,826	10,826	10,826	10,956	12,116	13,484
	2.4 To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure	7.4	1,020,737	1,053,785	75,927	81,575	81,575	81,575	85,985	91,754	97,558
	2.5 To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure	7.5			564,289	693,597	703,897	703,897	726,812	779,777	835,680
	2.6 To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services	7.6			175,951	195,376	195,376	195,376	221,535	240,911	261,015
	2.7 To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation	7.7			65,174	78,314	78,314	78,314	77,400	81,588	85,771
	2.8 To ensure the adequate provision, upgrading and maintenance of solid waste services infrastructure	7.8			–	–	–	–	–	–	–
	2.9 Development of suitably located and affordable housing (shelter) and decent human settlements;	7.9			22,004	24,410	24,410	24,410	26,073	27,636	29,186
	2.10 To improve public transport system and services	7.12			–	–	–	–	–	–	–
	2.11 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).	7.11			53,013	56,345	56,345	56,345	60,550	64,018	67,706
KPA 3: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	3.1 To enable effective training and skills development though various initiatives, and partnering with the private sector.	8.1	12,473	73,510	3,618	7,589	7,589	7,589	7,371	7,786	7,994
	3.2 To improve effective human resource development to staff and Councillors	8.2			18,736	22,382	22,382	22,382	23,521	31,609	40,189
	3.3 To ensure continuous maintenance and replacement of furniture, office and computer equipment	8.3			16,219	17,886	17,886	17,886	18,838	19,874	20,868
	3.4 To provide a basis for sustainable municipal performance improvement	8.4			277,810	330,610	338,746	338,746	343,607	366,917	395,182
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	4.1 Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams	9.1			13,208	16,998	16,998	16,998	17,880	19,042	20,279
	4.2 Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management	9.2	86,834	103,287	93,167	114,543	113,928	113,928	120,334	127,862	135,621
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	5.1 To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls	10.1	355,555	339,553	15,861	18,619	20,319	20,319	20,371	21,593	22,780
	5.2 To promote community participation and communication	10.2			4,980	5,661	5,661	5,661	5,547	5,879	6,202
	5.3 To facilitate and promote Inter-governmental relations programmes and projects on a continuous basis.	10.3			38,232	43,808	43,808	43,808	46,355	49,228	52,034
Allocations to other priorities											
Total Expenditure			1,510,651	1,618,672	1,650,002	1,936,491	1,957,812	1,957,812	2,046,856	2,188,175	2,338,931

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

Table 3: Medium Term Revenue and Expenditure Framework Strategic Objectives and Budget (Capital Expenditure)											
Strategic Objective	Goal	Goal Code	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand											
KPA 1: LOCAL ECONOMIC DEVELOPMENT	To ensure effective spatial planning and development in order to establish a competitive economic position	A	113	16,616	7,120	2,800	2,000	2,000	5,000	3,000	3,000
	Marketing the municipality as premier destination for tourism and investment	B				9,000	8,154	8,154			
KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	To ensure sustainable delivery of community services (personal including environmental health, emergency and traffic services) to all residents of SPM.	D	190,977	126,577	104,984	14,695	16,775	16,775	4,765	15,033	4,786
	To address the poor condition of the roads in the Sol Plaatje area	E				23,426	14,051	14,051	180,267	189,724	38,451
	To ensure the availability of critical service delivery tools at all times (fleet management)	F				6,000	6,000	6,000	4,000	4,000	4,000
	To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure	H				91,644	107,954	107,954	78,214	15,000	23,400
	To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services	I				11,800	17,578	17,578			
	To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure	J				40,200	32,000	32,000	53,997	41,480	26,280
	To improve public transport system and services	C				27,500	97,537	97,537			
KPA 3: Municipal Financial Viability and Management	Ensure sound financial management and financial sustainability of SPM	K	3,242	3,767	2,665				4,000	5,000	27,000
	To ensure continuous maintenance and replacement of furniture, office and computer equipment	G			2,036	5,000	11,893	11,893	3,000	3,000	3,000
KPA 4: Municipal Institutional Development and Transformation	To provide an overarching framework for sustainable municipal performance improvement	L	3,575	4,691	3,002						
Allocations to other priorities											
Total Capital Expenditure			197,907	151,651	119,807	232,065	313,941	313,941	333,242	276,236	129,917

NC091 Sol Plaatje - Supporting Table SA7 Measureable performance objectives

Description		2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
Unit of measurement		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
1. Local Economic Development										
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.		Average time in weeks to award tenders	10.0	12.0	12.4	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.		Average time in weeks to award tenders	7.58	6.00	9.01	6	6	6	6	6
Ensuring a response time of 10 weeks for building plan submissions received in the current financial year for buildings or architectural buildings greater than 500m² annually.		Average response time in weeks to approve building plans	11.0	16.0	24.6	10	10	10	10	10
Ensuring a response time of 6 weeks for building plan submissions received in the current financial year for buildings or architectural buildings less than 500m² annually.		Average response time in weeks to approve building plans	4.3	16.0	14.6	6	6	6	6	6
To process all category 1 land use applications received until 30 April of the current financial year through MPT (Municipal Planning Tribunal) by 30 June 2018 in terms of the SPLUM by-law (2015)		Percentage of land use applications approved	N/A	N/A	N/A	100%	100%	100%	100%	100%
To process at least 100 buildings plans that were received before 1 July 2018 by the end of the current financial year (30 June 2019)		Number of building plans approved	N/A	N/A	N/A	50%	100%	100	100	100
1.2 Marketing the municipality as premier destination for tourism and investment										
Promote tourism into the city using arts, culture and heritage as a strategy by creating a marketing platform for SMME's through at least 4 events partnered by Sol Plaatje on an annual basis		Number of marketing platforms created (events)	N/A	5	9	4	4	4	5	5
1A To capacitate SMME's and local entrepreneurs										
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 2019.		Percentage of tenders and value thereof awarded to EME, OSE, local and from business in the rural areas within the municipal jurisdiction	68.0%	67.0%	62.7%	60.0%	60.0%	60.0%	60.0%	60.0%
To implement Standards for Infrastructure Procurement and Demand Management by ensuring compliance with predetermined timeframes by 30 June 2019.		Compliance with the predetermined time frames	NA	NA	NA	100.0%	100.0%	100.0%	100.0%	100.0%
Support SMME's through business incubation by setting up developmental programmes for at least 10 businesses annually.		Number of business provided with a developmental programme	NA	10.0	22.0	10	10	10	10	10
1.5 To develop sustainable living through job creation (EPWP and other initiatives)										
Create 300 FTE jobs through EPWP initiatives of the SPM by 30 June 2019.		Number of jobs created	710	349	226	300	300	300	310	320
To complete Local Economic Development Strategy 30 June 2019.		Completed strategy document	NA	NA	NA	1	1	1	0	0
1.7 To position the market as a productive and profitable section of the municipality										
To perform an assessment of the completed business plan in relation to the profitability potential of the fresh produce market of the municipality and implement a decision by 30 June 2019.		Business Plan	NA	NA	NA	1	0	0	0	0
2. Basic service delivery and infrastructure development										
2.1 To ensure sustainable delivery of community services (personal including environmental health, library, emergency and										
To complete the construction of the Homevale Fire Station by 30 June 2019.		Percentage completion as per project progress reports	N/A	N/A	72.5 % of First phase	100.0%	40.0%	40.0%	100.0%	0
Respond to 85% of emergency call-outs within time limits as prescribed in table 1 and table 2 of SANS 10090 by 30 June 2019.		% call-outs that were responded to within the time limits	N/A	N/A	92.25%	85.0%	85.0%	85.0%	85.0%	85.0%
To achieve at least 70% compliance with the National Disaster Management Tool by 30 June 2019.		% compliance with the National Disaster management Tool	N/A	N/A	75.0%	70.0%	70.0%	70.0%	70.0%	70.0%
2.2 To address the poor condition of the roads in the Sol Plaatje area through maintenance and upgrading projects										
To upgrade at least 12 km of Galeshewe access roads to a paved surface by 30 June 2019. (ward 6,7,9,10 and 15)		Distance of km paved	N/A	N/A	2.71km	2km	2km	12km	10km	5km
To upgrade 2.2km of Rooiwaan access roads to a paved surface by 30 June 2019.		Distance of km paved	N/A	N/A	N/A	2.2km	2.2km	100.0%	100.0%	100.0%
To complete Phase 2 for the upgrading of storm water channels in Galeshewe by 30 June 2019.		Percentage completion as per project progress reports	N/A	N/A	Phase 1 complete	100.0%	100.0%	100.0%	100.0%	100.0%
To complete 80% construction projects in terms of Priority 1 for the upgrading of storm water channels in Galeshewe by 30 June 2019.		Percentage completion as per project progress reports	N/A	N/A	N/A	0.0%	40.0%	40.0%	80.0%	90.0%
To complete Roads and Storm water Master Plans by 30 June 2018.		Percentage completion as per project progress reports	N/A	N/A	N/A	100.0%	100.0%	100.0%	0	0
To Upgrade the Pavement Management System by 30 June 2018.		Percentage completion as per project progress reports	N/A	N/A	N/A	100.0%	100.0%	100.0%	0	0
To complete the Integrated Transport Plan by 30 June 2019		Percentage completion as per project progress reports	N/A	N/A	N/A	100.0%	0.0%	0.0%	100.0%	0
To complete the upgrading of Tlhangeng Retention Dam by 30 June 2019.		Percentage completion as per project progress reports	N/A	N/A	Procurement complete	procurement phase complete	procurement phase complete	procurement phase complete	100.0%	0
To complete the upgrade of stormwater channels in wards 30,22,26,27 and 32 by 30 June 2019.		Percentage completion as per project progress reports	N/A	N/A	N/A	N/A	N/A	100.0%	0	0
To reseal at least 15km of tarred roads by 30 June 2019.		Distance (km ressealed)				10km	0km	0km	15km	20km
2.3 To ensure the availability of critical service delivery tools at all times (fleet management)										
Ensure that all identified fleet items to be procured for the year, are delivered by 30 June 2019		Percentage of identified fleet items delivered at year end	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
2.4 To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure										
To complete upgrading of the Carters Glen substation with 1 X 20 MVA transformers by 30 June 2019		Percentage completion as per project progress reports	N/A	N/A	N/A	100.0%	procurement complete	procurement complete	100.0%	1
To complete 50% of the project to replace the 69KV oil circuit breakers at the the Herfer Substation with SF6 by 30 June 2019.		Percentage completion as per project progress reports	N/A	N/A	N/A	100.0%	procurement complete	procurement complete	1	1
To complete 50% replace the 11KV Circuit breakers at Herfer Substation by 30 June 2019		Percentage completion as per project progress reports	N/A	N/A	N/A	New	New	New	1	1
To complete the upgrading of Riverton substation equipment with 2X10MVA transformers by 30 June 2019.		Percentage completion as per project progress reports	N/A	N/A	N/A	100.0%	procurement complete	procurement complete	100.0%	0
To convert 40% of municipal buildings to energy efficient lighting by 30 June 2019.		Percentage completion as per project progress reports	N/A	N/A	N/A	New	New	New	40.0%	1
To upgrade high mast lighting in Ivory Park by 30 June 2019.		Percentage completion as per project progress reports	N/A	N/A	N/A	New	New	New	100.0%	0
2.5 To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure										
To complete the construction of the new Riverton pump station building by 30 June 2018.		Percentage completion as per project progress reports	N/A	N/A	14.0%	50.0%	100.0%	100.0%	0.0%	0
To complete the repair/refurbishment of the sewer outfall main from Gogga to Homevale Waste Water Treatment Plant by 30 June 2018.		Percentage completion as per project progress reports	N/A	N/A	N/A	100.0%	100.0%	100.0%	0.0%	0
To complete the water connections for the Lerato park development by 30 June 2019.		Percentage completion as per project progress reports	N/A	N/A	Technical investigation complete	100.0%	40.0%	40.0%	100.0%	0
To complete the sewer connections for the Lerato park development by 30 June 2019.		Percentage completion as per project progress reports	N/A	N/A	Technical investigation complete	100.0%	40.0%	40.0%	100.0%	0
To complete the water pipe replacement projects at the following areas: Newton , Community, Adam Namakole, Nobengula, Bulfontein Road and Gogga Pump Station by 30 June 2018.		Percentage completion as per project progress reports	N/A	N/A	N/A	0.0%	100.0%	100.0%	100.0%	0
To complete the Ritchie Bulk Water Implementation project by 30 June 2019		Percentage completion as per project progress reports	N/A	N/A	N/A	40.0%	Phase 2 complete	Phase 2 complete	100.0%	0
To complete phase 2 of the security project by 30 June 2018.		Percentage completion as per project progress reports	N/A	N/A	Phase 1 complete	100.0%	100.0%	100.0%	0.0%	0
To complete the water and sanitation master plan by 30 June 2018.		Percentage completion as per project progress reports	N/A	N/A	N/A	100.0%	100.0%	100.0%	0.0%	0
To spend at least 8% of the operational budget to repairs and maintenance annually.		Percentage of operating budget spend on R&M	5.5%	7.0%	7.0%	8.0%	8.0%	8.0%	8.0%	0
To complete 30% of the upgrading of the Carters Glen Sewer pump station by 30 June 2019.		Percentage completion as per project progress reports	N/A	N/A	N/A	New	New	New	30.0%	1
2.6 To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services										
To replace 2500 water meters by 30 June 2019.		Number of water meters replaced	N/A	N/A	N/A	2000	2000	2000	2500	3000
To provide 1175 households in Ivory Park with electrical connections by 30 June 2018.		Number of houses connected to electricity network	N/A	N/A	N/A	100%	1175	1175	0	0
To complete the electrification of 1591 houses (Snake park, Platfontein, Ramonwas Pluffy park, Sanata centre and Kullwanong)) by 30 June 2019.		Number of houses connected to electricity network	2170	1876	1015	New	New	New	1,591	1,200
To replace at least 2500 prepaid electricity meters by 30 June 2019		Number of electricity meters replaced	N/A	N/A	N/A	2000	2000	2000	2500	3000
Decrease electricity losses to 18% by 30 June 2019		Percentage electricity loss	25.7%	19.3%	24.5%	18%	18%	18%	18%	17%
Decrease water losses to 45% by 30 June 2019		Percentage water loss	41.4%	36.4%	50.6%	45.0%	45.0%	45.0%	45.0%	40.0%

To ensure that the installation of water and sanitation services in Phomolong is completed by 30 June 2018.	Percentage project progress as per project reports	N/A	N/A	N/A	60%	100%	100.0%	0	0	0
15 500 indigent households to receive free basic services (water, electricity, sanitation and waste removal according to national guidelines) by 30 June 2019	Number of indigents per the indigent register	13395	13870	13425	15000	15000	15000	15000	17500	18500
To complete the reconstruction of aged sink bins in Kullwanong by 30 June 2019.	Percentage completion as per project progress reports	N/A	N/A	N/A	New	New	New	100%		
2.7 To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation										
To ensure through effective monitoring that a 100% Blue Drop Status is achieved by 30 June 2019	Percentage Blue Drop Status achieved	72.0%	98.0%	98.0%	95%	95%	95%	97%	95%	95%
To ensure through effective monitoring that a 90% Green Drop Status is achieved by 30 June 2019	Percentage Green Drop Status achieved	67.0%	71.0%	68.0%	90%	90%	90%	90%	90%	90%
2.9 Develop suitable located and affordable housing (shelter) and decent human settlements										
To ensure that 3400 erven (in the areas Ritchie, Begonia and Ivory park) are planned and surveyed by 30 June 2019.	Number of erven planned and surveyed	N/A	N/A	N/A	New	New	New	3400	1860	300
To ensure that 200 erven in the informal settlements Witdam and Ramorwa are planned and surveyed by 30 June 2018	Number of erven planned and surveyed	570	2645	N/A	0	200	200	0	0	0
2.10 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).										
Ensure that adequate maintenance (at least 92% completion in terms of plan) is done on sporting and recreational facilities requiring conditions based maintenance, in accordance with the annual maintenance schedule/plan.	Percentage completion of maintenance of sport facilities in accordance with maintenance schedule.	N/A	N/A	N/A	90%	90%	90%	92%	95%	95%
To complete the upgrade of the Florianville swimming pool by 30 June 2018.	Percentage completion as per project progress reports	N/A	N/A	Contractor appointed	100%	100%	100%	0	0	0
To complete the upgrading of various facilities at the De Beers stadium by 30 June 2018.	Percentage completion as per project progress reports	N/A	N/A	N/A	100%	100%	100%	0	0	0
To complete the upgrading of Bantu Community hall by 30 June 2019.	Percentage completion as per project progress reports	N/A	N/A	N/A	N/A	N/A	N/A	100%		
To complete 80% of the upgrade of the Galeshewe Sport Stadium by 30 June 2019.	Percentage completion as per project progress reports	N/A	N/A	N/A	100%	Phase 1 complete	Phase 1 complete	80%	100%	0
2.11 To improve the public transport system and services										
To complete the procurement process for the taxi lay-by project in Galeshewe by 30 June 2018.	Percentage completion of the process as per tender document, appointment letter and minutes	N/A	N/A	N/A	100%	100%	100%	0	0	0
3. Municipal Institutional Development and Transformation										
3.1 To enable effective training and skills development through various initiatives and partnering with the private sector										
Equip staff to implement efficiency, monitoring and productivity through the following improvement interventions by 30 June 2019 : Leadership and management development training, Learning/competency and development programme	Number of interventions performed	N/A	N/A	N/A	2	2	2	2	2	2
3.2 To improve effective human resource development to staff and Councillors										
Develop a policy/strategy addressing talent retention, fixed contract dispensation, revised performance management, recognition system, revised remuneration/dispensation by 30 June 2018.	Skill/talent retention policy developed	N/A	N/A	N/A	100%	100%	100%	0	0	0
Review the organisational structure of the municipality on an annual basis, with the aim of optimising efficiency, and make recommendations by 30 June 2019.	Record of review and recommendations made and review performed	N/A	N/A	N/A	100%	100%	100%	100%	100%	100%
Develop a proactive strategy for effective fraud risk management by 30 June 201.	Fraud risk strategy	N/A	N/A	N/A	100%	100%	100%	0	0	0
Monitor the implementation of the Human Resource Management Plan through conducting at least one review meeting annually.	Number of review meetings held	N/A	N/A	N/A	1	1	1	1	1	1
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 2019	% compliance to the EAP	100.0%	66.0%	66.0%	70%	70%	70%	72.0%	75.0%	75.0%
3.3 To ensure continuous maintenance and replacement of furniture, office and computer equipment and create a secure										
Ensure that all identified Information Technology related needs as per the procurement plan have been addressed by 30 June 2019.	Percentage of items per the procurement plan delivered	N/A	N/A	N/A	100%	100%	100%	100%	100%	100%
Ensure that all identified furniture and office equipment needs have been addressed by 30 June 2019.	Percentage of items per the procurement plan delivered	N/A	N/A	N/A	100%	100%	100%	100%	100%	100%
To conduct at least 4 IT Steering Committee meetings by 30 June 2019.	Number of meetings held and attendance registers	N/A	N/A	N/A	0	4	4	4	4	4
To review and finalise the IT Governance Framework and related policies (Business Continuity Plan) by 30 June 2018.	Evidence of reviewed framework	N/A	N/A	N/A	0	1	1	0	0	0
To review municipal documents (letterheads) designs and ensure that they reflect the new vision of the municipality by 30 June 2018.	All municipal documents	N/A	N/A	N/A	0%	100%	100%	0	0	0
3.4 To provide a basis for sustainable municipal performance improvement										
Monitor the implementation of the Integrated Performance Management Policy by conducting at least one review meeting annually	Minutes of meeting conducted. Item on policy review tabled to Council	N/A	N/A	N/A	1	1	1	1	1	1
Submit quarterly organisational performance reports to the Executive Mayor by the 20th of the month following the end of each Quarter for 2018/19	No of Reports submitted	4	4	4	4	4	4	4	4	4
On a quarterly basis communicate the funded vacant positions in each directorate to the relevant Executive Director.	Number of communications provided	N/A	N/A	N/A	2%	4	4	4	4	4
Co-ordinate bi-annual performance assessments of the municipal manager and managers reporting directly to the municipal manager by 30 June 2019.	Number of assessments conducted	2	2	2	2	2	2	2	2	2
Submit the final IDP document for adoption to Council by 31 May annually.	Tabled IDP for Council adoption	1	1	1	1	1	1	1	1	1
Submit the final SDBIP to the Executive Mayor by 30 June annually.	SDBIP approved by Executive Mayor	1	1	1	1	1	1	1	1	1
4. Municipal financial viability and management										
4.1 Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams										
Improve revenue enhancement by ensuring a collection rate of 89.4% after debt write off by 30 June 2019	Collection rate	86.0%	83.0%	77.0%	89.4%	89.4%	89.4%	89.4%	89.4%	89.4%
4.2 Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal										
To spend at least 95% of the Capital Budget (including VAT) on capital projects identified in the IDP by 30 June 2019	Percentage capital spending	78.0%	87.0%	80.0%	95%	95%	95%	95%	95%	95%
To spend at least 95% of the Operational Budget annually (30 June)	Percentage operational spending	88.0%	96.0%	91.0%	95%	95%	95%	95%	95%	95%
Maintain the debt coverage ratio of at least 2:1 against net assets of the municipality by 30 June 2019	Debt coverage ratio	2.15:1	2.0:1	2.26:1	2.1	2.1	2.1	2.1	2.1	2.1
Reduce net debtor days to 200 days by 30 June 2019	Net debtor days	NA	178	251	200	200	200	200	200	200
Maintain the cost coverage ratio of at least 3 months (annually)	Cost coverage ratio	2.74:1	2.0:1	2.0:1	3	3	3	3	3	3
Ensure that the actual spending on employee related costs does not exceed 32% of the total expenditure, by 30 June 2019	Employee cost as a percentage of total operating cost	30.8%	37.0%	34.0%	32%	32%	32%	32%	32%	32%
Ensure through regular communication and submission data streams monthly, that mSCOA compliance is maintained throughout the financial year	Monthly submission of data streams to National Treasury	NA	NA	NA	12	12	12	12	12	12
5. Good Governance and Public Participation										
5.1 To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and										
Internal 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	NA	NA	14	10	10	10	10	10	10
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 2019	Percentage successful appeals	0.0%	0.0%	3.3%	5%	5%	5%	5%	5%	5%
Submit an Audit Action Plan to the Municipal Manager to address issues raised by the Auditor General by 31 January annually.	Audit action plan submitted	NA	NA	1	1	1	1	1	1	1
To report quarterly on the progress of risk mitigation to the Accounting officer and Executive Management Team (EMT).	Quarterly reports on strategic risk register	NA	NA	4	4	4	4	4	4	4
Submit an Annual Report on risk management maturity level of SPM to NT by 30 June each year.	Maturity Report submitted	N/A	1	1	1	1	1	1	1	1
5.2 To promote community participation and communication										
To ensure that all 33 ward committees are established by 1 April 2018.	Number of ward committees established	NA	NA	NA	33	33	33	0	0	0
To communicate to the public (established residential areas) by issuing monthly newsletters	Number of newsletters issued.	NA	NA	12	12	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	N/A	N/A	24h	24h	24h	24h	24h	24h	24h
5.2 To facilitate and promote inter-governmental relations programmes and projects on a continuous basis.										
To provide the inter-governmental relations agencies through the development of a formal strategy and memorandums of understanding (MOUs) by 30 June 2018.	Strategy Developed	NA	NA	NA	1	1	1	0	0	0
Strengthen strategic IGR relations through the development of a strategic plan by 30 June 2018.	Strategic Plan developed	NA	NA	NA	1	1	1	0	0	0
Monitor the implementation of the strategic plan for IGR relations through semi-annual review meetings.	Minutes of review meetings held and observations made.	NA	NA	NA	New	New	New	2	2	2
Evaluate and review legislative environment and intergovernmental frameworks with a view to meet the expectations on SPM governance and capacity to govern, and make recommendations by 30 June 2018.	Evidence of reviews performed	NA	NA	NA	1	1	1	0	0	0
Monitor the implementation of recommendations made regarding the intergovernmental framework through and annual review and assessment meeting.	Evidence of reviews performed	NA	NA	NA	New	New	New	2	2	2
And so on for the rest of the Votes										

1. Include a measurable performance objective for each revenue source (within a relevant function) and each vote (MFMA s7(3)(b))
2. Include all Basic Services performance targets from 'Basic Service Delivery' to ensure Table SA7 represents all strategic responsibilities
3. Only include prior year comparative information for individual measures where relevant activity occurred in that year

1. Include a measurable performance objective as agreed with the parent municipality (MFMA s8(5)(d))
2. Only include prior year comparative information for individual measures where relevant activity occurred in that year

NC091 Sol Plaatje - Supporting Table SA8 Performance indicators and benchmarks

VC091-301 Package - Supporting Table SA0 Performance Indicators and Benchmarks										
Description of financial indicator	Basis of calculation	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<u>Borrowing Management</u>										
Credit Rating		Baa1.za	Baa1.za	Baa1.za	Baa1.za	Baa1.za	Baa1.za			
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	2.9%	2.5%	2.2%	1.8%	1.8%	1.8%	1.7%	1.6%	1.5%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	3.0%	2.5%	2.2%	2.0%	2.0%	2.0%	1.9%	1.7%	1.6%
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%
<u>Safety of Capital</u>										
Gearing	Long Term Borrowing/ Funds & Reserves	212.6%	209.8%	165.8%	203.1%	183.5%	183.5%	191.1%	179.4%	155.9%
<u>Liquidity</u>										
Current Ratio	Current assets/current liabilities	4.0	4.9	5.4	4.6	4.6	4.6	5.3	5.4	5.4
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	4.0	4.9	5.4	4.6	4.6	4.6	5.3	5.4	5.4
Liquidity Ratio	Monetary Assets/Current Liabilities	1.1	1.1	0.9	1.0	0.9	0.9	0.7	0.9	1.2
<u>Revenue Management</u>										
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		79.9%	74.1%	72.1%	90.9%	93.8%	0.0%	84.2%	90.3%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		79.9%	74.1%	72.1%	90.9%	93.8%	93.8%	84.2%	90.3%	89.1%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	42.1%	50.1%	59.6%	48.6%	50.1%	50.1%	60.5%	57.1%	52.9%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old									
<u>Creditors Management</u>										
Creditors System Efficiency	% of Creditors Paid Within Terms (within 'MFMA' s 65(e))	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Creditors to Cash and Investments		56.7%	62.2%	69.2%	77.3%	77.3%	77.3%	96.9%	69.8%	55.1%
<u>Other Indicators</u>										
Electricity Distribution Losses (2)	Total Volume Losses (kW)	108,817	96,337	123,614	98,081	98,081	98,081	83,160	79,834	80,832
	Total Cost of Losses (Rand '000)	75,654	74,810	103,673	79,920	79,920	79,920	65,633	67,733	73,723
	% Volume (units purchased and generated less units sold)/units purchased and generated	22.2%	19.1%	24.5%	18.0%	18.0%	18.0%	18.0%	16.0%	15.0%
Water Distribution Losses (2)	Total Volume Losses (kℓ)	18,941	18,753	15,898	10,440	10,440	10,440	10,994	9,954	8,871
	Total Cost of Losses (Rand '000)	36,520	37,478	35,163	36,000	36,000	36,000	40,725	39,820	38,327
	% Volume (units purchased and generated less units sold)/units purchased and generated	55.2%	56.4%	50.6%	45.0%	45.0%	45.0%	45.0%	40.0%	35.0%
Employee costs	Employee costs/(Total Revenue - capital revenue)	28.6%	34.6%	31.2%	34.9%	35.9%	35.9%	34.9%	34.6%	34.3%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	29.8%	35.8%	32.6%	36.4%	37.4%	37.4%	36.3%	36.0%	35.7%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	9.1%	7.7%	6.7%	7.2%	7.6%	7.6%	6.9%	6.8%	7.0%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	4.9%	5.0%	4.8%	4.9%	5.0%	5.0%	4.6%	4.5%	4.4%
<u>IDP regulation financial viability indicators</u>										
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	10.9	9.9	31.4	33.6	33.6	33.6	30.5	32.6	34.7
ii.O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	52.2%	62.1%	74.6%	59.0%	60.8%	60.8%	74.4%	69.6%	63.9%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	2.8	2.2	1.9	1.8	1.8	1.8	1.3	1.7	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	2014/15	2015/16	2016/17	Current Year 2017/18	2018/19 Medium Term Revenue & Expenditure Framework		
						Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcome
Demographics												
Population			201	243	248	248	248	248	255	255	255	255
Females aged 5 - 14			40		46	46	46	46	36	36	36	36
Males aged 5 - 14			40		47	47	47	47	36	36	36	36
Females aged 15 - 34			55		70	70	70	70	41	41	41	41
Males aged 15 - 34			50		65	65	65	65	44	44	44	44
Unemployment			28	28	79	79	79	79	90	90	90	90
Monthly household income (no. of households)	1, 12											
No income		0 - 2400	4,393	79,310	7,032	7,032	7,032	7,032	44	44	44	44
R1 - R1 600		2400 - 6000	127,071	114,291	2,001	2,001	2,001	2,001	330	330	330	330
R1 601 - R3 200		6000 - 12000	32,171	9,682	3,215	3,215	3,215	3,215	1,650	1,650	1,650	1,650
R3 201 - R6 400		12000 - 18000	26,483	11,928	9,683	9,683	9,683	9,683	2,390	2,390	2,390	2,390
R6 401 - R12 800		18000 - 30000	12,879	10,923	11,291	11,291	11,291	11,291	5,090	5,090	5,090	5,090
R12 801 - R25 600		30000 - 42000	3,615	5,243	8,977	8,977	8,977	8,977	6,730	6,730	6,730	6,730
R25 601 - R51 200		42000 - 54000	1,078	2,056	7,235	7,235	7,235	7,235	6,220	6,220	6,220	6,220
R52 201 - R102 400		54000 - 72000	611	333	5,776	5,776	5,776	5,776	6,260	6,260	6,260	6,260
R102 401 - R204 800		72000 - 96000	310	242	3,506	3,506	3,506	3,506	5,860	5,860	5,860	5,860
R204 801 - R409 600		96000 - 132000	134	78	1,087	1,087	1,087	1,087	5,930	5,930	5,930	5,930
R409 601 - R819 200		132000 - 192000			268	268	268	268	6,420	6,420	6,420	6,420
> R819 200		192000 - 360000			224	224	224	224	8,350	8,350	8,350	8,350
		360000 - 600000							5,160	5,160	5,160	5,160
		600000 - 1200000							2,940	2,940	2,940	2,940
		1200000 - 2400000							632	632	632	632
		2400000+							118	118	118	118
Poverty profiles (no. of households)												
< R2 060 per household per month	13											
<R38 200 per household (4 persons) per annum	2	< R38 200 per household (4 persons) per annum			33,222	33,222	33,222	33,222	28,714	28,714	28,714	28,714
Household demographics (000)												
Number of people in municipal area			201	243	248	248	248	248	255	255	255	255
Number of poor people in municipal area			81	74	33	33	33	33	40	40	40	40
Number of households in municipal area			50	52	60	60	60	60	63	63	63	63
Number of poor households in municipal area					9	9	9	9	9	9	9	9
Definition of poor household (R per month)												
Housing statistics												
Formal	3		41,282	46,230	49,202	49,202	49,202	49,202	54,500	54,500	54,500	54,500
Informal			9,247	5,733	11,095	11,095	11,095	11,095	9,594	9,594	9,594	9,594
Total number of households			50,529	51,963	60,297	60,297	60,297	60,297	64,094	64,094	64,094	64,094
Dwellings provided by municipality	4				440	440	440	440	2,550	2,550	2,550	2,550
Dwellings provided by province/s												
Dwellings provided by private sector	5											
Total new housing dwellings			-	-	440	440	440	440	2,550	2,550	2,550	2,550
Economic												
Inflation/inflation outlook (CPIX)	6					5.5%	6.2%	6.6%	5.3%	5.3%	5.4%	5.5%
Interest rate - borrowing						12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%
Interest rate - investment						5.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Remuneration increases						6.8%	7.0%	6.0%	7.4%	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%
Collection rates	7											
Property tax/service charges						88.9%	88.5%	86.7%	88.0%	88.0%	88.0%	88.0%
Rental of facilities & equipment						100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Interest - external investments						100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Interest - debtors						25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%
Revenue from agency services						100.0%	100.0%	100.0%	100.0%			

Detail on the provision of municipal services for A10

Total municipal services	Ref.		2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Household service targets (000)											
Water:											
Piped water inside dwelling	8		53,802	39,400	39,400	39,400	39,400	39,400	39,400	39,400	39,400
Piped water inside yard (but not in dwelling)			-	15,400	15,400	15,400	15,400	15,400	15,400	15,400	15,400
Using public tap (at least min.service level)	10		-	7,570	7,570	7,570	7,570	7,570	7,646	7,722	7,799
Other water supply (at least min.service level)			-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>			53,802	62,370	62,370	62,370	62,370	62,370	62,446	62,522	62,599
Using public tap (< min.service level)	9		-	860	860	860	860	860	860	860	860
Other water supply (< min.service level)	10		-	-	-	-	-	-	-	-	-
No water supply			6,495	870	870	870	870	870	870	870	870
<i>Below Minimum Service Level sub-total</i>			6,495	1,730	1,730	1,730	1,730	1,730	1,730	1,730	1,730
Total number of households			60,297	64,100	64,100	64,100	64,100	64,100	64,176	64,252	64,329
Sanitation/sewerage:											
Flush toilet (connected to sewerage)			53,989	58,900	58,900	58,900	58,900	58,900	58,900	58,900	58,900
Flush toilet (with septic tank)			-	-	-	-	-	-	-	-	-
Chemical toilet			-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)			-	895	895	895	895	895	895	895	895
Other toilet provisions (> min.service level)			-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>			53,989	59,795	59,795	59,795	59,795	59,795	59,795	59,795	59,795
Bucket toilet			-	1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385
Other toilet provisions (< min.service level)			-	-	-	-	-	-	-	-	-
No toilet provisions			6,308	2,920	2,920	2,920	2,920	2,920	2,996	3,072	3,149
<i>Below Minimum Service Level sub-total</i>			6,308	4,305	4,305	4,305	4,305	4,305	4,381	4,457	4,534
Total number of households			60,297	64,100	64,100	64,100	64,100	64,100	64,176	64,252	64,329
Energy:											
Electricity (at least min.service level)			12,941	13,020	13,020	13,020	13,020	13,020	13,020	13,020	13,020
Electricity - prepaid (min.service level)			40,663	44,100	44,100	44,100	44,100	44,100	44,100	44,100	44,100
<i>Minimum Service Level and Above sub-total</i>			53,604	57,120	57,120	57,120	57,120	57,120	57,120	57,120	57,120
Electricity (< min.service level)			-	-	-	6,980	-	-	-	-	-
Electricity - prepaid (< min. service level)			-	-	-	-	-	-	-	-	-
Other energy sources			6,693	6,980	6,980	-	6,980	6,980	7,056	7,132	7,209
<i>Below Minimum Service Level sub-total</i>			6,693	6,980	6,980	6,980	6,980	6,980	7,056	7,132	7,209
Total number of households			60,297	64,100	64,100	64,100	64,100	64,100	64,176	64,252	64,329
Refuse:											
Removed at least once a week			52,007	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800
<i>Minimum Service Level and Above sub-total</i>			52,007	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800
Removed less frequently than once a week			-	740	740	740	740	740	740	740	740
Using communal refuse dump			-	1,130	1,130	1,130	1,130	1,130	1,130	1,130	1,130
Using own refuse dump			-	5,690	5,690	5,690	5,690	5,690	5,690	5,690	5,690
Other rubbish disposal			-	-	-	-	-	-	-	-	-
No rubbish disposal			8,290	1,740	1,740	1,740	1,740	1,740	1,816	1,892	1,969
<i>Below Minimum Service Level sub-total</i>			8,290	9,300	9,300	9,300	9,300	9,300	9,376	9,452	9,529

		Total number of households	60,297	64,100	64,100	64,100	64,100	64,100	64,176	64,252	64,329
Municipal in-house services	Ref.		2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
		Household service targets (000)									
		Water:									
	8	Piped water inside dwelling	53,802	39,400	39,400	39,400	39,400	39,400	39,400	39,400	39,400
		Piped water inside yard (but not in dwelling)		15,400	15,400	15,400	15,400	15,400	15,400	15,400	15,400
		Using public tap (at least min.service level)		7,570	7,570	7,570	7,570	7,570	7,646	7,722	7,799
		Other water supply (at least min.service level)									
	9	Minimum Service Level and Above sub-total	53,802	62,370	62,370	62,370	62,370	62,370	62,446	62,522	62,599
	10	Using public tap (< min.service level)		860	860	860	860	860	860	860	860
		Other water supply (< min.service level)									
		No water supply	6,495	870	870	870	870	870	870	870	870
		Below Minimum Service Level sub-total	6,495	1,730	1,730	1,730	1,730	1,730	1,730	1,730	1,730
		Total number of households	60,297	64,100	64,100	64,100	64,100	64,100	64,176	64,252	64,329
		Sanitation/sewerage:									
		Flush toilet (connected to sewerage)	53,989	58,900	58,900	58,900	58,900	58,900	58,900	58,900	58,900
		Flush toilet (with septic tank)									
		Chemical toilet									
		Pit toilet (ventilated)		895	895	895	895	895	895	895	895
		Other toilet provisions (> min.service level)									
		Minimum Service Level and Above sub-total	53,989	59,795	59,795	59,795	59,795	59,795	59,795	59,795	59,795
		Bucket toilet		1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385
		Other toilet provisions (< min.service level)									
		No toilet provisions	6,308	2,920	2,920	2,920	2,920	2,920	2,996	3,072	3,149
		Below Minimum Service Level sub-total	6,308	4,305	4,305	4,305	4,305	4,305	4,381	4,457	4,534
		Total number of households	60,297	64,100	64,100	64,100	64,100	64,100	64,176	64,252	64,329
		Energy:									
		Electricity (at least min.service level)	12,941	13,020	13,020	13,020	13,020	13,020	13,020	13,020	13,020
		Electricity - prepaid (min.service level)	40,663	44,100	44,100	44,100	44,100	44,100	44,100	44,100	44,100
		Minimum Service Level and Above sub-total	53,604	57,120	57,120	57,120	57,120	57,120	57,120	57,120	57,120
		Electricity (< min.service level)				6,980					
		Electricity - prepaid (< min. service level)									
		Other energy sources	6,693	6,980	6,980		6,980	6,980	7,056	7,132	7,209
		Below Minimum Service Level sub-total	6,693	6,980	6,980	6,980	6,980	6,980	7,056	7,132	7,209
		Total number of households	60,297	64,100	64,100	64,100	64,100	64,100	64,176	64,252	64,329
		Refuse:									
		Removed at least once a week	52,007	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800
		Minimum Service Level and Above sub-total	52,007	54,800	54,800	54,800	54,800	54,800	54,800	54,800	54,800
		Removed less frequently than once a week		740	740	740	740	740	740	740	740
		Using communal refuse dump		1,130	1,130	1,130	1,130	1,130	1,130	1,130	1,130
		Using own refuse dump		5,690	5,690	5,690	5,690	5,690	5,690	5,690	5,690
		Other rubbish disposal									
		No rubbish disposal	8,290	1,740	1,740	1,740	1,740	1,740	1,816	1,892	1,969
		Below Minimum Service Level sub-total	8,290	9,300	9,300	9,300	9,300	9,300	9,376	9,452	9,529
		Total number of households	60,297	64,100	64,100	64,100	64,100	64,100	64,176	64,252	64,329
Detail of Free Basic Services (FBS) provided			2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Electricity	Ref.	<u>Location of households for each type of FBS</u>									
List type of FBS service		Formal settlements - (50 kwh per indigent household per month Rands)				12,000,000	12,000,000	12,000,000	8,229,913	8,829,051	9,454,148
		Number of HH receiving this type of FBS				15,000	15,000	15,000	15,000	17,500	18,500
		Informal settlements (Rands)							4,625,760	4,962,515	5,313,861
		Number of HH receiving this type of FBS							8,431	8,431	8,431
		Informal settlements targeted for upgrading (Rands)									
		Number of HH receiving this type of FBS									
		Living in informal backyard rental agreement (Rands)									
		Number of HH receiving this type of FBS									
		Other (Rands)	9,583,319	9,705,174	11,664,953				63,569,322	68,197,168	73,025,528
		Number of HH receiving this type of FBS	13,395	13,870	13,518				23,431	25,931	26,931
	Total cost of FBS - Electricity for informal settlements	9,583,319	9,705,174	11,664,953	-	-	-	68,195,082	73,159,683	78,339,389	
Water	Ref.	<u>Location of households for each type of FBS</u>									
List type of FBS service		Formal settlements - (6 kilolitre per indigent household per month Rands)				4,740,503	4,740,503	4,740,503	8,375,116	10,497,928	11,856,900
		Number of HH receiving this type of FBS				15,000	15,000	15,000	15,000	17,500	18,500
		Informal settlements (Rands)							3,325,119	3,567,188	3,819,745
		Number of HH receiving this type of FBS							8,941	8,941	8,941
		Informal settlements targeted for upgrading (Rands)									
		Number of HH receiving this type of FBS									
		Living in informal backyard rental agreement (Rands)									
		Number of HH receiving this type of FBS									
		Other (Rands)	4,590,734	4,413,355	5,129,270						
		Number of HH receiving this type of FBS	13,395	13,870	13,518						
	Total cost of FBS - Water for informal settlements	4,590,734	4,413,355	5,129,270	-	-	-	3,325,119	3,567,188	3,819,745	
Sanitation	Ref.	<u>Location of households for each type of FBS</u>									
List type of FBS service		Formal settlements - (free sanitation service to indigent households)				20,615,000	20,615,000	20,615,000	21,867,186	26,953,129	30,296,935
		Number of HH receiving this type of FBS				15,000	15,000	15,000	15,000	17,500	18,500
		Informal settlements (Rands)							19,850,026	21,037,057	22,368,703
		Number of HH receiving this type of FBS							12,261	12,261	12,261
		Informal settlements targeted for upgrading (Rands)									
		Number of HH receiving this type of FBS									
		Living in informal backyard rental agreement (Rands)									
		Number of HH receiving this type of FBS									
		Other (Rands)	15,764,787	19,195,628	17,621,780						
		Number of HH receiving this type of FBS	13,395	13,870	13,518						
	Total cost of FBS - Sanitation for informal settlements	15,764,787	19,195,628	17,621,780	-	-	-	19,850,026	21,037,057	22,368,703	
Refuse Removal	Ref.	<u>Location of households for each type of FBS</u>									
List type of FBS service		Formal settlements - (removed once a week to indigent households)				14,719,249	14,719,249	14,719,249	15,602,419	19,497,043	21,965,313
		Number of HH receiving this type of FBS				15,000	15,000	15,000	15,000	17,500	18,500
		Informal settlements (Rands)							18,227,436	19,370,296	20,805,635
		Number of HH receiving this type of FBS							15,771	15,771	15,771
		Informal settlements targeted for upgrading (Rands)									
		Number of HH receiving this type of FBS									
		Living in informal backyard rental agreement (Rands)									
		Number of HH receiving this type of FBS									
		Other (Rands)	11,248,416	13,695,618	12,573,448				6,000,000	6,000,000	6,000,000
		Number of HH receiving this type of FBS	13,395	13,870	13,518						
	Total cost of FBS - Refuse Removal for informal settlements	11,248,416	13,695,618	12,573,448	-	-	-	24,227,436	25,370,296	26,805,635	

NC091 Sol Plaatje Supporting Table SA10 Funding measurement

Cushor Plaatje Supporting Table SATU Funding measurement										
Description	MFMA section	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Funding measures										
Cash/cash equivalents at the year end - R'000	18(1)(b)	275,457	259,276	226,562	243,689	243,689	243,689	183,584	269,935	362,580
Cash + investments at the yr end less applications - R'000	18(1)(b)	537,592	595,572	660,827	799,358	770,626	770,626	889,288	1,052,714	1,118,862
Cash year end/monthly employee/supplier payments	18(1)(c)	2.8	2.2	1.9	1.8	1.8	1.8	1.3	1.7	2.2
Surplus/(Deficit) including depreciation offsets: R'000	18(1)	227,883	235,873	254,974	167,827	155,435	155,435	292,045	235,436	86,188
Service charge rev % change - macro CPIX target exclusive	18(1)(a)(2)	N.A.	2.3%	(3.3%)	5.1%	(9.1%)	(6.0%)	1.0%	2.0%	1.7%
Cash receipts % of Ratepayer & Other revenue	18(1)(a)(2)	81.5%	70.2%	67.5%	86.2%	89.0%	89.0%	78.8%	85.0%	84.7%
Debt impairment expense as a % of total billable revenue	18(1)(a)(2)	11.1%	11.5%	13.3%	12.8%	13.2%	13.2%	13.8%	14.0%	14.0%
Capital payments % of capital expenditure	18(1)(c)(19)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)(c)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants % of Govt. legislated/capitalised allocations	18(1)(a)							100.2%	100.2%	100.2%
Current consumer debtors % change - inc/(decr)	18(1)(a)	N.A.	27.9%	23.4%	(12.2%)	0.0%	0.0%	30.8%	1.0%	(1.0%)
Long term receivables % change - inc/(decr)	18(1)(a)	N.A.	(22.1%)	353.9%	(77.0%)	0.0%	0.0%	353.9%	(1.0%)	(1.0%)
R&M % of Property Plant & Equipment	20(1)(vi)	10.7%	9.4%	8.2%	8.1%	8.3%	8.3%	7.6%	7.3%	8.0%
Asset renewal % of capital budget	20(1)(vi)	52.4%	60.9%	66.1%	8.4%	14.2%	14.2%	4.1%	10.9%	24.4%
% Incr Service charges - refuse revenue	18(1)(a)		12.2%	4.9%	(20.5%)	(0.0%)	0.0%	7.4%	6.3%	7.4%
% Incr in Service charges - other	18(1)(a)		0.0%	19.1%	(100.0%)	0.0%	0.0%	0.0%	0.0%	0.0%
Total billable revenue	18(1)(a)	1,287,068	1,393,604	1,431,542	1,590,539	1,541,639	1,541,639	1,648,820	1,781,423	1,918,643
Service charges	1,287,068	1,393,604	1,431,542	1,590,539	1,541,639	1,541,639	1,648,820	1,781,423	1,918,643	
Property rates	398,921	484,397	468,497	511,595	511,595	511,595	541,312	594,270	647,557	
Service charges - electricity revenue	561,178	595,477	618,301	711,106	671,106	671,106	727,992	781,007	836,336	
Service charges - water revenue	211,650	223,280	254,177	264,046	254,046	254,046	268,108	287,936	310,510	
Service charges - sanitation revenue	67,956	69,998	73,787	59,482	60,582	60,582	63,813	67,631	70,910	
Service charges - refuse removal	47,364	53,149	55,729	44,309	44,309	44,309	47,959	50,579	54,328	
Service charges - other	-	(32,696)	(38,949)	-	-	-	-	-	-	-
Rental of facilities and equipment	16,374	9,839	10,025	11,115	11,115	11,115	11,257	11,935	12,594	
Capital expenditure excluding capital grant funding	84,151	39,923	30,285	72,476	90,809	90,809	50,447	50,200	53,260	
Cash receipts from ratepayers	18(1)(a)	1,166,144	1,092,508	1,097,822	1,508,946	1,508,946	1,508,946	1,453,172	1,675,871	1,781,909
Ratepayer & Other revenue	18(1)(a)	1,430,862	1,555,561	1,627,294	1,751,473	1,694,773	1,694,773	1,844,965	1,971,658	2,104,186
Change in consumer debtors (current and non-current)	18(1)(a)	408,275	189,400	210,041	(136,512)	(136,512)	(136,512)	296,915	12,540	(12,925)
Operating and Capital Grant Revenue	20(1)(a)	282,036	275,943	253,447	332,845	398,474	398,474	473,937	430,952	298,933
Capital expenditure - total	20(1)(vi)	197,907	151,651	119,807	232,066	313,941	313,941	333,242	276,236	129,917
Capital expenditure - renewal	20(1)(vi)	103,767	92,348	79,206	19,397	44,550	44,550	13,750	30,203	31,755
Supporting benchmarks										
Growth guideline maximum		6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
CPI guideline		4.3%	3.9%	4.6%	5.0%	5.0%	5.0%	5.4%	5.6%	5.4%
DoRA operating grants total MFY								181,342	196,916	214,276
DoRA capital grants total MFY								282,795	226,036	76,657
Provincial operating grants								8,813	7,300	7,500
Provincial capital grants										
District Municipality grants										
Total gazetted/advised national, provincial and district grants								472,950	430,252	298,433
Average annual collection rate (arrens inclusive)										
DoRA operating										
FMG, MIG OPS								3,968	4,104	4,236
ISDG								3,800	4,000	4,000
Equitable share								170,437	188,812	206,040
EPWP								3,137		
								181,342	196,916	214,276
DoRA capital										
MIG								46,548	47,389	49,961
NDGP								171,699	154,447	5,696
INEP, EEDSM								36,997	24,200	21,000
RBIG, WSIG								27,551	-	-
								282,795	226,036	76,657
Trend										
Change in consumer debtors (current and non-current)		408,275	189,400	210,041	(1,082,567)	296,915	12,540	-	-	-
Total Operating Revenue										
		1,620,966	1,742,557	1,815,453	1,944,729	1,890,115	1,890,115	2,056,107	2,197,574	2,348,462
Total Operating Expenditure										
		1,510,651	1,618,672	1,650,002	1,936,491	1,957,812	1,957,812	2,046,856	2,188,175	2,338,931
Operating Performance Surplus/(Deficit)										
		110,315	123,885	165,451	8,238	(67,697)	(67,697)	9,251	9,399	9,531
Cash and Cash Equivalents (30 June 2012)										
								183,584		
Revenue										
% Increase in Total Operating Revenue			7.5%	4.2%	7.1%	(2.8%)	0.0%	8.8%	6.9%	6.9%
% Increase in Property Rates Revenue			21.4%	(3.3%)	9.2%	0.0%	0.0%	5.8%	9.8%	9.0%
% Increase in Electricity Revenue			6.1%	3.8%	15.0%	(5.6%)	0.0%	8.5%	7.3%	7.1%
% Increase in Property Rates & Services Charges			8.3%	2.7%	11.1%	(3.1%)	0.0%	7.0%	8.0%	7.7%
Expenditure										
% Increase in Total Operating Expenditure			7.2%	1.9%	17.4%	1.1%	0.0%	4.5%	6.9%	6.9%
% Increase in Employee Costs			30.2%	(6.0%)	19.9%	(0.0%)	0.0%	5.5%	6.1%	5.8%
% Increase in Electricity Bulk Purchases			14.6%	9.0%	5.1%	0.0%	0.0%	4.1%	8.0%	8.0%
Average Cost Per Budgeted Employee Position (Remuneration)				318,851	265,695			271,871		
Average Cost Per Councilor (Remuneration)				384,785	425,766			451,312		
R&M % of PPE		10.7%	9.4%	8.2%	8.1%	8.3%	8.3%	7.6%	7.3%	8.0%
Asset Renewal and R&M as a % of PPE		16.0%	14.0%	12.0%	15.0%	17.0%	17.0%	17.0%	17.0%	11.0%
Debt Impairment % of Total Billable Revenue		11.1%	11.5%	13.3%	12.8%	13.2%	13.2%	13.8%	14.0%	14.1%
Capital Revenue										
Internally Funded & Other (R'000)		84,151	39,922	30,284	72,476	90,809	90,809	50,446	50,200	53,260
Borrowing (R'000)		-	-	-	-	-	-	-	-	-
Grant Funding and Other (R'000)		113,756	111,728	89,523	159,589	223,132	223,132	282,795	226,036	76,657
Internally Generated funds % of Non Grant Funding		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Borrowing % of Non Grant Funding		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grant Funding % of Total Funding		57.5%	73.7%	74.7%	68.8%	71.1%	71.1%	84.9%	81.8%	59.0%
Capital Expenditure										
Total Capital Programme (R'000)		197,907	151,651	119,807	232,066	313,941	313,941	333,241	276,236	129,917
Asset Renewal		103,767	92,348	79,206	19,397	44,550	44,550	13,750	30,203	31,755
Asset Renewal % of Total Capital Expenditure		52.4%	60.9%	66.1%	8.4%	14.2%	14.2%	4.1%	10.9%	24.4%
Cash										
Cash Receipts % of Rate Payer & Other		81.5%	70.2%	67.5%	86.2%	89.0%	89.0%	78.8%	85.0%	84.7%
Cash Coverage Ratio		0	0	0	0	0	0	0	0	0
Borrowing										
Credit Rating (2009/10)								Baa1.za		
Capital Charges to Operating		2.9%	2.5%	2.2%	1.8%	1.8%	1.8%	1.7%	1.6%	1.5%
Borrowing Receipts % of Capital Expenditure		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Reserves										
Surplus/(Deficit)		537,592	595,572	660,827	799,358	770,626	770,626	889,288	1,052,714	1,118,862
Free Services										
Free Basic Services as a % of Equitable Share		28.3%	32.8%	32.6%	34.5%	34.5%	34.5%	98.4%	100.1%	99.4%
Free Services as a % of Operating Revenue (excl operational transfers)		8.7%	6.8%	6.8%	9.9%	10.3%	10.3%	9.8%	10.0%	10.1%
High Level Outcome of Funding Compliance										
Total Operating Revenue		1,620,966	1,742,557	1,815,453	1,944,729	1,890,115	1,890,115	2,056,107	2,197,574	2,348,462
Total Operating Expenditure		1,510,651	1,618,672	1,650,002	1,936,491	1,957,812	1,957,812	2,046,856	2,188,175	2,338,931
Surplus/(Deficit) Budgeted Operating Statement		110,315	123,885	165,451	8,238	(67,697)	(67,697)	9,251	9,399	9,531
Surplus/(Deficit) Considering Reserves and Cash Backing		537,592	595,572	660,827	799,358	770,626	770,626	889,288	1,052,714	1,118,862
MTREF Funded (1) / Unfunded (0)		1	1	1	1	1	1	1	1	1
MTREF Funded ✓ / Unfunded ✗		✓	✓	✓	✓		✓	✓	✓	✓

References

15. Subject to figures provided in Schedule.

NC091 Sol Plaatje - Supporting Table SA11 Property rates summary

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Valuation:									
Date of valuation:	2011/01/01	2015/01/01	2015/01/01	2015/01/01	2015/01/01	2015/01/01	2019/01/01	2019/01/01	2019/01/01
Financial year valuation used	2013/14	2015/16	2016/17	2017/2018			2018/19		
Municipal by-laws s6 in place? (Y/N)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal/assistant valuer appointed? (Y/N)	Yes	No	Yes	Yes	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)	1	1	1	1	1	1	1	2	2
No. of data collectors (FTE)	10	2	6	6	6	6	6	6	6
No. of internal valuers (FTE)	1	-	2	2	2	2	2	3	3
No. of external valuers (FTE)	2	-	1	1	1	1	1	1	1
No. of additional valuers (FTE)	-	-	-	-	-	-	-	-	-
Valuation appeal board established? (Y/N)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Implementation time of new valuation roll (mths)	10	48	36	24			12		
No. of properties	53,376	53,000	53,896	54,436	54,376	54,376	54,800	55,300	56,000
No. of sectional title values	1,750	1,138	1,161	1,161	1,012	1,012	1,020	1,040	1,060
No. of unreasonably difficult properties s7(2)	-	-	-	-	-	-	-	-	-
No. of supplementary valuations	1,500	500	8,453	2,133	1,703	2,000	2,000	2,000	2,500
No. of valuation roll amendments	-	-	618	657	1,703	2,000	2,000	2,000	2,500
No. of objections by rate payers	15	-	36	54	46	46	15	1,500	50
No. of appeals by rate payers	-	-	1	10	16	16	5	20	10
No. of successful objections	-	-	-	45	13	13	10	1,000	20
No. of successful objections > 10%	-	-	-	13	9	9	5	500	10
Supplementary valuation	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Public service infrastructure value (Rm)	31	31	75	75	75	75	75	75	75
Municipality owned property value (Rm)	580	1,087	1,565	1,565	1,356	1,356	1,356	1,356	1,356
Valuation reductions:									
Valuation reductions-public infrastructure (Rm)	9	14	75	78	75	75	75	75	75
Valuation reductions-nature reserves/park (Rm)	-	-	-	-	-	-	-	-	-
Valuation reductions-mineral rights (Rm)	-	-	-	-	-	-	-	-	-
Valuation reductions-R15,000 threshold (Rm)	653	593	704	739	715	715	750	750	750
Valuation reductions-public worship (Rm)	-	-	-	-	-	-	-	-	-
Valuation reductions-other (Rm)	-	-	-	-	-	-	-	-	-
Total valuation reductions:	662	607	779	817	790	790	826	826	826
Total value used for rating (Rm)	16,362	22,479	26,269	26,532	28,962	28,962	29,541	30,132	30,734
Total land value (Rm)	-	-	-	-	-	-	-	-	-
Total value of improvements (Rm)	-	-	-	-	-	-	-	-	-
Total market value (Rm)	17,929	24,135	29,486	29,781	29,676	29,676	30,270	30,875	31,493
Rating:									
Residential rate used to determine rate for other categories? (Y/N)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Differential rates used? (Y/N)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Limit on annual rate increase (s20)? (Y/N)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Special rating area used? (Y/N)	No	No	No	No	No	No	No	No	No
Phasing-in properties s21 (number)	0	0	0	0	0	0	0	0	0
Rates policy accompanying budget? (Y/N)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Fixed amount minimum value (R'000)	-	-	-	-	-	-	-	-	-
Non-residential prescribed ratio s19? (%)	0.0%	0%	0.0%	0.0%	-	-	0.0%	-	-
Rate revenue:									
Rate revenue budget (R'000)	387,082	423,808	486,708	511,595	511,595	511,595	545,000	588,283	634,148
Rate revenue expected to collect (R'000)	348,374	381,427	438,037	460,436	460,436	460,436	479,600	517,689	558,051
Expected cash collection rate (%)	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	88.0%	88.0%	88.0%
Special rating areas (R'000)	-	-	-	-	-	-	-	-	-
Rebates, exemptions - indigent (R'000)	-	-	-	-	-	-	-	-	-
Rebates, exemptions - pensioners (R'000)	-	-	1,226	1,800	1,800	1,800	2,600	2,769	2,949
Rebates, exemptions - bona fide farm. (R'000)	-	-	-	-	-	-	-	-	-
Rebates, exemptions - other (R'000)	-	-	-	-	-	-	-	-	-
Phase-in reductions/discounts (R'000)	-	-	-	-	-	-	-	-	-
Total rebates, exemptns, reductns, discs (R'000)	-	-	1,226	1,800	1,800	1,800	2,600	2,769	2,949

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

[illegible]

Description	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 2018/19																
Valuation:																
No. of properties	46,238	184	1,797	581	433	6,853	188	–	–	–	–	–	–	–	810	13
No. of sectional title property values	1,033	–	29	–	–	–	–	–	–	–	–	–	–	–	–	–
No. of unreasonably difficult properties s7(2)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
No. of supplementary valuations	1,607	4	59	9	31	19	3	–	–	–	–	–	–	–	4	1
Supplementary valuation (Rm)	1,833,501	116,524	(2,137,999)	139,767	9,726,228	–	–	–	–	–	–	–	–	–	–	1,512,597
No. of valuation roll amendments	1,607	4	59	9	31	19	3	–	–	–	–	–	–	–	4	1
No. of objections by rate-payers	5	1	2	2	2	–	–	–	–	–	–	–	–	–	–	1
No. of appeals by rate-payers	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
No. of appeals by rate-payers finalised	–	–	5	–	–	–	–	–	–	–	–	–	–	–	–	1
No. of successful objections	3	1	1	1	1	–	–	–	–	–	–	–	–	–	–	–
No. of successful objections > 10%	3	1	1	1	1	–	–	–	–	–	–	–	–	–	–	–
Estimated no. of properties not valued	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Years since last valuation (select)	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Frequency of valuation (select)	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Method of valuation used (select)	Market	Market	Market	Market	Dep.Replace	Market	Dep.Replace								Market	Market
Base of valuation (select)	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.								Land & impr.	Land & impr.
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)	–	–	–	–	–	–	77	–	–	–	–	–	–	–	–	–
Valuation reductions-nature reserves/park (Rm)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Valuation reductions-mineral rights (Rm)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Valuation reductions-R15,000 threshold (Rm)	679	–	–	–	–	50	–	–	–	–	–	–	–	–	–	–
Valuation reductions-public worship (Rm)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Valuation reductions-other (Rm)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total valuation reductions:																
Total value used for rating (Rm)	16,316	424	4,831	2,265	3,105	1,333									1,123	68
Total land value (Rm)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total value of improvements (Rm)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total market value (Rm)	16,994	424	4,831	2,265	3,105	1,383	77								1,123	68
Rating:																
Average rate	0.025662	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rate revenue budget (R'000)	545,000	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rate revenue expected to collect (R'000)	490,500	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Expected cash collection rate (%)	90.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Special rating areas (R'000)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rebates, exemptions - indigent (R'000)																
Rebates, exemptions - pensioners (R'000)	2,610															
Rebates, exemptions - bona fide farm. (R'000)				2,523												
Rebates, exemptions - other (R'000)	7,549	1,656		4,183		514										
Phase-in reductions/discounts (R'000)																
Total rebates,exemptns,reductns,discs (R'000)																

NC091 Sol Plaatje - Supporting Table SA13a Service Tariffs by category

Description	Provide description of tariff structure where appropriate	2014/15	2015/16	2016/17	Current Year 2017/18	2018/19 Medium Term Revenue & Expenditure Framework		
						Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Property rates (rate in the Rand)								
Residential properties	Residential	0.0116	0.0093	0.0097	0.0102	0.0108	0.0118	0.0127
Residential properties - vacant land								
Formal/informal settlements								
Small holdings								
Farm properties - used	Agricultural farms	0.0017	0.0019	0.0024	0.0026	0.0027	0.0029	0.0032
Farm properties - not used	Agricultural business	0.0029	0.0023	0.0024	0.0026	0.0027	0.0029	0.0032
Industrial properties	Industrial	0.0476	0.0326	0.0310	0.0327	0.0347	0.0376	0.0405
Business and commercial properties	Business/Residential business	0.0349	0.0275	0.0286	0.0303	0.0321	0.0348	0.0375
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	0.0871	0.0689	0.0678	0.0715	0.0758	0.0823	0.0887
Municipal properties								
Public service infrastructure								
Privately owned towns serviced by the owner								
State trust land								
Restitution and redistribution properties								
Protected areas								
National monuments properties								
Exemptions, reductions and rebates (Rands)								
Residential properties								
R15 000 threshold rebate		15,000	15,000	15,000	15,000	15,000	15,000	15,000
Water tariffs								
Domestic								
Water usage - life line tariff	Residential (0-6kl)	4.76	5.07	5.00	5.56	5.94	6.38	6.84
Water usage - Block 1 (c/kl)	Residential (7-20kl)	20.24	21.55	22.00	23.65	25.25	27.12	29.06
Water usage - Block 2 (c/kl)	Residential (21-40kl)	22.78	24.26	25.00	26.61	28.43	30.53	32.71
Water usage - Block 3 (c/kl)	Residential (41-60kl)	24.08	25.65	27.00	28.14	30.06	32.29	34.59
Water usage - Block 4 (c/kl)	Residential (more than 60kl)	25.74	27.41	29.00	30.07	32.12	34.50	36.97
Other								
Waste water tariffs								
Domestic								
Basic charge/fix fee (Rands/month)	Basic charge	124.33	132.31	138.00	145.17	155.15	164.43	174.84
Electricity tariffs								
Domestic								
Basic charge/fix fee (Rands/month)						260	279	299
Meter - IBT Block 1 (c/klwh)	Block 1 (0 - 50 Kwh)	1.19	1.34	1.00	1.45	1.05	1.13	1.21
Meter - IBT Block 2 (c/klwh)	Block 2 (51 - 350 Kwh)	1.63	1.83	2.00	1.99	1.35	1.45	1.55
Meter - IBT Block 3 (c/klwh)	Block 3 (351 - 600 Kwh)	1.77	1.98	2.00	2.16	1.90	2.04	2.19
Meter - IBT Block 4 (c/klwh)	Block 4 (> 600 Kwh)	1.88	2.10	2.00	2.29	2.24	2.40	2.57
Meter - IBT Block 5 (c/klwh)								
Prepaid - IBT Block 1 (c/klwh)	Block 1 (0 - 50 Kwh)	1.19	1.34	1.00	1.45	1.05	1.13	1.21
Prepaid - IBT Block 2 (c/klwh)	Block 2 (51 - 350 Kwh)	1.63	1.83	2.00	1.99	1.35	1.45	1.55
Prepaid - IBT Block 3 (c/klwh)	Block 3 (351 - 600 Kwh)	1.77	1.98	2.00	2.16	1.90	2.04	2.19
Prepaid - IBT Block 4 (c/klwh)	Block 4 (> 600 Kwh)	1.88	2.10	2.00	2.29	2.24	2.40	2.57
Prepaid - IBT Block 5 (c/klwh)								
Other								
Waste management tariffs								
Domestic								
Street cleaning charge								
Basic charge/fix fee	Basic charge	88.64	94.40	98.00	103.58	110.76	117.98	124.93

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

RCS1 - Sub-Fixture - Supporting Table SA150 - Service Tariffs by category - explanatory								
Description	Provide description of tariff structure where appropriate	2014/15	2015/16	2016/17	Current Year 2017/18	2018/19 Medium Term Revenue & Expenditure Framework		
						Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Exemptions, reductions and rebates (Rands)								
<i>Residential properties</i>								
<i>R15 000 threshold rebate</i>	standard rebate	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Water tariffs								
<i>Domestic</i>								
<i>Residential (0-6kl)</i>	<i>Residential (0-6kl)</i>	4.76	5.07	5.27	5.56	5.94	6.38	6.84
<i>Residential (7-20kl)</i>	<i>Residential (7-20kl)</i>	20.24	21.55	22.41	23.65	25.25	27.12	29.06
<i>Residential (21-40kl)</i>	<i>Residential (21-40kl)</i>	22.78	24.26	25.23	26.61	28.43	30.53	32.71
<i>Residential (41-60kl)</i>	<i>Residential (41-60kl)</i>	24.08	25.65	26.68	28.14	30.06	32.29	34.59
<i>Residential (more than 60kl)</i>	<i>Residential (more than 60kl)</i>	25.74	27.41	28.50	30.07	32.12	34.50	36.97
Waste water tariffs								
<i>Domestic</i>								
<i>Basic charge (Rands/month)</i>	Basic charge	124.33	132.31	137.60	145.17	155.15	164.43	174.84
Electricity tariffs								
<i>Domestic Basic Charge</i>								
<i>Meter - IBT Block 1 (c/kwh)</i>	Block 1 (0 - 50 Kwh)	1.19	1.34	1.44	1.45	1.05	1.13	1.21
<i>Meter - IBT Block 2 (c/kwh)</i>	Block 2 (51 - 350 Kwh)	1.63	1.83	1.97	1.99	1.35	1.45	1.55
<i>Meter - IBT Block 3 (c/kwh)</i>	Block 3 (351 - 600 Kwh)	1.77	1.98	2.13	2.16	1.90	2.04	2.19
<i>Meter - IBT Block 4 (c/kwh)</i>	Block 4 (> 600 Kwh)	1.88	2.10	2.26	2.29	2.24	2.40	2.57

NC091 Sol Plaatje - Supporting Table SA14 Household bills

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework			
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19 % incr.	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Rand/cent										
<u>Monthly Account for Household - 'Middle Income Range'</u>										
Rates and services charges:										
Property rates	596.87	478.56	497.72	525.10	525.10	525.10	6.00%	556.60	603.80	650.89
Electricity: Basic levy								226.09	242.55	259.72
Electricity: Consumption	1,538.36	1,715.09	1,843.70	1,862.57	1,862.57	1,862.57	5.95%	1,591.45	1,707.31	1,828.19
Water: Basic levy										
Water: Consumption	426.09	453.73	471.84	497.81	497.81	497.81	5.90%	527.04	566.04	606.51
Sanitation	98.08	104.46	108.63	114.61	114.61	114.61	5.95%	121.42	128.68	136.83
Refuse removal	69.98	74.53	77.51	81.77	81.77	81.77	6.00%	86.68	92.12	98.94
Other										
sub-total	2,729.39	2,826.35	2,999.40	3,081.87	3,081.87	3,081.87	0.9%	3,109.28	3,340.49	3,581.09
VAT on Services	298.55	328.69	350.23	360.16	360.16	360.16	1.07%	382.90	410.50	439.53
Total large household bill:	3,027.94	3,155.05	3,349.63	3,442.03	3,442.03	3,442.03	1.5%	3,492.18	3,751.00	4,020.61
% increase/-decrease		4.2%	6.2%	2.8%	-	-		1.5%	7.4%	7.2%
<u>Monthly Account for Household - 'Affordable Range'</u>										
Rates and services charges:										
Property rates	422.60	338.83	352.40	371.79	371.79	371.79	6.00%	394.09	427.51	460.85
Electricity: Basic levy								226.09	242.55	259.72
Electricity: Consumption	715.38	802.48	862.67	878.89	878.89	878.89	5.95%	646.58	693.65	742.76
Water: Basic levy										
Water: Consumption	336.17	357.96	372.24	392.77	392.77	392.77	5.90%	415.79	446.56	478.49
Sanitation	98.08	104.46	108.63	114.61	114.61	114.61	5.95%	121.42	128.68	136.83
Refuse removal	69.98	74.53	77.51	81.77	81.77	81.77	6.00%	86.68	92.12	98.94
Other										
sub-total	1,642.22	1,678.26	1,773.46	1,839.83	1,839.83	1,839.83	2.8%	1,890.65	2,031.07	2,177.60
VAT on Services	170.75	187.52	198.95	205.53	205.53	205.53	1.07%	224.48	240.53	257.51
Total small household bill:	1,812.96	1,865.78	1,972.41	2,045.35	2,045.35	2,045.35	3.4%	2,115.14	2,271.60	2,435.11
% increase/-decrease		2.9%	5.7%	3.7%	-	-		3.4%	7.4%	7.2%
<u>Monthly Account for Household - 'Indigent' Household receiving free basic services</u>										
Rates and services charges:										
Property rates	248.33	199.11	207.08	218.47	218.47	218.47	6.00%	231.58	251.21	270.81
Electricity: Basic levy										
Electricity: Consumption	410.89	402.24	432.41	440.54	440.54	440.54	5.95%	293.89	315.29	337.61
Water: Basic levy										
Water: Consumption	223.71	238.18	247.69	261.39	261.39	261.39	5.90%	276.65	297.12	318.37
Sanitation										
Refuse removal										
Other										
sub-total	882.93	839.53	887.18	920.41	920.41	920.41	(12.9%)	802.12	863.63	926.79
VAT on Services	88.84	89.66	95.22	98.27	98.27	98.27	1.07%	85.58	91.86	98.40
Total small household bill:	971.77	929.19	982.40	1,018.68	1,018.68	1,018.68	(12.9%)	887.70	955.49	1,025.18
% increase/-decrease		(4.4%)	5.7%	3.7%	-	-		(12.9%)	7.6%	7.3%

NC091 Sol Plaatje - Supporting Table SA15 Investment particulars by type

Investment type	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand									
Parent municipality									
Securities - National Government									
Listed Corporate Bonds									
Deposits - Bank	275,457	259,276	226,561	267,689	243,689	243,689	183,584	269,935	362,581
Deposits - Public Investment Commissioners									
Deposits - Corporation for Public Deposits									
Bankers Acceptance Certificates									
Negotiable Certificates of Deposit - Banks									
Guaranteed Endowment Policies (sinking)									
Repurchase Agreements - Banks									
Municipal Bonds									
Municipality sub-total	275,457	259,276	226,561	267,689	243,689	243,689	183,584	269,935	362,581
Consolidated total:	275,457	259,276	226,561	267,689	243,689	243,689	183,584	269,935	362,581

NC091 Sol Plaatje - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity	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	Yrs/Months												
Parent municipality													
Absa Bank 20-7325-2802	4 mths	Notice	Yes	Fixed	07.25			15.05.2018	15,000	119	(10,000)		5,000
Absa Bank 20-7018-8810	4 mths	Notice	Yes	Fixed	07.38			06.06.2018	5,000	121			5,000
Absa Bank 20-7291-5615	6 mths	Notice	Yes	Fixed	07.83			06.06.2018	10,000	390			10,000
Absa Bank 20-7228-1090	5 mths	Notice	Yes	Fixed	07.75			21.04.2017	5,000		(5,000)		-
Absa Bank 20-6295-4443	1 yr	Notice	Yes	Fixed	08.18			26.06.2018	2,993	245			2,993
First Rand EAL7XN0007	5 mths	Notice	Yes	Fixed	07.275			23.03.2018	5,000	150			5,000
First Rand MRM7YR0016	4 mths	Notice	Yes	Fixed	07.225			27.03.2018		166		7,000	7,000
First Rand MRM8P60022	4 mths	Notice	Yes	Fixed	07.20			06.06.2018	5,000	118			5,000
First Rand MRM8P80020	4 mths	Notice	Yes	Fixed	07.20			08.06.2018	10,000	237			10,000
First Rand,Nedbank,S'dard,Investec,Absa		Call a/c	Yes	Variabe	06.20				68,950	229	(164,000)	140,000	44,950
Investec Bank JB 9380011	3 mths	Notice	Yes	Fixed	07.65			02.06.2017	5,000		(5,000)		-
Investec Bank JB 9602708	4 mths	Notice	Yes	Fixed	07.60			13.03.2018	5,000	125			5,000
Investec Bank JB 9686421	3 mths	Notice	Yes	Fixed	07.35			21.05.2018	15,000	92	(10,000)		5,000
Investec Bank JB 9626725	6 mths	Notice	Yes	Fixed	07.95			06.06.2018	10,000	396			10,000
Investec Bank JB 9676876	4mths	Notice	Yes	Fixed	07.50			08.06.2018	5,000	123			5,000
Nedbank 9002324052 INV.171	2mths	Notice	Yes	Fixed	07.29			21.06.2017	5,000	61	(5,000)		-
Nedbank 9002324052 INV.180	4 mths	Notice	Yes	Fixed	07.59			13.03.2018	5,000	125			5,000
Nedbank 9002324052 INV.179	5 mths	Notice	Yes	Fixed	07.68			23.03.2018	5,000	318		5,000	10,000
Nedbank 9002324052 INV.181	6 mths	Notice	Yes	Fixed	07.93			06.06.2018	15,000	395	(5,000)		10,000
Nedbank 9002324052 INV.182	4 mths	Notice	Yes	Fixed	07.63			19.06.2018	15,000	125	(10,000)		5,000
Standard Bank 048466271-063	4 mths	Notice	Yes	Fixed	07.925			08.06.2017	5,000		(5,000)		-
Standard Bank 048466271-071	6 mths	Notice	Yes	Fixed	07.950			07.05.2018	20,973	831			20,973
Standard Bank 048466271-072	4mths	Notice	Yes	Fixed	07.750			19.06.2018	15,000	127	(10,000)		5,000
TOTAL INVESTMENTS AND INTEREST									252,916		(229,000)	152,000	175,916

NC091 Sol Plaatje - Supporting Table SA17 Borrowing

Borrowing - Categorised by type R thousand	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Parent municipality									
Annuity and Bullet Loans	226,818	218,675	210,435	192,949	192,949	192,949	182,534	163,604	143,342
Long-Term Loans (non-annuity)									
Local registered stock									
Instalment Credit									
Financial Leases									
PPP liabilities									
Finance Granted By Cap Equipment Supplier									
Marketable Bonds									
Non-Marketable Bonds									
Bankers Acceptances									
Financial derivatives									
Other Securities									
Municipality sub-total	226,818	218,675	210,435	192,949	192,949	192,949	182,534	163,604	143,342
Total Borrowing	226,818	218,675	210,435	192,949	192,949	192,949	182,534	163,604	143,342

NC091 Sol Plaatje - Supporting Table SA18 Transfers and grant receipts

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand									
RECEIPTS:									
<u>Operating Transfers and Grants</u>									
National Government:	156,604	154,349	155,070	163,442	162,077	162,077	181,074	194,512	211,740
Local Government Equitable Share	145,440	143,335	144,171	150,982	150,982	150,982	172,437	188,812	206,040
Finance Management	1,600	1,600	1,625	1,700	1,700	1,700	1,700	1,700	1,700
Municipal Systems Improvement	934	930	–	1,365					
EPWP Incentive	5,330	4,984	5,574	4,762	4,762	4,762	3,137		
Infrastructure Skills Development	3,300	3,500	3,700	4,633	4,633	4,633	3,800	4,000	4,000
Provincial Government:	7,372	8,266	8,006	7,600	8,225	8,225	7,800	8,000	8,000
Health subsidy	2,809								
Sport and Recreation		620							
COGHSTA		800			1,225	1,225			
DWA									
Library	4,563	6,609	8,006	7,600	7,000	7,000	7,800	8,000	8,000
Department of Economic Development & Tourism (NDA)		237							
District Municipality:	2,761	1,899	–	–	2,826	2,826	–	–	–
Frances Baard District Municipality	2,761	1,899			2,826	2,826			
Other grant providers:	1,544	2,651	170	2,214	2,214	2,214	2,268	2,404	2,536
MIG ops	1,544	1,703		2,214	2,214	2,214	2,268	2,404	2,536
Other grant providers:		947	170						
Total Operating Transfers and Grants	168,281	167,164	163,246	173,256	175,342	175,342	191,142	204,916	222,276
<u>Capital Transfers and Grants</u>									
National Government:	60,497	62,446	69,479	159,589	208,826	208,826	282,795	226,036	76,657
Municipal Infrastructure Grant (MIG)	45,667	46,626	37,079	55,289	40,289	40,289	46,548	47,389	49,961
Neighbourhood Development Partnership		820	25,000	28,300	97,537	97,537	171,699	154,447	5,696
Regional Bulk Infrastructure		3,000					10,551		
EDSM							7,000	5,000	5,000
INEP	3,000	7,000	7,400	31,000	26,000	26,000	29,997	19,200	16,000
Department of Water Affairs	11,830	5,000		45,000	45,000	45,000	17,000		
INEP (Eskom)									
Provincial Government:	47,263	18,359	3,000	–	10,306	10,306	–	–	–
Department of Water Affairs			3,000						
COGHSTA	43,863	3,596							
DSAC		10,000			10,306	10,306			
DHLG (GURP)	3,400	4,763							
District Municipality:	5,996	5,419	7,816	–	–	–	–	–	–
Frances Baard District Municipality	5,996	5,419	7,816						
Other grant providers:	–	–	–	–	4,000	4,000	–	–	–
Swimming South Africa					4,000	4,000			
Other grant providers:									
Total Capital Transfers and Grants	113,756	86,223	80,295	159,589	223,132	223,132	282,795	226,036	76,657
TOTAL RECEIPTS OF TRANSFERS & GRANTS	282,036	253,388	243,541	332,845	398,474	398,474	473,937	430,952	298,933

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

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand									
EXPENDITURE:									
<u>Operating expenditure of Transfers and Grants</u>									
National Government:	156,604	154,635	152,932	163,442	162,077	162,077	181,074	194,512	211,740
Local Government Equitable Share	145,440	143,335	144,171	150,982	150,982	150,982	172,437	188,812	206,040
Finance Management	1,600	1,600	1,625	1,700	1,700	1,700	1,700	1,700	1,700
Municipal Systems Improvement	934	930		1,365					
EPWP Incentive	5,330	4,984	5,574	4,762	4,762	4,762	3,137		
Infrastructure Skills Development	3,300	3,786	1,562	4,633	4,633	4,633	3,800	4,000	4,000
Provincial Government:	7,372	6,609	8,006	7,600	8,225	8,225	7,800	8,000	8,000
Health subsidy	2,809								
Sport and Recreation					1,225	1,225			
COGHSTA		6,609							
DWA			8,006	7,600	7,000	7,000	7,800	8,000	8,000
Library									
Department of Economic Development & Tourism (f	4,563								
District Municipality:	2,761	1,599	2,816	-	2,826	2,826	-	-	-
Frances Baard District Municipality	2,761	1,599	2,816		2,826	2,826			
Other grant providers:	1,544	1,372	170	2,214	2,214	2,214	2,268	2,404	2,536
MIG ops	1,544	1,372		2,214	2,214	2,214	2,268	2,404	2,536
Other grant providers: Miscellaneous			170						
Total operating expenditure of Transfers and Grants:	168,281	164,215	163,924	173,256	175,342	175,342	191,142	204,916	222,276
<u>Capital expenditure of Transfers and Grants</u>									
National Government:	60,497	94,188	79,416	159,589	208,826	208,826	282,795	226,036	76,657
Municipal Infrastructure Grant (MIG)	45,667	48,329	37,079	55,289	40,289	40,289	46,548	47,389	49,961
Neighbourhood Development Partnership			25,000	28,300	97,537	97,537	171,699	154,447	5,696
EDSM							7,000	5,000	5,000
INEP	3,000	7,000	7,400	31,000	26,000	26,000	29,997	19,200	16,000
Department of Water Affairs	11,830	5,000	3,000	45,000	45,000	45,000	17,000		
RBIG		33,859	6,937				10,551		
Provincial Government:	47,263	12,122	5,106	-	10,306	10,306	-	-	-
Department of Water Affairs									
COGHSTA	43,863	3,596							
DSAC		1,846			10,306	10,306			
DHLG (GURP)	3,400	6,679	5,106						
District Municipality:	5,996	5,419	5,000	-	-	-	-	-	-
Frances Baard District Municipality	5,996	5,419	5,000						
Other grant providers:	-	-	-	-	4,000	4,000	-	-	-
Swimming South Africa					4,000	4,000			
Other grant providers:									
Total capital expenditure of Transfers and Grants	113,756	111,728	89,523	159,589	223,132	223,132	282,795	226,036	76,657
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS	282,036	275,943	253,447	332,845	398,474	398,474	473,937	430,952	298,933

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Operating transfers and grants:									
National Government:									
Balance unspent at beginning of the year									
Current year receipts	156,604	154,635	152,932	163,442	162,077	162,077	181,074	194,512	211,740
Conditions met - transferred to revenue	156,604	154,635	152,932	163,442	162,077	162,077	181,074	194,512	211,740
Conditions still to be met - transferred to liabilities									
Provincial Government:									
Balance unspent at beginning of the year									
Current year receipts	7,372	6,609	8,006	7,600	8,225	8,225	7,800	8,000	8,000
Conditions met - transferred to revenue	7,372	6,609	8,006	7,600	8,225	8,225	7,800	8,000	8,000
Conditions still to be met - transferred to liabilities									
District Municipality:									
Balance unspent at beginning of the year									
Current year receipts	2,761	1,599	2,816		5,040	5,040			
Conditions met - transferred to revenue	2,761	1,599	2,816	-	5,040	5,040	-	-	-
Conditions still to be met - transferred to liabilities									
Other grant providers:									
Balance unspent at beginning of the year									
Current year receipts	1,544	1,372	170	2,214			2,268	2,404	2,536
Conditions met - transferred to revenue	1,544	1,372	170	2,214	-	-	2,268	2,404	2,536
Conditions still to be met - transferred to liabilities									
Total operating transfers and grants revenue	168,281	164,215	163,924	173,256	175,342	175,342	191,142	204,916	222,276
Total operating transfers and grants - CTBM	-	-	-	-	-	-	-	-	-
Capital transfers and grants:									
National Government:									
Balance unspent at beginning of the year									
Current year receipts	60,497	94,188	79,416	159,589	208,826	208,826	282,795	226,036	76,657
Conditions met - transferred to revenue	60,497	94,188	79,416	159,589	208,826	208,826	282,795	226,036	76,657
Conditions still to be met - transferred to liabilities									
Provincial Government:									
Balance unspent at beginning of the year									
Current year receipts	47,263	12,122	5,106		10,306	10,306			
Conditions met - transferred to revenue	47,263	12,122	5,106	-	10,306	10,306	-	-	-
Conditions still to be met - transferred to liabilities									
District Municipality:									
Balance unspent at beginning of the year									
Current year receipts	5,996	5,419	5,000						
Conditions met - transferred to revenue	5,996	5,419	5,000	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities									
Other grant providers:									
Balance unspent at beginning of the year									
Current year receipts					4,000	4,000			
Conditions met - transferred to revenue	-	-	-	-	4,000	4,000	-	-	-
Conditions still to be met - transferred to liabilities									
Total capital transfers and grants revenue	113,756	111,728	89,523	159,589	223,132	223,132	282,795	226,036	76,657
Total capital transfers and grants - CTBM	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS REVENUE	282,036	275,943	253,447	332,845	398,474	398,474	473,937	430,952	298,933
TOTAL TRANSFERS AND GRANTS - CTBM	-	-	-	-	-	-	-	-	-

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

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand									
<u>Cash Transfers to Organisations</u>									
SPCA	1,300	1,700	1,500	1,600	1,600	1,600	1,700	1,800	1,900
Donation Keep Kimberley Clean	150	160		180	180	180			
City Cleaning Program							200	200	200
Sol Plaatje Educational trust	200	210	220	230	230	230	240	240	240
Gariap Festival	1,300	1,300	1,500	1,600	1,600	1,600	1,000		
Diamond and Dorings Festival	1,560	2,124	2,500	2,900	2,900	2,900	3,000	3,100	3,200
Wildeklawer Tournament (Mayoral Gala)	125	120		120	120	120	120		
Schools sport program							200	200	200
GOSHA				1,000	1,000	1,000	1,000		
Grant in aid individuals				1,070	670	670	700	700	700
Grant Griqua Diamonds (Cricket)	100								
Meals on wheels	50	50	50	50	50	50	50	50	50
Other	285	961	2,214	720	1,140	1,140	1,460	2,927	2,773
Total Cash Transfers To Organisations	5,070	6,625	7,984	9,470	9,490	9,490	9,670	9,217	9,263
<u>Non-Cash Grants to Organisations</u>									
Indigent Subsidy	53,124		-						
Total Non-Cash Grants To Organisations	53,124	-	-	-	-	-	-	-	-
Total Non-Cash Grants To Groups Of Individuals:	-	-	-	-	-	-	-	-	-
TOTAL NON-CASH TRANSFERS AND GRANTS	53,124	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS	58,194	6,625	7,984	9,470	9,490	9,490	9,670	9,217	9,263

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

Summary of Employee and Councillor remuneration R thousand	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
	A	B	C	D	E	F	G	H	I
<u>Councillors (Political Office Bearers plus Other)</u>									
Basic Salaries and Wages	13,557	14,913	17,220	25,826	25,826	25,826	27,375	29,155	30,904
Pension and UIF Contributions	599	609	609						
Medical Aid Contributions	494	499	240						
Motor Vehicle Allowance	3,663	3,541	5,232						
Cellphone Allowance	1,528	1,387	1,710	1,849	1,849	1,849	1,960	2,087	2,213
Housing Allowances									
Other benefits and allowances									
Sub Total - Councillors	19,841	20,948	25,011	27,675	27,675	27,675	29,335	31,242	33,117
% increase		5.6%	19.4%	10.7%	-	-	6.0%	6.5%	6.0%
<u>Senior Managers of the Municipality</u>									
Basic Salaries and Wages	5,157	6,391	4,741	7,003	7,003	7,003	7,469	7,917	8,353
Pension and UIF Contributions	840	1,087	846	1,175	1,175	1,175	1,196	1,267	1,337
Medical Aid Contributions	188	90	73	99	99	99	152	161	170
Overtime									
Performance Bonus									
Motor Vehicle Allowance	1,702	1,725	1,056	1,900	1,900	1,900	1,720	1,824	1,924
Cellphone Allowance	102	196	134	202	202	202	202	214	225
Housing Allowances	55	17	19	45	45	45	36	39	41
Other benefits and allowances	333	12	-	111	111	111	78	83	87
Payments in lieu of leave	80	263	248						
Long service awards	29	35	27	38	38	38	43	46	48
Post-retirement benefit obligations									
Sub Total - Senior Managers of Municipality	8,487	9,816	7,145	10,574	10,574	10,574	10,897	11,551	12,186
% increase		15.7%	(27.2%)	48.0%	-	-	3.1%	6.0%	5.5%
<u>Other Municipal Staff</u>									
Basic Salaries and Wages	268,647	321,634	316,912	359,438	359,438	359,438	380,416	403,020	426,272
Pension and UIF Contributions	34,110	45,631	53,296	57,755	57,755	57,755	62,402	66,231	70,087
Medical Aid Contributions	33,539	31,630	39,383	46,074	46,074	46,074	49,847	53,015	56,155
Overtime	24,635	27,574	33,685	25,478	25,478	25,478	28,630	30,363	32,087
Performance Bonus									
Motor Vehicle Allowance	37,074	33,831	40,512	44,756	44,756	44,756	46,042	48,793	51,553
Cellphone Allowance		1,191	1,371	1,205	1,205	1,205	1,394	1,479	1,564
Housing Allowances	1,804	2,485	2,811	2,988	2,988	2,988	2,822	2,990	3,159
Other benefits and allowances	43,182	51,823	53,692	60,823	60,823	60,823	65,190	69,152	73,132
Payments in lieu of leave	9,321	11,016	16,440	12,500	12,500	12,500	14,000	15,050	16,028
Long service awards	9,778	9,509	11,434	14,681	14,681	14,681	15,904	16,875	17,850
Post-retirement benefit obligations	(7,561)	56,826	(10,084)	43,109	43,109	43,109	39,109	42,043	44,775
Sub Total - Other Municipal Staff	454,529	593,150	559,453	668,808	668,808	668,808	705,755	749,011	792,663
% increase		30.5%	(5.7%)	19.5%	-	-	5.5%	6.1%	5.8%
Total Parent Municipality	482,856	623,914	591,608	707,056	707,056	707,056	745,987	791,804	837,966
		29.2%	(5.2%)	19.5%	-	-	5.5%	6.1%	5.8%
TOTAL SALARY, ALLOWANCES & BENEFITS	482,856	623,914	591,608	707,056	707,056	707,056	745,987	791,804	837,966
% increase		29.2%	(5.2%)	19.5%	-	-	5.5%	6.1%	5.8%
TOTAL MANAGERS AND STAFF	463,015	602,966	566,597	679,381	679,381	679,381	716,652	760,562	804,849

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

Disclosure of Salaries, Allowances & Benefits 1.	No.	Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum			1.				2.
Councillors							
Speaker		836,505		36,748			873,253
Chief Whip							–
Executive Mayor		1,045,633		36,748			1,082,381
Deputy Executive Mayor							–
Executive Committee		7,842,233		299,429			8,141,662
Total for all other councillors		17,651,040		1,586,973			19,238,012
Total Councillors	–	27,375,411	–	1,959,898			29,335,308
Senior Managers of the Municipality							
Municipal Manager (MM)		1,762,397	317,231	185,385			2,265,013
Chief Finance Officer		1,236,705	198,121	443,376			1,878,202
Director: Infrastructure		921,830	153,166	379,776			1,454,771
Director: Community Services		1,119,494	222,173	406,089			1,747,756
Director: Strategy		1,236,350	220,740	371,385			1,828,475
Director: Corporate Services		1,192,529	236,435	293,614			1,722,578
<i>List of each official with packages >= senior manager</i>							
Total Senior Managers of the Municipality	–	7,469,306	1,347,866	2,079,624	–		10,896,796
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	–	34,844,716	1,347,866	4,039,521	–		40,232,104

NC091 Sol Plaatje - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers		2016/17			Current Year 2017/18			Budget Year 2018/19		
Number		Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities										
Councillors (Political Office Bearers plus Other Councillors)		65	65	–	65	65	–	65	65	–
Board Members of municipal entities		–	–	–	–	–	–	–	–	–
Municipal employees										
Municipal Manager and Senior Managers		9	8	–	6	6	–	6	6	–
Other Managers					3	2	–	3	2	–
Professionals		164	74	6	201	80	1	198	79	1
Finance		19	17	–	17	17	–	13	13	1
Spatial/town planning		7	2	2	19	6		19	6	
Information Technology		8	8	–	4	4		4	4	
Roads		4	2	2	2	2		2	2	
Electricity		9	6	–	13	7		13	7	
Water		2	2	–	2	2		2	2	
Sanitation		3	2	1	3	2	1	3	3	
Refuse		–	–	–	–	–		–	–	
Other		112	35	1	141	40		142	42	
Technicians		267	183	17	274	177	11	275	185	10
Finance		8	6	–	10	10		10	10	
Spatial/town planning		16	13	–	29	15		29	15	
Information Technology		5	4	1	8	4	1	8	4	
Roads		6	4	–	6	4	1	6	6	
Electricity		163	110	13	150	98	3	150	98	2
Water		10	3	2	10	3		10	3	4
Sanitation		29	21	–	25	20		25	20	1
Refuse		1	–	1	1	–		1	–	
Other		29	22	–	35	23	6	36	29	3
Clerks (Clerical and administrative)		524	324	74	472	359	110	429	345	57
Service and sales workers		115	79	12	220	133		348	206	
Skilled agricultural and fishery workers		151	128	–	150	89		145	78	
Craft and related trades		–	–	–	–	–		–	–	
Plant and Machine Operators		148	118	7	215	96	1	215	100	2
Elementary Occupations		1,009	590	157	1,016	577	162	1,017	618	141
TOTAL PERSONNEL NUMBERS		2,452	1,569	273	2,622	1,584	285	2,701	1,684	211
% increase					6.9%	1.0%	4.4%	3.0%	6.3%	(26.0%)
Total municipal employees headcount		2,887	1,505	273	2,622	1,585	337	2,701	1,684	211
Finance personnel headcount		232	213	37	306	281	32	306	225	34
Human Resources personnel headcount		14	12	–	14	12	–	14	13	2

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

Description	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue By Source															
Property rates	217,968	28,500	29,173	29,000	32,610	29,448	28,000	29,709	28,897	28,897	29,000	30,110	541,312	594,270	647,557
Service charges - electricity revenue	64,275	59,000	59,000	60,189	61,118	54,000	54,000	58,785	55,859	55,859	56,919	88,989	727,992	781,007	836,336
Service charges - water revenue	22,342	22,342	22,342	22,342	22,342	22,342	22,342	22,342	22,342	22,342	22,342	22,342	268,108	287,936	308,510
Service charges - sanitation revenue	5,743	5,518	5,688	5,705	5,675	5,730	5,726	5,254	5,254	5,254	5,254	3,012	63,813	67,631	71,910
Service charges - refuse revenue	4,316	4,136	4,217	4,293	4,295	4,332	4,340	3,914	3,914	3,914	3,914	2,009	47,595	50,579	54,328
Service charges - other												-	-	-	-
Rental of facilities and equipment	850	850	850	962	860	899	900	923	942	942	942	1,335	11,257	11,935	12,594
Interest earned - external investments	187	200	1,399	416	507	1,064	657	2,809	594	594	594	10,979	20,000	21,000	22,000
Interest earned - outstanding debtors	10,874	10,874	10,874	10,874	10,874	10,874	10,874	10,874	10,874	10,874	10,874	10,874	130,490	122,403	113,855
Dividends received												-	-	-	-
Fines, penalties and forfeits	208	395	345	771	471	359	408	211	337	337	337	21,557	25,735	25,617	27,143
Licences and permits	288	288	288	288	288	288	288	288	288	288	288	288	3,450	3,623	3,822
Agency services												-	-	-	-
Transfers and subsidies	66,685		-	-	51,080		-		40,307	-	-	33,070	191,142	204,916	222,276
Other revenue	1,500	1,446	1,597	1,503	1,437	1,500	2,934	2,507	1,952	1,949	1,952	4,937	25,213	26,657	28,129
Gains on disposal of PPE												-	-	-	-
Total Revenue (excluding capital transfers and contr	395,234	133,548	135,773	136,342	191,558	130,837	130,469	137,615	171,561	131,251	132,417	229,502	2,056,107	2,197,574	2,348,462
Expenditure By Type															
Employee related costs	51,323	51,323	53,415	53,619	54,145	68,354	53,337	53,748	54,247	54,247	54,237	114,656	716,652	760,562	804,849
Remuneration of councillors	2,300	2,300	2,300	2,271	2,271	2,236	2,290	4,000	2,422	2,422	2,422	2,103	29,335	31,242	33,117
Debt impairment			227,000									-	227,000	248,650	270,525
Depreciation & asset impairment	-	-	-	-	-	-	-	-	-	-	-	69,250	79,250	74,303	79,094
Finance charges						12,899						12,899	25,799	24,663	23,545
Bulk purchases	-	58,000	62,000	40,244	40,157	44,102	40,645	34,119	45,503	45,503	34,830	107,396	552,500	598,510	648,382
Other materials	8,245	14,089	12,759	10,860	14,936	11,147	11,496	4,280	9,860	7,108	7,108	29,964	141,853	148,743	164,744
Contracted services	800	3,865	6,090	4,257	2,089	5,818	5,292	8,298	3,633	4,000	3,814	2,944	50,901	53,943	56,907
Transfers and subsidies	1,550	220							2,900			5,000	9,670	9,217	9,263
Other expenditure	10,908	20,389	14,836	14,305	12,374	3,061	13,927	13,512	20,822	21,871	23,208	54,682	223,897	238,342	248,505
Loss on disposal of PPE												-	-	-	-
Total Expenditure	75,126	150,187	378,400	125,556	125,972	147,617	126,987	117,958	139,388	135,152	125,619	398,895	2,046,856	2,188,175	2,338,931
Surplus/(Deficit)	320,108	(16,639)	(242,626)	10,786	65,585	(16,779)	3,482	19,658	32,172	(3,901)	6,797	(169,393)	9,251	9,399	9,531
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)												282,795	282,795	226,036	76,657
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	320,108	(16,639)	(242,626)	10,786	65,585	(16,779)	3,482	19,658	32,172	(3,901)	6,797	113,403	292,046	235,436	86,188
Taxation												-	-	-	-
Attributable to minorities												-	-	-	-
Share of surplus/ (deficit) of associate												-	-	-	-
Surplus/(Deficit)	320,108	(16,639)	(242,626)	10,786	65,585	(16,779)	3,482	19,658	32,172	(3,901)	6,797	113,403	292,046	235,436	86,188

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

Description	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand															
Revenue by Vote															
Vote 1 - EXECUTIVE AND COUNCIL	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 2 - MUNICIPAL AND GENERAL	73,050	11,074	12,273	11,290	62,461	8,655	11,531	13,683	49,682	11,468	11,468	277,668	554,304	502,235	359,702
Vote 3 - MUNICIPAL MANAGER	–	–	–	–	–	–	–	–	–	–	–	2,268	2,268	2,404	2,536
Vote 4 - CORPORATE SERVICES	142	188	222	417	96	9	719	10	358	358	358	4,686	7,564	7,990	8,209
Vote 5 - COMMUNITY SERVICES	7,228	7,228	7,592	10,745	8,699	7,157	5,883	7,950	8,335	6,212	6,607	10,258	93,894	97,979	103,721
Vote 6 - FINANCIAL SERVICES	218,019	28,084	29,412	27,379	33,029	29,642	23,375	28,398	25,942	27,532	27,532	58,584	556,928	609,040	663,146
Vote 7 - STRATEGY ECON DEVELOPMENT AND PL	167	567	550	507	284	244	1,221	938	568	601	585	2,662	8,895	9,455	10,020
Vote 8 - INFRASTRUCTURE AND SERVICES	96,629	86,407	85,724	86,003	86,990	85,129	87,740	86,636	86,675	85,079	85,867	156,170	1,115,049	1,194,508	1,277,786
Vote 9 - [NAME OF VOTE 9]												–	–	–	–
Vote 10 - [NAME OF VOTE 10]												–	–	–	–
Vote 11 - [NAME OF VOTE 11]												–	–	–	–
0												–	–	–	–
Vote 13 - [NAME OF VOTE 13]												–	–	–	–
Vote 14 - [NAME OF VOTE 14]												–	–	–	–
Vote 15 - [NAME OF VOTE 15]												–	–	–	–
Total Revenue by Vote	395,235	133,548	135,773	136,342	191,558	130,837	130,469	137,615	171,561	131,250	132,417	512,297	2,338,902	2,423,610	2,425,119
Expenditure by Vote to be appropriated															
Vote 1 - EXECUTIVE AND COUNCIL	3,863	3,863	3,863	3,863	3,863	4,100	3,863	3,863	3,863	3,863	3,863	3,626	46,355	49,228	52,034
Vote 2 - MUNICIPAL AND GENERAL	12,000	12,000	110,341	11,920	11,288	12,486	11,996	10,000	11,000	11,500	11,800	108,456	334,786	357,484	385,191
Vote 3 - MUNICIPAL MANAGER	1,840	1,840	1,840	1,840	1,840	2,200	1,840	1,840	1,840	1,840	1,840	1,480	22,080	23,405	24,693
Vote 4 - CORPORATE SERVICES	4,466	4,466	4,791	4,997	5,061	6,064	5,028	4,912	4,973	5,036	5,108	13,355	68,256	72,218	75,859
Vote 5 - COMMUNITY SERVICES	18,029	18,029	18,827	18,999	19,000	24,751	20,339	20,962	21,867	20,347	20,636	46,912	268,699	284,178	300,144
Vote 6 - FINANCIAL SERVICES	8,786	8,786	9,856	9,951	9,622	11,466	9,401	9,274	9,643	9,750	9,870	28,063	134,469	143,007	151,817
Vote 7 - STRATEGY ECON DEVELOPMENT AND PL	4,499	4,499	5,251	4,945	4,592	5,909	4,491	4,716	4,863	4,908	4,959	3,706	57,337	60,942	64,599
Vote 8 - INFRASTRUCTURE AND SERVICES	21,643	96,704	223,632	69,041	70,706	80,641	70,029	62,390	81,340	77,907	67,543	193,298	1,114,874	1,197,712	1,284,595
Vote 9 - [NAME OF VOTE 9]												–	–	–	–
Vote 10 - [NAME OF VOTE 10]												–	–	–	–
Vote 11 - [NAME OF VOTE 11]												–	–	–	–
0												–	–	–	–
Vote 13 - [NAME OF VOTE 13]												–	–	–	–
Vote 14 - [NAME OF VOTE 14]												–	–	–	–
Vote 15 - [NAME OF VOTE 15]												–	–	–	–
Total Expenditure by Vote	75,126	150,187	378,400	125,556	125,972	147,617	126,987	117,958	139,388	135,152	125,619	398,895	2,046,856	2,188,175	2,338,931
Surplus/(Deficit) before assoc.	320,109	(16,639)	(242,627)	10,786	65,585	(16,780)	3,482	19,658	32,173	(3,901)	6,798	113,402	292,046	235,436	86,188
Taxation												–	–	–	–
Attributable to minorities												–	–	–	–
Share of surplus/ (deficit) of associate												–	–	–	–
Surplus/(Deficit)	320,109	(16,639)	(242,627)	10,786	65,585	(16,780)	3,482	19,658	32,173	(3,901)	6,798	113,402	292,046	235,436	86,188

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

Description	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue - Functional															
Governance and administration	291,243	39,377	41,939	39,119	95,622	41,627	35,698	43,353	76,635	39,000	39,000	336,564	1,119,176	1,119,668	1,031,481
Executive and council	73,050	11,074	12,273	11,290	62,461	11,938	11,531	13,683	50,694	11,468	11,468	273,375	554,304	502,235	359,702
Finance and administration	218,193	28,303	29,666	27,828	33,161	29,689	24,167	29,670	25,942	27,532	27,532	63,190	564,872	617,432	671,780
Internal audit	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Community and public safety	1,244	1,257	1,272	5,249	1,475	1,427	1,503	1,539	2,033	2,033	1,924	6,040	26,995	26,577	27,845
Community and social services	292	288	279	4,127	246	187	235	295	595	595	595	4,910	12,644	11,361	11,784
Sport and recreation	74	89	125	244	365	310	332	313	564	564	458	272	3,710	3,937	4,160
Public safety	18	29	9	7	17	27	24	8	8	8	5	9	170	180	191
Housing	860	851	858	862	846	903	871	923	865	865	865	832	10,401	11,025	11,631
Health	1	0	1	10	1	—	40	—	—	—	—	17	70	74	78
Economic and environmental services	523	591	606	771	633	454	538	417	1,007	1,007	1,007	11,870	19,426	20,618	21,797
Planning and development	123	267	207	160	236	190	230	218	234	234	234	4,178	6,511	6,927	7,354
Road transport	400	325	399	611	397	265	308	199	773	773	773	7,692	12,915	13,690	14,444
Environmental protection	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Trading services	101,574	91,623	91,156	90,411	92,987	86,579	92,025	91,590	91,167	88,493	89,769	157,789	1,165,163	1,248,157	1,334,931
Energy sources	66,707	58,110	56,638	56,350	62,345	51,235	55,545	56,940	59,042	57,023	58,084	102,323	740,342	793,727	849,756
Water management	23,095	22,234	22,884	22,305	18,887	23,464	24,571	23,324	20,799	20,144	20,144	46,606	288,458	309,307	330,902
Waste water management	6,698	6,467	6,651	6,683	6,669	6,742	6,751	6,297	6,297	6,297	6,512	3,750	75,813	80,411	85,457
Waste management	5,074	4,811	4,982	5,072	5,086	5,138	5,158	5,030	5,030	5,030	5,111	5,111	60,550	64,711	68,816
Other	650	700	800	793	840	750	706	717	717	717	717	35	8,142	8,592	9,064
Total Revenue - Functional	395,234	133,548	135,773	136,342	191,557	130,837	130,469	137,616	171,560	131,250	132,417	512,299	2,338,902	2,423,610	2,425,119
Expenditure - Functional															
Governance and administration	27,415	35,390	132,938	36,483	30,739	32,390	32,314	33,223	37,103	36,849	35,377	170,341	640,562	682,131	728,722
Executive and council	10,253	18,228	116,375	21,210	15,489	16,085	15,368	16,404	19,069	18,816	18,199	106,727	392,223	418,459	449,618
Finance and administration	16,756	16,756	16,043	14,902	14,811	15,657	16,649	16,450	17,639	17,639	16,783	62,436	242,523	257,507	272,600
Internal audit	406	406	521	371	439	647	297	369	394	394	394	1,178	5,816	6,165	6,504
Community and public safety	11,890	11,890	13,680	14,247	13,443	15,416	13,922	14,009	14,770	12,630	12,630	28,144	176,670	186,265	196,473
Community and social services	2,453	2,453	2,790	3,221	3,208	3,931	2,954	3,089	3,317	3,317	3,317	4,984	39,035	40,621	42,654
Sport and recreation	3,675	3,675	4,101	3,233	3,603	3,870	4,676	4,787	5,116	2,976	2,976	13,788	56,474	59,698	63,149
Public safety	2,692	2,692	2,954	2,890	2,861	3,155	2,740	2,628	2,822	2,822	2,822	6,253	37,331	39,539	41,716
Housing	1,757	1,757	2,194	3,467	2,181	2,654	2,054	1,983	2,071	2,071	2,071	1,815	26,073	27,636	29,186
Health	1,313	1,313	1,641	1,437	1,590	1,806	1,498	1,523	1,444	1,444	1,444	1,304	17,756	18,771	19,768
Economic and environmental services	10,214	10,214	12,817	10,177	10,546	11,262	9,505	9,400	10,943	10,943	10,622	8,568	125,210	133,224	141,202
Planning and development	3,840	3,840	4,225	3,919	3,788	4,734	3,732	3,919	3,967	3,967	3,967	1,716	45,616	48,532	51,506
Road transport	6,327	6,327	8,540	6,210	6,711	6,449	5,725	5,429	6,922	6,922	6,601	6,803	78,965	84,025	88,992
Environmental protection	47	47	52	48	48	79	48	53	53	53	53	49	629	667	703
Trading services	23,743	90,829	216,452	62,642	69,208	86,191	69,455	59,476	74,685	72,841	65,177	189,909	1,080,607	1,161,461	1,246,061
Energy sources	5,732	59,732	152,262	38,569	39,792	53,923	40,542	41,542	51,695	49,098	48,586	113,260	694,734	746,956	802,323
Water management	8,209	21,295	54,236	17,543	19,976	19,901	19,480	8,396	12,579	13,333	6,501	47,124	248,573	268,598	289,374
Waste water management	5,973	5,973	4,825	1,780	5,057	7,187	5,002	4,931	5,939	5,939	5,778	18,466	76,850	81,345	85,848
Waste management	3,829	3,829	5,128	4,750	4,383	5,179	4,432	4,606	4,472	4,472	4,311	11,059	60,450	64,561	68,516
Other	1,864	1,864	2,514	2,007	2,036	2,358	1,790	1,849	1,888	1,888	1,815	1,933	23,807	25,093	26,473
Total Expenditure - Functional	75,126	150,187	378,400	125,556	125,972	147,617	126,987	117,958	139,388	135,152	125,619	398,895	2,046,856	2,188,175	2,338,931
Surplus/(Deficit) before assoc.	320,108	(16,639)	(242,627)	10,786	65,585	(16,780)	3,482	19,658	32,172	(3,901)	6,798	113,404	292,046	235,436	86,188
Share of surplus/ (deficit) of associate	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Surplus/(Deficit)	320,108	(16,639)	(242,627)	10,786	65,585	(16,780)	3,482	19,658	32,172	(3,901)	6,798	113,404	292,046	235,436	86,188

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

Description	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand															
Multi-year expenditure to be appropriated															
Vote 1 - EXECUTIVE AND COUNCIL												-	-	-	-
Vote 2 - MUNICIPAL AND GENERAL												3,000	3,000	3,000	3,000
Vote 3 - MUNICIPAL MANAGER												-	-	-	-
Vote 4 - CORPORATE SERVICES												-	-	-	-
Vote 5 - COMMUNITY SERVICES												-	-	12,753	2,506
Vote 6 - FINANCIAL SERVICES				200	200	200	250	280	320	510	1,000	1,040	4,000	5,000	27,000
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING	1,500	5,000	7,500	10,000	10,000	12,000	15,000	15,000	20,000	20,000	20,000	20,699	156,699	157,447	8,696
Vote 8 - INFRASTRUCTURE AND SERVICES	2,500	2,500	2,500	2,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	10,569	55,569	98,037	88,715
Capital multi-year expenditure sub-total	4,000	7,500	10,000	12,700	15,200	17,200	20,250	20,280	25,320	25,510	26,000	35,308	219,268	276,236	129,917
Single-year expenditure to be appropriated															
Vote 1 - EXECUTIVE AND COUNCIL												-	-	-	-
Vote 2 - MUNICIPAL AND GENERAL												-	-	-	-
Vote 3 - MUNICIPAL MANAGER												-	-	-	-
Vote 4 - CORPORATE SERVICES												-	-	-	-
Vote 5 - COMMUNITY SERVICES	100	100	150	200	200	250	250	350	550	600	1,000	1,015	4,765	-	-
Vote 6 - FINANCIAL SERVICES												-	-	-	-
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING												-	-	-	-
Vote 8 - INFRASTRUCTURE AND SERVICES	5,000	5,000	7,500	7,500	8,600	9,000	9,500	10,000	11,500	11,500	11,500	12,610	109,210	-	-
Capital single-year expenditure sub-total	5,100	5,100	7,650	7,700	8,800	9,250	9,750	10,350	12,050	12,100	12,500	13,625	113,975	-	-
Total Capital Expenditure	9,100	12,600	17,650	20,400	24,000	26,450	30,000	30,630	37,370	37,610	38,500	48,932	333,242	276,236	129,917

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

Description	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Capital Expenditure - Functional															
Governance and administration	200	200	200	200	200	200	200	200	350	350	350	4,350	7,000	8,000	30,000
Executive and council												3,000	3,000	3,000	3,000
Finance and administration	200	200	200	200	200	200	200	200	350	350	350	1,350	4,000	5,000	27,000
Internal audit												–	–	–	–
Community and public safety	100	100	150	200	200	250	250	350	550	600	1,000	1,015	4,765	15,033	4,786
Community and social services												–	–	2,280	2,280
Sport and recreation												–	–	12,753	2,506
Public safety	100	100	150	200	200	250	250	350	550	600	1,000	1,015	4,765	–	–
Housing												–	–	–	–
Health												–	–	–	–
Economic and environmental services	2,750	4,700	7,250	11,300	14,400	16,750	19,800	18,230	20,420	22,850	21,100	10,197	169,747	192,724	41,451
Planning and development	250	250	250	350	350	350	350	450	450	450	550	950	5,000	3,000	3,000
Road transport	2,500	4,450	7,000	10,950	14,050	16,400	19,450	17,780	19,970	22,400	20,550	9,247	164,747	189,724	38,451
Environmental protection												–	–	–	–
Trading services	5,950	7,500	9,900	8,500	9,000	9,000	9,500	11,500	15,500	13,260	15,500	32,620	147,730	56,480	49,680
Energy sources	2,000	2,500	3,000	3,000	3,500	3,500	4,000	5,500	7,500	5,760	5,500	8,237	53,997	41,480	26,280
Water management	2,950	3,500	5,400	4,000	4,000	4,000	4,000	4,000	5,000	5,000	5,000	9,082	55,932	9,000	15,000
Waste water management	1,000	1,500	1,500	1,500	1,500	1,500	1,500	2,000	3,000	2,500	5,000	15,301	37,801	6,000	8,400
Waste management												–	–	–	–
Other	100	100	150	200	200	250	250	350	550	550	550	750	4,000	4,000	4,000
Total Capital Expenditure - Functional	9,100	12,600	17,650	20,400	24,000	26,450	30,000	30,630	37,370	37,610	38,500	48,931	333,241	276,236	129,917
Funded by:															
National Government	6,600	10,100	14,850	17,600	21,000	22,950	26,000	26,630	33,370	33,610	34,500	35,585	282,795	226,036	76,657
Provincial Government												–	–	–	–
District Municipality												–	–	–	–
Other transfers and grants												–	–	–	–
Transfers recognised - capital	6,600	10,100	14,850	17,600	21,000	22,950	26,000	26,630	33,370	33,610	34,500	35,585	282,795	226,036	76,657
Public contributions & donations												–	–	–	–
Borrowing												–	–	–	–
Internally generated funds	2,500	2,500	2,800	2,800	3,000	3,500	4,000	4,000	4,000	4,000	4,000	13,346	50,446	50,200	53,260
Total Capital Funding	9,100	12,600	17,650	20,400	24,000	26,450	30,000	30,630	37,370	37,610	38,500	48,931	333,241	276,236	129,917

MONTHLY CASH FLOWS	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand															
Cash Receipts By Source															
Property rates	22,664	34,808	91,551	27,804	43,941	21,127	22,306	19,475	44,732	22,366	22,366	79,071	452,210	536,571	570,390
Service charges - electricity revenue	48,510	55,340	50,321	52,590	49,991	44,839	47,213	55,063	55,063	55,063	55,063	47,459	616,513	705,937	748,557
Service charges - water revenue	11,797	12,313	13,000	11,370	14,046	22,318	14,673	21,199	21,199	21,199	21,199	40,896	225,210	259,142	277,659
Service charges - sanitation revenue	3,156	3,705	3,443	3,315	3,542	3,319	3,121	4,776	4,776	4,776	4,776	10,901	53,603	60,868	64,719
Service charges - refuse revenue	2,319	2,611	2,444	2,496	2,603	2,338	2,407	3,557	3,557	3,557	3,557	8,532	39,980	45,521	48,896
Service charges - other													-	-	-
Rental of facilities and equipment	887	926	905	962	860	899	1,054	923	945	954	939	1,002	11,257	11,935	12,594
Interest earned - external investments	189		1,412	420	512	1,074	663	2,836	1,102	1,234	1,353	9,206	20,000	21,000	22,000
Interest earned - outstanding debtors	2,719	2,719	2,719	2,719	2,719	2,719	2,719	2,719	2,719	2,719	2,719	2,719	32,623	30,601	28,464
Dividends received													-	-	-
Fines, penalties and forfeits	208	395	345	771	471	359	408	211	232	213	217	21,906	25,735	25,617	27,143
Licences and permits				159		746		283	276	288	283	1,414	3,450	3,623	3,822
Agency services													-	-	-
Transfer receipts - operational	66,685		-	-	51,080		-		40,307	-	-	32,083	190,155	204,216	221,776
Other revenue	1,200	1,446	1,597	1,703	1,437	1,500	3,759	1,977	1,998	2,163	2,709	3,726	25,213	26,657	28,129
Cash Receipts by Source	160,332	114,261	167,736	104,308	171,202	101,237	98,322	113,018	176,906	114,532	115,181	258,913	1,695,949	1,931,688	2,054,148
Other Cash Flows by Source															
Transfer receipts - capital	56,024	-	4,770	10,600	6,360	23,451	6,360	2,723	22,089	-	-	150,418	282,795	226,036	76,657
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)													-	-	-
Proceeds on disposal of PPE													-	-	-
Short term loans													-	-	-
Borrowing long term/refinancing													-	-	-
Increase (decrease) in consumer deposits													-	-	-
Decrease (Increase) in non-current debtors													-	-	-
Decrease (increase) other non-current receivables													-	-	-
Decrease (increase) in non-current investments													-	-	-
Total Cash Receipts by Source	216,357	114,261	172,506	114,908	177,562	124,689	104,682	115,741	198,995	114,532	115,181	409,331	1,978,745	2,157,724	2,130,805
Cash Payments by Type															
Employee related costs	51,323	51,323	53,415	53,619	54,145	68,354	53,337	53,748	54,247	54,247	54,237	60,258	662,254	680,945	713,050
Remuneration of councillors	2,300	2,300	2,300	2,271	2,271	2,236	2,290	4,000	2,422	2,422	2,422	2,103	29,335	31,242	33,117
Finance charges						12,899						12,899	25,799	24,663	23,545
Bulk purchases - Electricity	56,411	55,974	55,974	30,827	31,159	32,301	31,295	34,422	35,040	35,040	35,040	28,517	462,000	498,960	538,877
Bulk purchases - Water & Sewer	-	3,717	9,300	10,200	11,500	12,013	12,100	10,491	10,391	10,391	200	197	90,500	99,550	109,505
Other materials	2,022	14,023	12,699	10,809	14,866	11,095	11,442	11,680	11,361	11,361	11,361	19,134	141,853	148,743	164,744
Contracted services	67	3,847	6,061	4,237	2,079	5,790	5,267	3,489	2,836	2,836	2,836	11,557	50,901	53,943	56,907
Transfers and grants - other municipalities													-	-	-
Transfers and grants - other	1,550	220							2,900			5,000	9,670	9,217	9,263
Other expenditure	4,737	24,065	24,400	15,486	28,452	17,367	9,928	14,202	13,505	13,505	13,505	44,744	223,897	238,342	248,505
Cash Payments by Type	118,409	155,470	164,149	127,450	144,472	162,055	125,658	132,032	132,702	129,802	119,600	184,410	1,696,208	1,785,605	1,897,512
Other Cash Flows/Payments by Type															
Capital assets	9,100	12,600	17,650	20,400	24,000	26,450	30,000	30,630	37,370	37,610	38,500	48,932	333,242	276,236	129,917
Repayment of borrowing						4,700						4,700	9,399	9,531	10,731
Other Cash Flows/Payments												-	-	-	-
Total Cash Payments by Type	127,509	168,070	181,799	147,850	168,472	193,205	155,658	162,662	170,072	167,412	158,100	238,043	2,038,850	2,071,373	2,038,160
NET INCREASE/(DECREASE) IN CASH HELD	88,847	(53,809)	(9,292)	(32,942)	9,091	(68,516)	(50,976)	(46,921)	28,923	(52,880)	(42,919)	171,288	(60,106)	86,351	92,645
Cash/cash equivalents at the month/year begin:	243,689	332,537	278,728	269,436	236,494	245,585	177,068	126,093	79,172	108,095	55,215	12,295	243,689	183,584	269,935
Cash/cash equivalents at the month/year end:	332,537	278,728	269,436	236,494	245,585	177,068	126,093	79,172	108,095	55,215	12,295	183,584	183,584	269,935	362,580

[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
DBSA Loan @ 10.91%	Mths	360	Loan	31-12-2019	1,974
DBSA Loan @ 12.61%	Mths	240	Loan	31-12-2028	2,505
DBSA Loan @ 6.75%	Mths	288	Loan	31-12-2023	513
DBSA Loan @ 12.445%	Mths	240	Loan	31-06-2031	31,261

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

[illegible]

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand									
Capital expenditure on new assets by Asset Class/Sub-class									
Infrastructure	69,485	55,528	28,934	62,474	87,210	87,210	96,142	30,713	18,280
Roads Infrastructure	41,585	–	3,320	10,030	8,196	8,196	12,299	9,233	–
Roads	41,585		3,320	10,030	8,196	8,196	12,299	9,233	
Road Structures									
Road Furniture									
Capital Spares									
Storm water Infrastructure	–	–	–	–	–	–	–	–	–
Drainage Collection									
Storm water Conveyance									
Attenuation									
Electrical Infrastructure	8,824	20,209	11,144	5,800	17,800	17,800	28,661	21,480	18,280
Power Plants	8,824	18,725	11,144	5,000	17,000	17,000	28,661	21,480	18,280
HV Substations									
HV Switching Station									
HV Transmission Conductors									
MV Substations									
MV Switching Stations									
MV Networks									
LV Networks									
Capital Spares		1,484		800	800	800			
Water Supply Infrastructure	7,943	30,531	12,469	35,824	54,656	54,656	17,381	–	–
Dams and Weirs	7,943	30,531	12,469						
Boreholes									
Reservoirs									
Pump Stations				22,000	31,657	31,657			
Water Treatment Works									
Bulk Mains									
Distribution				13,824	22,999	22,999	17,381		
Distribution Points									
PRV Stations									
Capital Spares									
Sanitation Infrastructure	9,189	4,789	2,000	10,821	6,558	6,558	37,801	–	–
Pump Station							3,000		
Reticulation	9,189	4,789	2,000	10,821	6,558	6,558	20,801		
Waste Water Treatment Works									
Outfall Sewers									
Toilet Facilities							14,000		
Capital Spares									
Solid Waste Infrastructure	1,943	–	–	–	–	–	–	–	–
Landfill Sites	1,943								
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									

Community Assets	14,938	-	-	8,609	6,762	6,762	4,765	-	-
Community Facilities	14,938	-	-	8,609	6,762	6,762	4,765	-	-
Halls									
Centres									
Crèches									
Clinics/Care Centres									
Fire/Ambulance Stations				7,809	6,762	6,762	4,765		
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	14,938			800	-	-			
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
Indoor Facilities									
Outdoor Facilities									
Capital Spares									
Heritage assets	-	-	-	7,000	8,154	8,154	-	-	-
Monuments				7,000	8,154	8,154			
Historic Buildings									
Works of Art									
Conservation Areas									
Other Heritage									
Investment properties	-	-	115	-	-	-	5,000	3,000	3,000
Revenue Generating	-	-	115	-	-	-	5,000	3,000	3,000
Improved Property			115				5,000	3,000	3,000
Unimproved Property									
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property									
Unimproved Property									
Other assets	4,219	7	-	5,000	5,000	5,000	-	-	-
Operational Buildings	4,219	7	-	5,000	5,000	5,000	-	-	-
Municipal Offices				3,000	5,000	5,000			
Pay/Enquiry Points									
Building Plan Offices									
Workshops									
Yards									
Stores									
Laboratories									
Training Centres									
Manufacturing Plant									
Depots									
Capital Spares	4,219	7		2,000	-	-			
Housing	-	-	-	-	-	-	-	-	-
Staff Housing									
Social Housing									
Capital Spares									
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets									
Intangible Assets	3,535	3,767	2,366	-	2,300	2,300	-	-	-
Servitudes									
Licences and Rights	3,535	3,767	2,366	-	2,300	2,300	-	-	-
Water Rights									
Effluent Licenses									
Solid Waste Licenses									
Computer Software and Applications	3,535	3,767	2,366		2,300	2,300			
Load Settlement Software Applications									
Unspecified									
Computer Equipment	-	-	-	2,000	4,593	4,593	4,000	5,000	27,000
Computer Equipment				2,000	4,593	4,593	4,000	5,000	27,000
Furniture and Office Equipment	1,964	-	4,647	-	-	-	3,000	3,000	3,000
Furniture and Office Equipment	1,964		4,647				3,000	3,000	3,000
Machinery and Equipment	-	-	-	-	-	-	-	-	-
Machinery and Equipment									
Transport Assets	-	-	4,540	6,000	6,000	6,000	4,000	4,000	4,000
Transport Assets			4,540	6,000	6,000	6,000	4,000	4,000	4,000
Libraries	-	-	-	-	-	-	-	-	-
Libraries									
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals									
Total Capital Expenditure on new assets	94,140	59,303	40,601	91,083	120,018	120,018	116,906	45,713	55,280

Fire/Ambulance Stations									
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		6,951	24,274		2,617	2,617			
Sport and Recreation Facilities	-	-	142	-	2,377	2,377	-	-	-
Indoor Facilities									
Outdoor Facilities			142		2,377	2,377			
Capital Spares									
Heritage assets	-	-	-	-	-	-	-	-	-
Monuments									
Historic Buildings									
Works of Art									
Conservation Areas									
Other Heritage									
Investment properties	-	2,380	-	-	-	-	-	-	-
Revenue Generating	-	2,380	-	-	-	-	-	-	-
Improved Property		2,380							
Unimproved Property									
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property									
Unimproved Property									
Other assets	802	-	-	-	-	-	-	-	-
Operational Buildings	802	-	-	-	-	-	-	-	-
Municipal Offices									
Pay/Enquiry Points									
Building Plan Offices									
Workshops									
Yards									
Stores									
Laboratories									
Training Centres									
Manufacturing Plant									
Depots									
Capital Spares	802								
Housing	-	-	-	-	-	-	-	-	-
Staff Housing									
Social Housing									
Capital Spares									
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets									
Intangible Assets	-	-	-	-	-	-	-	-	-
Servitudes									
Licences and Rights	-	-	-	-	-	-	-	-	-
Water Rights									
Effluent Licenses									
Solid Waste Licenses									
Computer Software and Applications									
Load Settlement Software Applications									
Unspecified									
Computer Equipment	919	2,270	-	-	-	-	-	-	-
Computer Equipment	919	2,270							
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-
Furniture and Office Equipment									
Machinery and Equipment	-	-	-	-	-	-	-	-	-
Machinery and Equipment									
Transport Assets	9,393	-	-	-	-	-	-	-	-
Transport Assets	9,393								
Libraries	-	-	-	-	-	-	-	-	-
Libraries									
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals									
Total Capital Expenditure on renewal of existing assets	103,767	92,348	79,206	19,397	44,550	44,550	13,750	30,203	31,755
Renewal of Existing Assets as % of total capex	0.0%	60.9%	66.1%	8.4%	14.2%	14.2%	4.1%	10.9%	24.4%
Renewal of Existing Assets as % of deprecn"	213.3%	159.8%	134.9%	28.7%	66.0%	66.0%	19.9%	40.6%	40.1%

Theatres									
Libraries	12	2,888	58				125	133	140
Cemeteries/Crematoria			26		65	65	20	21	22
Police									
Parks	392	1,499	32				1,945	2,042	2,155
Public Open Space									
Nature Reserves									
Public Ablution Facilities									
Markets	380	473	372						
Stalls									
Abattoirs									
Airports									
Taxi Ranks/Bus Terminals									
Capital Spares	3,244	3,163		350	350	350	1,515	1,606	1,697
Sport and Recreation Facilities	1,795	1,863	390	—	540	540	407	426	452
Indoor Facilities									
Outdoor Facilities	1,795	1,863	390		540	540	407	426	452
Capital Spares	—	—	—	—	—	—	—	—	—
Heritage assets	—	—	—	—	—	—	—	—	—
Monuments									
Historic Buildings									
Works of Art									
Conservation Areas									
Other Heritage									
Investment properties	—	—	929	—	—	—	—	—	—
Revenue Generating	—	—	929	—	—	—	—	—	—
Improved Property									
Unimproved Property			929						
Non-revenue Generating	—	—	—	—	—	—	—	—	—
Improved Property									
Unimproved Property									
Other assets	66,842	43,425	19,395	36,259	35,819	35,819	32,897	30,560	37,354
Operational Buildings	66,842	43,425	19,395	36,259	35,819	35,819	31,897	29,500	36,230
Municipal Offices		4,387	3,674	7,229	7,229	7,229	5,840	6,199	6,559
Pay/Enquiry Points									
Building Plan Offices	1,133	13,409	1,357						
Workshops				168	168	168			
Yards				2,413	2,413	2,413	685	726	766
Stores				3,301	3,301	3,301	3,412	3,637	3,852
Laboratories									
Training Centres									
Manufacturing Plant									
Depots									
Capital Spares	65,709	25,629	14,363	23,148	22,708	22,708	21,960	18,938	25,054
Housing	—	—	—	—	—	—	1,000	1,060	1,124
Staff Housing									
Social Housing									
Capital Spares							1,000	1,060	1,124
Biological or Cultivated Assets	—	—	—	—	—	—	—	—	—
Biological or Cultivated Assets									
Intangible Assets	—	—	—	—	—	—	—	—	—
Servitudes									
Licences and Rights	—	—	—	—	—	—	—	—	—
Water Rights									
Effluent Licenses									
Solid Waste Licenses									
Computer Software and Applications									
Local Settlement Software Applications									
Unspecified									
Computer Equipment	—	—	—	—	90	90	—	—	—
Computer Equipment					90	90			
Furniture and Office Equipment	1,126	—	3,699	4,677	4,677	4,677	3,303	3,503	3,702
Furniture and Office Equipment	1,126		3,699	4,677	4,677	4,677	3,303	3,503	3,702
Machinery and Equipment	—	—	—	—	—	—	—	—	—
Machinery and Equipment									
Transport Assets	—	—	6,007	4,020	4,620	4,620	5,951	6,377	6,810
Transport Assets			6,007	4,020	4,620	4,620	5,951	6,377	6,810
Libraries	—	—	—	—	—	—	—	—	—
Libraries									
Zoo's, Marine and Non-biological Animals	—	—	—	—	—	—	—	—	—
Zoo's, Marine and Non-biological Animals									
Total Repairs and Maintenance Expenditure	147,486	133,684	121,748	139,921	143,117	143,117	141,853	148,743	164,744
R&M as a % of PPE	10.7%	9.4%	8.2%	8.1%	8.3%	8.3%	0.0%	8.0%	8.1%
R&M as % Operating Expenditure	9.8%	8.3%	7.4%	7.2%	7.3%	7.3%	0.0%	7.3%	7.5%

Theatres									
Libraries									
Cemeteries/Crematoria									
Police									
Parks									
Public Open Space									
Nature Reserves									
Public Ablution Facilities									
Markets									
Stalls									
Abattoirs									
Airports									
Taxi Ranks/Bus Terminals									
Capital Spares	7,462	7,392	7,506				8,400	9,030	9,617
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
Indoor Facilities									
Outdoor Facilities									
Capital Spares									
Heritage assets	-	-	-	-	-	-	-	-	-
Monuments									
Historic Buildings									
Works of Art									
Conservation Areas									
Other Heritage									
Investment properties	-	-	1,644	300	300	300	300	323	343
Revenue Generating	-	-	1,644	300	300	300	300	323	343
Improved Property									
Unimproved Property			1,644	300	300	300	300	323	343
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property									
Unimproved Property									
Other assets	681	700	-	8,350	8,350	8,350	-	-	-
Operational Buildings	681	700	-	8,350	8,350	8,350	-	-	-
Municipal Offices	246	250		8,350	8,350	8,350			
Pay/Enquiry Points									
Building Plan Offices									
Workshops									
Yards									
Stores									
Laboratories									
Training Centres									
Manufacturing Plant									
Depots									
Capital Spares	435	450							
Housing	-	-	-	-	-	-	-	-	-
Staff Housing									
Social Housing									
Capital Spares									
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets									
Intangible Assets	217	218	3,604	2,430	2,430	2,430	5,000	5,375	5,724
Servitudes									
Licences and Rights	217	218	3,604	2,430	2,430	2,430	5,000	5,375	5,724
Water Rights									
Effluent Licenses									
Solid Waste Licenses									
Computer Software and Applications							5,000	5,375	5,724
Load Settlement Software Applications									
Unspecified	217	218	3,604	2,430	2,430	2,430			
Computer Equipment	2,166	2,166	2,317	2,850	2,850	2,850	2,600	2,795	2,977
Computer Equipment	2,166	2,166	2,317	2,850	2,850	2,850	2,600	2,795	2,977
Furniture and Office Equipment	7,125	6,091	1,681	4,800	4,800	4,800	3,500	3,763	4,007
Furniture and Office Equipment	7,125	6,091	1,681	4,800	4,800	4,800	3,500	3,763	4,007
Machinery and Equipment	13	-	1,505	-	-	-	-	-	-
Machinery and Equipment	13		1,505						
Transport Assets	6,360	9,843	8,290	10,930	10,930	10,930	9,500	10,213	10,876
Transport Assets	6,360	9,843	8,290	10,930	10,930	10,930	9,500	10,213	10,876
Libraries	-	-	-	-	-	-	-	-	-
Libraries									
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals									
Total Depreciation	48,657	57,792	58,708	67,510	67,510	67,510	69,250	74,303	79,094

<i>Markets</i>									
<i>Stalls</i>									
<i>Abattoirs</i>									
<i>Airports</i>									
<i>Taxi Ranks/Bus Terminals</i>									
<i>Capital Spares</i>									
Sport and Recreation Facilities	-	-	-	6,886	6,886	6,886	-	12,753	2,506
<i>Indoor Facilities</i>									
<i>Outdoor Facilities</i>				6,886	6,886	6,886		12,753	2,506
<i>Capital Spares</i>									
Heritage assets	-	-	-	2,000	2,000	2,000	-	-	-
Monuments				2,000	2,000	2,000			
Historic Buildings									
Works of Art									
Conservation Areas									
Other Heritage									
Investment properties	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
<i>Improved Property</i>									
<i>Unimproved Property</i>									
Non-revenue Generating	-	-	-	-	-	-	-	-	-
<i>Improved Property</i>									
<i>Unimproved Property</i>									
Other assets	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	-	-	-	-	-	-	-
<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>									
Housing	-	-	-	-	-	-	-	-	-
<i>Staff Housing</i>									
<i>Social Housing</i>									
<i>Capital Spares</i>									
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets									
Intangible Assets	-	-	-	-	-	-	-	-	-
Servitudes									
Licences and Rights	-	-	-	-	-	-	-	-	-
<i>Water Rights</i>									
<i>Effluent Licenses</i>									
<i>Solid Waste Licenses</i>									
<i>Computer Software and Applications</i>									
<i>Land Settlement Software Applications</i>									
<i>Unspecified</i>									
Computer Equipment	-	-	-	-	-	-	-	-	-
Computer Equipment									
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-
Furniture and Office Equipment									
Machinery and Equipment	-	-	-	-	-	-	-	-	-
Machinery and Equipment									
Transport Assets	-	-	-	-	-	-	-	-	-
Transport Assets									
Libraries	-	-	-	-	-	-	-	-	-
Libraries									
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals									
Total Capital Expenditure on upgrading of existing assets	-	-	-	121,586	149,373	149,373	202,587	200,320	42,882
Upgrading of Existing Assets as % of total capex	0.0%	0.0%	0.0%	52.4%	47.6%	47.6%	60.8%	72.5%	33.0%
Upgrading of Existing Assets as % of deprecn"	0.0%	0.0%	0.0%	180.1%	221.3%	221.3%	292.5%	269.6%	54.2%

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

Vote Description	2018/19 Medium Term Revenue & Expenditure Framework		
	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand			
Capital expenditure			
Vote 1 - EXECUTIVE AND COUNCIL	–	–	–
Vote 2 - MUNICIPAL AND GENERAL	3,000	3,000	3,000
Vote 3 - MUNICIPAL MANAGER	–	–	–
Vote 4 - CORPORATE SERVICES	–	–	–
Vote 5 - COMMUNITY SERVICES	4,765	12,753	2,506
Vote 6 - FINANCIAL SERVICES	4,000	5,000	27,000
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING	156,699	157,447	8,696
Vote 8 - INFRASTRUCTURE AND SERVICES	164,779	98,037	88,715
Total Capital Expenditure	333,242	276,236	129,917
Net Financial Implications	333,242	276,236	129,917

NC091 Sol Plaatje - Supporting Table SA36 Detailed capital budget

Municipal Vote/Capital project	Ref	Program/Project description	Project number	IDP Goal code 2	Individually Approved (Yes/No)	Asset Class	Asset Sub-Class	GPS co-ordinates	Total Project Estimate	Prior year outcomes		2018/19 Medium Term Revenue & Expenditure Framework			Project information	
										Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location	New or renewal
R thousand	4				6	3	3	5								
Parent municipality:																
<i>List all capital projects grouped by Municipal Vote</i>																
Loose Equipment	Loose Equipment			G	No	Computer Equipment	Computer Software and Applications	Various	9,000	119,807	313,941	3,000	3,000	3,000	ALL	New
Community	Upgrade of Galeshewe Stadium			D	No	Sport and Recreation Facilities	Outdoor Facilities	-28.7693762.24.732735	15,259				12,753	2,506	WARD 17	Upgrade
Community	Upgrade Community Halls			H	No	Community Facilities	Halls	Various	4,560				2,280	2,280	ALL	Upgrade
Information Technology	Replacement of Hardware			G	No	Computer Equipment	Computer Software and Applications	Various	36,000			4,000	5,000	27,000	ALL	New
NDPG	Stormwater Upgrade Galeshewe			A	No	Roads	Roads	-29.48.24.96	311,842			151,699	154,447	5,696	ALL	Upgrade
GURP projects	Installation of Services			A	No	Capital Spares	Capital Spares	Various	11,000			5,000	3,000	3,000	ALL	New
Fire, Security	Homevale Satellite Fire Station			D	No	Community Facilities	Fire/Ambulance Stations	-28.69392924.734838	4,765			4,765			WARD 14	New
Electricity	Replacement of Prepaid Meters			J	Yes	Electrical Infrastructure	Capital Spares	Various	9,000			3,000	3,000	3,000	ALL	Renewal
Electricity	Transformer Carters Glen/Galeshewe substation			J	Yes	Electrical Infrastructure	HV Substations	-28.74882424.735855	5,000			5,000			WARDS 18,20,24	Upgrade
Electricity	Transformer Riverton substation			J	Yes	Electrical Infrastructure	HV Substations	-28.74648724.784853	4,000			4,000			ALL	New
Electricity	Herlear 66kWa			J	No	Electrical Infrastructure	HV Substations	-28.746946.24.786672	13,000			3,000	10,000		WARD 25	Upgrade
Electricity	Herlear 11kWa			J	No	Electrical Infrastructure	HV Substations	-28.746946.24.786672	9,000			7,000	2,000		WARD 25	Upgrade
Electricity	Electrification Snake Park 949 houses			J	No	Electrical Infrastructure	LV Networks	Various	15,659			15,659			ALL	New
Electricity	Electrification Platfontein 300 houses			J	No	Electrical Infrastructure	LV Networks	-28.70491724.666037	4,950			4,950			WARD 29	New
Electricity	Electrification Kutlwanong 48 houses			J	No	Electrical Infrastructure	LV Networks	-28.33451824.693873	792			792			WARD 17	New
Electricity	Electrification Santa Centre 139 houses			J	No	Electrical Infrastructure	LV Networks	-24.70946029.795356	2,294			2,294			WARD 14	New
Electricity	Electrification Ramora 64 houses			J	No	Electrical Infrastructure	LV Networks	-28.70648724.733893	1,056						WARD 6	New
Electricity	Electrification Mathibe 15 houses			J	No	Electrical Infrastructure	LV Networks	-28.70163524.725448	247			247			WARD10,11,12	New
Electricity	General Electrification houses			J	No	Electrical Infrastructure	LV Networks	Various	35,200				19,200	16,000	ALL	New
Electricity	Streetlights			J	No	Electrical Infrastructure	LV Networks	Various	17,000			7,000	5,000	5,000	ALL	Renewal
Electricity	Highmast lighting			J	No	Electrical Infrastructure	LV Networks	Various	4,560				2,280	2,280	ALL	New
Infrastructure - Other -Transport	Fleet Replacement Program			F	Yes	Transport Assets	Unspecified	Various	12,000			4,000	4,000	4,000	ALL	New
Water	Ritchie Bulk Supply			H	Yes	Water Supply Infrastructure	Bulk Mains	-29.03100924.572916	10,551			10,551			WARD 27,28	Upgrade
Water	Lerato Park Water			H	Yes	Water Supply Infrastructure	Distribution	-28.69376224.774488	12,381			17,381			WARD 2,3	New
Water	Replacement of Water Meters			H	Yes	Water Supply Infrastructure	Distribution	Various	9,000			3,000	3,000	3,000	ALL	Renewal
Water	Thlaging Dam			H	No	Water Supply Infrastructure	Dams and Weirs	-28.69376224.732735	20,000			20,000			WARD 19,20,21	Upgrade
Water	Water Pipe Upgrading			H	No	Water Supply Infrastructure	Dams and Weirs	Various	18,000			5,000	6,000	12,000	ALL	Upgrade
Sanitation	Upgrade of Lerato Park Sewer Line			H	Yes	Sanitation Infrastructure	Retiulation	-28.69376224.774488	15,801			20,801			WARD 2,3	New
Sanitation	Carter's Glen New Pump Station			H	Yes	Sanitation Infrastructure	Pump Station	-28.74882424.735855	3,000			3,000			WARDS 18,20,24	New
Sanitation	Reconstruction old zinc toilets Kutlwanong			H	No	Sanitation Infrastructure	Pump Station	-28.33451824.693873	14,000			14,000			WARD 17	New
Sanitation	Refurbish Sewer Pumps Various Wards			H	No	Sanitation Infrastructure	Pump Station	Various	14,400				6,000	8,400	ALL	Upgrade
Roads and Stormwater	Resealing of Roads			E	Yes	Roads Infrastructure	Roads	Various	45,187			5,229	19,203	20,755	ALL	Renewal
Roads and Stormwater	Paving of Roads			E	No	Roads Infrastructure	Roads	Various	27,052			7,819	9,233		ALL	New
Roads and Stormwater	Roads and Stormwater Upgrade Various Wards			E	Yes	Roads Infrastructure	Road Structures	Various	18,840				6,840	12,000	ALL	Upgrade
TOTAL																
Total Capital expenditure									734,395	119,807	313,941	333,241	276,236	129,917		

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

[illegible]

NC091 Sol Plaatje - Supporting Table SA38 Consolidated detailed operational projects

Municipal Vote/Operational project	Program/Project description	Project number	IP Goal code 2	Individually Approved (Yes/No)	2018/19 Medium Term Revenue & Expenditure Framework			Project Information
					Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	
R thousand				6				Ward location
Parent municipality:								
Vote 1 - EXECUTIVE AND COUNCIL	OPERATIONAL: MUNICIPAL RUNNING COST		10.3	No	46,355	49,228	52,034	Whole of Municipality
Vote 2 - MUNICIPAL AND GENERAL	OPERATIONAL: MUNICIPAL RUNNING COST		8.4	No	309,444	331,272	349,975	Whole of Municipality
	OPERATIONAL: TYPICAL WORK STREAMS - COMMUNITY DEVELOPMENT: COMMUNITY INITIATIVES		8.4	No	15,000	15,000	21,000	Whole of Municipality
	OPERATIONAL: TYPICAL WORK STREAMS - ELECTIONS		8.4	No	2,000	2,000	2,000	Whole of Municipality
	OPERATIONAL: TYPICAL WORK STREAMS - EXPANDED PUBLIC WORKS PROGRAMME: PROJECT		8.4	No	3,137			Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED ROADS INFRASTRUCTURE-ROAD FURNITURE-TRAFFIC SIGNS		8.4	No	6,000	9,000	12,000	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED FURNITURE AND OFFICE EQUIPMENT		8.4	No	50	54	57	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED TRANSPORT ASSETS		8.4	No	300	323	343	Whole of Municipality
Vote 3 - MUNICIPAL MANAGER	OPERATIONAL: MUNICIPAL RUNNING COST		10.1	No	22,077	23,402	24,689	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED FURNITURE AND OFFICE EQUIPMENT		10.1	No	3	3	3	Whole of Municipality
Vote 4 - CORPORATE SERVICES	OPERATIONAL: MUNICIPAL RUNNING COST		10.1	No	67,194	71,093	74,673	Whole of Municipality
	OPERATIONAL: TYPICAL WORK STREAMS - CAPACITY BUILDING TRAINING AND DEVELOPMENT: WORKSHOPS SEMINARS AND SUBJECT MATTER TRAINING		10.1	No				Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED FURNITURE AND OFFICE EQUIPMENT		10.1	No	802	850	896	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED OTHER ASSETS OPERATIONAL BUILDINGS MUNICIPAL OFFICES BUILDINGS		10.1	No	40	42	43	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED TRANSPORT ASSETS		10.1	No	220	232	244	Whole of Municipality
Vote 5 - COMMUNITY SERVICES	OPERATIONAL: MUNICIPAL RUNNING COST		7.1	No	236,372	242,946	249,566	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED ROADS INFRASTRUCTURE-ROAD FURNITURE-TRAFFIC SIGNS		7.1	No	550	583	615	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED SOLID WASTE DISPOSAL LANDFILL SITES EARTHWORKS		7.1	No	23,937	25,675	27,296	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED SOLID WASTE DISPOSAL WASTE PROCESSING FACILITIES LAND		7.1	No	250	256	262	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED COMMUNITY ASSETS COMMUNITY FACILITIES FIRE/AMBULANCE STATIONS MECHANICAL EQUIPMENT		7.1	No	200	213	226	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED COMMUNITY ASSETS COMMUNITY FACILITIES HALLS BUILDINGS		7.1	No	50	53	56	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED COMMUNITY ASSETS SPORT AND RECREATION FACILITIES INDOOR FACILITIES BUILDINGS		7.1	No	330	353	374	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED COMMUNITY ASSETS SPORT AND RECREATION FACILITIES OUTDOOR FACILITIES BUILDINGS		7.1	No	61	56	59	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED MACHINERY AND EQUIPMENT		7.1	No	1,174	1,245	1,317	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED COMMUNITY ASSETS COMMUNITY FACILITIES CEMETERIES CREMATORIA BUILDINGS		7.1	No	20	21	22	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED COMMUNITY ASSETS COMMUNITY FACILITIES CEMETERIES CREMATORIA LAND		7.1	No	615	649	685	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED COMMUNITY ASSETS COMMUNITY FACILITIES FIRE/AMBULANCE STATIONS BUILDINGS		7.1	No	-			Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED COMMUNITY ASSETS COMMUNITY FACILITIES LIBRARIES BUILDINGS		7.1	No	75	80	84	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED COMMUNITY ASSETS COMMUNITY FACILITIES PARKS LAND		7.1	No	1,945	2,042	2,155	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED COMMUNITY ASSETS COMMUNITY FACILITIES PUBLIC OPEN SPACE LAND		7.1	No	195	207	219	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED FURNITURE AND OFFICE EQUIPMENT		7.1	No	73	77	81	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED LIBRARIES		7.1	No	50	53	56	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED MACHINERY AND EQUIPMENT		7.1	No	520	553	585	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED TRANSPORT ASSETS		7.1	No	2,282	2,418	2,557	Whole of Municipality
Vote 6 - FINANCIAL SERVICES	OPERATIONAL: MUNICIPAL RUNNING COST		9.2	No	132,249	140,652	149,329	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED SOLID WASTE DISPOSAL LANDFILL SITES EARTHWORKS		9.2	No	1,231	1,311	1,383	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED FURNITURE AND OFFICE EQUIPMENT		9.2	No	620	657	694	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED TRANSPORT ASSETS		9.2	No	141	150	160	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE INTERVAL BASED MACHINERY AND EQUIPMENT		9.2	No	20	21	22	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE INTERVAL BASED TRANSPORT ASSETS		9.2	No	202	215	229	Whole of Municipality
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING	OPERATIONAL: MUNICIPAL RUNNING COST		6.1	No	43,949	46,745	49,612	Whole of Municipality
	OPERATIONAL: TYPICAL WORK STREAMS - EXPANDED PUBLIC WORKS PROGRAMME: PROJECT		6.1	No				Whole of Municipality
	OPERATIONAL: TYPICAL WORK STREAMS - LOCAL ECONOMIC DEVELOPMENT: PROJECT IMPLEMENTATION		6.1	No	770	824	877	Whole of Municipality
	OPERATIONAL: TYPICAL WORK STREAMS - TOURISM: TOURISM PROJECTS		6.2	No	450	475	501	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED OTHER ASSETS OPERATIONAL BUILDINGS MUNICIPAL OFFICES BUILDINGS		6.1	No	7,921	8,396	8,868	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED FURNITURE AND OFFICE EQUIPMENT		6.1	No	101	107	114	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED OTHER ASSETS OPERATIONAL BUILDINGS MUNICIPAL OFFICES BUILDINGS		6.1	No	3	3	3	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED TRANSPORT ASSETS		6.1	No	10	11	11	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE INTERVAL BASED TRANSPORT ASSETS		6.1	No	4,133	4,381	4,623	Whole of Municipality
Vote 8 - INFRASTRUCTURE AND SERVICES	OPERATIONAL: MUNICIPAL RUNNING COST			No	918,875	989,193	1,063,522	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE EMERGENCY ELECTRICAL INFRASTRUCTURE-HV SUBSTATIONS BUILDINGS		7.5	No	160	170	179	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE EMERGENCY ELECTRICAL INFRASTRUCTURE-LV NETWORKS ELECTRICITY METERS		7.5	No	500	530	559	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE EMERGENCY ELECTRICAL INFRASTRUCTURE-LV NETWORKS LV CONDUCTORS		7.5	No	1,705	1,590	1,677	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE EMERGENCY ELECTRICAL INFRASTRUCTURE-MV SUBSTATIONS BUILDINGS		7.5	No	160	170	179	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE EMERGENCY ELECTRICAL INFRASTRUCTURE-MV SWITCHING STATIONS COMMUNICATION EQUIPMENT		7.5	No	240	254	268	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE EMERGENCY ELECTRICAL INFRASTRUCTURE-MV SWITCHING STATIONS CONTROL AND INSTRUMENTATION		7.5	No	330	350	369	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE EMERGENCY ELECTRICAL INFRASTRUCTURE-MV SWITCHING STATIONS DC SYSTEMS		7.5	No	330	350	369	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE EMERGENCY ELECTRICAL INFRASTRUCTURE-MV SWITCHING STATIONS EXTERNAL FACILITIES		7.5	No	400	424	447	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE EMERGENCY ELECTRICAL INFRASTRUCTURE-MV SWITCHING STATIONS PAVEMENTS		7.5	No	1,590	1,590	1,597	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE EMERGENCY SANITATION INFRASTRUCTURE-PUMP STATION CIVIL STRUCTURE		7.5	No	1,000	1,060	1,118	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE EMERGENCY SANITATION INFRASTRUCTURE-PUMP STATION ELECTRICAL EQUIPMENT		7.5	No	1,000	1,060	1,118	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE EMERGENCY SANITATION INFRASTRUCTURE-PUMP STATION MECHANICAL EQUIPMENT		7.5	No	1,000	1,060	1,118	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE EMERGENCY SANITATION INFRASTRUCTURE-WASTE WATER TREATMENT PIPE WORK		7.7	No	700	742	783	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE EMERGENCY WATER SUPPLY INFRASTRUCTURE-BULK MAINS PIPE WORK		7.7	No	3,750	3,975	4,194	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE EMERGENCY WATER SUPPLY INFRASTRUCTURE-PUMP STATION CIVIL STRUCTURE		7.7	No	750	795	839	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE EMERGENCY WATER SUPPLY INFRASTRUCTURE-PUMP STATION ELECTRICAL EQUIPMENT		7.7	No	750	795	839	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE EMERGENCY WATER SUPPLY INFRASTRUCTURE-RESERVOIRS CIVIL STRUCTURE		7.7	No	750	795	839	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE EMERGENCY WATER SUPPLY INFRASTRUCTURE-WATER TREATMENT MECHANICAL EQUIPMENT		7.7	No	1,500	1,590	1,677	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED ELECTRICAL INFRASTRUCTURE-HV SUBSTATIONS BUILDINGS		7.5	No	160	170	179	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED ELECTRICAL INFRASTRUCTURE-LV NETWORKS ELECTRICITY METERS		7.5	No	450	477	503	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED ELECTRICAL INFRASTRUCTURE-LV NETWORKS LV CONDUCTORS		7.5	No	3,000	3,160	3,365	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED ELECTRICAL INFRASTRUCTURE-MV NETWORKS MV CONDUCTORS		7.5	No	330	350	369	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED ELECTRICAL INFRASTRUCTURE-MV SUBSTATIONS MV SUBSTATION EQUIPMENT		7.5	No	300	318	335	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED ELECTRICAL INFRASTRUCTURE-MV SWITCHING STATIONS CIVIL STRUCTURES		7.5	No	425	451	475	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED ELECTRICAL INFRASTRUCTURE-MV SWITCHING STATIONS CONTROL AND INSTRUMENTATION		7.5	No	330	350	369	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED ELECTRICAL INFRASTRUCTURE-MV SWITCHING STATIONS DC SYSTEMS		7.5	No	330	350	369	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED ELECTRICAL INFRASTRUCTURE-MV SWITCHING STATIONS EXTERNAL FACILITIES		7.2	No	740	784	826	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED ROADS INFRASTRUCTURE-ROADS LAND		7.2	No	2,080	2,230	2,370	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED ROADS INFRASTRUCTURE-ROADS PAVEMENTS		7.2	No	80	85	91	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED STORM WATER INFRASTRUCTURE-DRAINAGE COLLECTION CIVIL STRUCTURES		7.2	No	300	321	342	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED WATER SUPPLY INFRASTRUCTURE-CAPITAL SPARES		7.2	No	900	954	1,006	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE PLANNED WATER SUPPLY INFRASTRUCTURE-RESERVOIRS CIVIL STRUCTURE		7.2	No	750	795	839	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED CAPITAL SPARES		7.2	No	1,361	1,445	1,527	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED ELECTRICAL INFRASTRUCTURE-CAPITAL SPARES		7.2	No	30,371	32,364	34,360	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED ELECTRICAL INFRASTRUCTURE-HV SWITCHING STATION CONTROL AND INSTRUMENTATION		7.5	No	1,330	1,410	1,487	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED ELECTRICAL INFRASTRUCTURE-HV SWITCHING STATION DC SYSTEMS		7.5	No	313	331	349	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED ELECTRICAL INFRASTRUCTURE-LV NETWORKS ELECTRICITY METERS		7.5	No	450	477	503	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED ELECTRICAL INFRASTRUCTURE-MV NETWORKS MV CONDUCTORS		7.5	No	450	477	503	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED ELECTRICAL INFRASTRUCTURE-MV SUBSTATIONS MV TRANSFORMERS		7.5	No	1,000	1,060	1,118	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED ELECTRICAL INFRASTRUCTURE-MV SWITCHING STATIONS EXTERNAL FACILITIES		7.5	No	450	477	503	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED ROADS INFRASTRUCTURE-ROAD FURNITURE-ROAD FURNITURE		7.2	No	10	11	11	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED ROADS INFRASTRUCTURE-ROADS EARTHWORKS		7.2	No	2,108	2,256	2,402	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED ROADS INFRASTRUCTURE-ROADS LAND		7.2	No	29,400	31,433	33,450	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED ROADS INFRASTRUCTURE-ROADS PAVEMENTS		7.7	No	300	321	342	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED SANITATION INFRASTRUCTURE-PUMP STATION CIVIL STRUCTURE		7.7	No	1,750	1,855	1,957	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED SANITATION INFRASTRUCTURE-PUMP STATION ELECTRICAL EQUIPMENT		7.7	No	1,000	1,060	1,118	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED SANITATION INFRASTRUCTURE-RETICULATION CIVIL STRUCTURES		7.7	No	17,976	19,054	20,102	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED SANITATION INFRASTRUCTURE-WASTE WATER TREATMENT PIPE WORK		7.7	No	1,000	1,060	1,118	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED STORM WATER INFRASTRUCTURE-DRAINAGE COLLECTION CIVIL STRUCTURES		7.7	No	300	321	342	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED WATER SUPPLY INFRASTRUCTURE-CAPITAL SPARES		7.7	No	150	159	168	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED WATER SUPPLY INFRASTRUCTURE-DISTRIBUTION PIPE WORK		7.7	No	27,938	29,615	31,243	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED WATER SUPPLY INFRASTRUCTURE-RESERVOIRS CIVIL STRUCTURE		7.7	No	750	795	839	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED WATER SUPPLY INFRASTRUCTURE-RESERVOIRS EARTHWORKS		7.7	No	3,000	3,180	3,355	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED WATER SUPPLY INFRASTRUCTURE-WATER TREATMENT ELECTRICAL EQUIPMENT		7.7	No	750	795	839	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE INTERVAL BASED ELECTRICAL INFRASTRUCTURE-HV SUBSTATIONS HV TRANSFORMERS		7.5	No	700	742	783	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE INTERVAL BASED ELECTRICAL INFRASTRUCTURE-HV SWITCHING STATION CONTROL AND INSTRUMENTATION		7.5	No	330	350	369	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE INTERVAL BASED ELECTRICAL INFRASTRUCTURE-HV SWITCHING STATION DC SYSTEMS		7.5	No	1,900	2,015	2,128	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE INTERVAL BASED ELECTRICAL INFRASTRUCTURE-LV NETWORKS ELECTRICITY METERS		7.5	No	500	530	559	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE INTERVAL BASED ELECTRICAL INFRASTRUCTURE-LV NETWORKS LV CONDUCTORS		7.5	No	1,000	1,060	1,118	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE INTERVAL BASED ELECTRICAL INFRASTRUCTURE-LV NETWORKS PUBLIC LIGHTING		7.5	No	8,000	8,640	9,331	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE INTERVAL BASED ELECTRICAL INFRASTRUCTURE-MV NETWORKS MV CONDUCTORS		7.5	No	700	742	783	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE INTERVAL BASED ELECTRICAL INFRASTRUCTURE-MV SWITCHING STATIONS COMMUNICATION EQUIPMENT		7.5	No	160	170	179	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE INTERVAL BASED ELECTRICAL INFRASTRUCTURE-MV SWITCHING STATIONS EXTERNAL FACILITIES		7.5	No	500	530	559	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE INTERVAL BASED WATER SUPPLY INFRASTRUCTURE-CAPITAL SPARES		7.5	No	700	742	783	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE EMERGENCY INVESTMENT PROPERTIES REVENUE GENERATING UNIMPROVED PROPERTY		7.5	No	500	530	559	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE CORRECTIVE MAINTENANCE EMERGENCY TRANSPORT ASSETS		7.5	No	260	277	296	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED FURNITURE AND OFFICE EQUIPMENT		7.5	No	180	192	205	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED INVESTMENT PROPERTIES REVENUE GENERATING IMPROVED PROPERTY		7.5	No	6,181	6,552	6,940	Whole of Municipality
	OPERATIONAL MAINTENANCE-NON-INFRASTRUCTURE PREVENTATIVE MAINTENANCE CONDITION BASED LIBRARIES		7.5	No	700	742	783	Whole of Municipality

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 2015 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 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
Residential Property	0.010221	0.010834	0.011753	0.012669
Vacant Residential Property	0.015331	0.016251	0.017629	0.019004
Industrial Property	0.032707	0.034670	0.037610	0.040544
Vacant Industrial	0.035773	0.037920	0.041136	0.044344
Business and Commercial Property	0.030254	0.032069	0.034788	0.037502
Vacant Business and Commercial Property	0.035773	0.037920	0.041136	0.044344
Agricultural Property	0.002555	0.002709	0.002939	0.003168
Mining Property	0.224858	0.238354	0.258566	0.278735
Public Service Property	0.051104	0.054171	0.058765	0.063348
Property Used by Organ of State	0.071546	0.075840	0.082271	0.088688
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	0.010221	0.010834	0.011753	0.012669
Municipal property used for Municipal Purposes	0.000000	0.000000	0.000000	0.000000
Independent Schools	0.000000	0.000000	0.000000	0.000000
Guest Houses	0.020442	0.021669	0.023507	0.025340
Creches	0.020442	0.021669	0.023507	0.025340
Solar Farms	0.020442	0.021669	0.023507	0.025340
Sports Grounds and facilities operated for gain	0.000000	0.000000	0.000000	0.000000
University	New	0.021669	0.023507	0.025340
Average rates tariff	0.027698	0.029011	0.031471	0.033926

- 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 and Rural Industrial Properties meeting certain criteria.
The proposed rebate for Pensioners and Disabled Persons is 60 % and the income threshold to qualify is R 130 000 in addition to criteria per the Policy.
The proposed rebate for Rural Estates is 25%, bona fide Agricultural Property is 50 %, and Rural Commercial properties is 75% 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 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 2019.
- 1.1.5 There have been additions to the rating categories which have been brought about by recent amendments of the Local Government: Municipal Property Rates Act 6 of 2004.
- 1.1.6 The categories of property with zero rate tariffs are those that are impermissible to rate in terms of the MPRA, not feasible to rate, or for public benefit purposes not desirable to rate.

	PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
1.2	<u>MUNICIPAL SWIMMING POOLS & SPORTS FIELDS (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)</u>			
1.2.1	<u>Karen Muir Swimming Pool</u>			
	Admission fees - Children	10.00	10.00	10.60
	Admission fees - Adults	14.00	15.00	15.90
	Season tickets - Children	115.00	120.00	127.20
	Season tickets - Adults	195.00	210.00	222.60
	Hire of pool	1,650.00	1,750.00	1,855.00
	Key / Loss / damage / breakage deposit	1,220.00	1,500.00	1,590.00
1.2.2	<u>Florianville Swimming Pool</u>			
	Admission fees - Children	8.00	10.00	10.60
	Admission fees - Adults	14.00	15.00	15.90
	Season tickets - Children	85.00	100.00	106.00
	Season tickets - Adults	135.00	160.00	169.60
	Hire of pool	1,550.00	1,750.00	1,855.00
	Key / Loss / damage / breakage deposit	850.00	1,500.00	1,590.00
1.2.3	<u>Roodepan Swimming Pool</u>			
	Admission fees - Children	8.00	8.00	8.48
	Admission fees - Adults	14.00	15.00	15.90
	Season tickets - Children	85.00	90.00	95.40
	Season tickets - Adults	135.00	145.00	153.70
	Hire of pool	1,550.00	1,600.00	1,696.00
	Key / Loss / damage / breakage deposit	850.00	1,500.00	1,590.00
1.2.4	<u>Galeshewe Swimming Pool</u>			
	Admission fees - Children	8.00	8.00	8.48
	Admission fees - Adults	14.00	15.00	15.90
	Season tickets - Children	85.00	90.00	95.40
	Season tickets - Adults	135.00	145.00	153.70
	Hire of pool	1,550.00	1,600.00	1,696.00
	Key / Loss / damage / breakage deposit	1,220.00	1,500.00	1,590.00
	* Hire of pool for functions / commercial use (tariff applicable to all pools)	1,760.00	2,500.00	2,650.00
	* Key / Loss / damage / breakage deposit	1,220.00	2,500.00	2,650.00
1.2.5	<u>De Beers Stadium</u>			
	Hire of athletics track	1,250.00	1,340.00	1,420.40
	Key / Loss / damage / breakage deposit	1,250.00	1,340.00	1,420.40
	Apparatus per day	750.00	800.00	848.00
	Key / Loss / damage / breakage deposit	1,000.00	1,100.00	1,166.00
	Training sessions (Schools/Clubs) per season	175.00	185.00	196.10
	Hire of sports field/preparation fee	675.00	720.00	763.20
	Key / Loss / damage / breakage deposit	975.00	1,100.00	1,166.00
	Preparation Fee	675.00	720.00	763.20
	VIP Lounge	675.00	720.00	763.20
	Lights :Fixed (plus hourly rate)	1,450.00	1,540.00	1,632.40
	: Hourly rate	45.00	48.00	50.88
	HIRE OF STADIUM			
	Other than sport	2,100.00	2,500.00	2,650.00
	Key / Loss / damage / breakage deposit	1,500.00	2,000.00	2,120.00
	Music festivals/events /commercial use	21,100.00	23,000.00	24,380.00
	Key / Loss / damage / breakage deposit	30,000.00	32,000.00	33,920.00
	HIRE OF HALL NO. 4			
	Indoor sport	150.00	160.00	169.60
	Hire of cafeteria/bar	300.00	320.00	339.20
	Key / Loss / damage / breakage deposit	1,015.00	1,100.00	1,166.00

	PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
PRACTICE SESSIONS FOR ATHLETICS				
Season ticket for individuals	160.00	170.00	180.20	191.01
Individual per session	40.00	43.00	45.58	48.31
GROUPS:				
1 - 10 per session	70.00	75.00	79.50	84.27
11 - 20 per session	90.00	96.00	101.76	107.87
21 - 30 per session	115.00	122.00	129.32	137.08
31 - 40 per session	140.00	150.00	159.00	168.54
41 - 60 per session	165.00	175.00	185.50	196.63
61 and more per session	240.00	255.00	270.30	286.52
1.2.6 <u>Galeshewe Stadium</u>				
Sport per day	950.00	1,000.00	1,060.00	1,123.60
Key / Loss / damage / breakage deposit	1,250.00	1,350.00	1,431.00	1,516.86
Other than sport	4,200.00	4,500.00	4,770.00	5,056.20
Key / Loss / damage / breakage deposit	1,500.00	2,000.00	2,120.00	2,247.20
Music festivals/events /commercial use	17,000.00	18,000.00	19,080.00	20,224.80
Key / Loss / damage / breakage deposit	29,000.00	31,000.00	32,860.00	34,831.60
Lights :Fixed (plus hourly rate)	2,860.00	3,100.00	3,286.00	3,483.16
: Hourly rate	85.00	90.00	95.40	101.12
1.2.7 <u>Galeshewe Arena</u>				
Hire of arena per day	360.00	390.00	413.40	438.20
Hire of hall per day	180.00	200.00	212.00	224.72
Key / Loss / damage / breakage deposit	600.00	650.00	689.00	730.34
Music festivals/events /commercial use	5500.00	5,900.00	6,254.00	6,629.24
Key / Loss / damage / breakage deposit	11000.00	12,000.00	12,720.00	13,483.20
Lights :Fixed (plus hourly rate)	45.00	50.00	53.00	56.18
: Hourly rate	13.00	14.00	14.84	15.73
1.2.8 <u>West-End Indoor Facility</u>				
<u>Competitive sport -</u>				
Prior occupation per day	640.00	685.00	726.10	769.67
Main Hall (per day)	1,510.00	1,610.00	1,706.60	1,809.00
Key / Loss / damage / breakage deposit	1,510.00	1,600.00	1,696.00	1,797.76
Small Hall (per day)	935.00	1,000.00	1,060.00	1,123.60
Key / Loss / damage / breakage deposit	935.00	1,000.00	1,060.00	1,123.60
<u>Training sessions -</u>				
Main Hall (per hour)	154.00	165.00	174.90	185.39
Key / Loss / damage / breakage deposit	210.00	250.00	265.00	280.90
Small Hall (per hour)	110.00	120.00	127.20	134.83
Key / Loss / damage / breakage deposit	200.00	220.00	233.20	247.19
<u>Other than sport -</u>				
Prior occupation per day	740.00	800.00	848.00	898.88
Main Hall	1,870.00	2,000.00	2,120.00	2,247.20
Key / Loss / damage / breakage deposit	1,870.00	2,000.00	2,120.00	2,247.20
Small Hall	1,050.00	1,120.00	1,187.20	1,258.43
Key / Loss / damage / breakage deposit	1,050.00	1,200.00	1,272.00	1,348.32
<u>Commercial use -</u>				
Prior occupation per day	770.00	820.00	869.20	921.35
Main Hall (per day)	4,200.00	4,500.00	4,770.00	5,056.20
Key / Loss / damage / breakage deposit	12,500.00	13,300.00	14,098.00	14,943.88
Small Hall (per day)	1,820.00	2,000.00	2,120.00	2,247.20
Key / Loss / damage / breakage deposit	1,820.00	2,000.00	2,120.00	2,247.20
Kitchen (per day)	530.00	570.00	604.20	640.45
Key / Loss / damage / breakage deposit	650.00	1,000.00	1,060.00	1,123.60

	PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
Braai (per day)	550.00	600.00	636.00	674.16
Key / Loss / damage / breakage deposit	650.00	1,000.00	1,060.00	1,123.60
Conference room	550.00	600.00	636.00	674.16
Key / Loss / damage / breakage deposit	650.00	700.00	742.00	786.52

1.2.9

West-End Club**Commercial use -**

Prior occupation per day	825.00	880.00	932.80	988.77
Main Hall (per day)	4,015.00	4,300.00	4,558.00	4,831.48
Key / Loss / damage / breakage deposit	10,175.00	10,500.00	11,130.00	11,797.80

Competitive sport -

Prior occupation per day	700.00	750.00	795.00	842.70
Main Hall (per day)	950.00	1,000.00	1,060.00	1,123.60
Key / Loss / damage / breakage deposit	950.00	1,000.00	1,060.00	1,123.60

Training sessions -

Main Hall (per hour)	155.00	165.00	174.90	185.39
Key / Loss / damage / breakage deposit	250.00	270.00	286.20	303.37
Main Hall (other than specified)	2,100.00	2,250.00	2,385.00	2,528.10
Key / Loss / damage / breakage deposit	2,100.00	2,250.00	2,385.00	2,528.10
Kitchen	540.00	570.00	604.20	640.45
Key / Loss / damage / breakage deposit	650.00	1,000.00	1,060.00	1,123.60
Braai area	550.00	600.00	636.00	674.16
Key / Loss / damage / breakage deposit	650.00	1,000.00	1,060.00	1,123.60
Trog Bar	715.00	800.00	848.00	898.88
Key / Loss / damage / breakage deposit	715.00	1,000.00	1,060.00	1,123.60
Soccer Field	530.00	570.00	604.20	640.45
Key / Loss / damage / breakage deposit	715.00	800.00	848.00	898.88
Cricket field	530.00	570.00	604.20	640.45
Key / Loss / damage / breakage deposit	715.00	800.00	848.00	898.88
Air Conditioner	600.00	650.00	689.00	730.34
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.

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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.

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 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 R35 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	<u>Open Mine Caravan Park</u>				
	Caravans - (per Caravan)	120.00	130.00	137.80	146.07
	- (per person)	60.00	65.00	68.90	73.03
	Caravan Club				
	Minimum of 20 Caravans - (per Caravan)	90.00	95.00	100.70	106.74
	- (per person)	60.00	60.00	63.60	67.42
	Pensioners - (per Caravan)	90.00	90.00	95.40	101.12
	- (per person)	60.00	60.00	63.60	67.42
	Tent (per site)	90.00	95.00	100.70	106.74
	(per person)	70.00	75.00	79.50	84.27
	Day Visitors:				
	Car (per car)	70.00	75.00	79.50	84.27
	(per person)	75.00	80.00	84.80	89.89
	Bus (per bus)	340.00	370.00	392.20	415.73
	(per person)	60.00	65.00	68.90	73.03
1.3	<u>BURIAL PLOT FEES (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)</u>				
1.3.1	<u>West-End and Kenilworth Cemeteries</u>				
	Re-opening (casket)	885.00	950.00	1007.00	1067.42
	Re-opening (adults)	725.00	775.00	821.50	870.79
	Re-opening (babies)	580.00	620.00	657.20	696.63
	Burial of ashes	185.00	200.00	212.00	224.72
	Grave fees (adult)	1,210.00	1,300.00	1378.00	1460.68
	Grave fees (children under 7)	935.00	1,000.00	1060.00	1123.60
	Special graves (casket)	1,710.00	1,830.00	1939.80	2056.19
	Wall of Remembrance (per niche)	850.00	900.00	954.00	1011.24
	Two burials per grave	1,800.00	1,920.00	2035.20	2157.31
	Reserved graves	2,620.00	2,800.00	2968.00	3146.08
	Monument erection fee - single graves	440.00	470.00	498.20	528.09
	Monument erection fee - double graves	760.00	810.00	858.60	910.12
	Sundry payment - Saturday funerals	880.00	950.00	1007.00	1067.42

		PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
1.3.2	<u>Roodepan, Greenpoint and Galeshewe Cemeteries</u>				
	Re-opening (casket)	760.00	820.00	869.20	921.35
	Re-opening (adults)	580.00	620.00	657.20	696.63
	Re-opening (babies)	500.00	540.00	572.40	606.74
	Burial of ashes	190.00	200.00	212.00	224.72
	Grave fees (adult)	750.00	800.00	848.00	898.88
	Grave fees (children under 7)	340.00	360.00	381.60	404.50
	Special graves (casket)	1,480.00	1,580.00	1,674.80	1,775.29
	Pauper graves	330.00	350.00	371.00	393.26
	Two burials per grave	1,840.00	1,970.00	2,088.20	2,213.49
	Reserved graves	1,870.00	2,000.00	2,120.00	2,247.20
	Monument erection fee - single graves	440.00	470.00	498.20	528.09
	Monument erection fee - double graves	760.00	820.00	869.20	921.35
	Sundry payment - Saturday funerals	900.00	970.00	1,028.20	1,089.89
1.3.3	<u>Ritchie, Motswedimosa and Rietvale Cemeteries</u>				
	Re-opening (casket)	760.00	820.00	869.20	921.35
	Re-opening (adults)	580.00	620.00	657.20	696.63
	Re-opening (babies)	500.00	540.00	572.40	606.74
	Burial of ashes	190.00	200.00	212.00	224.72
	Grave fees (adult)	750.00	800.00	848.00	898.88
	Grave fees (children under 7)	340.00	360.00	381.60	404.50
	Special graves (casket)	1,480.00	1,580.00	1,674.80	1,775.29
	Pauper graves	330.00	360.00	381.60	404.50
	Two burials per grave	1,840.00	1,970.00	2,088.20	2,213.49
	Reserved graves	1,870.00	2,000.00	2,120.00	2,247.20
	Monument erection fee - single graves	440.00	470.00	498.20	528.09
	Monument erection fee - double graves	760.00	820.00	869.20	921.35
	Sundry payment - Saturday funerals	900.00	970.00	1,028.20	1,089.89
	<u>New Cemetery</u>				
	Re-opening (dome casket/casket)	885.00	950.00	1,007.00	1,067.42
	Re-opening (adults)-normal	725.00	775.00	821.50	870.79
	Re-opening (babies)	580.00	620.00	657.20	696.63
	Burial of ashes	185.00	200.00	212.00	224.72
	Grave fees (adult)	1,210.00	1,300.00	1,378.00	1,460.68
	Grave fees (children under 7)	935.00	1,000.00	1,060.00	1,123.60
	Special graves (dome casket/casket)	1,710.00	1,830.00	1,939.80	2,056.19
	Pauper graves	330.00	360.00	381.60	404.50
	Two burials per grave	1,800.00	1,930.00	2,045.80	2,168.55
	Reserved graves	2,620.00	2,800.00	2,968.00	3,146.08
	Monument erection fee - single graves	440.00	470.00	498.20	528.09
	Monument erection fee - double graves	760.00	820.00	869.20	921.35
	Sundry payment - Saturday funerals	880.00	940.00	996.40	1,056.18
1.3.4	Grave Fees for Deceased Indigent Accountholders	300.00	320.00	339.20	359.55
1.4	<u>PLEASURE RESORTS AND CARAVAN PARKS (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)</u>				

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

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

Accommodation cancellation

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

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

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

PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R

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)

1.4.1

Riverton Pleasure Resort

Chalets/Villas

Basic tariff per unit

Per bed available in the unit

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

Per bed available in the unit

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

Upgraded Rondavels : Basic tariff per unit

Upgraded Rondavels : Per bed available in the unit

Caravan Park

Caravan (per day)

Per person (per day)

Caravan Clubs (minimum of 15 caravans)

(excluding December holidays)

Pensioners (excluding December holidays)

Super Tube per ride

Day visitors

Day visitors (1 May - 31 August)

Cars

Season ticket (minimum 100 tickets)

Boats

Hall (for period of 24 hours)

Key / Loss / damage / breakage deposit

Chalets and Villas

Rondavels

Hall

Group reservations

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

Basic tariff per unit

Per bed available in the unit

Rondavels

Basic tariff per unit

Per bed available in the unit

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

(Key deposit of R18000-00 as well as payment for 15 (fifteen) security guards from a recognized security company on the day of the festival is compulsory)

	PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
<u>Key / Loss / damage / breakage deposit</u>				
Resort	15,000.00	18,000.00	19080.00	20224.80
Chalets	250.00	500.00	530.00	561.80
Rondavels	100.00	500.00	530.00	561.80
<u>Camping sites</u>				
Tent 6 persons(per day)	90.00	95.00	100.70	106.74
Per person (per day)	50.00	50.00	53.00	56.18
<u>Caravans</u>				
Per caravan (per day)	110.00	110.00	116.60	123.60
Per person (per day)	60.00	60.00	63.60	67.42
<u>Hall</u>				
24-hour period	1,100.00	1,200.00	1272.00	1348.32
Per person	35.00	35.00	37.10	39.33
Key / Loss / damage / breakage deposit	450.00	500.00	530.00	561.80
<u>Day visitors</u>				
Per person	40.00	40.00	42.40	44.94
Cars	30.00	30.00	31.80	33.71
<u>Group accommodation</u>				
Key / Loss / damage / breakage deposit	800.00	1,500.00	1590.00	1685.40
Per person per night (without bedding)	100.00	100.00	106.00	112.36
Per person per night (with bedding)	110.00	120.00	127.20	134.83
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	150.00	155.00	164.30	174.16
Per bed available in the unit	180.00	185.00	196.10	207.87
(Amount converted to the nearest multiple of 5).				
Key / Loss / damage / breakage deposit	250.00	500.00	530.00	561.80
<u>Chalets : Transka</u>				
Basic tariff per unit	120.00	125.00	132.50	140.45
Per bed available in the unit	120.00	125.00	132.50	140.45
Key / Loss / damage / breakage deposit	250.00	500.00	530.00	561.80
<u>Caravan Park :Transka</u>				
Caravan (per day)	110.00	115.00	121.90	129.21
Per person (per day)	60.00	60.00	63.60	67.42
<u>Group accommodation</u>				
Transka - per person per night (with bedding)	110.00	115.00	121.90	129.21
Key / Loss / damage / breakage deposit	1,100.00	1,500.00	1590.00	1685.40
Rekaofela - per person per night	130.00	135.00	143.10	151.69
Key / Loss / damage / breakage deposit	900.00	1,500.00	1590.00	1685.40

	PRESENT TARIFFS 	PROPOSED TARIFFS 2018/07/01	PROPOSED TARIFFS 2019/07/01	PROPOSED TARIFFS 2020/07/01
	R	R	R	R
Hall - (24-hour period) Kopano	1,000.00	1,050.00	1113.00	1179.78
- (48-hour period)	1,050.00	1,100.00	1166.00	1235.96
- (72-hour period)	1,100.00	1,150.00	1219.00	1292.14
- (96-hour period)	1,150.00	1,200.00	1272.00	1348.32
(More than 96 hours)	1,650.00	1,750.00	1855.00	1966.30
Key / Loss / damage / breakage deposit	1,100.00	1,500.00	1590.00	1685.40
<u>Training Centre - Mongano Hall</u>				
Per person per night	130.00	135.00	143.10	151.69
Key / Loss / damage / breakage deposit	1,100.00	1,500.00	1590.00	1685.40
Hall - (24-hour period)	2,200.00	2,250.00	2385.00	2528.10
- (48-hour period)	2,300.00	2,350.00	2491.00	2640.46
- (72-hour period)	2,450.00	2,500.00	2650.00	2809.00
- (96-hour period)	2,550.00	2,600.00	2756.00	2921.36
(More than 96 hours)	4,400.00	4,450.00	4717.00	5000.02
Key / Loss / damage / breakage deposit	1,100.00	1,500.00	1590.00	1685.40
Prior occupation	550.00	1,000.00	1060.00	1123.60
<u>Recreation Hall - Riverside Hall</u>				
Hall - (24-hour period)	5,500.00	5,600.00	5936.00	6292.16
- (48-hour period)	5,700.00	5,800.00	6148.00	6516.88
- (72-hour period)	5,850.00	5,900.00	6254.00	6629.24
- (96-hour period)	6,000.00	6,100.00	6466.00	6853.96
(More than 96 hours)	6,600.00	6,700.00	7102.00	7528.12
Prior occupation (per day)	550.00	570.00	604.20	640.45
Key / Loss / damage / breakage deposit	2,200.00	2,500.00	2650.00	2809.00
<u>Meals and refreshments</u>				
That a 10% levy be charged on all catering costs over weekends, long weekends and public holidays.				
<u>Catering at Rekaofela Resort is compulsory</u>				
<u>No outside Caterers are allowed to do catering at this facility</u>				
Daily conference tariff per person per day for a minimum of 20-40 delegates.	660.00	680.00	720.80	764.05
Daily conference tariff per person per day for less than 20 delegates,	770.00	800.00	848.00	898.88
Breakfast	52.00	52.00	55.12	58.43
	55.00	55.00	58.30	61.80
	66.00	66.00	69.96	74.16
	77.00	77.00	81.62	86.52
	88.00	88.00	93.28	98.88
	101.00	101.00	107.06	113.48
	135.00	135.00	143.10	151.69
Lunch / Dinner	66.00	66.00	69.96	74.16
	77.00	77.00	81.62	86.52
	83.00	83.00	87.98	93.26
	88.00	88.00	93.28	98.88
	83.00	83.00	87.98	93.26
	95.00	95.00	100.70	106.74
	100.00	100.00	106.00	112.36
	105.00	105.00	111.30	117.98
	110.00	110.00	116.60	123.60
	115.00	115.00	121.90	129.21
	121.00	121.00	128.26	135.96
	132.00	132.00	139.92	148.32
	140.00	140.00	148.40	157.30
	150.00	150.00	159.00	168.54
	176.00	176.00	186.56	197.75

	PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
Poeding	30.00 35.00 45.00	30.00 35.00 45.00	31.80 37.10 47.70	33.71 39.33 50.56
<u>Additional meals</u>				
Finger lunch per person	50.00 66.00 72.00 95.00 110.00	50.00 66.00 72.00 95.00 110.00	53.00 69.96 76.32 100.70 116.60	56.18 74.16 80.90 106.74 123.60
Spitbraai per person	220.00 255.00 290.00	220.00 255.00 290.00	233.20 270.30 307.40	247.19 286.52 325.84
Weddings per person	235.00 255.00 300.00 340.00	235.00 255.00 300.00 340.00	249.10 270.30 318.00 360.40	264.05 286.52 337.08 382.02
<u>Coffee/Tea & Refreshments</u>				
Coffee/Tea (per person)	20.00	20.00	21.20	22.47
Coffee/Tea & refreshments (per person)	50.00	50.00	53.00	56.18
Coffee/Tea & muffens (per person)	44.00	44.00	46.64	49.44
Tableclothes (weddings) each	55.00	55.00	58.30	61.80
Crockery and cutlery (per day)	330.00	330.00	349.80	370.79
Overhead projector (per day)	65.00	65.00	68.90	73.03
Video machine (per day)	60.00	60.00	63.60	67.42
Television (per day)	50.00	50.00	53.00	56.18
Flip chart	40.00	40.00	42.40	44.94
Flip chart paper (per batch)	275.00	275.00	291.50	308.99
Cool room (24-hours)	110.00	110.00	116.60	123.60
Data Projector (per day)	220.00	220.00	233.20	247.19
<u>Printing charges and phone calls</u>				
Paper prints - A4	9.00	9.00	9.54	10.11
Paper prints - A3	13.00	13.00	13.78	14.61
Fax - A4	22.00	22.00	23.32	24.72
<u>Day Visitor Tariff</u>				
Per person (Transka)	40.00	40.00	42.40	44.94
Per person Seasonal (Transka) Easter/ December till 10th of January	60.00	60.00	63.60	67.42
School children out of season (Transka)	11.00	11.00	11.66	12.36
Winter Period (1 May till 31st July	11.00	11.00	11.66	12.36
Buses (15 Seater and more) / Cars	30.00	30.00	31.80	33.71
Putt-Putt	20.00	20.00	21.20	22.47

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 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
<u>Hire of Lapas</u>				
Lapa A	400.00	400.00	424.00	449.44
Lapa B	400.00	400.00	424.00	449.44
Lapa C	450.00	450.00	477.00	505.62
Key / Loss / damage / breakage deposit	120.00	500.00	530.00	561.80

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

1.4.4

Adventure Centre

Course fees

Instruction (per activity, per person)	440.00	450.00	477.00	505.62
1-Activity introduction (per person) - instruction, refreshments, equipment	495.00	500.00	530.00	561.80

Instructor's fees

Instructor's fees per day (with OAA Level 2 training)	440.00	450.00	477.00	505.62
Instructor's fees per day (with OAA Level 3 training)	495.00	500.00	530.00	561.80
Instructor's transport costs (per Km)	5.13	5.50	5.83	6.18

Cancellation fee is 25% of the total reservation fee.

CONDITIONS:

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

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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

PERSONNAL HEALTH**PATIENT INFORMATION FROM CLINICS**

Per enquiry per person

400.00 400.00 424.00 449.44

1.5

HOUSING (SERVICES & INFRASTRUCTURE)

That the rental on all Municipal Renting Schemes be increased as per National Housing Guidelines as per the following based on market related rentals:

Impala Court

1 Bedroom 1,283.00 1,370.00 1452.20 1539.33
2 Bedroom 1,614.00 1,720.00 1823.20 1932.59

Hercules Court

1 Bedroom 1,424.00 1,520.00 1611.20 1707.87
2 Bedroom 1,764.00 1,880.00 1992.80 2112.37

Holland Court

1 Bedroom 1,915.00 2,050.00 2173.00 2303.38
2 Bedroom 2,334.00 2,450.00 2597.00 2752.82
3 Bedroom 2,462.00 2,630.00 2787.80 2955.07
Bachelor 1,656.00 1,770.00 1876.20 1988.77

Newton Court

1 Bedroom 2,105.00 2,250.00 2385.00 2528.10
2 Bedroom 2,597.00 2,770.00 2936.20 3112.37
3 Bedroom 2,961.00 3,170.00 3360.20 3561.81

Tiffany Court

2 Bedroom 2,597.00 2,780.00 2946.80 3123.61

Eugenie Court

1 Bedroom 2,082.00 2,230.00 2363.80 2505.63
2 Bedroom 2,471.00 2,650.00 2809.00 2977.54

Jonker Court

1 Bedroom 1,717.00 1,840.00 1950.40 2067.42
2 Bedroom 2,086.00 2,230.00 2363.80 2505.63

Eureka Court

1 Bedroom 1,717.00 1,840.00 1950.40 2067.42
2 Bedroom 2,086.00 2,230.00 2363.80 2505.63

Krisant Court

1 Bedroom 1,646.00 1,760.00 1865.60 1977.54
2 Bedroom 2,107.00 2,250.00 2385.00 2528.10

Roodepan Flats

1 Bedroom 618.00 660.00 699.60 741.58
2 Bedroom 1,030.00 1,100.00 1166.00 1235.96
3 Bedroom 1,400.00 1,500.00 1590.00 1685.40

	PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
<u>Flamingo Court</u>				
1 Bedroom	1,078.00	1,150.00	1219.00	1292.14
2 Bedroom	1,349.00	1,450.00	1537.00	1629.22
Bachelor	984.00	1,050.00	1113.00	1179.78
<u>Carports</u>				
Carport with locking facility (per month)	89.00	95.00	100.70	106.74
Carport without locking facility (per month)	42.00	45.00	47.70	50.56
Key deposit	102.00	110.00	116.60	123.60
Administration fee	128.00	140.00	148.40	157.30
<u>By-pass houses</u>				
7 Villiers street	1,518.00	1,630.00	1727.80	1831.47
9 Villiers street	1,442.00	1,550.00	1643.00	1741.58
27a St Augustines road	1,585.00	1,700.00	1802.00	1910.12
28 St Augustines road	1,812.00	1,940.00	2056.40	2179.78
29 St Augustines road	1,434.00	1,535.00	1627.10	1724.73
20 Auction	1,566.00	1,675.00	1775.50	1882.03
4 Marriott	1,429.00	1,530.00	1621.80	1719.11
21 Diebel	1,929.00	2,065.00	2188.90	2320.23
13 Fuller	1,277.00	1,365.00	1446.90	1533.71
49 Jacobson	2,182.00	2,335.00	2475.10	2623.61
183 Barkly	907.00	970.00	1028.20	1089.89
185 Barkly	1,078.00	1,155.00	1224.30	1297.76
30 Meyer	2,910.00	3,115.00	3301.90	3500.01
West end Nursery house	1,585.00	1,695.00	1796.70	1904.50
Pioneer cemetery house	418.00	447.00	473.82	502.25
104a Waterworks street	1,787.00	1,910.00	2024.60	2146.08
Administration fee	128.00	140.00	148.40	157.30
<u>Santa centre</u>				
Rental units	56.00	60.00	63.60	67.42
<u>Dingaan family units</u>				
Bachelor	247.00	265.00	280.90	297.75
1 Bedroom	278.00	298.00	315.88	334.83
<u>Selling Scheme</u>				
Administration charges	83.00	90.00	95.40	101.12
Insurance	40.00	43.00	45.58	48.31
<u>Informal housing</u>				
Occupation fee	103.00	110.00	116.60	123.60
1.6 <u>MARK (STRATEGY, ECONOMIC DEVELOPMENT & PLANNING SERVICES)</u>				
<u>Hire</u>				
Office (per m2) per month	28.00	30.00	31.80	33.71
<u>Cold rooms per month</u>				
Outsdie	2,671.00	2,860.00	3,031.60	3,213.50
Inside	5,328.00	5,700.00	6,042.00	6,404.52
<u>Outside buildings</u> (per m2) per month	33.00	35.30	37.42	39.66
Parking per month	57.00	60.00	63.60	67.42
Transaction fees per transaction	1.00	1.10	1.17	1.24
Ripening fees per pallet per day	17.20	18.40	19.50	20.67
Ripeninf fees per box per da	New	4.50	4.77	5.06
Hiring of the Lapa	New	1,200.00	1,272.00	1,348.32
<u>Small trollies per day</u>				
Trolley	5.00	5.35	5.67	6.01
Pallet jack	24.00	25.70	27.24	28.88
Storage (per m2) per month	10.00	10.70	11.34	12.02
Big trollies (plus refundable deposits of R10.00)	New	10.00	10.6	11.236

		PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
1.7	<u>SIDEWALK AND ROAD TARIFFS (SERVICES & INFRASTRUCTURE)</u>				
	Lowered curbing per meter	214.00	229.00	242.74	257.30
	Per safety pole on sidewalk	192.00	206.00	218.36	231.46
	Tar patching work per m2 - area ÷ 30mm thickness installed	299.00	344.00	364.64	386.52
	Application fee for upgrading of sidewalk per square meter	New	2.00	2.12	2.25
	Application and advertisement for closure of road	New	5,000.00	5300.00	5618.00
	<u>Red soil and Gravel:</u>				
	Sale of red soil and gravel to institutes, e.g. Schools, Churches, District Council etc				
	- Collected at stockpile per 5 m3 (Truck)	750.00	800.00	848.00	898.88
	- Delivery in Kimberley per 5 m3	1,400.00	1,500.00	1590.00	1685.40
	Lowered kerbs inspections	72.00	80.00	84.80	89.89
	Erf peg inspections (per inspection)	129.00	135.00	143.10	151.69
1.8	<u>URBAN PLANNING (STRATEGY, ECONOMIC DEVELOPMENT & PLANNING SERVICES)</u>				
1.8.1	<u>Building Control Section</u>				
	<u>Building Plan Inspection Fees</u>				
	The fees for the approval of building plans of all buildings (including covered stoep, veranda's, carports and outbuildings) calculated along the external walls on each floor and excluding the areas of external staircases, chimney breasts, architectural features and eaves, are as follows:				
	The minimum charge for any approval	628.00	672.00	712.32	755.06
	Minor building work as defined in the definitions of the NBR	628.00	672.00	712.32	755.06
	Swimming Pool	628.00	672.00	712.32	755.06
	Boundary Wall - Plan Submission	New	672.00	712.32	755.06
	Cellphone Mast - Plan Submission	New	990.00	1049.40	1112.36
	Re-inspection of defective work (every inspection more than two)	628.00	672.00	712.32	755.06
	Re-submission of lapsed plans	1,131.00	1,210.00	1282.60	1359.56
	Alterations to drainage systems	516.00	550.00	583.00	617.98
	For all new buildings per m2	16.00	17.15	18.18	19.27
	For all as-built buildings, completed or under construction	76.00	82.00	86.92	92.14
	For new buildings over 500m2 (per m2)	14.00	15.00	15.90	16.85
	For all new buildings per m2 exceeding 1000m2	13.00	14.00	14.84	15.73
	Per Government subsidized house	62.00	67.00	71.02	75.28
	For additions to any existing building per m2	16.00	17.00	18.02	19.10
	For additions over 500m2 (per m2)	14.00	15.00	15.90	16.85
	For additions of buildings per m2 exceeding 1000m2	13.00	14.00	14.84	15.73
	For business temporary structure/s per square meter	7.00	10.00	10.60	11.24
	For any government building/s per square meter	62.00	17.00	18.02	19.10
	For residential temporary structure per square meter	4.00	5.00	5.30	5.62
	<u>For internal alterations to existing buildings.</u>				
	Between 0 & 250m2 any existing building	943.00	1,010.00	1070.60	1134.84
	Between 250 & 500m2 any existing building	1,069.00	1,145.00	1213.70	1286.52
	Between 500 & 750m2 any existing building	1,822.00	1,950.00	2067.00	2191.02
	Between 750 & 1000m2 any existing building	3,498.00	3,740.00	3964.40	4202.26
	Between 1000 & 5000m2 any existing building	6,659.00	7,120.00	7547.20	8000.03
	Between 5000 & 10000m2 any existing building	10,995.00	11,756.00	12461.36	13209.04
	Private Contractors - Council supervision				
	per house type (over and above inspection fees)	126.00	135.00	143.10	151.69
	Postage of Plans less than weigh 1Kg	188.00	201.00	213.06	225.84
	Postage of Plans less than weigh 2Kg	377.00	403.00	427.18	452.81
	Postage of Plans less than weigh 5Kg	754.00	806.00	854.36	905.62
	Postage of Plans less than weigh 7Kg	1,508.00	1,613.00	1709.78	1812.37
	Postage of Plans exceeding weigh 7Kg	2,513.00	2,688.00	2849.28	3020.24
1.8.1.2	<u>Building Control Penalty and Fine schedule for Law-Enforcement (New)</u>				
	Demolition Permit	New	990.00	1049.40	1112.36
	Temporary Occupancy	New	990.00	1049.40	1112.36
	Section 7 (6) Approval	New	5,500.00	5830.00	6179.80
	Accumulative daily fine CIB	126.00	135.00	143.10	151.69
	Under construction illegal work per m2	76.00	82.00	86.92	92.14

	PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
Submission fee for completed illegal work per m2	76.00	82.00	86.92	92.14
Dumping building rubble exceed 30days per m3	252.00	270.00	286.20	303.37
Dumping building rubble exceed 60days per m3	377.00	404.00	428.24	453.93
Encroachment to council land (per day)	126.00	135.00	143.10	151.69
Failing to display building permit onsite	628.00	672.00	712.32	755.06
Aggressive FDBP (per day)	126.00	135.00	143.10	151.69
Structure as nuisance in terms of Section 10	126.00	135.00	143.10	151.69
Aggressive structure as nuisance	1,257.00	1,345.00	1425.70	1511.24
Unauthorised erected public tent 500-1000m2	628.00	672.00	712.32	755.06
Unauthorised erected public tent 1000-5000m2	1,257.00	1,345.00	1425.70	1511.24
Unauthorised erected public tent 2000-10000m2	2,513.00	2,688.00	2849.28	3020.24
Unauthorised erected public tent 10000-above	6,283.00	6,720.00	7123.20	7550.59
Unauthorised erected artist stage	1,885.00	2,016.00	2136.96	2265.18
Unauthorised demolishing of structure/s	6,283.00	6,720.00	7123.20	7550.59
Unauthorised occupying building/s	3,141.00	3,360.00	3561.60	3775.30
Services rendered: Application in terms of the Sol Plaatje Land Use By-Laws 2015 read together with SPLUM Act (Act 16 of 2013): Basic fee plus	2,639.00	2,822.00	2991.32	3170.80
Rezoning	967.00	1,035.00	1097.10	1162.93
Consent use / Conditional uses	967.00	1,035.00	1097.10	1162.93
Phasing of Layout Plan	525.00	562.00	595.72	631.46
All Departures to be approved by Council (except delegated departures)	967.00	1,035.00	1097.10	1162.93
Consolidation	525.00	562.00	595.72	631.46
Subdivision:				
Basic subdivision fee	967.00	1,035.00	1097.10	1162.93
Thereafter:				
3-10 erven an additional R100-00 (per erf)	105.00	112.00	118.72	125.84
11-50 erven an additional R50-00 (per erf)	53.00	56.00	59.36	62.92
51 and above erven an additional R10-00 (per erf)	11.00	12.00	12.72	13.48
Advertising deposit per application (Local Newspapers)	1,885.00	2,016.00	2136.96	2265.18
Removal, Suspension or Amendment of Title Deed	967.00	1,035.00	1097.10	1162.93
Advertising: Government Gazette	4,774.00	5,105.00	5411.30	5735.98
Advertising: Local Newspaper (two placements)	3,141.00	3,360.00	3561.60	3775.30
Amendment of condition of approval/layout plan of previous Council decision without the basic fee	967.00	1,035.00	1097.10	1162.93
Extension of Council approval without basic fee	967.00	1,035.00	1097.10	1162.93
Cancellation Fee	377.00	405.00	429.30	455.06
Delegated Departures as per Zoning Scheme:				
Delegated departures (coverage: Erven less than 500 500m² not exceeding 60%)	565.00	605.00	641.30	679.78
Delegated departures (second dwelling: max 75m²) (excluding electrical contribution fees)	565.00	605.00	641.30	679.78
Delegated departures (garages/carports: not exceeding 6m on Street Building Lines except title conditions for garages)	565.00	605.00	641.30	679.78
All departures excluding the above for Council approval	1,634.00	1,750.00	1855.00	1966.30

	PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
Home Businesses: Per application only				
(No basic fee)				
Home business registration	691.00	740.00	784.40	831.46
Home business registration (Galeshewe)	691.00	740.00	784.40	831.46
Other:				
Information (without copy costs)	32.00	34.00	36.04	38.20
Zoning Certificate	100.00	107.00	113.42	120.23
CUP Reports/SDF/LUMS/IDP/GURP	1,131.00	1,210.00	1282.60	1359.56
Building Plan research (without copy costs)	32.00	34.00	36.04	38.20
Building statistics - Monthly	188.00	201.00	213.06	225.84
- Annually	1,383.00	1,480.00	1568.80	1662.93

1.8.1.3 **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)	2,000.00	2,000.00	2120.00	2247.20
Any person who contravenes or fails to comply with this: All heavy equipment such as tractors trailers, semi-trailers, or construction equipment must be garaged screened with plantings or fencing to at least the height of the equipment	4.2	1,000.00	1,000.00	1060.00	1123.60
Any person who contravenes or fails to comply with this: One commercial vehicle which is not heavy equipment and which is not more than two tons in rated capacity may be parked outdoors on the property. Additional commercial vehicle must be garaged or screened as for heavy equipment.	4.3	1,000.00	1,000.00	1060.00	1123.60
Any person who contravenes or fails to comply with this: Any outdoors lighting fixture newly installed or replaced shall be shield so that it does not produce a strong, direct light beyond the property boundaries. Lighting must be compatible with the character of the district.	4.6 (i)	500.00	500.00	530.00	561.80
Any person who contravenes or fails to comply with this: Hours of operation: In no case shall a residential business be open to the public, including non-resident employees, clients, visitors, deliveries, earlier than 07h00 nor later than 21h00 with the exception of Tuck Shops may operate from 06h00-22h00.	4.7	1,000.00	1,000.00	1060.00	1123.60
Any person who contravenes or fails to comply with this: General Nuisances: Any activity that might result in excessive noise, electrical interference, smoke, dust, odours, heat, or glare beyond that which is common to the residential character of the area is prohibited.	4.8	2,000.00	2,000.00	2120.00	2247.20
Any person who contravenes or fails to comply with this: Hazardous Materials: No highly toxic, explosive, Flammable, combustible, corrosive, radioactive or similar hazardous materials shall be used, stored, or manufactured on the premises in amounts exceeding those found in normal residential use.	4.9	2,000.00	2,000.00	2120.00	2247.20
Any person who contravenes or fails to comply with this: Retail sales: There shall be no sales of services or products on the premises which are not produced on the premises, except those sales which are incidental to the business.	4.1	2,000.00	2,000.00	2120.00	2247.20
Any person who contravenes or fails to comply with this: No more two (2) employees who do not live on the premises shall be permitted to work on the premises at any one time for residential business	5.1	2,000.00	2,000.00	2120.00	2247.20
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	1,000.00	1,000.00	1060.00	1123.60
Any person who contravenes or fails to comply with this: Tuck shop shall serve a minimum of at least 60 household and least be at least 200m from formal business opportunity	6.1	2,000.00	2,000.00	2120.00	2247.20
Any person who contravenes or fails to comply with this: Tuck shop trade is restricted to general household consumables and liquor sales shall not be permitted.	6.2	2,000.00	2,000.00	2120.00	2247.20
Any person who contravenes or fails to comply with this: Tuck Shops shall only be allowed to operate between the hours of 06h00 to 22h00	6.3	1,000.00	1,000.00	1060.00	1123.60
Any person who contravenes or fails to comply with this: Tuck Shops shall be of a separate, permanent structure and must be separated by a wall and/or door from other activities in the residential home, such as sleeping cooking or entertainment areas, if attached to the house	6.4	1,000.00	1,000.00	1060.00	1123.60
Any person who contravenes or fails to comply with this: Tuck shop must adhere to the conditions as prescribed by the Municipality's Environmental Health By-law and must comply with National Building Regulations and Building Standards Act, 1977 (103 of 1977)	6.5	1,000.00	1,000.00	1060.00	1123.60

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;

5 (a) –

(e) keep the premises and all furniture, fittings, appliances, equipment, containers, curtains, covers, hangings and other soft furnishings, table linen, bed linen and cloths of whatever nature used in connection with the facility in a clean, hygienic and good condition at all times;

(g)

(f) supply fresh linen and unused soap for each letting; and

(g) Take adequate measures to eradicate pests on the premises.

2,000.00	2,000.00	2120.00	2247.20
2,000.00	2,000.00	2120.00	2247.20
1,500.00	1,500.00	1590.00	1685.40
1,500.00	1,500.00	1590.00	1685.40
1,500.00	1,500.00	1590.00	1685.40
1,500.00	1,500.00	1590.00	1685.40
1,000.00	1,000.00	1060.00	1123.60
1,000.00	1,000.00	1060.00	1123.60
1,500.00	1,500.00	1590.00	1685.40
1,500.00	1,500.00	1590.00	1685.40
2,000.00	2,000.00	2,000.00	2,000.00

1.8.1.5

<u>CRECHES, CHILDCARE CENTRES AND NURSERY SCHOOLS BYLAW 2011</u>						
OFFENCE						
No person or body of persons shall establish, erect, maintain or conduct a crèche, child care centre or facility, or a crèche-cum-nursery school unless such person or body is in possession of a license from the municipality authorizing him to do so, specifying the premises to which such license relates and stating the number and ages of children permitted to be kept on such premises.	2.1	2,000.00	2,000.00	2120.00	2247.20	
Any person who contravenes or fails to comply with this: A license shall not be granted in terms of subsection (1) unless a crèche, child care centre or crèche-cum-nursery school complies with the provisions of these by-laws to the satisfaction of the municipality's officer of health	2.2	2,000.00	2,000.00	2120.00	2247.20	
Any person who contravenes or fails to comply with this: A person, or in the case of crèche or crèches-cum-nursery school administered by a body of persons, such body, licensed in terms of subsection (1), shall be responsible for the care and supervision of the children specified in such license and shall at all times be responsible to the municipality for the satisfactory performance of his obligations in terms of such license.	2.3	2,000.00	2,000.00	2120.00	2247.20	
Any person who contravenes or fails to comply with this: A license issued in terms of this section shall not be transferable.	2.4	1,000.00	1,000.00	1060.00	1123.60	
Any person who contravenes or fails to comply with this: A license issued in the form of a certificate of approval must be displayed at all times on the inside of the main door of the child care facility, crèche or crèche-cum-nursery school.	2.5	500.00	500.00	530.00	561.80	
Any person who contravenes or fails to comply with this: The following minimum accommodation and facilities shall be provided in respect of crèche, child care centres and crèches-cum-nursery schools admitting for all-day care children aged 3 years and over but under school-going age.	3.1 (a) - (e)					
(a) An office		500.00	500.00	530.00	561.80	
(b) A staff room provided that one room may, subject to the approval of the officer of health, be used as an office and staff room combined;		500.00	500.00	530.00	561.80	
(c) An isolation room with a minimum floor area of 2m x 3m, fitted with a built-in wash-hand basin with hot and cold running water and equipped with a first-aid cupboard and equipment and bed or stretcher		500.00	500.00	530.00	561.80	
(d) A playroom for play activities, serving of meals and sleeping purposes with a minimum free-playing area of 3m ² for every child, not more than one-third of the total indoor play area may consist of a covered veranda or stoep, which shall be protected against wind, rain and other inclement weather conditions.		500.00	500.00	530.00	561.80	
(e) A kitchen complying with the following requirements						
(i) The kitchen including scullery, shall have a minimum floor area of 14m ² for a maximum of 30 children accommodated with an additional 0,3 m ² per child for 30 to 100 children and a further 0.1 m ² per child for every child in excess of		1,000.00	1,000.00	1060.00	1123.60	
(ii) The kitchen shall be provided with a double compartment sink, wash-hand basin, vegetable washing sink and where the officer of health deems it necessary; an approved pot-washing sink shall be installed on the premises		500.00	500.00	530.00	561.80	
(iii) In the discretion of the municipality and after due consideration having being given to the manner, amount and nature of cooking undertake on the premises, there shall be provided, immediately above every cooking stove, oven or similar apparatus, a hood or canopy of adequate size, having a flue at least 300mm in diameter and in addition such mechanical device as the Municipality shall deem necessary in these circumstances, exhausting to the atmosphere at such a position or manner as is necessary to prevent the discharge there from constituting a nuisance or annoyance to the neighbourhood: provided that where the municipality is satisfied that the purposes of this subsection will be effectively achieved thereby, a mechanical device may be provided instead of a hood or canopy as aforesaid;		1,000.00	1,000.00	1060.00	1123.60	
(iv) The washbasins mentioned in paragraph (5)(b) shall be made of stainless steel or other approved impervious material and shall have an adequate and wholesome supply of hot and cold running water effectively distributed and laid over the sinks and wash-hand basins		500.00	500.00	530.00	561.80	
(v) Each bowl of the double-compartment sink shall have a minimum depth of 225mm and minimum capacity of 55 litres		200.00	200.00	212.00	224.72	
(vi) The draining boards of the sinks shall be fitted with 150 mm splash screens and installed 100mm from any wall surface, and every part of a wall surface within 600mm from any part of the sink or draining board so installed, shall be tiled or given some other approved finish having similar properties to a tiled surface, to a height at least 1.5 m from the floor.		1,000.00	1,000.00	1060.00	1123.60	
(vii) The floor of the kitchen shall be of concrete or other similar impervious material		500.00	500.00	530.00	561.80	
(viii) Natural light and ventilation shall be provided in accordance with the municipality's building by-laws		800.00	800.00	848.00	898.88	
(ix) Wall surfaces shall be tiled or smooth-plastered and oil-painted in light-coloured oil		1,000.00	1,000.00	1060.00	1123.60	

	PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
(x) Ceilings shall be dust proof	500.00	500.00	530.00	561.80
(xi) All cupboards, shelves and other equipment for the storage of kitchen utensils and equipment shall be of metal and shall be so fitted or situated as to be easily cleaned and not for favour the harbourage of insects, rodents and other vermin;	800.00	800.00	848.00	898.88
(xii) All worktables shall be constructed of metal with a stainless steel top;	500.00	500.00	530.00	561.80
(xiii) The stove or other cooking units shall be so installed as to allow easy access between the stove or cooking unit and the adjoining wall surfaces to allow for cleaning;	500.00	500.00	530.00	561.80
(xiv) Facilities for the storage of vegetables shall be provided;	500.00	500.00	530.00	561.80
(xv) There shall be provided suitable refrigeration facilities for the storage of perishable foodstuffs	1,000.00	1,000.00	1060.00	1123.60
(xvi) There shall be provided a sufficient number of metal bins with covers for the temporary storage of refuse pending disposal	1,000.00	1,000.00	1060.00	1123.60
1.8.2 Advertising				
Application fee	301.00	320.00	339.20	359.55
Directional sign board single once off	1,169.00	1,250.00	1,325.00	1,404.50
Directional sign board double once off	2,291.00	2,450.00	2,597.00	2,752.82
LED - Digital Billboard displayed on municipal property per month	1,753.00	1,880.00	1,992.80	2,112.37
Per banner	281.00	300.00	318.00	337.08
Per Illegal Boards	351.00	375.00	397.50	421.35
Per Illegal Boards Additional fee if not removed within 2 (two) weeks	234.00	250.00	265.00	280.90
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	1,169.00	1,250.00	1,325.00	1,404.50
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	5,844.00	6,250.00	6,625.00	7,022.50
The above advertising tariffs are subject to a 5% discount only when the following criteria are met: Five (5) or more boards must be placed. The application fee must exceed R1 500-00 for any particular advertising.				
1.8.3 Plan Printing Charges				
<u>Paper prints:</u>				
Size A4	80.00	85.00	90.10	95.51
Size A3	10.00	11.00	11.66	12.36
Size A2	13.00	14.00	14.84	15.73
Size A1	51.00	55.00	58.30	61.80
Size A0	76.00	81.00	85.86	91.01
<u>Opaque Film Prints & Transparent Prints</u>				
Size A4	20.00	21.50	22.79	24.16
Size A3	38.00	40.00	42.40	44.94
Size A2	100.00	106.00	112.36	119.10
Size A1	138.00	148.00	156.88	166.29
Size A0	214.00	229.00	242.74	257.30
<u>Plans plotted by REGIS System</u>				
Size A4	43.00	46.00	48.76	51.69
Size A3	58.00	62.00	65.72	69.66
Size A2	116.00	124.00	131.44	139.33
Size A1	173.00	184.00	195.04	206.74
Size A0	204.00	218.00	231.08	244.94

PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
<u>Paper prints: Color</u>			
Size A4	5.00	5.00	5.62
Size A3	4.00	4.00	4.49
Size A2	11.00	12.00	13.48
Size A1	56.00	60.00	67.42
Size A0	69.00	74.00	83.15
<u>Opaque Film Prints & Transparent Prints Color</u>			
Size A4	23.00	24.60	27.64
Size A3	45.00	48.00	53.93
Size A2	123.00	131.00	147.19
Size A1	167.00	178.00	200.00
Size A0	251.00	268.00	301.12
<u>Plans plotted by REGIS System - Color</u>			
Size A4	58.00	51.00	57.30
Size A3	87.00	93.00	104.49
Size A2	145.00	155.00	174.16
Size A1	233.00	249.00	279.78
Size A0	247.00	264.00	296.63
<u>Other</u>			
Information (without copy cart)	25.00	26.50	29.78
CUP Reports/SDF/LUMS/IDP/GURP	120.00	128.00	143.82
Building Plan search fee (without copy cart)	1,257.00	1,340.00	1,505.62
Building Statistics - Monthly	120.00	128.00	143.82
- Annually	1,257.00	1,340.00	1,505.62
Building Occupancy Certificate	120.00	780.00	876.41
Temporary Occupancy	314.00	780.00	876.41
Hoarding on Municipal property per square meter	120.00	128.00	143.82
Compulsory (removal executed by Municipal) of Building rubble per m3 load	628.00	670.00	752.81
Penalty on illegal building structure/s, per day and to be attached to account	188.00	201.00	225.84
Penalty on illegal encroaching to adjacent erf/erven, per day and to be attached to account	188.00	201.00	225.84
Penalty on Illegal usage of property other than as zoned, per day and to be attached to account	188.00	201.00	225.84
Penalty on Illegal closing of adjacent neighbour access, per day and to be attached to account	188.00	201.00	225.84
Penalty on Illegal closing for storm water flow allowance, per day and to be attached to account	188.00	201.00	225.84
Penalty on deviation from approved building plan/s, per day and to be attached to account	188.00	201.00	225.84
Penalty on illegal encroaching to municipality land or property, per day and to be attached to account	188.00	201.00	225.84
Unauthorised sewer connection	1,257.00	1,345.00	1,511.24
Unauthorised water connection	1,257.00	1,345.00	1,511.24
Unauthorised electrical connection	1,257.00	1,345.00	1,511.24
Commencing building work or statutory stages controlled without council authorisation	628.00	671.00	753.94
Unauthorised erection of structures for event	18,847.00	20,000.00	21,200.00

1.9 **PARKS & RECREATION (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)**

1.9.1 **TARIFFS FOR RECREATION HALL**

Development Sport

Training sessions (Monday - Thursday)

07:45 - 16:30 (per hour)

Key / Loss / damage / breakage deposit

45.00	45.00	47.70	50.56
100.00	110.00	116.60	123.60

PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
* <u>Monday - Friday</u>			
07:00 - 12:00 (per session)	300.00	320.00	339.20
12:00 - 17:00 (per session)	300.00	320.00	339.20
17:00 - 07:00 (per hour)	375.00	400.00	424.00
* <u>Saturdays</u>			
A basic fee is charged for 4 hours or part thereof	595.00	650.00	689.00
For every additional hour which the facility is used an additional tariff is payable	300.00	320.00	339.20
* <u>Sundays & Public Holidays</u>			
A basic fee is charged for 4 hours or part thereof	600.00	700.00	742.00
For every additional hour which the facility is used an additional tariff is payable	310.00	330.00	349.80
* <u>All Dances</u>			
A basic fee is charged for 4 hours or part thereof	2,085.00	2,500.00	2,650.00
For every additional hour which the facility is used an additional tariff is payable	620.00	660.00	699.60
* Funerals - for 4 hours	565.00	600.00	636.00
For every additional hour	305.00	325.00	344.50
Preparation fee (per hour)	375.00	400.00	424.00
* Key / Loss / damage / breakage deposit	1,000.00	1,100.00	1,166.00
<u>TARIFFS FOR SOCIAL CENTRE, R C ELLIOTT HALL AND RITCHIE</u>			
<u>Development Sport</u>			
Training sessions (Monday - Thursday)			
07:45 - 16:30 (per hour)	45.00	45.00	47.70
Key / Loss / damage / breakage deposit	100.00	110.00	116.60
* <u>Monday - Friday</u>			
07:00 - 12:00 (per session)	300.00	320.00	339.20
12:00 - 17:00 (per session)	300.00	320.00	339.20
17:00 - 07:00 (per hour)	375.00	400.00	424.00
* <u>Saturdays</u>			
A basic fee charged for 4 hours or part thereof	595.00	650.00	689.00
For every additional hour which the facility is used an additional tariff is payable	310.00	330.00	349.80
* <u>Sundays & Public Holidays</u>			
A basic fee is charged for 4 hours or part thereof	600.00	700.00	742.00
For every additional hour which the facility is used an additional tariff is payable	310.00	330.00	349.80
* <u>All Dances</u>			
A basic fee is charged for 4 hours or part thereof	2,085.00	2,500.00	2,650.00
For every additional hour which the facility is used an additional tariff is payable	620.00	660.00	699.60
* Funerals - for 4 hours	565.00	600.00	636.00
For every additional hour	305.00	325.00	344.50
Preparation fee (per hour)	375.00	400.00	424.00
* Key / Loss / damage / breakage deposit	1,000.00	1,100.00	1,166.00

1.9.2

PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R

1.9.3

TARIFFS FOR FLORIANVILLE HALLDevelopment Sport

Training sessions (Monday - Thursday)

07:45 - 16:30 (per hour)

Key / Loss / damage / breakage deposit

45.00	45.00	47.70	50.56
100.00	110.00	116.60	123.60

* Monday - Friday

07:00 - 12:00 (per session)

12:00 - 17:00 (per session)

17:00 - 07:00 (per hour)

300.00	320.00	339.20	359.55
300.00	320.00	339.20	359.55
375.00	400.00	424.00	449.44

* 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

595.00	650.00	689.00	730.34
310.00	330.00	349.80	370.79

* 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

600.00	700.00	742.00	786.52
310.00	320.00	339.20	359.55

* 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

2,085.00	2,500.00	2,650.00	2,809.00
620.00	660.00	699.60	741.58

* Funerals - for 4 hours

For every additional hour

Preparation fee (per hour)

565.00	600.00	636.00	674.16
305.00	325.00	344.50	365.17
375.00	400.00	424.00	449.44

* Key / Loss / damage / breakage deposit

1,000.00	1,100.00	1,166.00	1,235.96

1.9.4

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

Training sessions (Monday - Thursday)

07:45 - 16:30 (per hour)

Key / Loss / damage / breakage deposit

45.00	45.00	47.70	50.56
100.00	110.00	116.60	123.60

* Monday - Friday

07:00 - 12:00 (per session)

12:00 - 17:00 (per session)

17:00 - 07:00 (per hour)

200.00	215.00	227.90	241.57
200.00	215.00	227.90	241.57
200.00	215.00	227.90	241.57

* 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

565.00	600.00	636.00	674.16
285.00	300.00	318.00	337.08

* 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

565.00	620.00	657.20	696.63
310.00	330.00	349.80	370.79
1,000.00	1,100.00	1,166.00	1,235.96

* 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

2,085.00	2,500.00	2,650.00	2,809.00
620.00	660.00	699.60	741.58

PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
* Funerals - for 4 hours	565.00	600.00	636.00
For every additional hour	305.00	325.00	344.50
Preparation fee (per hour)	375.00	400.00	424.00
* Key / Loss / damage / breakage deposit	980.00	1,100.00	1,166.00

1.9.5

CITY HALL*** Monday - Friday**

07:00 - 12:00 (per session)

900.00 960.00 1,017.60 1,078.66

12:00 - 17:00 (per session)

900.00 960.00 1,017.60 1,078.66

17:00 - 07:00 (per hour)

545.00 580.00 614.80 651.69

*** Saturdays**

A basic fee charged for 4 hours or part thereof

1,400.00 1,500.00 1,590.00 1,685.40

For every additional hour which the facility is used

an additional tariff is payable

380.00 400.00 424.00 449.44

*** Sundays & Public Holidays**

A basic fee is charged for 4 hours or part thereof

1,530.00 1,650.00 1,749.00 1,853.94

For every additional hour which the facility is used

an additional tariff is payable

545.00 580.00 614.80 651.69

* Key / Loss / damage / breakage deposit

1,065.00 1,200.00 1,272.00 1,348.32

**** All Dances**

A basic fee is charged for 4 hours or part thereof

2,095.00 2,500.00 2,650.00 2,809.00

For every additional hour which the facility is used

an additional tariff is payable

650.00 690.00 731.40 775.28

** Key / Loss / damage / breakage deposit

1,150.00 1,500.00 1,590.00 1,685.40

***** Supper Room**

07:00 - 12:00 (per session)

740.00 750.00 795.00 842.70

12:00 - 17:00 (per session)

740.00 750.00 795.00 842.70

17:00 - 07:00 (per hour)

545.00 550.00 583.00 617.98

*** Funerals - for 4 hours

1,360.00 1,500.00 1,590.00 1,685.40

For every additional hour

380.00 400.00 424.00 449.44

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

950.00 1,000.00 1,060.00 1,123.60

Preparation fee (per hour) applicable to all activities

435.00 440.00 466.40 494.38

Aircon \ 8 hour session

980.00 1,000.00 1,060.00 1,123.60

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

565.00 600.00 636.00 674.16

* Maximum

1,693.00 1,810.00 1,918.60 2,033.72

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

New 600.00 636.00 674.16

Advertising for alienation or leasing of land

New 800.00 848.00 898.88

1.9.7

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

One or two Officers per event

900.00

965.00

1,042.20

1,125.58

Three or four Officers per event

1,780.00

1,905.00

2,057.40

2,221.99

More than four Officers per event

2,220.00

2,375.00

2,565.00

2,770.20

Sunday and Public Holidays

Per Officer per hour or part thereof

850.00

910.00

982.80

1,061.42

ESCORT OF ABNORMAL LOADS**Monday to Saturday**

Per Officer per hour or part thereof

520.00

560.00

604.80

653.18

Sunday and Public Holidays

Per Officer per hour or part thereof

1,720.00

1,850.00

1,998.00

2,157.84

RENTAL OF ROAD SIGNS

Renting of temporary Road Signs -

290.00

310.00

334.80

361.58

Deposit per sign

180.00

200.00

216.00

233.28

HIRE OF PARKING BAY

Hiring of a Parking Bay per Parking Bay per Day

200.00

215.00

232.20

250.78

SEARCH FEES

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

95.00

105.00

113.40

122.47

WEIGHBRIDGE

0 - 3500 kg

110.00

120.00

129.60

139.97

3500 - 9000 kg

210.00

225.00

243.00

262.44

9000 - 16000 kg

310.00

330.00

356.40

384.91

Above 16000 kg

510.00

550.00

594.00

641.52

1.9.8

LIBRARY

Videos, Fiksie en Nie-fiksie / DVD

7.00

7.50

7.95

8.43

Damaged barcode

3.00

4.00

4.24

4.49

Postal tariffs : reminders

8.00

8.00

8.48

8.99

Fines : per week

2.00

2.00

2.12

2.25

: per month

8.00

8.00

8.48

8.99

Maximum fine per item

35.00

35.00

37.10

39.33

Reservation fee

5.00

5.00

5.30

5.62

Admin fee : Phone calls

11.00

12.00

12.72

13.48

Admin fee : Cell phone calls

17.00

18.00

19.08

20.22

Book record covers

8.00

10.00

10.60

11.24

Duplicate computer membership card

30.00

35.00

37.10

39.33

Photocopy charges - A4

0.50

0.50

0.53

0.56

- A3

1.00

1.00

1.06

1.12

Country members (per annum)

140.00

150.00

159.00

168.54

Visitors - deposit

150.00

160.00

169.60

179.78

- fee

130.00

140.00

148.40

157.30

PRESENT
TARIFFS
RPROPOSED
TARIFFS
2018/07/01
RPROPOSED
TARIFFS
2019/07/01
RPROPOSED
TARIFFS
2020/07/01
R

	PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
<u>Laminates:</u>				
A4	8.00	8.00	8.48	8.99
A3	14.00	14.00	14.84	15.73
85mm x 60	5.00	5.00	5.30	5.62
A5	6.00	6.00	6.36	6.74
Inter library loans	80.00	85.00	90.10	95.51
Books rebinding	70.00	75.00	79.50	84.27
Toilet tariff	0.50	0.50	0.53	0.56
CD container / DVD	5.00	6.00	6.36	6.74
Research fee (inter library loans)	20.00	25.00	26.50	28.09
<u>Fax facility:</u>				
Local per page	5.00	5.00	5.30	5.62
National per page	10.00	10.00	10.60	11.24
International per page	30.00	30.00	31.80	33.71
Faxes received per page	3.00	3.00	3.18	3.37
Fax to mail (all 086 numbers) per page	10.00	10.00	10.60	11.24
<u>MAIN- AND GALESHEWE LIBRARIES</u>				
<u>Non-profitable Organisations and Cultural Activities</u>				
Per session	150.00	160.00	169.60	179.78
Kitchen facilities	50.00	55.00	58.30	61.80
Key / Loss / damage / breakage deposit	400.00	450.00	477.00	505.62
<u>Commercial Institutions and Political Parties</u>				
Per session	350.00	375.00	397.50	421.35
Kitchen facilities	50.00	55.00	58.30	61.80
Key / Loss / damage / breakage deposit	400.00	450.00	477.00	505.62
Audio visual material (per item)	70.00	75.00	79.50	84.27
Data Projector (Main Library only) per session	300.00	300.00	318.00	337.08
<u>HALL RENTALS</u>				
<u>SONNY LEON LIBRARY</u>				
<u>Non-profitable organisations and Cultural Activities</u>				
Per session	90.00	95.00	100.70	106.74
Kitchen facilities	50.00	55.00	58.30	61.80
Key / Loss / damage / breakage deposit	400.00	450.00	477.00	505.62
<u>Commercial Institutions and Political Parties</u>				
Per session	200.00	220.00	233.20	247.19
Kitchen facilities	50.00	55.00	58.30	61.80
Key / Loss / damage / breakage deposit	400.00	450.00	477.00	505.62
Audio visual material (per item)	70.00	75.00	79.50	84.27
<u>HALL RENTALS</u>				
<u>BEACONSFIELD AND JUDY SCOTT LIBRARIES</u>				
<u>Non-profitable organizations and Cultural Activities</u>				
Per session	90.00	95.00	100.70	106.74
Kitchen	50.00	55.00	58.30	61.80
Key / Loss / damage / breakage deposit	400.00	450.00	477.00	505.62
<u>Commercial Institutions and Political Parties</u>				
Per session	200.00	220.00	233.20	247.19
Kitchen facilities	50.00	55.00	58.30	61.80
Key / Loss / damage / breakage deposit	400.00	450.00	477.00	505.62
Audio visual material (per item)	70.00	75.00	79.50	84.27

PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R

AFRICANA LIBRARY**Research fees**

* National	800.00	840.00	890.40	943.82
* International	1,000.00	1,050.00	1,113.00	1,179.78

* 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	36.60	39.00	42.49	46.14
* Assistance vehicle	6.79	7.26	7.91	8.59

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

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

Fire fighting vehicles / Rescue pumper	1,756.92	1,880.00	2,048.26	2,224.21
Portable pump	878.46	940.00	1,024.13	1,112.10
Assistance vehicle	878.46	940.00	1,024.13	1,112.10
Hazmat Pumps	1,756.92	1,880.00	2,048.26	2,224.21

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	878.46	940.00	1,024.13	1,112.10
Portable pump	439.23	470.00	512.07	556.05
Assistance vehicle	439.23	470.00	512.07	556.05
Hazmat Pumps	878.46	940.00	1,024.13	1,112.10

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	482.79	515.00	561.09	609.29

Specialized equipment

(Calculated per unit used)

Chemical extinguisher	363.00	390.00	424.91	461.40
CO ² extinguisher	363.00	390.00	424.91	461.40
Breathing apparatus	254.10	270.00	294.17	319.43
Refill of SCBA/SCUBA cylinder : per cylinder	29.04	31.00	33.77	36.68
* Jaws of Life rescue equipment - per incident / use	756.25	808.00	880.32	955.94
* Rollgliss rescue equipment - per incident / use	756.25	808.00	880.32	955.94
* Medical equipment (consumables) - per patient	363.00	390.00	424.91	461.40
* Pneumatic Equipment - per incident / use	756.25	808.00	880.32	955.94
* Chemical suites - per suit per incident	Replacement cost+20%	Replacement cost+20%	Replacement cost+20%	Replacement cost
* Hazmat equipment (consumables) - per incident / use	Replacement cost+20%	Replacement cost+20%	Replacement cost+20%	Replacement cost

Fire extinguishing material

(Calculated per unit state or part thereof)

Water - municipal tariff per Kl				
CO ² - purchase tariff per Kg	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 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R

Inspection fees

(Calculated per inspection or plan approved)

Fire prevention inspection, building plans and sites per project

439.23	470.00	512.07	556.05

Inspection of flammable liquids, solids and gasses installations:

* 1 liter - 2000 liter

508.20	545.00	593.78	644.78

* 2001 liter - 5000 liter

659.45	705.00	768.10	834.08

* 5001 liter - 50000 liter

804.65	860.00	936.97	1,017.46

* 50001 litre and more

949.85	1,015.00	1,105.84	1,200.83

*Tankers - irrespective the size and inspected at the Emergency Services - per registration certificate

482.79	520.00	566.54	615.21

Inspection and service of fire extinguishers for Municipal Sections - per extinguisher serviced.

as per tender	as per tender	as per tender	as per tender

Monitoring of fire alarms (per month per alarm)

193.60	210.00	228.80	248.45

Training

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

1.9.10

DEVELOPMENT SERVICES**Tram**

Single trip (Adults) (Return Trip 2x single)

10.00	11.00	11.66	12.36

Single trip (Children - Primary School) (Return Trip 2x single)

10.00	11.00	11.66	12.36

Regional Tourism Centre

Kiosk:

Minimum tender price/month - 12 month period

1,169.00	1,250.00	1,325.00	1,404.50

Cubicles:

Minimum tender price/month - 12 month period

835.00	900.00	954.00	1,011.24

Exhibition space per m² per day

15.00	16.00	16.96	17.98

Hawkers shelter per day

28.00	30.00	31.80	33.71

Informal Trade facilities

Stalls with storage facilities

310.00	332.00	351.92	373.04

Stalls without storage facilities

148.00	159.00	168.54	178.65

Fruits and Vegetable Structures

202.00	216.00	228.96	242.70

Pension Pay Points (Card Carrying Pensioners)

59.00	63.00	66.78	70.79

Caravans within CBD (Auction set-off price)

392.00	420.00	445.20	471.91

Caravans outside CBD

197.00	211.00	223.66	237.08

1.9.11

POUND SERVICES**Impounding:**

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

136.00	145.00	157.98	171.55

Sheep and goat (each, once off payment)

53.00	58.00	63.19	68.62

Maintenance

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

53.00	58.00	63.19	68.62

Sheep and goat (each per day)

26.00	30.00	32.69	35.49

G.W.K rent tariff

Large stock unit

53.00	58.00	63.19	68.62

Small stock unit

33.00	35.00	38.13	41.41

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	PROPOSED	PROPOSED	PROPOSED
	TARIFFS	TARIFFS	TARIFFS
	<u>2018/07/01</u>	<u>2019/07/01</u>	<u>2020/07/01</u>
R	R	R	R
LABORATORY TARIFFS (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)			
<u>Chemical Analysis</u>			
Digester samples	528.00	565.00	598.90
Waste activated sludge	149.00	160.00	169.60
Sludge volume index	75.00	81.00	85.86
Nitrates	119.00	128.00	135.68
Potassium	144.00	154.00	163.24
Sulfates	144.00	154.00	163.24
Phosphate	144.00	154.00	163.24
Fluoride	144.00	154.00	163.24
Total solids	144.00	154.00	163.24
Free Residual Chlorine	75.00	81.00	85.86
Magnesium	163.00	175.00	185.50
COD	131.00	140.00	148.40
TKN = Total Kjeldahl Nitrogen	163.00	175.00	185.50
NH-3/Ammonia	163.00	175.00	185.50
Zinc	163.00	175.00	185.50
Iron	163.00	175.00	185.50
Manganese	163.00	175.00	185.50
Plate Count	150.00	160.00	169.60
Suspended solids	150.00	160.00	169.60
Hardness	150.00	160.00	169.60
Alkalinity	150.00	160.00	169.60
Total Chloride	150.00	160.00	169.60
Aluminium	150.00	160.00	169.60
PH	65.00	70.00	74.20
Conductivity	65.00	70.00	74.20
Turbidity	65.00	70.00	74.20
Dissolved Oxygen	65.00	70.00	74.20
<u>Packets</u>			
Water Bacteriological E. coli and coli	302.00	323.00	342.38
			362.92
MISCELLANEOUS (FINANCIAL SERVICES)			
<u>Furnishing of information</u>			
(a) Search of any account	60.00	65.00	68.90
			73.03
(b) For the inspection of any Deed document or diagram or any details relating thereto	60.00	65.00	68.90
			73.03
(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)	60.00	65.00	68.90
			73.03
(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).	162.00	175.00	185.50
			196.63
NB. ABOVE - In respect of (a)(b) and (d) for every hour or portion thereof			
1.11.2 Water - Reconnection fees	850.00	950.00	1,007.00
			1,067.42
Water - Disconnection fees	850.00	950.00	1,007.00
			1,067.42
Water - Temporary consumption (Funerals, etc.)	162.00	180.00	190.80
			202.25
1.11.3 Special meter reading	162.00	180.00	190.80
			202.25
1.11.4 Meter test - Electricity	550.00	600.00	636.00
			674.16
Electricity - Temporary consumption (Funerals, etc.)	280.00	300.00	318.00
			337.08
1.11.5 Electricity - Non-payment penalty:			
* For Conventional meters	550.00	600.00	636.00
			674.16
* For Prepaid meters	320.00	350.00	371.00
			393.26

1.10 **LABORATORY TARIFFS (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)**

1.11 **MISCELLANEOUS (FINANCIAL SERVICES)**

1.11.1 Furnishing of information

- 1.11.2 Water - Reconnection fees
- Water - Disconnection fees
- Water - Temporary consumption (Funerals, etc.)
- 1.11.3 Special meter reading
- 1.11.4 Meter test - Electricity
- Electricity - Temporary consumption (Funerals, etc.)
- 1.11.5 Electricity - Non-payment penalty:
- * For Conventional meters
- * For Prepaid meters

		PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
1.11.6	Electricity - Reconnection fees (Controller Wire)	550.00	600.00	636.00	674.16
	Tampering administration fee	1,300.00	1,500.00	1,590.00	1,685.40
	Tamper disconnection fee	2,650.00	3,000.00	3,180.00	3,370.80
	Tamper reconnection fee	2,650.00	3,000.00	3,180.00	3,370.80
1.11.7	<u>Informal Housing - Erven with pails</u>				
	Bulk refuse	26.00	27.80	29.47	31.24
	Pails	See sanitation	See sanitation	See sanitation	See sanitation
	High Mast	25.00	26.75	28.36	30.06
	Gravel road	23.00	24.60	26.08	27.64
	Stand pipe	26.00	27.80	29.47	31.24
1.11.8	<u>Informal Housing - Sewered Erven</u>				
	Bulk refuse	26.00	27.80	29.47	31.24
	Sewerage	See sanitation	See sanitation	See sanitation	See sanitation
	High Mast	25.00	26.75	28.36	30.06
	Gravel road	23.00	24.60	26.08	27.64
	Stand pipe	26.00	27.80	29.47	31.24
1.11.9	Electricity availability	200.00	215.00	227.90	241.57
1.11.10	Water availability	200.00	215.00	227.90	241.57
1.11.11	Fixed electricity (limited supply - 2Amps)	200.00	215.00	227.90	241.57
1.11.12	<u>Deposits - Electricity and Water Supply</u>				
	<u>Flats:</u>				
	1-Bedroom	1,050.00	1,150.00	1,219.00	1,292.14
	2-Bedroom	1,300.00	1,400.00	1,484.00	1,573.04
	3-Bedroom	1,600.00	1,750.00	1,855.00	1,966.30
	<u>Townhouses:</u>				
	2-Bedroom	1,300.00	1,400.00	1,484.00	1,573.04
	3-Bedroom	1,600.00	1,750.00	1,855.00	1,966.30
	<u>Domestic Houses:</u>				
	2-Bedroom	1,300.00	1,400.00	1,484.00	1,573.04
	3-Bedroom	1,600.00	1,750.00	1,855.00	1,966.30
	More than 3-bedrooms	2,300.00	2,500.00	2,650.00	2,809.00
	Builders water deposit	2,300.00	2,500.00	2,650.00	2,809.00
	<u>Business/Industries:</u>				
	Small power users	2,300.00	2,500.00	2,650.00	2,809.00
	Large power users	5,500.00	6,000.00	6,360.00	6,741.60
	<u>Rural consumers</u>				
	Informal housing	68.00	73.00	77.38	82.02
	<u>Businesses/Industries:</u>				
	Bulk water supply	5,500.00	6,000.00	6,360.00	6,741.60
	Indigents - Water deposit	57.00	60.00	63.60	67.42
1.11.13	Valuation Roll (CD or Disk)	4,200.00	4,500.00	4,770.00	5,056.20
1.11.14	Address List (CD or Disk)	4,200.00	4,500.00	4,770.00	5,056.20

		 PRESENT TARIFFS	PROPOSED TARIFFS	PROPOSED TARIFFS	PROPOSED TARIFFS	
		2018/07/01	2019/07/01	2020/07/01	2020/07/01	
		R	R	R	R	
1.11.15	<u>Penalty for an unmetered</u> (official)					
	Water connection	11,000.00	11,800.00	12,508.00	13,258.48	
	Thereafter a daily penalty until meter is installed (per day)	1,100.00	1,200.00	1,272.00	1,348.32	
	Consumption per house	5,500.00	6,000.00	6,360.00	6,741.60	
1.11.16	Electricity and water availability for Business/Industries/State.	200.00	215.00	227.90	241.57	
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	290.00	310.00	328.60	348.32	
1.11.18	A basic tariff for services which are impractical to be metered as per the Tariff Policy	120.00	130.00	137.80	146.07	
1.11.19	All financial transactions on services or other, billed by the municipality attracting interest will be charged such interest at a rate of prime (bank rate) plus 1 %.					
1.12	<u>WATER TARIFFS (SERVICES & INFRASTRUCTURE)</u>					
1.12.1	<u>Water Connections</u>					
	Size of Connection (mm)	Size of Meter (mm)				
	20	15	7,606.31	8,125.74	8,727.05	9,351.03
	25	20	7,904.86	8,444.68	9,069.58	9,718.06
	40	32	15,612.51	16,678.68	17,912.90	19,193.67
	50	40	18,374.83	19,629.64	21,082.23	22,589.61
	80	50	29,977.40	32,024.54	34,394.36	36,853.55
		Additional costs	Additional costs	Additional costs	Additional costs	
	100	75	34,966.55	37,354.40	40,118.62	42,987.10
		Additional costs	Additional costs	Additional costs	Additional costs	
	150	100	41,441.64	44,271.67	47,547.77	50,947.44
		Additional costs	Additional costs	Additional costs	Additional costs	
	250	150	41,441.64	44,271.67	47,547.77	50,947.44
		Additional costs	Additional costs	Additional costs	Additional costs	
	300	150	41,441.64	44,271.67	47,547.77	50,947.44
		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.	1118.30	1,194.67	1,283.07	1,374.81	
1.12.2	<u>Testing of Water Meters</u>					
	Tariff per meter tested	1,135.41	1,212.95	1,302.70	1,395.85	
1.12.3	<u>Exposure of Services</u>					
	Tariff per service exposure	564.35	602.89	647.50	693.80	
1.12.4	<u>Water</u> (Normal tariff structure)					
	Schools, Sports fields and Parks	17.05	18.21	19.56	20.96	
	Charities/Churches	17.05	18.21	19.56	20.96	
	Business - Commercial	28.95	30.93	33.22	35.59	
	Business - Industrial	23.65	25.27	27.13	29.07	
	Indigents (0 - 6 KI)	5.56	5.94	6.38	6.84	
	Residential (0 - 6 KI)	5.56	5.94	6.38	6.84	
	Residential (7 - 20 KI)	23.64	25.25	27.12	29.06	
	Residential (21 - 40 KI)	26.61	28.43	30.53	32.71	
	Residential (41 - 60 KI)	28.14	30.06	32.29	34.59	
	Residential (more than 60 KI)	30.07	32.12	34.50	36.97	

*

PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
Flats (0 - 6 Kl)	5.56	5.94	6.38
Flats (7 - 20 Kl)	23.65	25.27	27.13
Flats (21 - 40 Kl)	26.61	28.43	30.53
Flats (more than 40 Kl)	30.07	32.12	34.50
Builders Water	33.29	35.56	38.20
Rural consumers: as above plus	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)	5.56	5.94	6.38	6.84
Residential (7 - 20 Kl)	24.83	26.52	28.49	30.52
Residential (21 - 40 Kl)	29.28	31.28	33.59	35.99
Residential (41 - 60 Kl)	32.36	34.57	37.13	39.79
Residential (more than 60 Kl)	36.09	38.55	41.40	44.36
Flats (0 - 6 Kl)	5.56	5.94	6.38	6.84
Flats (7 - 20 Kl)	24.83	26.52	28.49	30.52
Flats (21 - 40 Kl)	29.28	31.28	33.59	35.99
Flats (more than 40 Kl)	36.09	38.55	41.40	44.36
Schools,sport, parks	19.60	20.94	22.49	24.10
Churches	19.60	20.94	22.49	24.10
Builders water	38.28	40.90	43.92	47.06
Industries	33.29	35.56	38.19	40.92
Commercial	27.19	29.05	31.20	33.43

level 2 - 40% saving

Residential/Indigents (0 - 6 Kl)	5.56	5.94	6.38	6.84
Residential (7 - 20 Kl)	26.01	27.79	29.84	31.98
Residential (21 - 40 Kl)	31.94	34.12	36.64	39.26
Residential (41 - 60 Kl)	35.18	37.58	40.36	43.25
Residential (more than 60 Kl)	42.10	44.98	48.30	51.76
Flats (0 - 6 Kl)	5.84	6.24	6.70	7.18
Flats (7 - 20 Kl)	28.38	30.31	32.56	34.88
Flats (21 - 40 Kl)	31.94	34.12	36.64	39.26
Flats (more than 40 Kl)	42.10	44.98	48.30	51.76
Schools,sport, parks	20.46	21.85	23.47	25.15
Churches	20.46	21.85	23.47	25.15
Builders water	39.95	42.67	45.83	49.11
Industries	34.74	37.11	39.85	42.70
Commercial	28.38	30.31	32.56	34.88

	PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
level 3 - 70% saving				
Residential/Indigents (0 - 6 KI)	6.12	6.53	7.02	7.52
Residential (7 - 20 KI)	28.38	30.31	32.56	34.88
Residential (21 - 40 KI)	33.27	35.54	38.17	40.90
Residential (41 - 60 KI)	36.58	39.08	41.98	44.98
Residential (more than 60 KI)	45.11	48.19	51.75	55.45
Flats (0 - 6 KI)	6.12	6.53	7.02	7.52
Flats (7 - 20 KI)	28.38	30.31	32.56	34.88
Flats (21 - 40 KI)	34.60	36.96	39.70	42.54
Flats (more than 40 KI)	45.11	48.19	51.75	55.45
Schools,sport, parks	22.16	23.67	25.43	27.24
Churches	22.16	23.67	25.43	27.24
Builders water	43.27	46.23	49.65	53.20
Industries	37.63	40.20	43.17	46.26
Commercial	30.74	32.84	35.27	37.79
level 4 - survival				
Residential/Indigents (0 - 6 KI)	6.12	6.53	7.02	7.52
Residential (7 - 20 KI)	35.47	37.89	40.70	43.61
Residential (21 - 40 KI)	39.92	42.65	45.80	49.08
Residential (41 - 60 KI)	50.66	54.12	58.12	62.28
Residential (more than 60 KI)	54.13	57.83	62.11	66.55
Flats (0 - 6 KI)	6.12	6.53	7.02	7.52
Flats (7 - 20 KI)	35.47	37.89	40.70	43.61
Flats (21 - 40 KI)	47.91	51.18	54.96	58.89
Flats (more than 40 KI)	54.13	57.83	62.11	66.55
Schools,sport, parks	30.68	32.78	35.20	37.72
Churches	30.68	32.78	35.20	37.72
Builders water	59.92	64.01	68.75	73.66
Industries	52.10	55.66	59.78	64.05
Commercial	42.56	45.47	48.83	52.33
level 5 - emergency				
Residential/Indigents (0 - 6 KI)	6.12	6.53	7.02	7.52
Residential (7 - 20 KI)	47.29	50.52	54.26	58.14
Residential (21 - 40 KI)	53.23	56.86	61.07	65.44
Residential (41 - 60 KI)	56.28	60.13	64.58	69.19
Residential (more than 60 KI)	60.14	64.25	69.01	73.94
Flats (0 - 6 KI)	6.12	6.53	7.02	7.52
Flats (7 - 20 KI)	47.29	50.52	54.26	58.14
Flats (21 - 40 KI)	53.23	56.86	61.07	65.44
Flats (more than 40 KI)	60.14	64.25	69.01	73.94
Schools,sport, parks	34.09	36.42	39.12	41.91
Churches	34.09	36.42	39.12	41.91
Builders water	66.58	71.12	76.39	81.85
Industries	57.89	61.85	66.42	71.17
Commercial	47.29	50.52	54.26	58.14

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".

PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R

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	609.88	652.15	693.04	744.39
(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	609.88	652.15	694.67	735.58
(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	609.88	652.15	694.67	735.58
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	2,289.30	2,447.95	2,607.55	2,761.14
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	371.73	397.49	423.41	448.35
	535.82	572.95	610.31	646.26
(f) Where special garden refuse is removed the tariff per per m² applicable shall be	59.40	63.51	67.66	71.64
(g) All premises pay the tariff of one regular refuse removal per week where the actual removal is undertaken by the business itself.	609.88	652.15	694.67	735.58
(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	308.25	329.61	351.10	371.78

1.13.2 Private dwellings

Payable by the indigent for one regular removal of refuse per week - the tariff shall be 103.58 110.76 117.98 124.93

Payable by the owner for one regular removal of refuse per week - the tariff shall be 103.58 110.76 117.98 124.93

1.13.3 Flats

1.13.4 Availability charge

A basic monthly charge - Indigent	51.79	55.38	58.99	62.46
A basic monthly charge - Residential	51.79	55.38	58.99	62.46
- Business	308.25	329.61	351.10	371.78

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	145.17	155.15	164.43	174.84
Basic monthly charge (two sanitary convenience)	145.17	155.15	164.43	174.84
Additional monthly charge (each additional connection, excluding private dwellings)	87.11	93.11	98.67	104.92

Flats and semi-detached dwellings:

Basic monthly charge (first living unit)	145.17	155.15	164.43	174.84
Additional monthly charge (each additional unit)	87.11	93.11	98.67	104.92

PRESENT TARIFFS  R	PROPOSED	PROPOSED	PROPOSED
	TARIFFS	TARIFFS	TARIFFS
	2018/07/01	2019/07/01	2020/07/01
R	R	R	R
145.17	155.15	164.43	174.84
87.11	93.11	98.67	104.92
127.50	136.27	144.42	153.56
241.30	257.90	273.33	290.63
39.82	42.56	45.11	47.96
199.12	212.81	225.54	239.82
377.82	403.81	427.96	455.05
64.71	69.16	73.30	77.94
278.76	297.94	315.76	335.74
497.04	531.24	563.00	598.64
77.16	82.47	87.40	92.93
392.01	418.98	444.03	472.14
44.99	48.08	50.96	54.18
113.37	121.17	128.42	136.55
62.22	66.50	70.48	74.94
31.11	33.25	35.24	37.47
781.96	835.76	885.74	941.80
1,159.72	1,239.50	1,313.63	1,396.78
479.12	512.08	542.70	577.06
584.90	625.14	662.52	704.46
871.13	931.06	986.74	1,049.20
217.78	232.76	246.68	262.30
466.68	498.78	528.61	562.07
2,706.73	2,892.93	3,065.93	3,260.00
3,142.29	3,358.46	3,559.30	3,784.60
12.50	13.40	14.20	15.10

1.14.2

1.14.3

		PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 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)	56,840.20	60,750.46	64,383.33	68,458.80
	Plus per KI	0.1600	0.1710	0.18	0.19
	Basic Charge (Use LESS than 1 Megalitre per billing cycle of approximately 30 days)	0.000	0.000	0.000	0.000
	Plus per KI	0.5344	0.5712	0.61	0.64
1.15	<u>DISCOUNT EARLY PAYMENT</u>				
	A discount on the early payment of water, rates, sewerage and refuse services charges if the account is paid before or on the monthly deadline date. To be implemented from the first account run in July.	10%	10%	10%	10%
1.16	<u>ELECTRICITY (SERVICES & INFRASTRUCTURE)</u>				
1.16.1	<u>TARIFFS FOR SERVICE CONNECTIONS</u>				
	<u>SCALE 4 - STREET LIGHTS</u>				
	Cost of an additional street light	As per quote	As per quote	As per quote	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	21,091.30	22,552.89	24,194.75	25,907.73
	* 9m single cantilever	33,521.41	35,844.39	38,453.86	41,176.39
	* 9m double cantilever	33,944.17	36,296.44	38,938.82	41,695.69
	* 12m single cantilever	35,983.51	38,477.10	41,278.23	44,200.73
	<u>SINGLE PHASE DIS- & RECONNECTION FEE WHEREBY AN ELECTRICIAN IS INVOLVED</u>				
	Disconnection fee for an O/H supply system	2,309.21	2,469.23	2,648.99	2,836.54
	Disconnection fee for an U/G supply system	5,559.65	5,944.92	6,377.71	6,829.26
	Reconnection fee for an P/H supply system	2,346.43	2,509.04	2,691.69	2,882.27
	Reconnection fee for an U/G supply system	307.10	328.38	352.28	377.23
	<u>3-PHASE DIS- & RECONNECTION FEE WHEREBY AN ELECTRICIAN IS INVOLVED</u>				
	Disconnection fee for an O/H supply system	3,290.32	3,518.34	3,774.47	4,041.70
	Disconnection fee for an U/G supply system	5,729.82	6,126.88	6,572.92	7,038.28
	Reconnection fee for an O/H supply system	4,539.98	4,854.59	5,208.01	5,576.74
	Reconnection fee for an U/G supply system	5,729.82	6,126.88	6,572.92	7,038.28
	<u>CALL OUT TO CONSUMER</u>				
	Call out to a fault on consumer's installation	465.30	497.54	533.76	571.55
1.16.2	<u>COSTS OF NEW SERVICE CONNECTIONS</u>				
	<u>60-AMP STANDARD SINGLE PHASE</u>				
	Airdac connection from O/H supply system with prepayment meter & ready board	16,670.97	17,826.24	19,123.99	20,477.97
	Airdac connection from O/H supply system with prepayment meter only	14,636.95	15,651.27	16,790.68	17,979.46
	Cable connection from U/G supply system with prepayment meter	23,251.62	24,862.91	26,672.93	28,561.38
	Cable connection from U/G supply system with conventional meter	20,619.36	22,048.24	23,653.36	25,328.01
	<u>60AMP STANDARD 3-PHASE</u>				
	Airdac connection from O/H supply system with prepayment meter & ready board	20,280.36	21,685.75	23,264.47	24,911.60
	Airdac connection from P/H supply system with prepayment meter only	18,246.34	19,510.78	20,931.16	22,413.09
	Cable connection from U/G supply system with prepayment meter	25,245.75	26,995.24	28,960.49	31,010.90
	Cable connection from U/G supply system with conventional meter	30,211.15	32,304.73	34,656.51	37,110.20
	<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

	PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R
1.16.3	<u>UPGRADING OF SERVICES</u> <u>UPGRADING OF AN EXISTING SINGLE PHASE</u> <u>SERVICE CONNECTION ON CONDITION OF</u> 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 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. <u>CONNECTION ON CONDITION OF</u> 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 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 Supply above 100A (single & 3-phase) Replacement of conventional meter with prepayment meter (Meter only) Replacement of conventional meter with prepayment meter (Meter and labour) NB. MAXIMUM OF TWO PREPAYMENT METERS DOMESTIC ERF, EXCEPT WHEN 3-PHASE			
	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
	8,109.48	8,670.00	9,301.18	9,959.70
	<u>CABLES AND VARIOUS</u>			
	Installation of public address system	4,387.10	4,650.32	4,988.87
	Meter test	877.42	940.00	1,008.43
	Special meter reading	285.83	305.00	327.20
				350.37
1.16.4	ELECTRICITY TARIFFS (POWER USERS) (Subject to the approval of the NERSA) 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. <u>A. The customer groupings are as follows:</u> <u>Domestic Consumers:</u> Defined as residential use. <u>Indigent Consumers:</u> Defined as consumers registered as indigent with the Municipality and who consume for residential purposes. <u>Public Benefit Activity Consumers:</u> Defined as churches, schools, halls, old age homes and other charitable and non profit organisations. <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". <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. Users with a demand less than 75 KVA may elect to remain on the Small Power Consumer tariff where they have a TOU meter and with one month's notice in writing to the Municipality.			
1.16.4.1	<u>Domestic Tariff (Conventional and Prepays)</u> Block 1 (0 - 50 Kwh) Block 2 (51 - 350 Kwh) Block 3 (351 - 600 Kwh) Block 4 (> 600 Kwh) Basic Charge per month per conventional meters per erf Basic Charge per month per prepaid meter			
	1.4261	1.0516	1.1282	1.2080
	1.9552	1.3519	1.4503	1.5530
	2.1154	1.9028	2.0413	2.1858
	2.2436	2.2408	2.4039	2.5741
	New	260.00	278.93	298.68
	New	260.00	278.93	298.68
1.16.4.2	<u>Indigents Tariff (Prepays)</u> Block 1 (0 - 50 Kwh) (subsidised) Block 2 (51 - 350 Kwh) Block 3 (351 - 600 Kwh) Block 4 (> 600 Kwh) Basic Charge per month (Subsidised)			
	1.4261	1.0516	1.1282	1.2080
	1.9552	1.3519	1.4503	1.5530
	2.1154	1.9028	2.0413	2.1858
	2.2436	2.2408	2.4039	2.5741
	New	260.00	278.93	298.68
1.16.4.2	<u>Public Benefit and Schools</u> Conventional and Prepayment Meter users Basic Charge per month			
	2.0093	2.0952	2.2477	2.4069
	New	299.00	320.77	343.48
1.16.4.3	<u>Business Tariff</u>			
1.16.4.3.1	<u>Small Power Users (Conventional and prepaid meters)</u> Energy charge per Kwhr Basic Charge per month			
	2.3562	2.4942	2.6758	2.8652
	New	299.00	320.77	343.48

PRESENT TARIFFS R	PROPOSED TARIFFS 2018/07/01 R	PROPOSED TARIFFS 2019/07/01 R	PROPOSED TARIFFS 2020/07/01 R

1.16.4.3.2 **Time of Use Consumers**

Basic charge per month	3,681.45			
<75 KVA	New	1,150.00	1,233.72	1,321.07
>75<100 KVA	New	2,300.00	2,467.44	2,642.13
>100	New	3,532.63	3,789.81	4,058.12
Network Demand Charge R/kVA	142.82	205.28	220.22	235.82
Network Access Charge R/kVA	48.42	51.75	55.51	59.44
Energy Charges R/Kwh				
<u>Low Demand Season: (September - May)</u>				
Peak	2.0201	1.7454	1.8725	2.0050
Standard	1.0773	1.2632	1.3552	1.4511
Off-peak	0.9120	1.0463	1.1225	1.2019
<u>High Demand Season: (June - August)</u>				
Peak	4.1965	4.6308	4.9679	5.3197
Standard	1.4316	1.5847	1.7001	1.8204
Off-peak	1.0262	1.0463	1.1225	1.2019

1.16.4.4 **Street Lights**

Energy charge per Kwhr	1.4261	1.5847	1.7001	1.8204

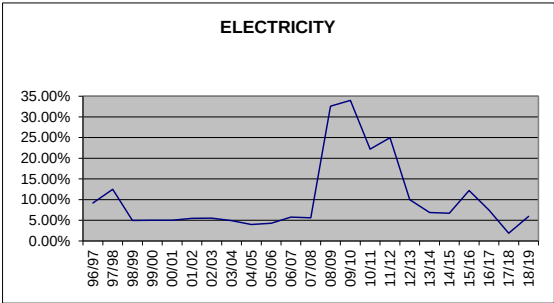
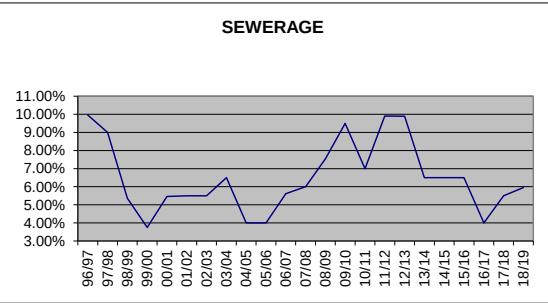
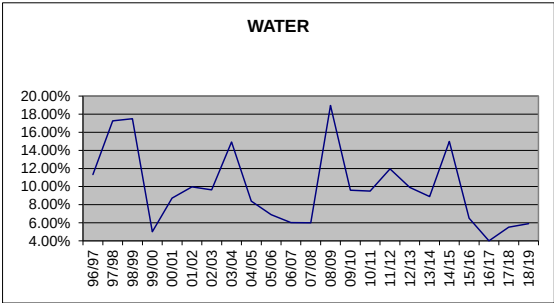
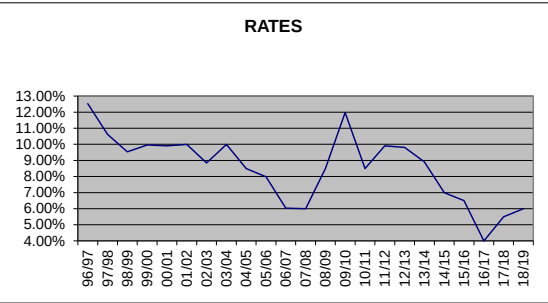
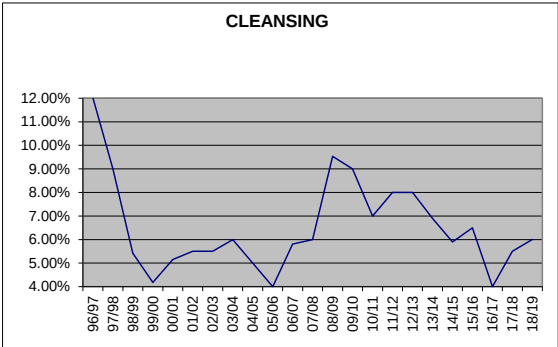
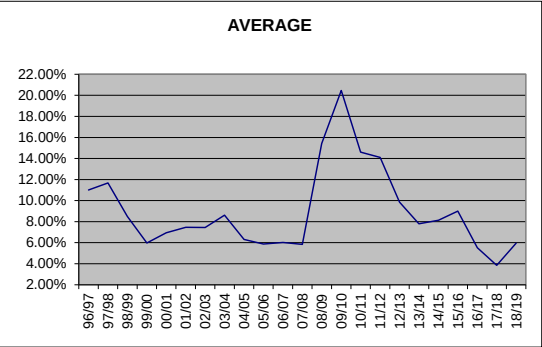
1.16.4.5 **Electricity Feedback Tariffs - Small Scale Embedded Generation Photovoltaic Policy**

No more electricity may be fed back into the system than what is consumed by said consumer. Consequently the accountholder must be a net consumer of electricity
Only Domestic/Residential consumers are liable for the basic charge and this cost is already included in the sale of kVA
Any liability for amounts payable to the generator for electricity fed back into the grid by SPM is subject to full compliance with the SSEG Policy and concomitant laws.

Basic charge per month - payable by the generator	348.75	348.75	374.14	400.63
Energy Charges R/Kwh - payable to the generator				
<u>Low Demand Season: (September - May)</u>				
Peak	0.3504	0.3504	0.3759	0.4026
Standard	0.2412	0.2412	0.2588	0.2771
Off-peak	0.1530	0.1530	0.1641	0.1757
<u>High Demand Season: (June - August)</u>				
Peak	1.0739	1.0739	1.1521	1.2336
Standard	0.3254	0.3254	0.3490	0.3738
Off-peak	0.1767	0.1767	0.1896	0.2030

HISTORY OF TARIFFS

SOL PLAATJE MUNICIPALITY



SOL PLAATJE MUNICIPALITY**TARIFF HISTORY**

	96/97	97/98	98/99	99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19
RATES	12.53%	10.62%	9.53%	9.96%	9.91%	9.99%	8.85%	9.99%	8.50%	7.98%	6.03%	6.00%	8.50%	11.97%	8.50%	9.91%	9.80%	8.91%	6.99%	6.50%	4.00%	5.50%	6.00%
SEWERAGE	9.96%	9.00%	5.36%	3.75%	5.46%	5.50%	5.50%	6.50%	4.00%	4.00%	5.61%	6.00%	7.54%	9.50%	7.00%	9.90%	9.90%	6.50%	6.50%	6.50%	4.00%	5.50%	5.95%
CLEANSING	12.02%	9.00%	5.42%	4.18%	5.15%	5.50%	5.50%	6.00%	5.00%	4.00%	5.81%	6.00%	9.53%	9.00%	7.00%	8.00%	8.00%	6.90%	5.90%	6.50%	4.00%	5.50%	6.00%
WATER	11.33%	17.26%	17.50%	5.00%	8.72%	9.97%	9.63%	14.92%	8.40%	6.90%	6.01%	6.00%	18.96%	9.60%	9.50%	11.95%	9.90%	8.90%	14.99%	6.50%	4.00%	5.50%	5.90%
ELECTRICITY	9.18%	12.50%	4.98%	5.00%	4.99%	5.50%	5.51%	4.93%	4.00%	4.30%	5.78%	5.60%	32.60%	34.00%	22.22%	24.98%	9.99%	6.90%	6.72%	12.20%	7.50%	1.88%	5.95%
AVERAGE	11.00%	11.68%	8.50%	5.97%	6.95%	7.46%	7.44%	8.61%	6.31%	5.88%	6.03%	5.84%	15.43%	20.46%	14.60%	14.09%	9.85%	7.79%	8.13%	9.00%	5.53%	3.85%	5.96%

INTEGRATED DEVELOPMENT PLAN OVERVIEW



SOL PLAATJE LOCAL MUNICIPALITY

Integrated Development Plan (IDP)

IDP REVIEW 2017/18

PLANNING 2018/19

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List of Acronyms

B2B	Back To Basics
BBBEE	Broad-Based Black Economic Empowerment
BNG	Breaking New Ground
CBD	Central Business District
CLCB	Centre for Local Capacity Building
COGHSTA	Department of Co-operative Governance, Human Settlement and Traditional Affairs
DMS	Disaster Management Framework
DTI	Department of Trade and Industry
DOE	Department of Energy
DWA	Department of Water Affairs
EAP	Employee Assistance Programme
EPWP	Expanded Public Works Programme
EU	European Union
FBDM	Frances Baaard District Municipality
FY	Financial Year
GDS	Growth and Development Strategy
GV	General Valuation
HRM	Human Resource Management
IDP	Integrated development Plan
IGR	Inter-Governmental Relations
INEP	Integrated National Electrification Programme
IPP	Independent Power Producer
ISDG	Infrastructure Skills Development Grant
IT	Information Technology
IUDF	Integrated Urban Development Framework
KPA	Key Performance Area
LA	Local Administation
LED	Local Economic Development
LGMIM	Local Government Management Improvement Model
LUMS	Land Use Management Scheme
MAYCO	Mayoral Committee
MIIF	Municipal Infrastructure Investment Framework
MSA	Municipal Structures Act
MTREF	Medium Term Revenue Expenditure Framework
NDP	National Development Plan
NDPG	Neighbourhood Development Partnership Grant
NERSA	National Energy Regulator of South Africa
OPCAR	Operational Clean Audit Report
PMS	Performance Management System
RDP	Reconstruction and Development Programme
RBIG	Regional Bulk Infrastructure Grant
SCM	Supply Chain Management
SDBIP	Service Delivery Budget Implementation Plan
SDF	Spatial Development Framework
SDG	Sustainable Development Goals

SECCU	Sustainable Energy and Climate Change Unit
SLP	Social Labour Plans
SMME	Small, Medium and Micro-Sized Enterprise
SPLM	Sol Plaatje Local Municipality
SPLUMA	Spatial Planning and Land Use Management Act
SSEG	Small Scale Embedded Generators
TOD	Transit Orientated Development
UDS	Urban Network Strategy
UDZ	Urban Development Zone
WSA	Water Service Authority
WWTW	Waste Water Treatment Works

MAYOR'S FOREWORD

The adoption of the IDP and Budget Process has resulted in the reviewed IDP and the adoption of the Budget and the budget related policy. We are clear of the local government mandate as per the Constitution and we have made a political and administrative decision to ensure that we move the municipality from one level to the next.

The 2017/18 financial year is the first year of the Fifth Generation of the IDP. We have taken developments in the political landscape and have endorsed the characterisation of 2018 as the new dawn, that is, since the inauguration of the new President of the Country. The South African economy is under pressure, more sustainable jobs are required, growth in the average annual percentage growth of the GDP, control of inflation as well as management of commodity prices and interest rate increases are of high significance to protect and provide decency of living conditions of the people.

As our vision alludes and the key strategic objectives, processes built around a model of better, cost efficient and quicker turnaround times in all service delivery fronts are targeted. We are mindful of resource requirements to achieve this, especially fleet, tools and equipment. We have concurred during the review that the priorities as identified remain the same as per the original IDP and we have further concurred on the priorities for 2018/19. Spatial planning and security of tenure are a high priority. This includes feasibility studies on various land parcels for lower to middle income earners, upgrade and installation of services in informal and formalised areas. We had further committed to adopt the National Housing Strategy of doing away with local waiting lists but rather work on National Housing Needs Register, with pre-qualification of all applicants or informal settlement dwellers for a housing subsidy.

The infrastructure operations and maintenance provide certainty of service availability. We are continuously increasing spending percentage of budgets as well as increasing the percentage budget allocation. Roads and storm water are as critical as other infrastructure assets, they are in the public eye. With climate change and the heavy rainfalls experienced in recent times, the capacity, durability and replacement of roads and storm water are now receiving priority. The massive project currently ongoing in Galeshewe is aimed at resolving the capacity and disposal challenges. This includes the clearing of storm water channels and pedestrian bridges that join communities lying on each side of the channel as well as upgrade of gravel to paved internal roads are taking place and these will be more regularly than on an ad hoc basis or when crisis hits home.

Quality and safety of water is guaranteed. With the upgrade of the laboratory and the purchase of equipment will contribute to accuracy of test results for both green and blue drop water statuses. Efforts are put in place to deal with reduction of E.coli, cleaning of reservoir sediment and security at these key points are progressively being realised. There has not been any outbreak of diseases in the city as a result of water related bacteria or virus other than the non-related incident of listeriosis at national level.

We have met with service delivery teams, from water works to roads and storm water. It is our belief that the IDP vision be communicated throughout the organisation and enjoy the buy-in and ownership of the vision as well as working towards achieving our objectives. This is relationship management, building trust and confidence and creating ground for two-way communication, sharing and participation. To deliver on this IDP, we need all hands-on deck and push back the frontiers of poor and under-performance, silo-mannerism of working and closing gaps between management and the general workforce.

As the economy is under pressure, the consumers feel the same pressure. This is exacerbated by the increase in VAT, thus impacting on access and affordability of municipal services. Conservation of water and electricity is as important. It is for this reason that we maintained an inclining block tariff to combat excessive. We must acknowledge consumer concerns as raised during the public participation, that the all-inclusive tariff of electricity creates confusion and doubt on cost reflectiveness of the tariff. We have now resolved to separate energy tariff which is variable, increases as the number of units demanded increases and the fixed costs of infrastructure and demand cost during winter and summer and between hours of the day ranging from standard, to peak and off-peak time of use.

This tariff structure will enable those who compare municipality to municipality's tariffs against the NERSA guidelines to do this with ease. We would recall the intention by the Department of Energy to establish the Regional Electricity Distributions (RED's) which was since disbanded, one of the difficult questions were the standardisation of prices within the RED's which is almost impossible due to underlying factors that differ from town to town, city to city and metropole to metropole and between distributors, being local government and Eskom.

To successfully deliver on this IDP Review and the Budget, various policies have been reviewed and the reviews are aimed at making processes and procedures much simpler, ease to implement and comply with and support the strides and challenges our communities are experiencing. I must emphasise that the social package provided by the municipality has now been extended to include communal services of sanitation and communal standpipes. Very soon, we will be adopting a policy on informal settlements and prioritisation of upgrades

accordingly and how people will be settled to avoid tempering with lists of first come in an area and registration in the housing needs register.

We are grateful to the community of Sol Plaatje for their unwavering support. We acknowledge our detractors that keep us on our toes and being that mirror and sounding board to test resilience and purpose. We shall continue in this journey to pursue the dream of better life for all. All meetings were successful, venues filled and many overflowing, just to listen to the plans your elected public representatives have proposed and giving us the approval. The challenge lies ahead with the implementation.

Together, we can move Sol Plaatje Forward, as we move towards leading and a modern city.

I thank fellow councillors, the administration, the support staff in political offices, our media partners and most importantly, the community of Sol Plaatje. Together, We Serve.

PREFACE

VISION AND MISSION OF SOL PLAATJE MUNICIPALITY

The strategic focus and direction for the municipality have been set out for five years to:

- Transform the city spatially
- Support Inclusive economic growth
- Provide services to all
- Govern well

The SDF NDP, IUDF, SDG, provincial and district strategies were looked at and these provided the development principles.

The strategic development agenda of SPLM is aimed at giving effect to the vision of the Municipality, namely:

TOWARDS A LEADING AND MODERN CITY

The vision set out for the Sol Plaatje Municipality to work towards a leading and modern city was announced by the Executive Mayor in August 2016 post elections. The strategic path to be forged is presented in the IDP. It is a programme to unlock the value of land to create economic opportunities and liveable human settlements with the foundation of quality and reliable infrastructure to deliver access to basic services. The vision – *Towards a Leading and*

Modern City – underpins the idea of thinking in new ways, doing in new ways, being forward looking and innovative. As such this vision does not necessarily refer to the implementation of new projects, but rather *rethinking the way* in which we implement existing projects.

In order to achieve this vision, it will be important for SPLM to ensure growth in the local economy in order to be sustainable. The SPLM also needs to improve on the efficiency of its service delivery, the sustainability of its finances and the effectiveness of its administration.

Achieving a developmental state is not the responsibility of just the government – let alone local municipalities. In the spirit of the National Planning Commission's "National Development Plan - Vision 2030", stronger social partnerships between government, organised labour, organised business and the community constituency are needed to address investment, employment and poverty challenges our country faces

The Key Tasks achieving a local developmental state as identified during the preparation of the IDP are:

- Include all in society – consultations and programmes
- Include all in the economy – rich and poor
- Develop post-apartheid settlements and pride of place
- Provide for universal coverage to deliver access to basic services

STRATEGIC PRIORITIES

Sol Plaatje is a pilot for the "new deal" - the Integrated Urban Development Framework. This is a unique opportunity for the municipality and the residents of Sol Plaatje. In the course of making the "Back to Basics" programme of local government a reality, a new vision "Towards a leading and modern city" is presented in the current IDP. The Future is a new deal wherein all stakeholders will work towards developing a:

- Clean city
- City that attracts investment, manufacturers and tourists
- City with good infrastructure
- Safe and secure City - A city that cares
- City where there is security- jobs, shelter
- City that facilitates the creation of jobs

- City that houses people
- City with youth involved productively
- City that harnesses integrated development
- City that facilitates skills development
- City that invests in public participation, is connected with the people
- City that works together
- City with good IGR harnessed to build integrated human settlements

The goal is to lead the city towards modernization. To achieve this, the following strategic objectives will guide the city towards the future:

Spatial Transformation:

To transform the spatial structure of the City towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well-connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities

And therefore, the overarching strategy for development of the Sol Plaatje Municipality proposes looking at the IDP through the lens of geographical “space-economy”.

The “space-economy” means the geographic distribution of settlements (large and small), the activities within them (residential, commercial, institutional, recreational, etc.) and the relationship of these settlements and activities to the infrastructure that connects and supports them and links in turn to surrounding agriculture and nature areas.

People live their lives in geographic space; how activities and infrastructure are organized in space fundamentally impacts on people’s access to economic and social opportunities. For example, locating housing for the poor far away from work opportunities, impacts on disposable income, work productivity and transport infrastructure provision. People must pay a disproportionately high percentage of their incomes to move to and from work, journeys take a long time, and infrastructure and vehicles must 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. And now is therefore well positioned to exploit its full potential to:

- Reverse inefficient land use patterns
- Tackle the aging infrastructure of the city
- Deal with the results of the relatively stagnant economic landscape in a systematic way

Although the current needs are not fully funded, it is envisaged that a momentum on delivery will be developed to attract funding and additional investments to reach the goal and strategic objectives set out.

The focus is on developing thriving township economies and integrating the various organic urban nodes and economic corridors to make the appropriate linkages between urban and rural settlements. Once this strategic spatial vision is planned, implementation will follow through the development of urban management mechanisms and precinct developments.

At present land locked spaces and sprawling informal settlements dominate the spatial landscape. The land use patterns within the urban centres are not conducive to investment and robustness. This situation has led to crime, grime and dilapidation. This IDP places a higher value and importance on spatial governance and local economic development programmes playing a bigger role in transforming the spatial landscape and resultant consequences.

The strong elements of inequality in the form of racial or class exclusion in the spatial form will be attended to through programmes of public participation and intergovernmental relations. Community involvement will include participation in developing pride of place and in 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 intergenerational poverty. Low density areas enjoy the privilege of owning large tracts of land that are located in very close proximity to economic opportunities. The divide between high and low-density areas will be linked through a coordinated effort of spatial planning, local economic development and access to services.

The programme to eradicate the housing backlogs will be undertaken in a manner that creates integrated human settlements. In this respect a partnership with the province and national department of Human Settlements will be the main focus of intergovernmental relations. 30%

of the Northern Cape housing backlog exists in Sol Plaatje, thus the focus would be to ramp up the planning and delivery of houses, with clear economic spin offs to boost the local economy.

Housing developments that will build the future should take pride in creating spaces for recreation, sports, and community gathering. These developments should encompass elements that combat crime, promote social cohesion and improve the quality of life for the poor. The stubborn problem of the inability to reach universal coverage on basic services to all will be tackled with integrated infrastructure plans that link to spatial planning and local economic development potentials.

A special attempt will be made to attract investment to grow the economy over time with the tourism being developed as the anchor. At the same time, the informal sector and small and micro enterprises will be supported to participate in the industrial value chain. A substantial number of households are dependent on social grants. These households will be targeted to be involved in a range of income generating activities to enable community development, social upliftment and personal growth. These efforts will begin to fundamentally address the challenges of poverty, vulnerability, inequality and social exclusion.

The biggest challenge confronting many municipalities in South Africa including the Sol Plaatje Municipality is on addressing service delivery backlogs whilst at the same time meeting the demands arising from continuous local population growth (combination of natural growth and in-migration) with the concomitant growth in the number of households.

The historical backlog together with the resultant demand from growth for new infrastructure, services and housing surpasses the fiscal capacity of many municipalities. The equitable share and conditional financial grants as well as own revenue generation are insufficient to meet infrastructure investment requirements. Own revenue generation by municipalities is constrained by weak local fiscal bases due to low economic growth and very low employment and household income levels.

- As the local state is a developmental state, a special focus on the involvement of all stakeholders will be developed. All communities will be involved in working to make Sol Plaatje a clean, livable and vibrant city. The future focus is about leaving a legacy for the next generation, the building blocks of skills, leveraging local resources and maintaining active engagements with all citizens will

modernize the city and provide the necessary platform for Sol Plaatje leaders to lead the “new deal” for all citizens.

SPLM’s IDP Objectives and strategies are indicated in the table below:

Table 1: National KPA's and IDP Objectives

National KPA	National Outcome 9: A responsive, accountable, effective and efficient local government system	Strategic Objectives to reach the Vision "Towards a Leading and Modern City"	Key Strategic Focus	IDP Strategies	Detail Project related objectives as per the SDBIP
Strategic Economic Development and Planning	Outcome: A spatially transformed, equitable and productive city	Inclusive Growth: To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs. 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	Land Development	Accelerate preparation, approvals and release of land for development supporting integrated human settlement, agricultural production, redevelopment of mining land and regional economic targets	To develop sustainable living through job creation (EPWP and other initiatives)
			Skills Development and Income Generation	Facilitate skills development, encourage incubation hubs for enterprise development and employment placement programmes in partnership with the private sector. Facilitate household income generating activity linked to various sectors in the economy	To capacitate SMME's and local entrepreneurs
			Place Marketing	Undertake a rigorous and consistent investment facilitation and place marketing programme to attract investment and promote tourism underpinned by strongly positioned and managed Brand	Marketing the municipality as premier destination for tourism and investment
			City Centre	Create an activity spine with a number of mixed use land uses that will extend upon the corridor emerging from the Kimberly CBD	To ensure effective spatial planning and development in order to establish a competitive economic position
			New urban nodes	Identify and develop new urban nodes as mixed use sustainable human settlements that will integrate the City.	

			Galeshewe to become a post-apartheid town	Undertake upgrading, formalisation and institute better spatial governance so that majority of people are able to carry out income generating activity and live work and play in an integrated human settlement	
			Economic nodes	Massively expand agricultural production and agro-processing by developing an agro-export corridor, unlock the value of degraded mining land and heritage and tourist attractions.	To promote agricultural development within the Sol Plaatje municipal area through agricultural support initiatives; To place marketing as a productive and profitable section of the municipality
Basic and Sustainable Service delivery and Infrastructure Development	Outcome: Access to quality and affordable basic services for all	Service Provision: To plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports: • transformed spatial structure • economic growth objectives • universal access to basic services, • differentiated service requirements of households and human settlements and economic activity	Basic Services	Install adequate and well managed infrastructure and deliver basic services in a consistent and sustainable manner	To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure
			Community Services	Provide and operate community services according to sustainable human settlement norms and standards	To ensure the adequate provision, upgrading and maintenance of solid waste services infrastructure
			Social Services	Work with provincial and national government for adequate provisioning of social services	To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services
			Production	Provide necessary infrastructure for economic production purposes and for income generating activity in households including city-wide as well as regional connectivity	To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure.
			Economic Sectors	Raise the contribution of each sector to the local economy according to agreed plans and targets in respect of growth and job creation with the private sector	To improve public transport system and services

					To address the poor condition of the roads in the Sol Plaatje area through maintenance and upgrading projects
					Development of suitably located and affordable housing (shelter) and decent human settlements;
					To build equitable, cohesive, sustainable and caring communities with improved access to work and social amenities, including sports and recreational facilities (community development and optimal access/inclusion).
					To ensure sustainable delivery of community services (including environmental health, emergency and traffic services) to all residents of SPLM.
					To ensure the availability of critical service delivery tools at all times (fleet management)
Municipal Financial Viability and Management	Outcome: Improved financial sustainability and administrative capacity	Governance: To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency	Financial Governance	Revenue enhancement and operational efficiency	Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management
				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	Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration. To lead, direct and	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

	financial planning and support	manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.	IGR and Stakeholder Relations	Improve IGR and stakeholder relations targeted towards developing integrated human settlements and local economic growth	To improve effective human resource development to staff and Councillors
					To ensure continuous maintenance and replacement of furniture, office and computer equipment and create a secure environment within the municipality
					To enable effective training and skills development through various initiatives and partnering with the private sector.
Good Governance and Public Participation	Outcome: Good Governance and public participation	Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration. To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.	Ward Committees	Focus on outreach and meaningful involvement of the wards in improving the quality of life	To promote community participation and communication
					To facilitate and promote Inter-governmental relations programmes and projects on a continuous basis.
			-		To ensure an improved audit opinion through continuous assessment of risk.

CHAPTER 1: EXECUTIVE SUMMARY

1.1 INTRODUCTION

The Sol Plaatje Municipal (SPLM) Council adopted its 5-year Integrated Development Plan for its term of office on 31 May 2017. This is the first 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 2017/18 as well as new information, both internal and external that will influence the further implementation of the IDP. The IDP will also be reviewed in terms of the relevance of its strategic objectives in line with shifts in national and provincial policies and plans.

1.2 LEGAL BACKGROUND

The IDP process is guided by various legislation, policies and guidelines which require careful consideration when the document is compiled. These include amongst others the following:

- SA Constitution, Act 108 of 1996 White paper on Local Government
- Municipal Structures Act, 117 of 1998 Municipal Systems Act, 32 of 2000
- Municipal Planning & PMS Regulations (2001) Municipal Finance Management Act, Act 56 of 2003
- Intergovernmental Relations Framework Act, Act 13 of 2006

The ***Constitution of the Republic of South Africa*** outlines the type of local government needed. Sections 152 and 153 of the Constitution prescribe local government being in charge of the development process and municipal planning, and describe the following objectives of local government:

- To ensure the sustainable provision of services;
- To provide democratic and accountable government for all communities;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities; and
- To encourage involvement of communities and community organisations in matters of local government.

The ***Municipal Structures Act (MSA) Act 32 of 2000*** requires municipalities to develop Integrated Development Plans that should be single, inclusive and strategic in nature. Once adopted, the IDP of a municipality will guide development within the relevant council's area of

jurisdiction and should also be reviewed annually. In addition, the Act also stipulates the IDP process and the components to be included.

The Local Government: Municipal Planning and Performance Management Regulations of 2001 set out the minimum requirements for an Integrated Development Plan

Section 21(2) of the ***Municipal Finance Management Act (Act 56 of 2003) (MFMA)*** states that, when preparing the annual budget, the Mayor of a municipality must:

- Consider the municipality's Integrated Development Plan;
- Take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;
- Take into account the national budget, the relevant provincial budget, the national government's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum;

Consult-

- the relevant district municipality and all other local municipalities within the area of the district municipality, if the municipality is a local municipality;
- the relevant provincial treasury, and when requested, the National Treasury; and
- any national or provincial organs of state, as may be prescribed; and

Provide, on request, any information relating to the budget-

- to the National Treasury; and subject to any limitations that may be prescribed, to
- the national departments responsible for water, sanitation, electricity and any other service as may be prescribed;
- any other national and provincial organ of states, as may be prescribed; and
- another municipality affected by the budget.

1.3 IDP REVIEW PROCESS

According to Section 28(1) of the Municipal System Act, 32 of 2000, a municipal council must adopt a process set out in writing to guide the planning, drafting and review of its IDP. The Process Plan and the schedule for IDP Public Engagement Sessions were adopted by Council on 30 August 2017 and is attached hereto in below table 2. The process plan enhances integration and alignment between the IDP and the Budget, thereby ensuring the development of an IDP-based budget.

The high-level process followed to review the 2017/18 IDP document is depicted in the table below:

Table 2: IDP review process

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2017/18 AND BUDGET FOR 2018/19 MTREF					
NO	ACTIVITY DESCRIPTION	ORGANISA-TIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
JULY 2017					
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	14 July 2017
2	Constituting the IDP/Budget Steering Committee	MM/CFO	Legally constituted IDP/Budget Steering Committee	MFMA s53(1)	24 July 2017
3	Consideration of the IDP and Budget Process Plan 2018/19 MTREF	MM/CFO	Process Plan for the 2017 IDP Review and Budget for 2018/19 MTREF	MSA 32 of 2000 & MFMA No. 56 of 2003	28 July 2017
4	Approval of the IDP and Budget Process Plan	Executive Mayor	Approval of the IDP and Budget Process Plan for 2018/19 MTREF	MSA 32 of 2000 & MFMA No. 56 of 2003	31 July 2017
5	Conclude MM and s57 Managers Performance Agreements and Plans	MM/Mayco/Corporate Services ED	Signed Performance Agreements and Plans for MM and s 57 Managers	MSA and Reg 805	31 July 2017
6	Submit 4 th Quarter to: 1. EMT 2. NT/PT 3. EM/IDP Budget Com 4. Submission of Section 52 (d)	All	4 th Quarter Report	MFMA S52(d)	31 July 2017

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2017/18 AND BUDGET FOR 2018/19 MTREF

NO	ACTIVITY DESCRIPTION	ORGANISA-TIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
	Report to Council				
AUGUST 2017					
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)	1 August 2017
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 2017
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 2015/16 as per section 46 of the MSA.	s126(1) of the MFMA s46 of the MSA.	Completed 25 Aug 2017 29 Aug 2017 29 Aug 2017
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 2015/16 as per section 46 of the MSA.	MFMA Circular 63, Sep 12	28 Aug 2017
11	Approval of the IDP and Budget Process Plan	Executive Mayor	Council approves the IDP and Budget Process Plan 2018/19 MTREF		30 Aug 2017
12	Submission of the Financial Statements,	MM/CFO	Submission of signed AFS, Draft Annual		31 Aug 2017

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2017/18 AND BUDGET FOR 2018/19 MTREF

NO	ACTIVITY DESCRIPTION	ORGANISA-TIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
	Annual Report and Annual Performance Report to the AGSA		Report and Final Annual Performance Report to AGSA		
13	Advertisement of time-schedule on website, local newspapers and notice boards	IDP/BTO	Notification to public on how and when the IDP and Budget preparation process will happen	MSA and MFMA	31 Aug 2017
SEPTEMBER 2017					
14	Issue of Budget guidelines (operational budget)	CFO	Issue Circular on operational budget guidelines: Confirm approved organogram Vacant and funded positions Maintenance Plans Review of Long Term Borrowing Contracts and commitments of the next MTREF Demand for services analysis Review of Electricity Tariff Structure	Budget Policy	22 Sept 2017
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.	MSA Circular 63, Sep 2012 MSA Ch5 s 26 and IDP Guides	22 Sept 2017

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2017/18 AND BUDGET FOR 2018/19 MTREF

NO	ACTIVITY DESCRIPTION	ORGANISA-TIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
			Unaudited Annual Report as submitted to Auditor-General to be used as input into the IDP strategic phase process and community verification & input by MPAC on reported performance.		
16	Finalise Assessment Report	IDP/BTO	Discuss and agree on Assessment Report to inform planning and budget for the 2018/19 MTREF. EMT / Manco	MFMA/Budget Regulations and Internal process	24 Sep 2017 29 Sep 2017
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 2012-2017 Performance Analysis and future projections	MSA and MFMA	29 Sept 2017
OCTOBER 2017					
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	MSA Circular 63, Sep 2012	22 Oct 17

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2017/18 AND BUDGET FOR 2018/19 MTREF

NO	ACTIVITY DESCRIPTION	ORGANISA-TIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
			be included		
19	Municipality submits Annual Report including final annual financial statements and annual performance report to Auditor-General for auditing councils'	CFO/IDP	Note: that it is unaudited and will not include any of the Auditor-General's reports as the auditing thereof will still be in progress		29 Oct 2017
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 SPLM priorities form part of their strategic plans and budgets	MSA	Oct 2017 – Dec 2017
21	Prepare and submit 1st Quarter SDBIP Report to EMT, IA, PAC, Executive Mayor (Mayco) and Council	IDP/BTO	1st Quarter Report submitted	MFMA and MFMA Cir 15	17 Oct 2017 (EMT) 20 Oct 2017 (IA&PAC) 29 Oct 2017 (EM) 2 Nov 2017 (SCM)
22	1st Strategic Planning sessions with: 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	Internal Process	20 Oct 2017 21 Oct 2017

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2017/18 AND BUDGET FOR 2018/19 MTREF

NO	ACTIVITY DESCRIPTION	ORGANISA-TIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
			planned and actual performance. Determine financial position and assess financial/human resource capacity against possible future strategies.		
NOVEMBER 2017					
23	Extended IDP/Budget/PMS Committee Informal Council meeting				01 Nov 2017
24	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 2016/17MTREF Draft Budget completed	Internal process	Week of 07, 14 and 21 Nov 2017 (CFO and BTO done; Operational, Revenue and partly Capital)
25	Auditor-General audits the unaudited Annual Report and submit an audit report to the accounting officer for the municipality.	EMT/BTO /Directorates	Draft AR and Management Report Final AR and Management Report	MFMA	17 Nov 2017 30 Nov 2017
26	Annual Report and oversight report	AC/MPAC/Council		MFMA Section 127, 128, 129 and	Nov 2017 to Jan 2018

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2017/18 AND BUDGET FOR 2018/19 MTREF

NO	ACTIVITY DESCRIPTION	ORGANISA-TIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
	process for adoption to be used as input into public participating meetings for the IDP review process.			159	
JANUARY 2018					
27	Mayor tables audited Annual Report and financial statements to Council Audited Annual Report is made public, e.g. posted on municipality's website.	EM Web Master		Section 129, 150 and 151. Tabling the audited Annual Report within 5 or 6 months after the end of the financial year. Section 75 for publication on website.	25 Jan 2018
28	Finalise Mid-year Budget and Performance Assessment Report and submit to: EMT BSC Mayor NT and PT Council	IDP/BTO	Mid-year Report with recommendations informing Adj Budget/SDBIP Targets	MFMA s72	25 Jan 2018 20 Jan 2018 23 Jan 2018 24 Jan 2018 26 Jan 2018 25 Jan 2018
FEBRUARY 2018					
	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	MSA Circular 63, Sep 2012	Feb to Mar 2018 (Oversight)

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2017/18 AND BUDGET FOR 2018/19 MTREF

NO	ACTIVITY DESCRIPTION	ORGANISA-TIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
			on recess in December.		
29	Planning sessions with: Extended IDP/Budget/PMS Committee Informal Council meeting	Mayco Councillors EMT Manco	Present first draft IDP priorities linked to Budget allocations	Internal process	03 Feb 2018 09 Feb 2018
30	NT Mid-term visit	EMT	Sec 71 and 72 Reports Qtr. 2 Performance Report Audited AFS 2016 Audit Report MFMA Sec 32 Report Risk Management Issues	NT Prescribed	Between 6-10 Feb 2018
31	Adjustment Budget 1. EMT 2. BSC 3. Council	MM/CFO	Tabling of Adjustment Budget 2017/18 MTREF	MFMA Sec 28	17 Feb 2018 22 Feb 2018 28 Feb 2018
32	Conduct 2015/16 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 2018
33	Note National/Provincial	IDP/BTO	Ensure what is contained in National and provincial	MFMA	27 Feb – 17 Mar

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2017/18 AND BUDGET FOR 2018/19 MTREF

NO	ACTIVITY DESCRIPTION	ORGANISA-TIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
	Government Budget for incorporation		Budgets for incorporation in local budget		2018
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 aligned to IDP Key Priority Issues including Ward priorities	Internal Process	Jan 18 – 10 Mar 2018
35	Draft Operating Budget submitted to EMT	Directorates/BTO/ IDP	Draft 3-year Operational Budget aligned to IDP Key Priority Issues	Internal Process	03 Mar 2018
MARCH 2018					
36	Conduct Mid-year performance assessments for MM and Managers reporting directly to MM as well as lower level managers up to job level 6	EM/MM/IDP/Human Resources	Performance Assessment Reports for MM, senior and other managers	MSA and Reg 805	Mar 2018
37	Council adopts Oversight report. Oversight report is made public. Oversight report is submitted to Legislators, Treasuries and CoGHSTA	Council CFO	The entire process, including oversight reporting and submission to provincial legislators is completed in December and not in March the following year.	MSA Circular 63, Sep 2012	29 Mar 2018 (SCM)

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2017/18 AND BUDGET FOR 2018/19 MTREF

NO	ACTIVITY DESCRIPTION	ORGANISA-TIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
38	Present and discuss draft IDP and Budget with: Mayco/relevant committees BSC Informal Council Meeting Special Council Meeting	EMT/Mayco/Budget Steering Committee	Present, discuss and receive input from the different structures	Internal process	15 – 20 Mar 2018 MAYCO 22 Mar 2018 Informal Council 27 Mar 2018 SCM 29 Mar 2018
39	Table draft IDP and Budget to Council for public consultation	IDP/BTO/Council	Council to approve IDP and Budget for public consultation purposes	MSA and MFMA	29 Mar 2018 (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 2018
APRIL 2018					
41	Conduct public hearings on draft IDP, Budget and Top Layer SDBIP with constituted public	IDP/BTO/Speaker's Office/Service Providers	Consult and receive input from community and stakeholder groupings with regard to draft IDP/Budget and SDBIP	MSA and MFMA	April 2018 (Public Participation)

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2017/18 AND BUDGET FOR 2018/19 MTREF

NO	ACTIVITY DESCRIPTION	ORGANISA-TIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
	participation structures		(Top Layer)		
42	Confirm National and Provincial DoRA allocations and adjust draft budget	BTO	Ensure that DoRA allocations are included in the Budget	MFMA/DoRA	April 2018
43	Submit 3 rd Quarter SDBIP Performance Report to Mayco/Council	IDP/BTO/Mayco/Council	3 rd Quarter report submitted		April 2018
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	MSA and MFMA	April 2018
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 2018
46	National Treasury Benchmarking Exercise	EMT/NT	NT's analysis of SPLM's IDP and Budget benchmarked against 21 secondary cities to improve IDP and Budget processes and products	MFMA	17 May 2018
MAY 2018					
40	Finalise IDP/Budget and SDBIP documentation for final submission to	EMT	Finalise IDP, Budget and SDBIP documentation for final submission to	MSA and MFMA	05 May 2018

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2017/18 AND BUDGET FOR 2018/19 MTREF

NO	ACTIVITY DESCRIPTION	ORGANISA-TIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
	Council		Council		
41	Present final IDP and Budget to BSC, Mayco and Council	EM/MM/CFO	Present final IDP/Budget/SDBIP to Mayco and informal Council before submission to Council for adoption	Internal process	BSC 15 May 2018 MAYCO 17 May 2018 Informal Council Meeting 22 May 2018 SCM 24 May 2018
42	Council adopt IDP, Budget 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	EM/MM/CFO	Council adopted IDP/Budget and SDBIP	MFMA	24 May 2018
JUNE 2018					
43	Notification of approved 2017/18 IDP review and Budget 2018/19 MTREF to public	BTO/IDP	Notify public of adopted budget	MFMA	June 2018

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2017/18 AND BUDGET FOR 2018/19 MTREF

NO	ACTIVITY DESCRIPTION	ORGANISA-TIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
44	Submit final 2018/19 SDBIP to Executive Mayor for approval, submit to Council for Notification and Make public	IDP	Executive Mayor approved SDBIP and published SDBIP	MFMA	14 June 2018
45	Final Preparations for the implementation of mSCOA Version 6.2 (locked NT version)	BTO	mSCOA compliance	mSCOA Regulations	30 June 2018

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.

Public participation on the draft IDP review document took place as follows:

Table 3: IDP Public Participation

Venue	Date	Time	Presenter	Administrator
City Hall	9 April 2018	17h30	J. Wagner (meeting to be reconvened by at De Beers Stadium) Ms. Z.L. Mahloko (meeting took place)	Oubaas, Levonia,

Platfontein School	9 April 2018			Candy, Brian
RC Elliot Hall	10 April 2018	17h30	Ms. Z.L. Mahloko (meeting took place)	Mmabatho, Renee
Riverton	11 April 2018	17h30	Mr. Dhlwayo	Celeste, Mapule
Bantu/Batho Hall	12 April 2018	17h30	Mrs. Kesiamang	Mmabatho, Renee
Beaconsfield Library	16 April 2018	17h30	Mr. Bogacwi	Kenneth, Adi, Phemelo
Ritchie Motswedimosa (Sunday)	15 April 2018	15h00	Ms Sebolewe	Lientjie, Candy
Roodepan Catholic Hall	17 April 2018	17h30	G.H. Akharwaray	Celeste, Kenneth, Phemelo
Judith Scott Library Colville	18 April 2018	17h30	J. Wagner	Brian, Adi
IDP Representative Forum	20 April 2018	9h00 – 11h00 City Hall	Executive Mayor, IDP Chairperson, MM and CFO, all EMT members and MAYCO, ward councillors, Ward Committees and other stakeholders. Presenter: Executive Mayor, Chairperson, MM and CFO.	Lientjie, Levonia

CHAPTER 2: STRATEGIC ANALYSIS

2.1 MUNICIPAL PROFILE

Below are some key statistics relating to demographic and socio-economic trends in the Sol Plaatje Municipality. This information comes from STASSA 2011 Census, the 2016 Community Survey and the Sol Plaatje Statistical Overview performed by IHS Information and Insight in 2015. The statistics included in the IDP document were obtained mainly from the Census 2011 outcomes. However, for the purposes of the IDP review, and taking cognisance of the fact that the Community Survey 2016 is used as a basis for the budget assumptions, this chapter also includes statistical information from these two additional sources. At the end of this section some conclusions and contextual issues are mentioned relating to this information.

2.1.1 Person Statistics

The table below presents relevant assumptions that were used in the development of the IDP and IDP review.

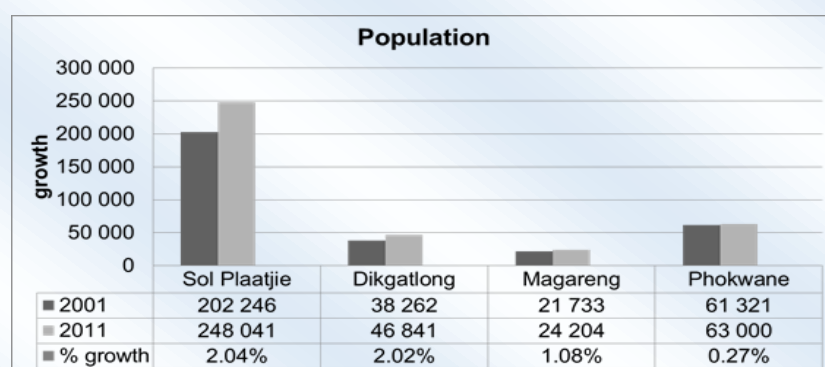
Table 4: Key Statistics Summary

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 connected 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
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 2001 to 2011 in the Sol Plaatje and surrounding municipal areas.

Chart 1: Population Census 2011



The municipality has experienced negative growth (-0.3%) in the population from 1996 to 2001 and an upswing to 2% from 2001 to 2011.

Table 5: Total population - Sol Plaatje, Frances Baard, Northern Cape and National

Table 5 below indicated the Total population - Sol Plaatje, Frances Baard, Northern Cape and National Total, 2005-2015 [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
2005	209,000	330,000	1,020,000	47,200,000	63.4%	20.4%	0.44%
2006	211,000	332,000	1,030,000	47,800,000	63.7%	20.5%	0.44%
2007	215,000	335,000	1,040,000	48,400,000	64.1%	20.6%	0.44%
2008	220,000	341,000	1,060,000	49,100,000	64.5%	20.8%	0.45%
2009	226,000	348,000	1,080,000	49,800,000	64.9%	20.9%	0.45%
2010	232,000	356,000	1,100,000	50,700,000	65.2%	21.1%	0.46%
2011	238,000	364,000	1,120,000	51,500,000	65.5%	21.3%	0.46%
2012	244,000	371,000	1,140,000	52,400,000	65.7%	21.4%	0.47%
2013	250,000	379,000	1,160,000	53,200,000	65.9%	21.5%	0.47%
2014	255,000	386,000	1,180,000	54,100,000	66.1%	21.7%	0.47%
2015	260,000	393,000	1,200,000	54,900,000	66.2%	21.8%	0.47%
Average Annual growth							
2005-2015	2.22%	1.78%	1.56%	1.51%			

Source: HIS Global Insight Explorer Version 1029

With almost 260 000 people, the Sol Plaatje Local Municipality housed 0.5% of South Africa's total population in 2015. Between 2005 and 2015 the population growth averaged 2.22% per annum which is slightly higher than the growth rate of South Africa as a whole (1.51%). Compared to Frances Baard's average annual growth rate (1.78%), the growth rate in Sol Plaatje's population at 2.22% was slightly higher than that of the district municipality.

Table 6: Population projections - Sol Plaatje, Frances Baard, Northern Cape and National

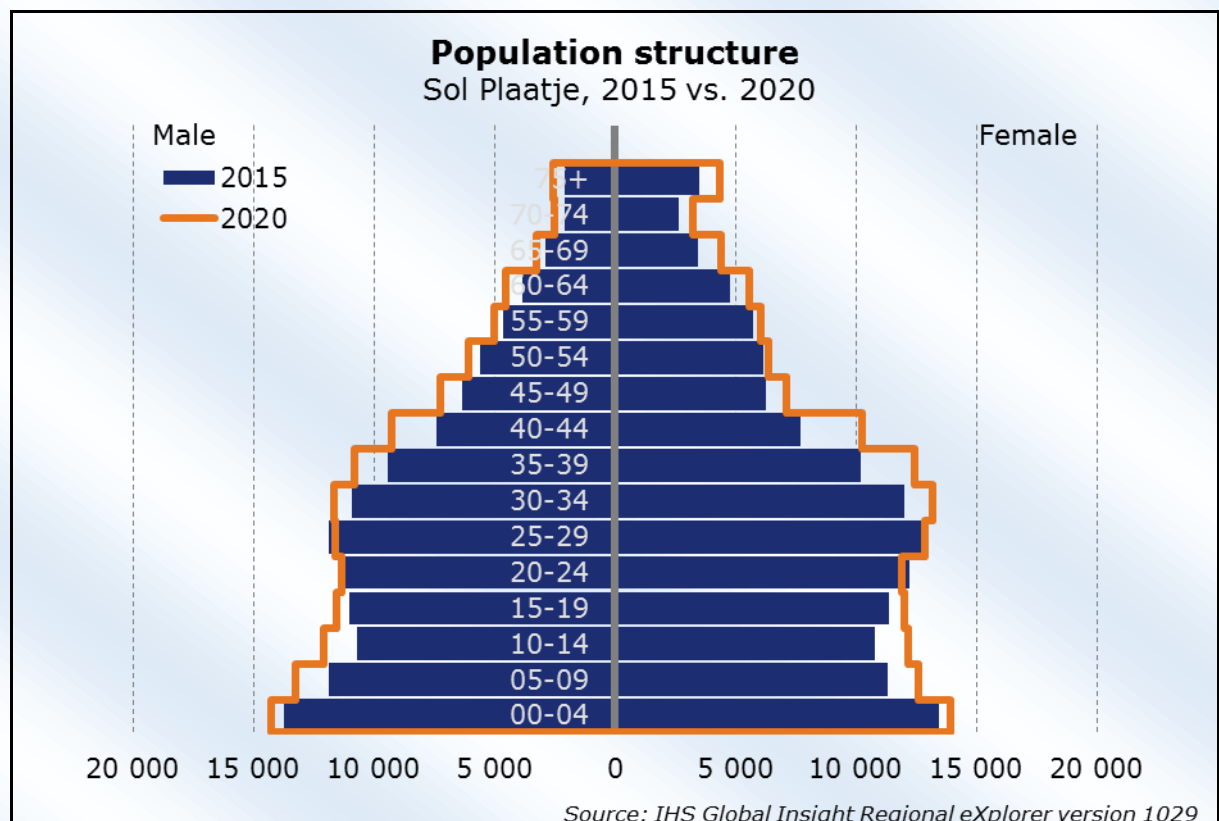
Table 6 below indicate the Population projections - Sol Plaatje, Frances Baard, Northern Cape and National Total, 2015-2020 [Numbers percentage]

	Sol Plaatje	Frances Baard	Northern Cape	National Total	Sol Plaatje as % of district municipality	Sol Plaatje as % of province	Sol Plaatje as % of national
2015	260,000	393,000	1,200,000	54,900,000	66.2%	21.8%	0.47%
2016	265,000	400,000	1,210,000	55,700,000	66.3%	21.9%	0.48%
2017	271,000	407,000	1,230,000	56,500,000	66.5%	21.9%	0.48%
2018	276,000	414,000	1,250,000	57,400,000	66.6%	22.0%	0.48%
2019	281,000	421,000	1,270,000	58,100,000	66.6%	22.1%	0.48%
2020	285,000	428,000	1,290,000	58,900,000	66.7%	22.2%	0.48%
Average Annual growth							
2015-2020	1.85%	1.70%	1.46%	1.42%			

Source: HIS Global Insight Explorer Version 1029

The population projection of Sol Plaatje Local Municipality shows an estimated average annual growth rate of 1.9% between 2015 and 2020. The average annual growth rate in the population over the projection period for Frances Baard District Municipality, Northern Cape Province and South Africa is 1.7%, 1.5% and 1.4% respectively and is lower than that the average annual growth in Sol Plaatje Local Municipality.

Chart 2: Population structure 2015 vs 2020



The population pyramid reflects a projected change in the structure of the population from 2015 and 2020. The differences can be explained as follows:

In 2015, there is a significantly larger share of young working age people between 20 and 34 (27.4%), compared to what is estimated in 2020 (25.4%). This age category of young working age population will decrease over time.

The fertility rate in 2020 is estimated to be slightly higher compared to that experienced in 2015.

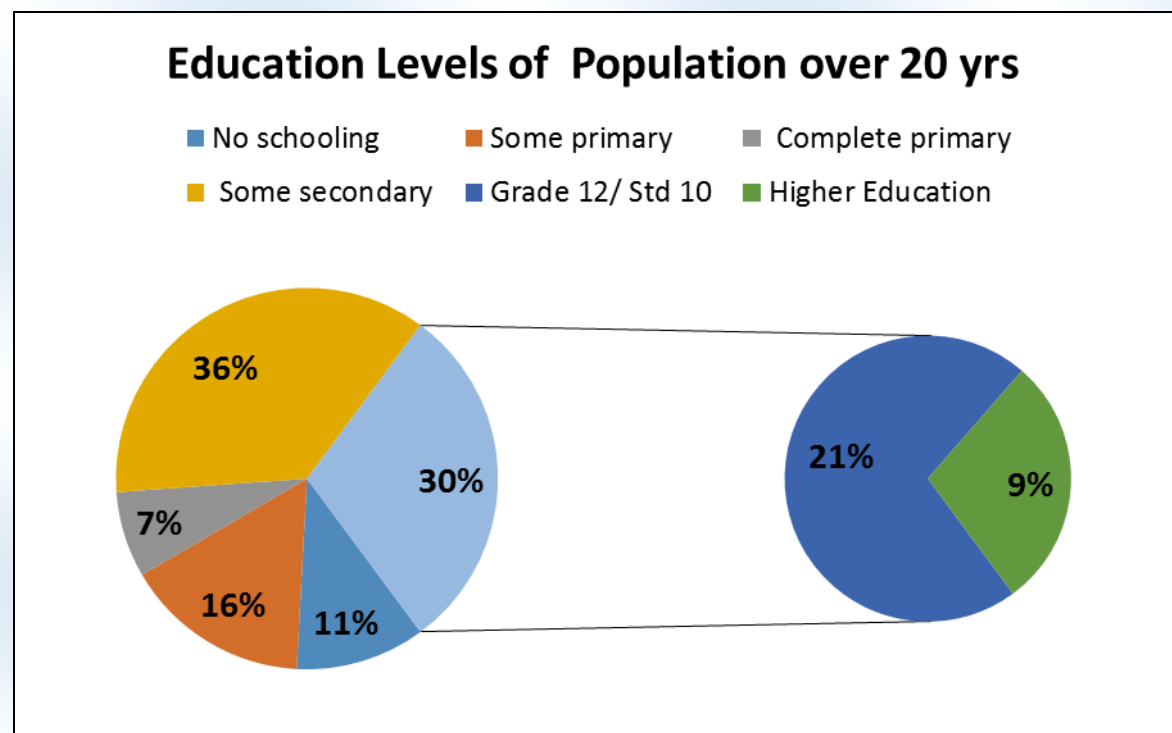
The share of children between the ages of 0 to 14 years is projected to be slightly smaller (27.4%) in 2020 when compared to 2015 (27.6%).

In 2015, the female population for the 20 to 34 years age group amounts to 14.3% of the total female population while the male population group for the same age amounts to 13.2% of the total male population. In 2020, the male working age population at 12.1% does not exceed that of the female population working age population at 13.3%, although both are at a lower level compared to 2015.

2.1.2 Labour market and Educational statistics

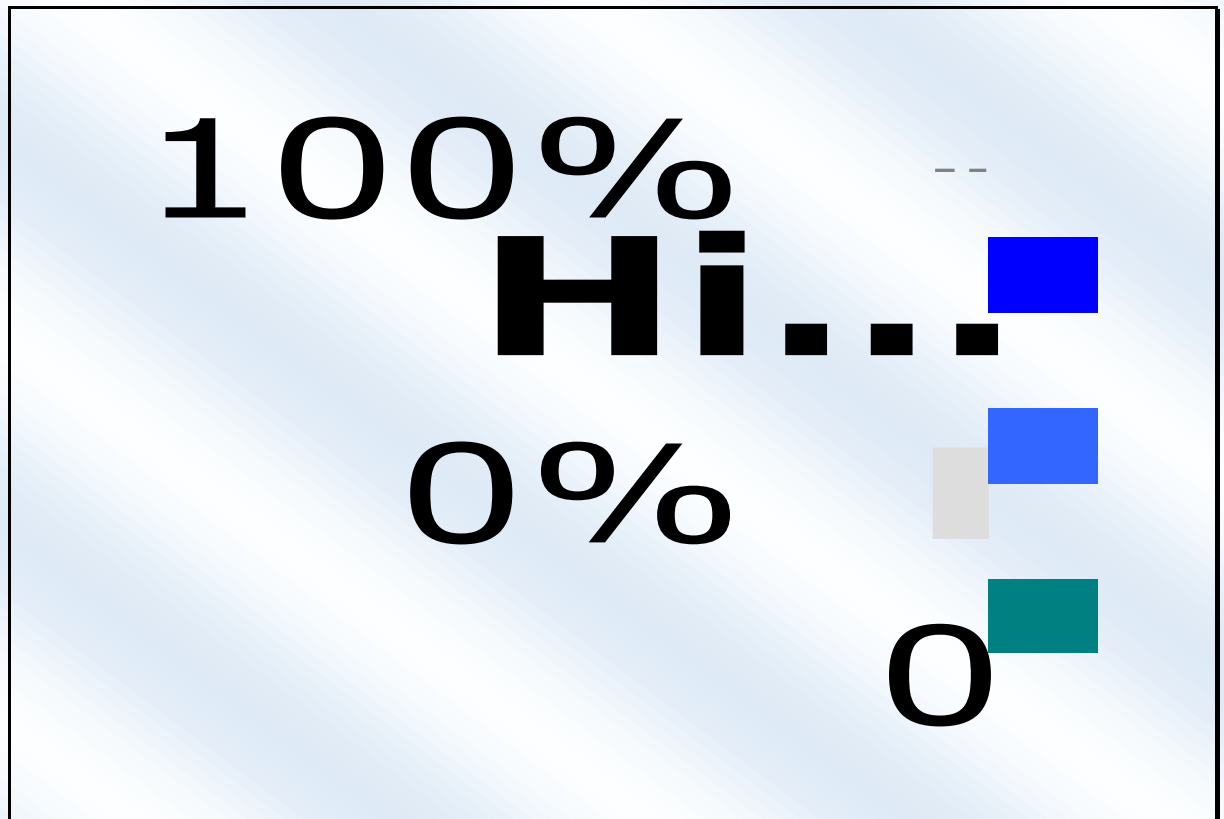
Of the population over 20 years, 30% have matric and higher education, while 10% indicate no schooling. The remaining 60% have some primary schooling and some secondary schooling. This will pose a serious problem for the future economic trajectory as skills will have to be built to suit the economic path and in the short-term skills will have to be brought in from skilled areas.

Chart 3: Labour Market and Education Statistics 2011 compared to 2001



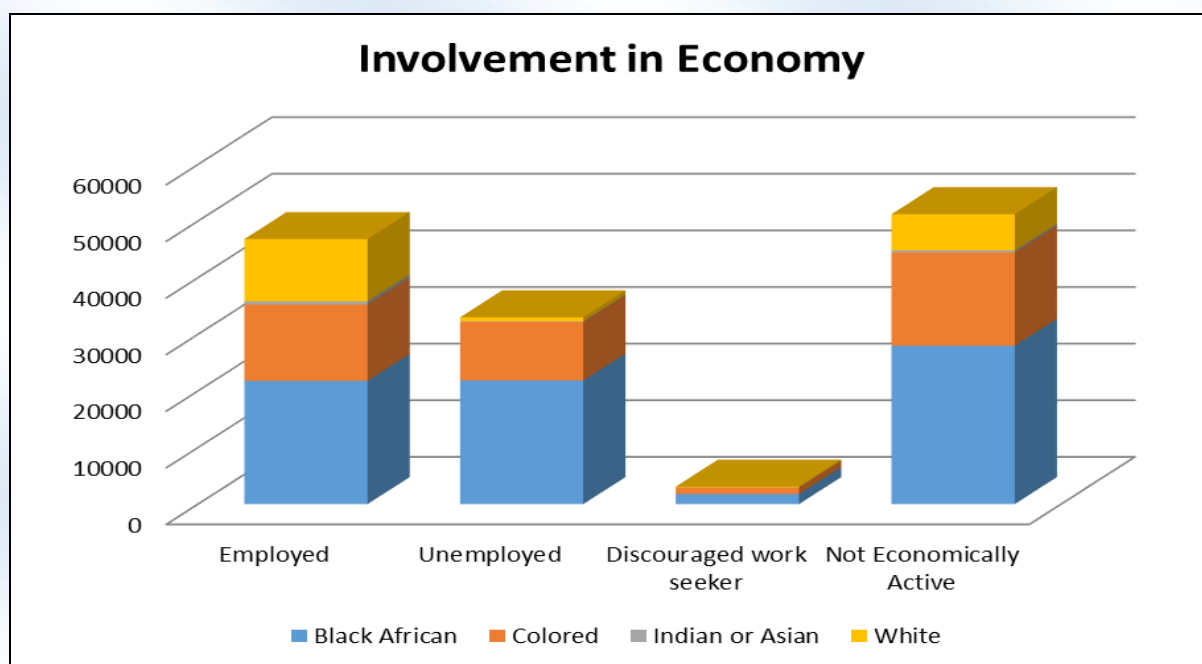
Source Stats SA & Quantec

Chart 4: Highest level of Education 15+ (2005 vs. 2015)



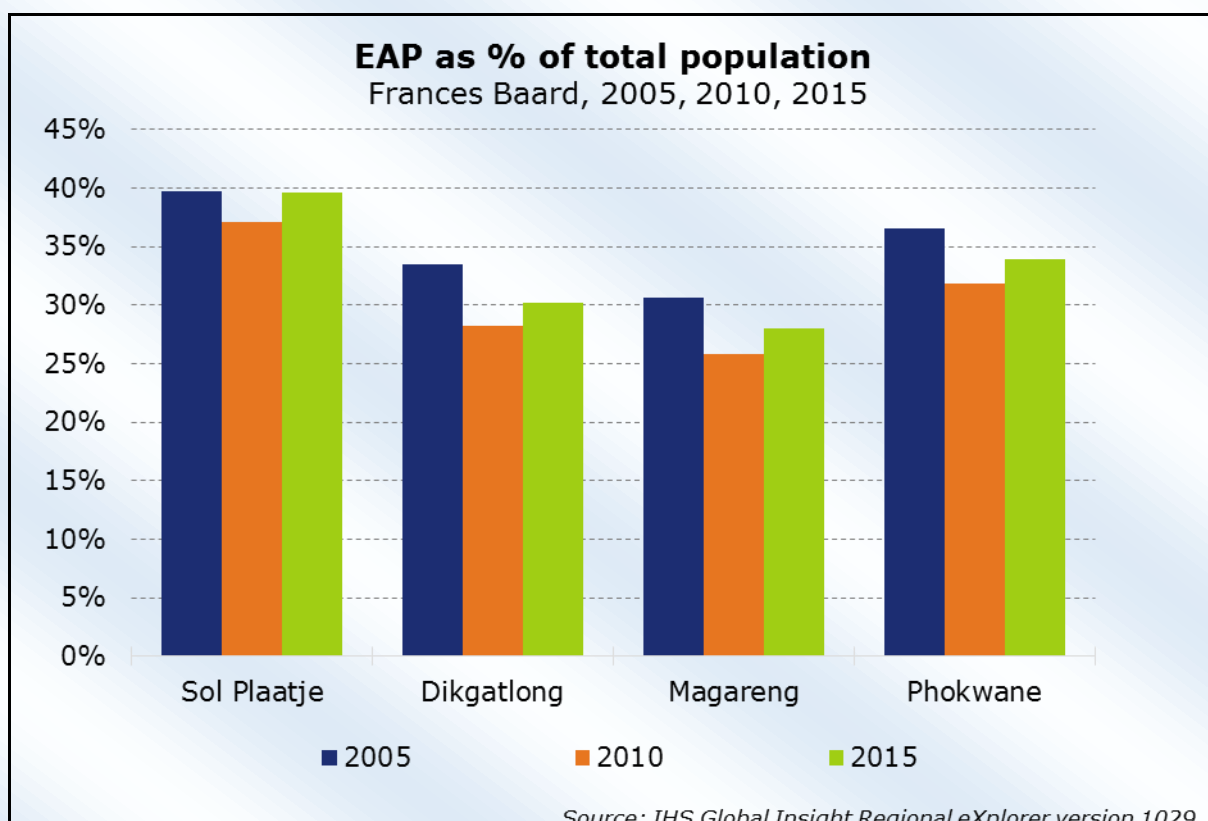
Within Sol Plaatje Local Municipality, the number of people without any schooling decreased from 2005 to 2015 with an average annual rate of -3.43%, while the number of people within the 'matric only' category, increased from 32,100 to 49,200. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 3.65%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 7.82%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

Chart 5: Involvement in the economy



Source Stats SA & Quantec

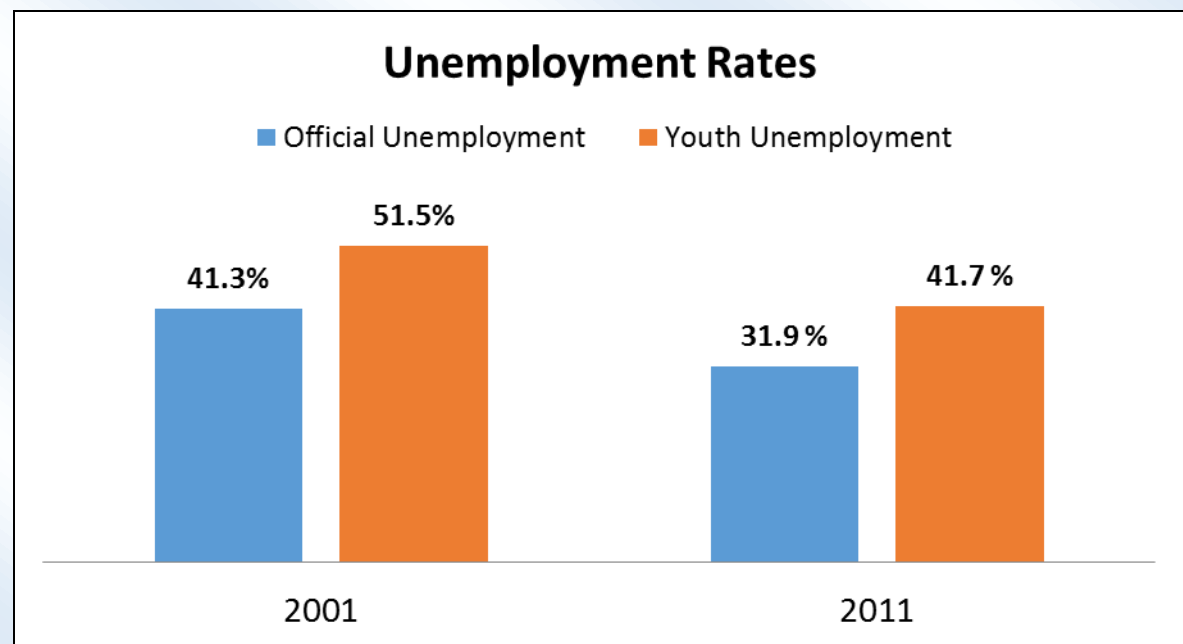
Chart 6: EAP as a percentage of total population



Source: IHS Global Insight Regional eXplorer version 1029

In 2005, 39.7% of the total population in Sol Plaatje Local Municipality were classified as economically active which decreased to 39.6% in 2015. Compared to the other regions in Frances Baard District Municipality, Sol Plaatje local municipality had the highest EAP as a percentage of the total population within its own region relative to the other regions. On the other hand, Magareng local municipality had the lowest EAP with 28.0% people classified as economically active population in 2015.

Chart 7: Unemployment Rates



Source Stats SA & Quantec

Of the economically active people in the municipality, 31.9% are unemployed (narrow definition of unemployment). 41.7% of the economically active youth (15 – 34 years) in the area are unemployed. This figure is compelling enough to direct a special focus on youth employment.

Chart 8: Labour force and Unemployment Rates



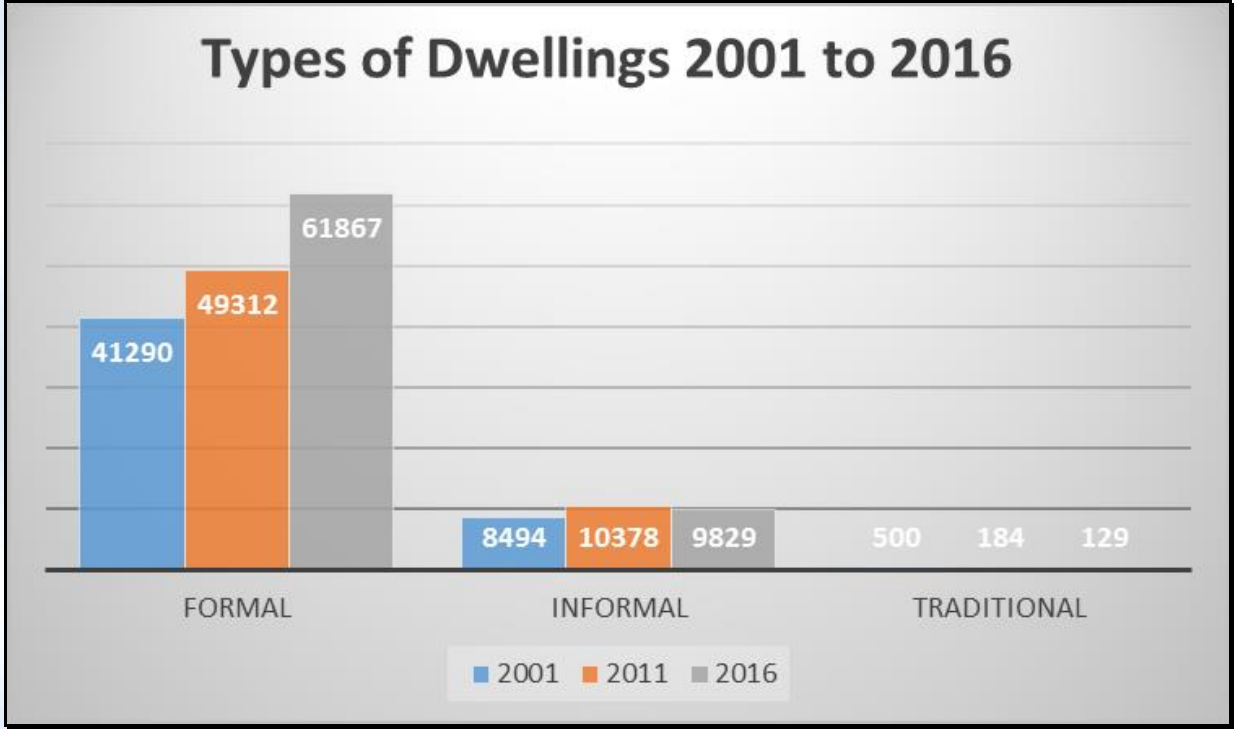
In 2015 the labour force participation rate for Sol Plaatje was at 60.0% which is very similar when compared to the 59.2% in 2005. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2005, the unemployment rate for Sol Plaatje was 36.6% and decreased overtime to 36.0% in 2015. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Sol Plaatje Local Municipality.

2.1.3 Household Statistics

Chart 9 shows a comparison between the number and types of dwellings in Sol Plaatje and surrounding municipal areas, from 2001 to 2016.

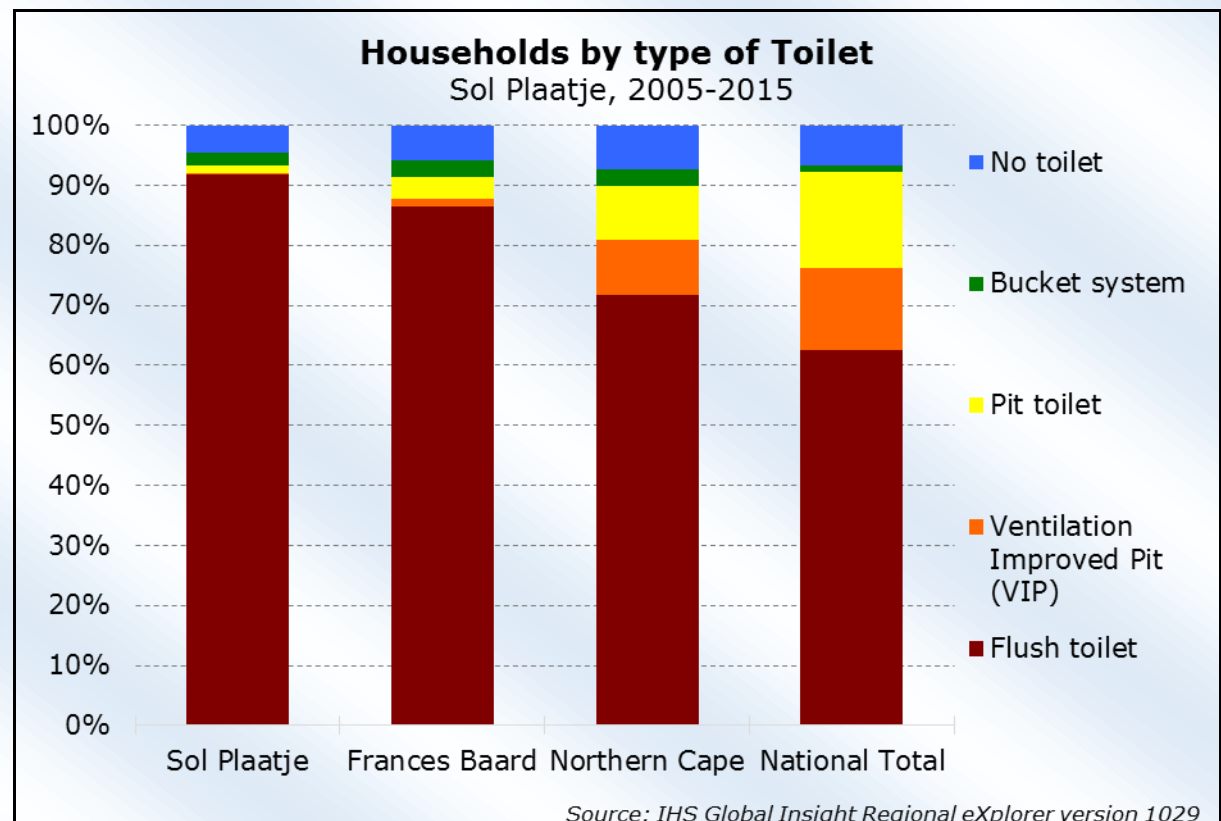
During the 2011 Census 10379 households lived in informal settlements. This number increased to 9829 by end of 2016, according to the Community Survey performed by STATS SA. Refer to chart 9 below for further detail.

Chart 9: Types of dwellings



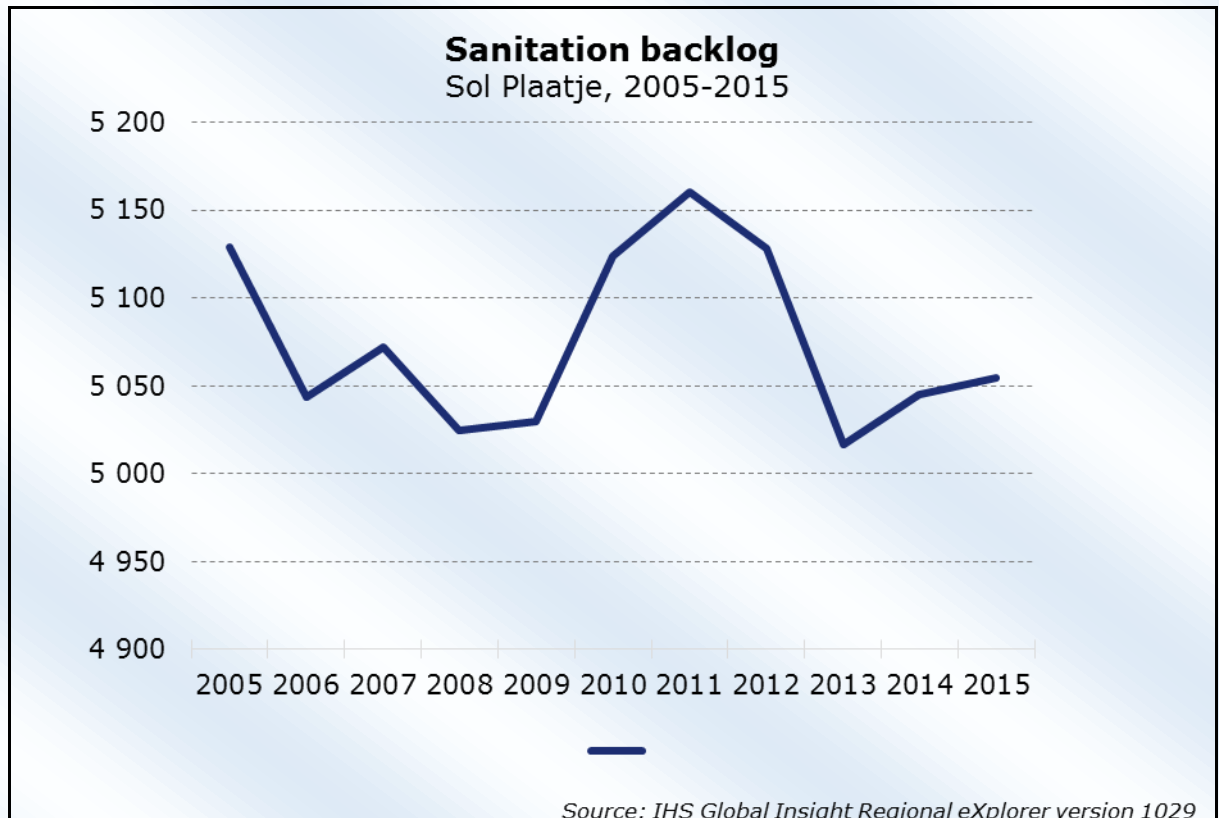
Source Stats SA & Quantec

Chart 10: Households by type of toilet



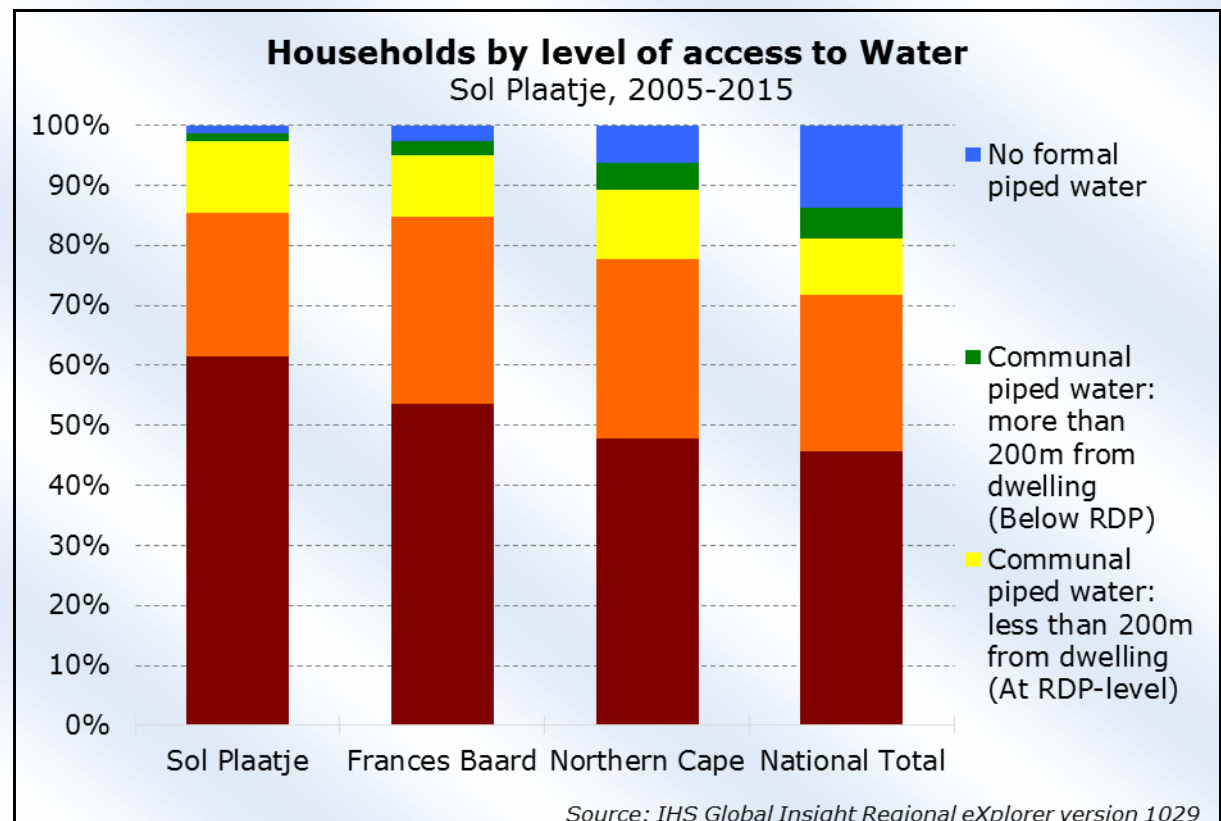
Sol Plaatje Local Municipality had a total number of 58 900 flush toilets (91.89% of total households), 144 Ventilation Improved Pit (VIP) (0.22% of total households) and 751 (1.17%) of total household's pit toilets.

Chart 11: Sanitation backlog



When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2005 the number of Households without any hygienic toilets in Sol Plaatje Local Municipality was 5 130, this decreased annually at a rate of -0.15% to 5 050 in 2015.

Chart 12: Households by level of access to water



Sol Plaatje Local Municipality had a total number of 39 400 (or 61.44%) households with piped water inside the dwelling, a total of 15 400 (24.05%) households had piped water inside the yard and a total number of 874 (1.36%) households had no formal piped water.

When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2005 the number of households below the RDP-level were 924 within Sol Plaatje Local Municipality, this increased annually at 6.50% per annum to 1 730 in 2015.

The total number of households within Sol Plaatje Local Municipality increased at an average annual rate of 1.67% from 2005 to 2015, which is lower than the annual increase of 1.86% in the number of households in South Africa.

Chart 13: Households by level of access to water

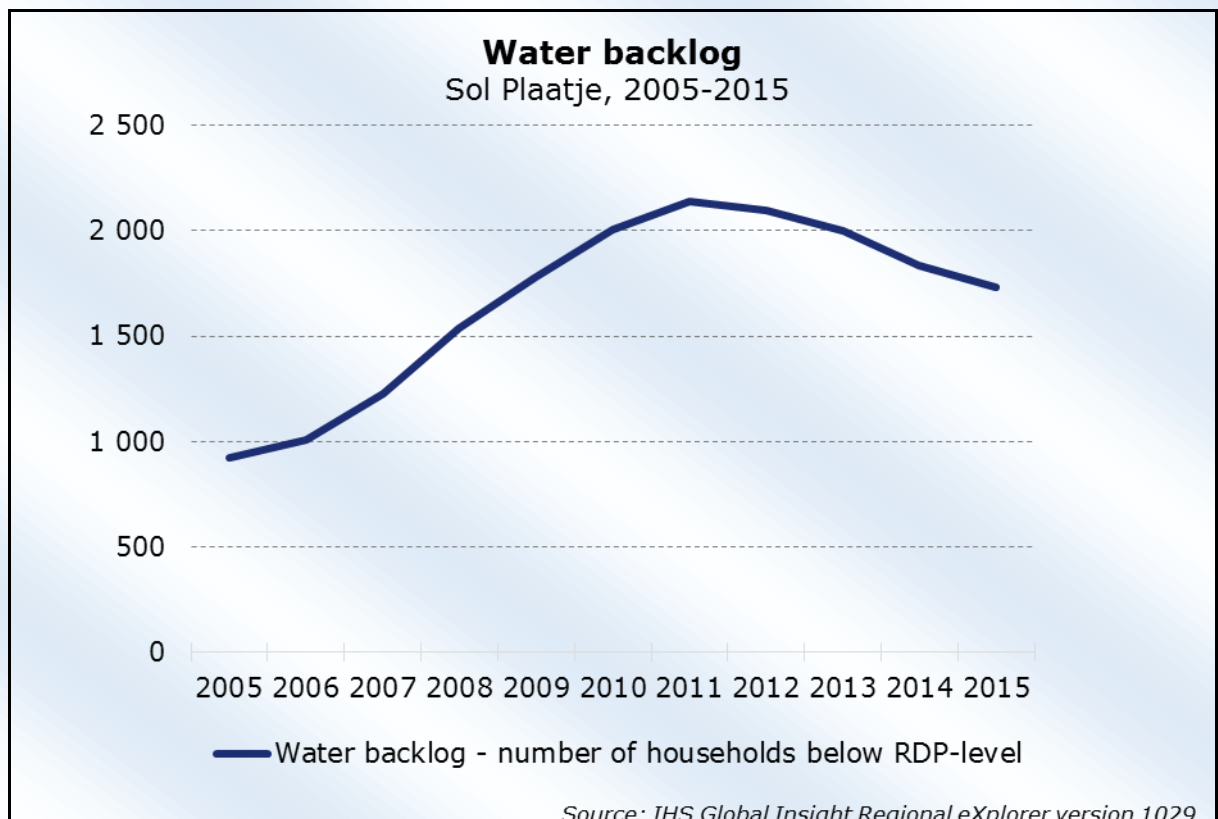
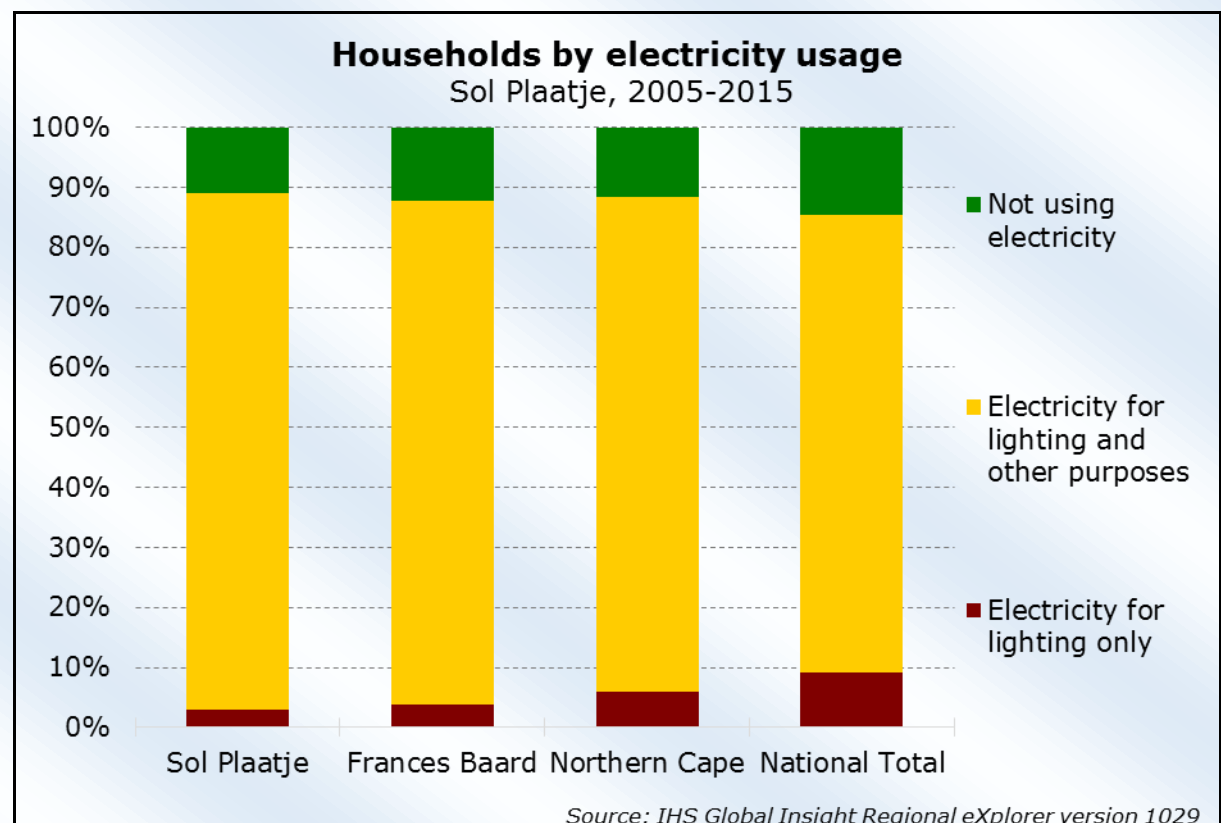
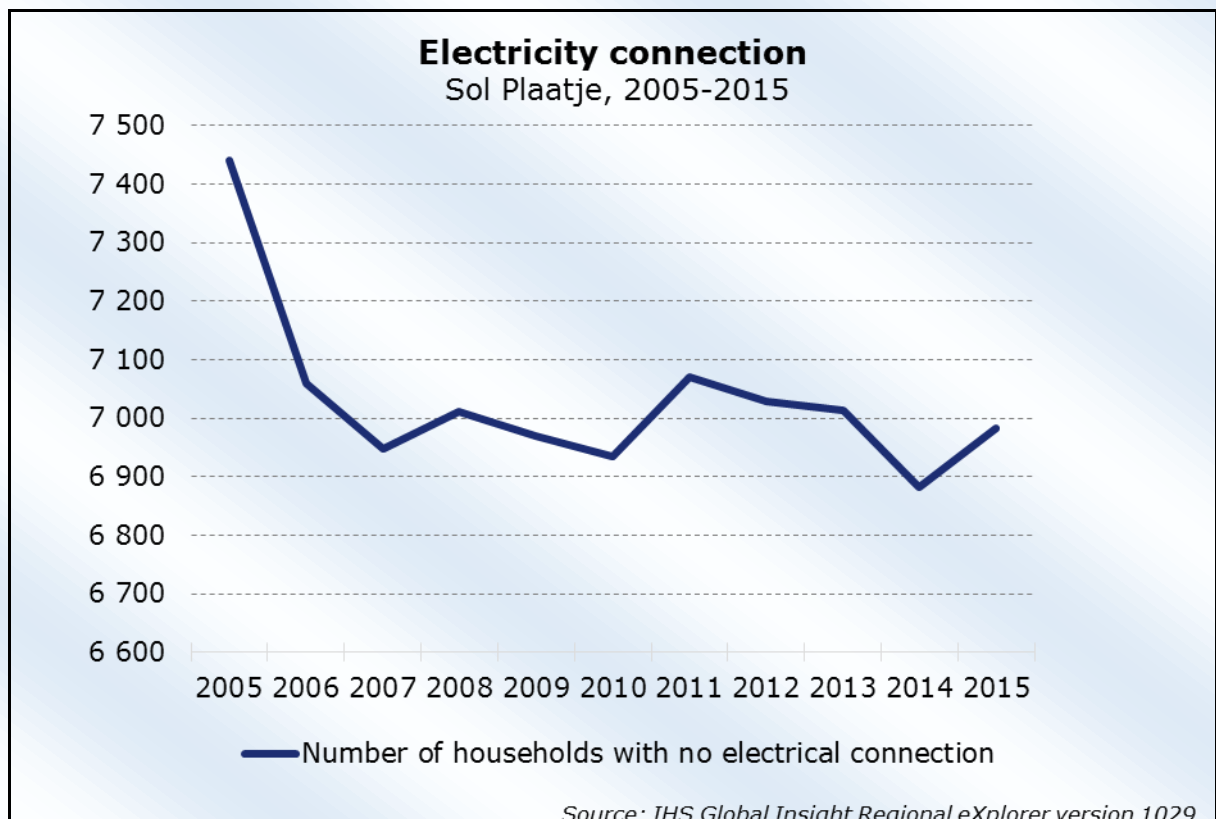


Chart 14: Households by electricity usage



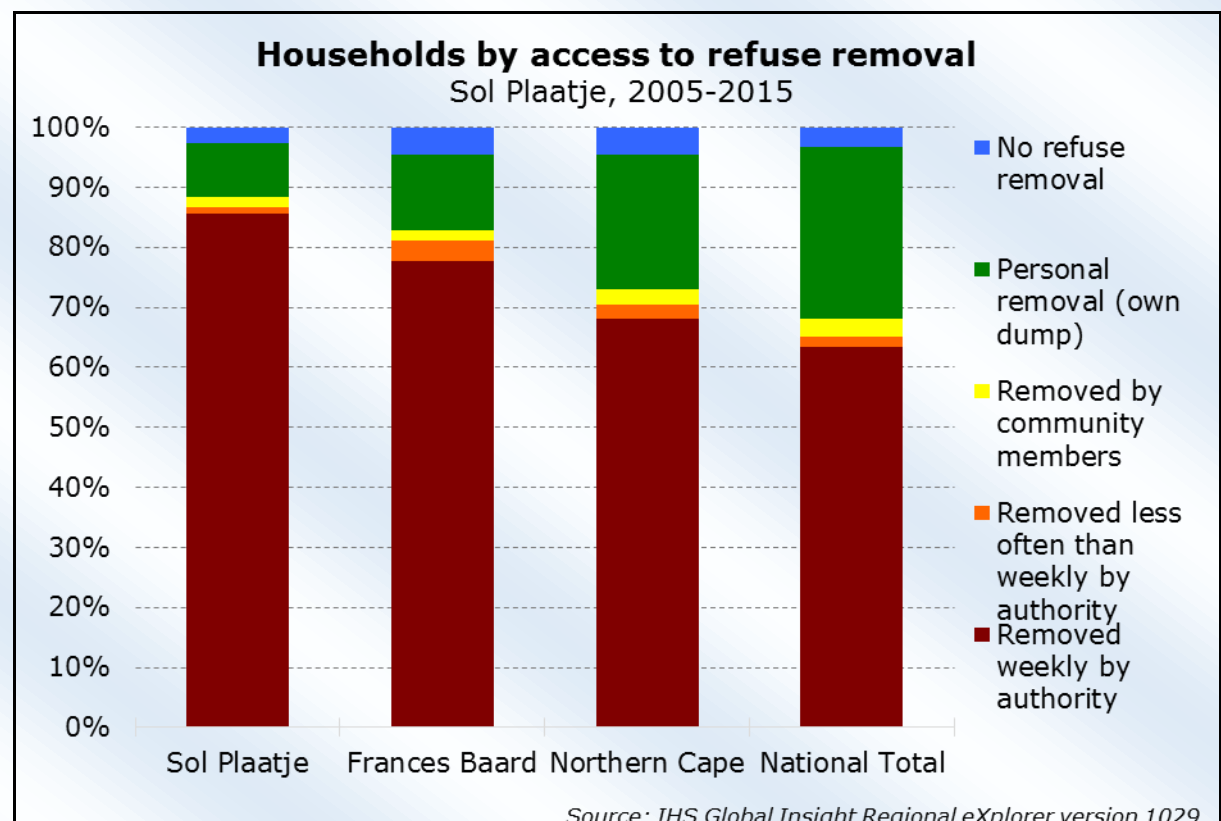
Households are distributed into 3 electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Household using solar power are included as part of households with an electrical connection. This time series categorises households in a region according to their access to electricity (electrical connection). Sol Plaatje Local Municipality had a total number of 1 920 (3.00%) households with electricity for lighting only, a total of 55 200 (86.11%) households had electricity for lighting and other purposes and a total number of 6 980 (10.89%) households did not use electricity.

Chart 15: Electricity Connections



The region within Frances Baard with the highest number of households with electricity for lighting and other purposes is Sol Plaatje local municipality with 55 200 or a share of 66.36% of the households with electricity for lighting and other purposes within Frances Baard District Municipality. The region with the lowest number of households with electricity for lighting and other purposes is Magareng local municipality with a total of 5 100 or a share of 6.13% of the total households with electricity for lighting and other purposes within Frances Baard District Municipality. When looking at the number of households with no electrical connection over time, it can be seen that in 2005 the households without an electrical connection in Sol Plaatje Local Municipality was 7 440, this decreased annually at -0.64% per annum to 6 980 in 2015.

Chart 16: Households by access to refuse removal



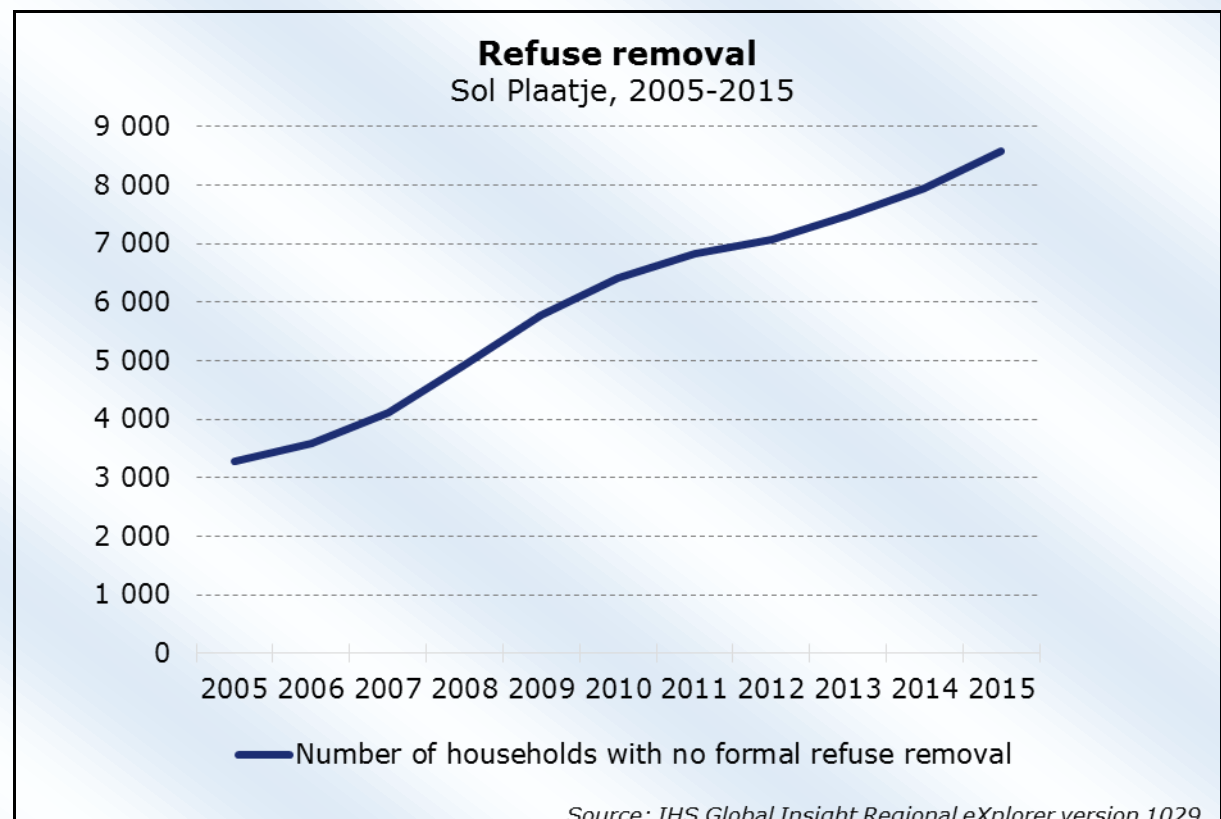
A distinction is made between formal and informal refuse removal. When refuse is removed by the local authorities, it is referred to as formal refuse removal. Informal refuse removal is where either the household or the community disposes of the waste, or where there is no refuse removal at all. A further breakdown is used in terms of the frequency by which the refuse is taken away, thus leading to the following categories:

- Removed weekly by authority
- Removed less often than weekly by authority
- Removed by community members
- Personal removal / (own dump)
- No refuse removal

Sol Plaatje Local Municipality had a total number of 54 800 (85.53%) households which had their refuse removed weekly by the authority, a total of 714 (1.11%) households had their refuse removed less often than weekly by the authority and a total number of 5 690 (8.88%) households which had to remove their refuse personally (own dump).

The region within Frances Baard with the highest number of households where the refuse is removed weekly by the authority is Sol Plaatje local municipality with 54 800 or a share of 71.19% of the households where the refuse is removed weekly by the authority within Frances Baard. The region with the lowest number of households where the refuse is removed weekly by the authority is Magareng local municipality with a total of 4 330 or a share of 5.63% of the total households where the refuse is removed weekly by the authority within the district municipality.

Chart 17: Households by access to refuse removal



When looking at the number of households with no formal refuse removal, it can be seen that in 2005 the households with no formal refuse removal in Sol Plaatje Local Municipality was 3 280, this increased annually at 10.07% per annum to 8 560 in 2015.

The total number of households within Sol Plaatje Local Municipality increased at an average annual rate of 1.67% from 2005 to 2015, which is higher than the annual increase of 1.86% in the number of households in South Africa.

2.1.4 Economic Statistics

As seen in chart 18 below, the tertiary sector employs relatively little unskilled labour compared to the primary and secondary sectors. Therefore, growth in the tertiary sector does not normally have a significant impact on unemployment as the majority of unemployed people are not highly skilled.

Chart 18: GVA – Broad sector composition, 2015

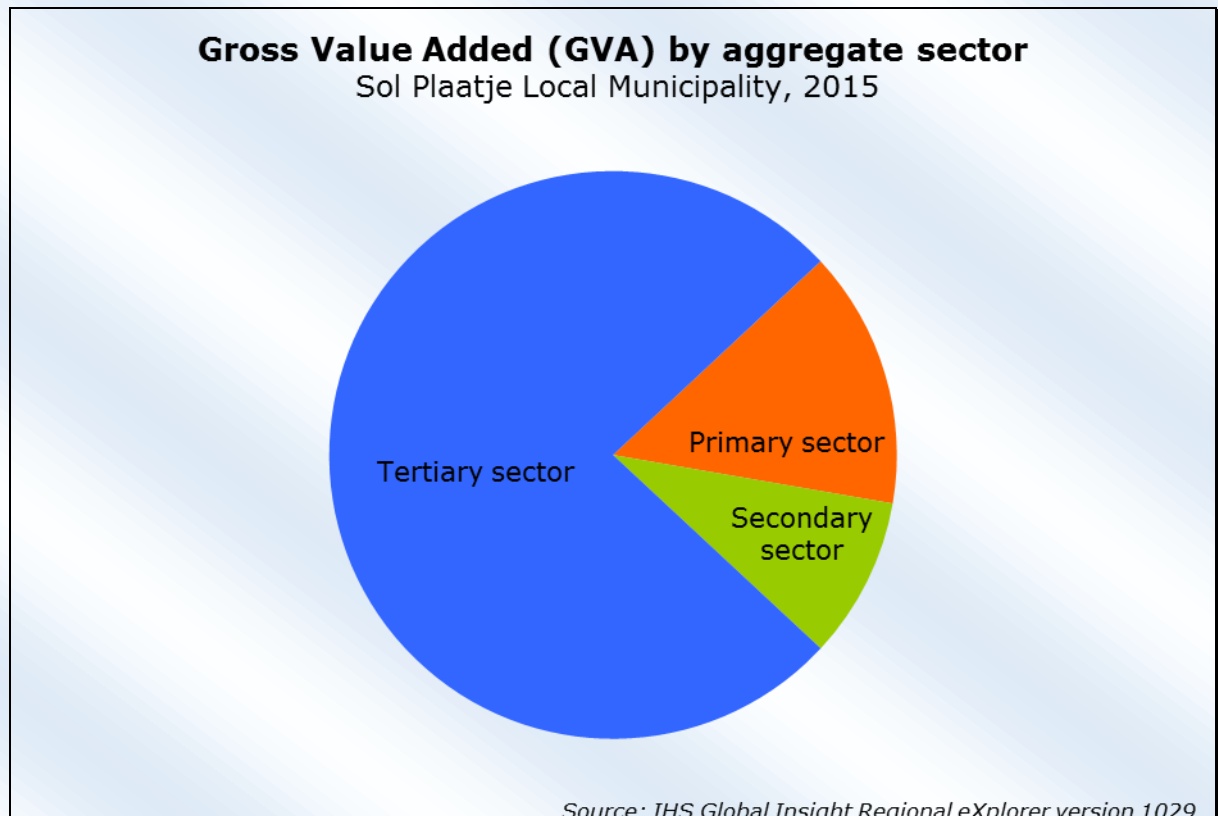
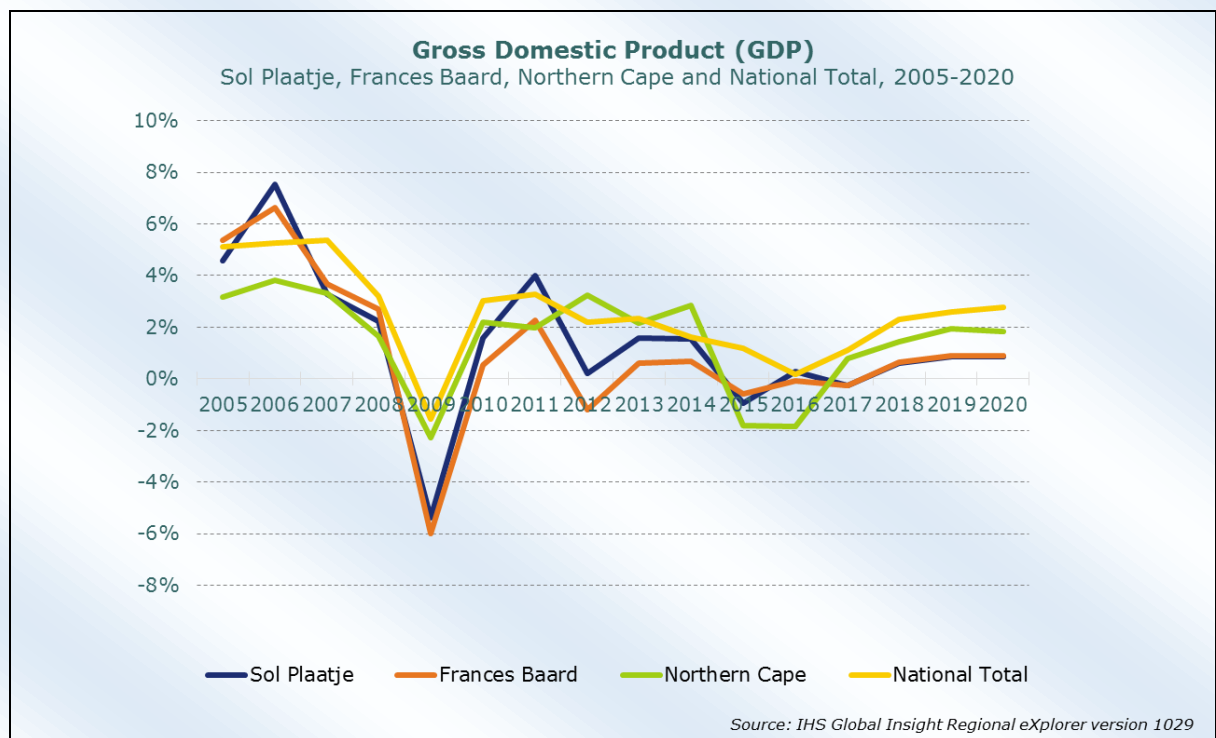


Chart 19: Gross Domestic Product (GDP) Forecast, 2005 - 2015



From the above chart it can be seen that when compared to the national economy of South Africa, Sol Plaatje Local municipality has a comparative advantage on community services and almost the same advantage on the transport industry. A slight advantage is also noted on financial services. However, when it comes to specifically manufacturing, Sol Plaatje has a significant comparative disadvantage relative to the country as a whole. In terms of trade the quotient of Sol Plaatje is relatively similar to that of South Africa. Generally speaking, Sol Plaatje has a very narrow economy.

2.1.5 South African Perspective

Since Mr. Cyril Ramaphosa, viewed by the market as a more investor friendly candidate, was elected the new leader of the ANC on 18 December at the ruling party's five-yearly national conference, the rand rapidly appreciated from R13.44 per US dollar to R12.37 by year-end. Domestic financial markets concomitantly ended 2017 on a positive note, despite a slew of relatively pessimistic news through the course of the fourth quarter. That left the domestic equity market (as measured by the JSE Alsi) about 20% up in 2017.

Earlier in the fourth quarter, Finance Minister, Malusi Gigaba, delivered his first Medium-Term Budget Policy Statement in parliament on 25 October. According to the statement, SA's national debt will reach a disappointing 60% of GDP by 2020/21. Consequently, on 24

November S&P Global cut SA's long-term local currency sovereign credit rating to sub-investment grade. On the same day, Moody's decided to maintain SA's investment grade foreign and local currency ratings. This mean that SA bonds remained in the Citibank World Government Bond Index (WGBI), for now. Moody's did place SA's credit rating on a 90-day review for a possible downgrade, though.

Nevertheless, domestic economic growth remained weak over the course of 2017, but accelerated somewhat - by 2.0% on a seasonally adjusted and annualised basis, in the third quarter of 2017. That can mainly be attributed to a significant 44.2% quarterly increase in gross value added by the agriculture, forestry and fishing sector - the biggest increase in 21 years. Growth was also positive in the mining and manufacturing sectors. However, gross value added by the construction sector declined for a third straight quarter, falling by 1.1%, while the trade, catering and accommodation sector also contracted during the third quarter. That left the estimated full-year economic growth outcome below 1%.

On the inflation front, price pressure continued to moderate. Stats SA reported that CPI inflation moderated to 4.7% y-o-y in 2017 Q4, down slightly from an average of 4.8% recorded in 2017Q3. The annual rise in consumer inflation is likely to remain around the midpoint (4.5%) of the SARB's inflation target during the early months of 2018.

In November 2017 and January 2018, the SARB's MPC left its policy interest rate unchanged at 6.75% Since the November meeting, the MPC decision has been accompanied by guidance on the outlook for the policy interest rate as generated by a new Quarterly Projection Model (QPM). Currently, the model indicates that the repo rate could increase by 50 to 75bps through 2019. However, the MPC statement was explicit that they are not bound to follow this path through actual policy changes.

Outlook¹

The election of Cyril Ramaphosa as ANC President in December 2017 has brought a breath of fresh air to SA. The rand exchange rate has strengthened notably, the JSE is trading at record highs and anecdotal evidence suggests that business sentiment has lifted. This has been supported by (belated) action to contain the fallout from key remaining risks to the SA economy, including the funding crisis at Eskom. In terms of the outlook for real GDP growth,

¹ This outlook was provided by Vunani Securities (Pty) Ltd

the positive impact of the improved domestic political environment will be aided by a broad-based upturn in the global economy. Despite these positive developments, a number of major hurdles remain for the SA economy. However, in our view, the risks to the outlook are more evenly balanced. There is also greater potential for an upside surprise.

In terms of the downside, top of mind is to prevent a local currency (LC) credit rating downgrade when Moody's concludes their 90-day review period in early March. The tabling of the 2018 Budget on 21 February could go some way to determine the outcome of the Moody's review. Treasury has a major challenge to square revenue shortfalls and populist demands on expenditure, including free higher education. It is also imperative that Eskom is again able to access near-term funding in the private capital markets.

Other downside risks include the social and economic impact should the Western Cape run out of water for a prolonged period of time as a result of the severe drought. Furthermore, the failure by the ANC to engineer a quick exit (resignation) for President Zuma may undo some of the political capital that Mr Ramaphosa has managed to build up in a short space of time. On the upside, sustained political momentum and a reprieve from Moody's could see further gains in the rand exchange rate, even lower inflation and interest rate cuts. This has the potential to notably further lift confidence levels, resulting in a faster than expected recovery in consumer spending and private fixed investment.

On balance, relative to October, we are more optimistic about the SA growth outlook. However, the looming risks suggest that the optimism should be tempered. Our current baseline outlook assumes that, although a notable risk, Moody's will keep SA's LC rating at investment grade. Combined with the confidence boost of the improved political environment, this should revive confidence. The result is a more positive consumer spending and private fixed investment outlook than previously assumed.

Along with a somewhat improved real export performance, this has driven an upward revision of our GDP growth forecast. Real GDP growth is expected to accelerate from an estimated 0.9% in 2017 to 1.4 and 1.9% in 2018 and 2019 respectively. In the case of 2018, this represents an upward adjustment of 0.5% points relative to our October 2017 forecast. This should be seen in context - given current population growth rates, it still implies stagnant per capita GDP growth. Another notable forecast adjustment is to the rand exchange rate. At the time of writing, the rand was trading at levels around R12/\$, a far cry from the R14/\$ in late October 2017. Besides positive sentiment towards SA in the wake of improved domestic

politics, the robust rand is a function of a weaker than expected US dollar. Assuming the current political momentum is sustained, we expect the rand to remain at stronger levels than prevailed before the ANC elections. However, there may still be some hiccups as we move through 2019. The rand is forecast to average broadly between R12.50 and R13/\$ in 2018Q4 and 2019Q4.

One of the most immediate impacts of the stronger currency is an improvement in the outlook for inflation. This is despite a much higher oil price. Taking account of the rand, oil price and the inflationary impact of possible indirect tax hikes in the upcoming budget, we have revised down the consumer inflation forecast. The headline CPI is expected to average 4.8 and 5.1% in 2018 and 2019. A possible hike in the VAT rate in the February Budget poses a key upside risk to the inflation outlook.

In isolation, the improvement in the inflation outlook and still subdued growth outlook has raised the odds of a reduction in the repo policy interest rate. However, this is complicated by the looming risk factors and uncertainty about the extent to which the Monetary Policy Committee has shifted towards targeting the midpoint (4.5%) of the inflation target range. Against this backdrop, our preference is for an unchanged interest rate forecast through 2019. Again, the risks to the outlook are balanced, albeit (at this stage) tilted towards a lower interest rate profile.

Improved domestic economic conditions should bring some impetus to domestic companies' earnings prospects. We'd like to caution that at a relatively "expensive" price-earnings ratio around 22 times, the domestic equity market appears to have priced in quite a bit of the envisaged good news. Therefore, acknowledging the possibility of a slightly better outcome than our baseline forecast of about 10% for 2018, we would suggest caution.

2.2 CONTEXTUALISING DEMOGRAPHIC AND SOCIO-ECONOMIC INFORMATION

The issues identified above need to be considered when reviewing the IDP and preparing the budget for the 2018/19 MTREF. The SPLM's population growth is 2, 95% (between 2011 and 2016). A large proportion of this growth is in the lower income and indigent component of the population. The unemployment rate is 31, 9% (youth unemployment 41,7%). Only 10% of SPLM's population has a higher education than matric. More than half (55%) of SPLM's

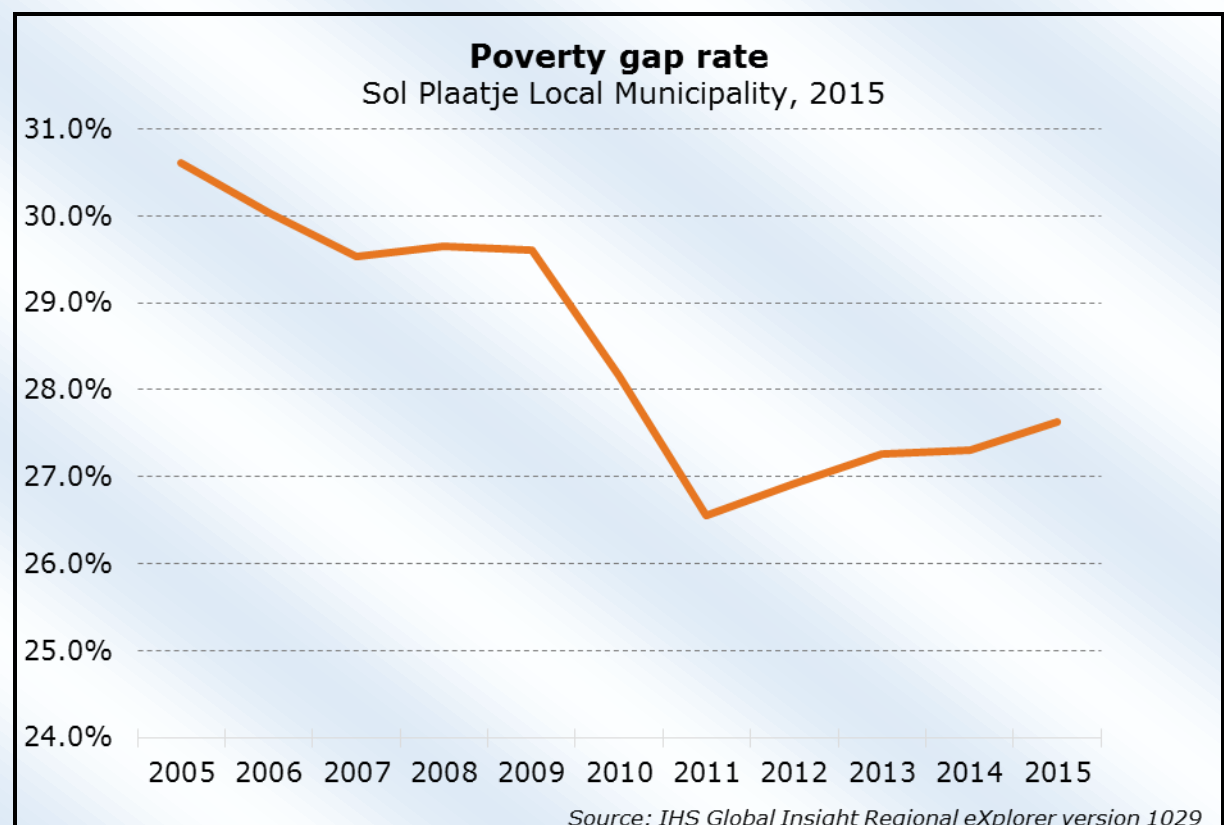
population also has an income of R3, 000 or less per month. All this indicate that economic growth and job creation must (in line with the NDP) be a high priority in SPLM as well.

Realizing economic growth in its area and creating sustainable jobs is, however, a huge challenge for SPLM as it is in itself not a “big” role-player in this process.

This challenge becomes even greater considering the fact that the primary and secondary sectors is the actual job creating sectors within the economy - especially in an area, such as SPLM, where the skills levels are low (refer to level of education above). Unfortunately, the primary sectors form a very small portion of the SPLM's economy – only 12%. The tertiary sector on the other hand forms 69% of the local economy and these are also the sectors where SPLM has a comparative.

The state of the economy (in SA at present) should also be considered. The economy grew by 2% in the 3rd quarter of 2017 (refer above). That being said, the many challenges facing Sol Plaatje Municipality and the country as a whole, need to be analyzed and understood, in order to create workable mitigation strategies and action plans.

Chart 20: The “Poverty-Gap”



The poverty gap is used as an indicator to measure the depth of poverty. The gap measures the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by StatsSA. The Poverty Gap deals with a major shortcoming of the poverty rate, which does not give any indication of the depth, of poverty. The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other.

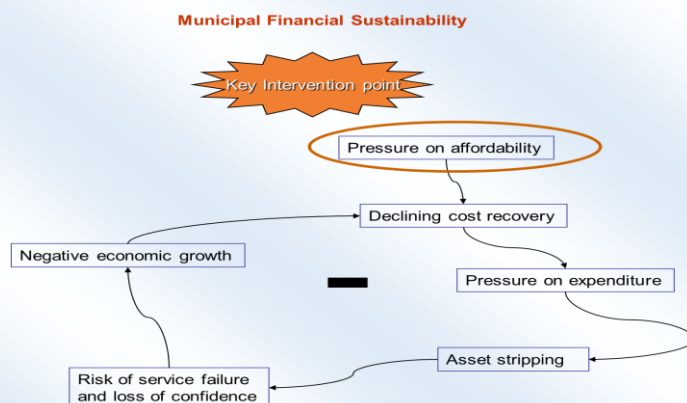
It is estimated that the poverty gap rate in Sol Plaatje Local Municipality amounted to 27.6% in 2015 - the rate needed to bring all poor households up to the poverty line and out of poverty. In 2015, the poverty gap rate was 27.6% and in 2005 the poverty gap rate was 30.6%, it can be seen that the poverty gap rate decreased from 2005 to 2015, which means that there were improvements in terms of the depth of the poverty within Sol Plaatje Local Municipality.

In order to deal with this gap a two-pronged approach is necessary, namely:

1. A job creation strategy for the indigent population in order for them to also contribute towards the creation and maintenance of the urban services and facilities, and
2. Create an enabling environment for private sector investment in order for this segment of the population to grow which will contribute towards sustainable economic growth.

It is of utmost importance to address the above issues as it also negatively influences the financial sustainability of the municipality who is tasked to ensure a livable City by providing and maintaining the necessary municipal services and facilities. This is illustrated by the figure below.

Figure 1: Municipal Financial Sustainability



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

LED Definition and Mandate

LED Definition:

“Local economic development LED is an outcome: It is a continuous development process based on local initiatives and driven by local stakeholders. It involves identifying and using local resources and skills to stimulate economic growth and development.” Source: Northern Cape Local Economic Development Manual (NCLEDM)

LED Enablers:

LED is about communities continually improving their investment climate and business enabling environment to enhance their competitiveness, retain jobs and improve incomes. Local communities respond to their LED needs in many ways, and a variety of approaches can be taken that include:

- Ensuring that the local investment climate is functional for local businesses;
- Supporting small and medium sized enterprises;
- Encouraging the formation of new enterprises;
- Attracting external investment (nationally and internationally);
- Investing in physical (hard) infrastructure;
- Investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues);
- Supporting the growth of particular clusters of businesses;

- Targeting particular parts of the city/town/region for regeneration or growth (areas-based initiatives);
- Supporting informal and newly emerging businesses;
- Targeting certain disadvantaged groups.

The National LED policy framework therefore focuses on the following LED Policy Pillars/Thrusts:

- Building a Diverse Economic Base
- Developing Learning and Skilful Local Economies
- Developing Inclusive Economies
- Enterprise development and Support
- Economic governance and infrastructure.

Sol Plaatje LED Vision, Mission and Objectives

Vision:

Sol Plaatje Local Municipality strives to be a vibrant and diversified economy by creating an enabling environment for industrialisation and investment.

Mission:

Ensuring Sol Plaatje Municipality achieves economic diversification, growth and transformation through investment retention and attraction through sound economic policy governance and a conducive business environment stimulating the following:

- The knowledge economy,
- Services and retail sector
- Medical centre of excellence
- Agriculture and agro - processing,
- Transport and logistics,
- Sports, tourism and recreation
- Mineral beneficiation and
- Rural and township development

Objectives

The objectives of Sol Plaatje Municipality Local Economic Development are to:

- Create a conducive business environment,
- Reduce unemployment,
- Reduce inequality,
- Alleviate poverty,
- Ensure spatial transformation,
- Ensure inclusive growth and

- Ensure sound governance.

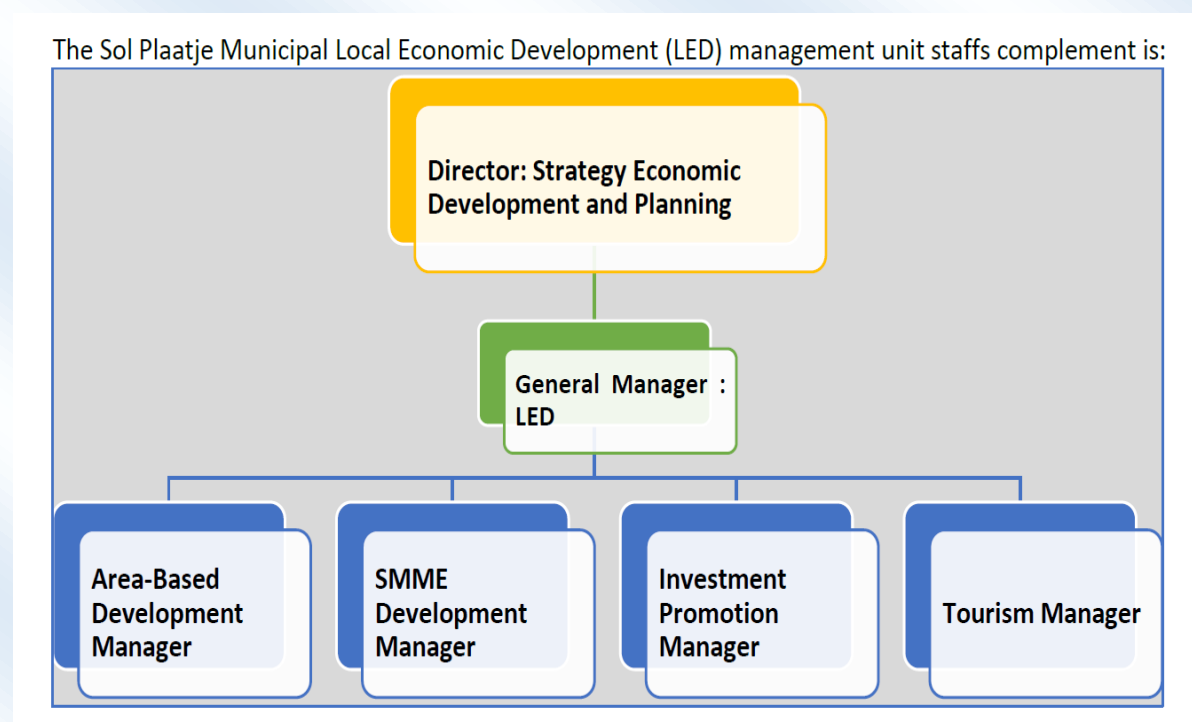
The above mentioned are summarised as the Sol Plaatje Local Municipality Local Economic Development (LED) strategic vision, mission and objectives. These can be attained through collaborative efforts and integration with government departments and private stakeholders built on solid Local Economic Development synergies.

Structure and System

The LED unit is responsible for Local Economic Development, Investment attraction, poverty alleviation, SMME development and tourism promotion. Currently there is a LED General Manager, who reports directly to the Director: Strategy Economy Development and Planning, undertaking Planning and Development for the municipality. The LED unit has 5 managers and a general staff complement.

Organogram

Figure 2: Municipal Financial Sustainability



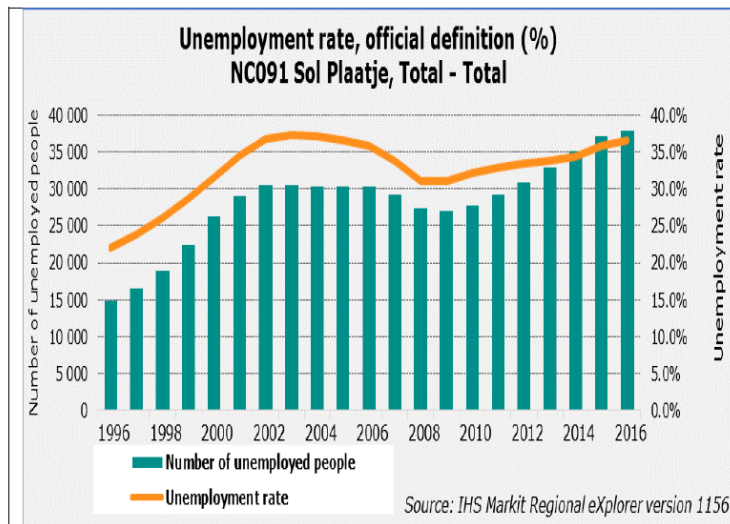
LED Forum

The LED forum is a shared platform of government, business representation and community representatives from the local municipality.

It is important that all stakeholders forming part of the LED forum be actively involved because the LED Forum, creates an environment of inclusivity and charts a way for development in the Sol Plaatje Local Municipality. The local forum should feed into the District Municipality LED forum.

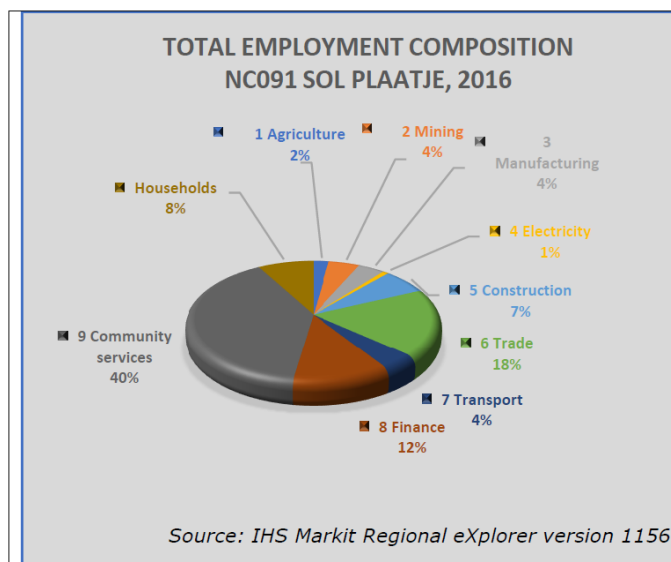
Chart 21: The unemployment rate

5 Key statistical data:



The unemployment rate in Sol Plaatje Municipality has been gradually increasing from 2008 where it was 31.09% to 36.56 % in 2016. The population increase in the area has contributed to the increase in unemployment where more people are moving to the area to seek work opportunities. The decrease in economic activities such as mining has also contributed to the increase in unemployment for Sol Plaatje Municipality.

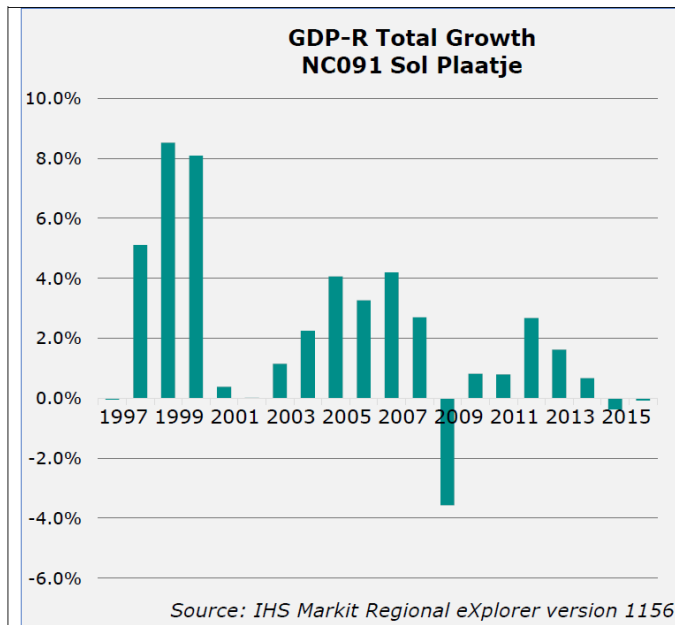
Chart 22: Total employment position



The employment composition of the Sol Plaatje Municipal area is mainly dependent on community services which is 40 % followed by services sector namely household 8%, Finance 12%, Transport 4% and Trade 18%. The area is skewed to the tertiary sector and a minimal contribution is received from the primary and secondary sectors. Sol Plaatje local municipality will need to attract investment and diversify the economy in the secondary sector to increase employment and lower dependence on community services.

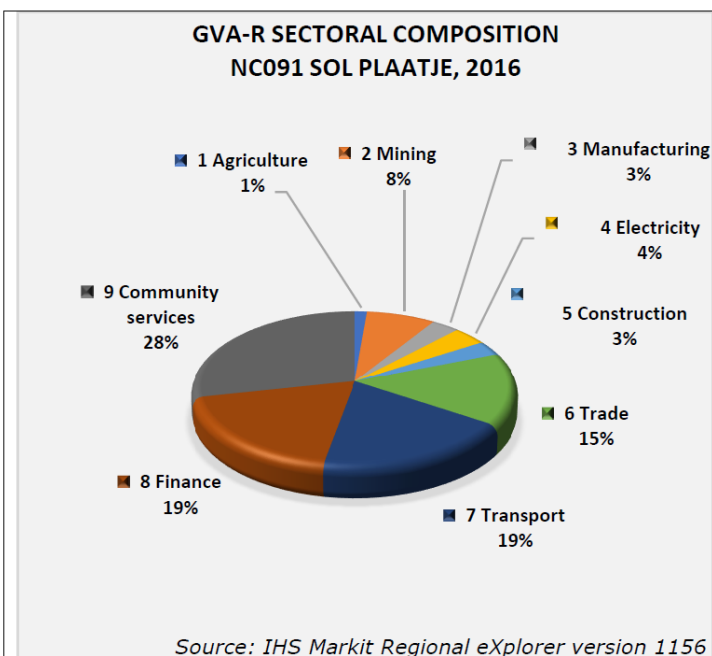
Chart 23: Industry and sectors

Industry and Sectors



Economic growth of Sol Plaatje in 2006 was 3.2% and it increased to 4.1% in 2007. The economy decreased in 2008 and saw a sharp decline in 2009 to -3.5 due to the global recession. Sol Plaatje municipality is mainly dependent on government services and services sector therefore economic growth has been slowly increasing from 2010 – 2012. Economic growth has further decreased from 2013 where it was 1.6% and in 2014 and 2015, 0.6% and 0.3% respectively. This is due to a decline in domestic growth which severely affects the buying power of consumers in Sol Plaatje which is predominantly services sector.

Chart 24: Sectoral composition



The GVA for Sol Plaatje municipality is mainly in the tertiary sector where community services is 28%, Finance 19%, Transport 19% and Trade 15%. The primary sector contributes to 1% in Agriculture and Mining 8% and secondary sector is Manufacturing 3%. The municipality is predominantly government services sector driven and to achieve economic growth the municipality needs to diversify and transform the economy through inclusive growth. The establishment of agro - processing in the area is steadily growing, especially in the meat processing sector.

Sectors

Agriculture and Agro processing

Agriculture in the Sol Plaatje area is mainly Livestock farming in areas such as Ritchie and the surrounding farms around Kimberley. Livestock farming includes cattle, goat and sheep farming. Scattered smaller pockets of irrigated land is present within the south of the Sol Plaatje Local Municipal area, surrounding Ritchie is cash crops, lucerne and soybeans. Some game farming is also available in the Sol Plaatje Municipal area on the outer skirts of the city and in Ritchie.

Agro - processing in the area includes meat processing, packaging and distribution. The cluster of meat processors in the Kimdustria area signifies a protein cluster developing in the heart of Sol Plaatje positioning Kimberley as the home to global meat distributors. In order to ensure sustainability in the Agricultural Sector both government and the private sector needs to take hands to support and promote Agro - processing in the municipal area and ensure integration with surrounding towns and provinces.

Mining

Diamond mining is an old age industry for the Sol Plaatje area. Kimberley was developed during the mining rush dating back to 18th century when the first diamond was found. The Kimberley Big hole is the largest open mine in the world attracting tourists to the city. Mining in the area still continues with mines such as Petra Diamond and Kimberley Ekapa Mining JV still excavating for diamonds through a large high-volume open cast mine. Small Scale mining continues to take place in the Sol Plaatje area and regulation of such needs to be fast tracked to ensure control in the area especially in old mine dumps.

Diamond beneficiation has long been a government agenda where institutions such as KIDA and KIDJI are pursuing these initiatives through diamond training and jewelry incubation. Discussion were also held with KEM (Kimberley Ekapa Mining Joint Venture) to identify projects that the mine to contribute towards through their SLP. Projects identified include:

- Community halls in Greenpoint and Ritchie (project value +-R6 million)
- Resealing of roads Greenpoint (project value +- R5 million)
- Construction of roads in Ritchie (project value +-R 4million)

EU – LA Mining programme: Mining companies are mandated by law to contribute to the Integrated Development Plan of the municipalities in which they operate. However, mining towns (including SPLM) are faced with declining economies and various socio-economic ills whilst mining companies continue to make profits. This is an indication that the engagement

nexus between mining companies and the LA (Local Administration) is not effective enough to promote socio economic upliftment. It is against this backdrop that the VNG International and CLCB had been awarded grant funding from the European Union to support the capacity of five selected mining towns within South Africa – SPLM was fortunate enough to be selected as one of these towns.

The programme aims to strengthen the engagement nexus between LA's and mining companies through:

- Capacity Development Programme
- Civic Education
- Annual Policy Review
- Policy Alignment
- Study visit and mining town regeneration
- Knowledge sharing

Manufacturing

Manufacturing in the Sol Plaatje area is diverse though it contributes insignificantly to the GDP and employment opportunities. KEW foundry situated in Kimberley is one of the oldest foundries in Kimberley specialising in casting in all grades of grey and SG Iron and exporting to clients across the world. Manufacturing plants such as KEW are important to the industry and much support is needed to ensure their sustainability in the area. Other manufacturing in the area also includes but not limited to:

- Mine Pump manufacturing,
- Renewable energy component manufacturing,
- Product manufacturing and
- Clothing manufacturing, etc.

Services sector

Trade and services sector is the most prevalent sector in the Sol Plaatje Municipal area. Shopping centres, traders, finance and transport etc. dominate the services sector indicating a very services dependent economy.

Knowledge economy

Sol Plaatje University precinct - The development of the new university has been identified and prioritised within the Strategic Integrated Projects (SIP 14) by the Presidential

Infrastructure Coordinating Committee (PICC). The university is located in the heart of Kimberley and is an infrastructure catalyst project which will benefit the municipality. Construction of the university building and surrounding precincts opens opportunity growth and support industries. The Knowledge economy brings about research and development to the city for future development prospects. Research and Development linked to the 4th industrial revolution is a key enabler and creates prospects of technological advancements. The university focuses on areas such as Education, Science, Data Science, ICT applications, Commerce, Heritage and Arts.

Community services

Government services and community services are the main economic drivers of Sol Plaatje. The head offices of the Northern Cape provincial government are all located in Kimberley. Government is the largest employer in Sol Plaatje Municipal area comprising of 40% of the employment composition. Dependence on government for employment is popularity increasing where most people view it as a secure job. Community services also include the SASSA grant payments, pension payments and government contracts. The municipality in turn has a backlog of housing provision in the area and many people are registered as indigents and qualify for free basic services. Frances Baard District Municipality also plays a role in assisting local municipalities with basic services shortfall.

Transport

The transport sector plays an important role in creating a linkage to the major cities in the country and neighbouring countries. The transport networks in Sol Plaatje are as follows:

▪ Road Network

The Sol Plaatje Transport network has two national roads which run through Sol Plaatje Municipality area, namely the N12 from Johannesburg to Cape Town and the N8 from Groblershoop to Bloemfontein. Sol Plaatje Municipality is also well connected to good quality provincial roads such as the R64 to Boshoff and the R31 to Barkly West as well as the R357 to Douglas. Road is the most common mode transport for passengers through private vehicles, taxi's and buses. Maintenance and road upgrades need to be ensured in the area.

▪ Railway

There is well-developed rail infrastructure in the Sol Plaatje Municipality. The Sol Plaatje Municipality has no local commuter railway services in the area though national passenger rail

travel is available offered by PRASA. The railway line travels from Gauteng to Cape Town via Kimberley with interchange in De Aar from where it connects to all the other major centres in SA.

- Freight Transport

The majority of freight is transported by road. Rail is responsible for bulk loads (mainly raw materials) and high-quality goods are transported by air. Transporting freight by trucks has a big impact on the Sol Plaatje Municipality road system.

- Air Transport

- Air Transport is available for passenger and goods transport in the Sol Plaatje area with the Kimberley Airport, governed by Airports Company South Africa, as the port of entry and exist.

7 LED Pillar Application Opportunities

Pillar	Description	Thrust	Activity/Programme	Opportunity
Building Diverse Economic Base	Sectorial Development, Regional economic development, Regional industrial development, Industrial cluster development.	Agriculture	Agri Parks,	▪ Promotion of Kimberley Farmer Support Production Unit as per Agri Park programme.
			Agriculture and Agro processing,	▪ Promote Kimberley as the national Protein Cluster ▪ Agri Packaging facilities. ▪ Small Scale Farming
		Mining	Small scale Mining	▪ Regulation of Small scale miners. ▪ SLP regulation.
		Transport	Transport and Transport logistics	▪ Logistical holding hub with access to major routes to Johannesburg, Cape Town, Upington and Namibia ▪ Distribution Hub
		Knowledge Economy	Research and Development. Technology	▪ Broadband Connectivity, ▪ ICT technology training, ▪ Alignment to the 4th industrial revolution.
		Tourism	Tourism promotion and attraction.	▪ Mining Tourism, ▪ Game hunting, ▪ Adventure Tourism, ▪ Expansion of Hospitality Industry
		Medical services	Medical R&D	▪ Hospital of excellence
Developing learning and skilful economy	Developing an entrepreneurial culture, Developing leadership	SMME Development	Entrepreneurial Development and Training.	▪ SMME workshops training and incubation, ▪ LED capacity building.

	and management skills			▪ Youth, women and people with disability training and empowerment. ▪ Diamond Training and incubation
Developing Inclusive economies	Township economic development, EPWP Informal economy support	Informal economy	Community services and Rural Development, Township revitalisation programs.	▪ Sol Plaatje Township revitalisation ▪ EPWP programs, ▪ Develop informal economy strategy. ▪ Inclusive economies linking rural and urban centres.
		Township economy	Township revitalisation	▪ Construction ▪ Socio Economic Development.

Enterprise Development and Support	SMMEs and Cooperatives, BBBEE Youth and women enterprise support	Retail and Trade.	Retail, trade and SMMEs.	▪ SMME development and support, ▪ BBBEE promotion, ▪ Women and youth enterprise development support.
		Manufacturing	Support Manufacturing enterprises	▪ High growth manufacturing enterprises.
		Renewable Energy	Construction and maintenance	▪ Construction and Socio-Economic Development.
Economic Governance	Administrative economic capacity Access to development finance, Economic infrastructure, Developing local economies as district brands.	Government Services	Municipal governance, policy and legislation.	▪ Improve municipal regulations and reduce red tape to promote a conducive environment for economic development. ▪ Develop Sol Plaatje economic infrastructure like incubators, tourism sites, CBD revitalisation.

Sol Plaatje City Development Nodes

- Central Business District (Inner City Node)
- Residential and Retail mix,
- Municipal and Provincial Departments
- Expansion of the Sol Plaatje University.
- Big Hole Precinct and the Mittah Sepherepere Convention Centre.
- Kimdustria – Industrial firms, distributors and abattoirs,
- Fabraccia – Retail and mix use developments,
- Ashburnham- Industrial area
- Moghul Park- Industrial area
- North Cape Mall and El Toro- Retail and residential,
- Beaconsfield- Residential and partially industrial area,
- Galeshewe /Greater No2 /Hulana Node- Mostly Residential densification,
- Roodepan - Mostly Residential,
- Ritchie – Communal Farms and Residential.

Township Development

Definition of Township Development

Township Development is a complex process of converting land into residential, commercial or industrial properties. This will enable access to entrepreneurial and employment opportunities. This process starts with a detailed planning process including people, resources, infrastructure, markets or market access in relation to the township and the opportunities that exist. The first step will be to establish and implement what will enable these investments in the townships.

Purpose of township development in the municipality

Township development is one of the thrusts that drive the economy. The municipalities should focus on breaking the burden of the inherited spatial development of the Apartheids era and work together with the stakeholders to stimulate the economy and bring services and entrepreneurial opportunities closer to the community. This will need to be enabled by services and infrastructure to provide access and advance local entrepreneurs.

Components of Township Development

As the municipality the goal to transition should start by developing local capital: Human, natural, financial, physical, and social.

The sustainable development to be realised in township require human capital and infrastructure investment and will enable economic development. Their components are as follows:

- Social
 - An example would be investing in education and finding investors who are willing to invest in township schools, so that residence can be capacitated.
 - In order to retain talent within the townships and address quality of life issues.
 - Culture and sport initiatives must also be in cooperated into initiatives.
- Financial capital: Secure investment
 - Need to give retail, health and banking services to the community.
 - Township opportunities and entrepreneurs to start up their own businesses or get employed.
 - Keep the money circulating within the townships by assisting and supporting local and existing businesses.

- **Physical Infrastructure:**

- Reduce transport costs and times for commuters and enhance intra-township mobility and accessibility,
- Intergrade communities spatially to break down segregation barriers and
- Increase access to facilities, goods and services in the township.

The economic activity in the townships is small and undiversified. Economy activity in many townships is generally limited to retail, trade, transportation and government services. Township residences have moved to other parts of the cities or use facilities outside the townships after the Apartheids era implying that the move to integrate has not met the quality of life standards of the residence. An example of this loss is the parents that can afford to take their children to schools outside the townships. Education, access to services, employment and entrepreneurial opportunities must be made through township development

The municipality should also focus on maximising on local spin offs from local development (e.g. mines and solar companies).

Partnership for Industrialisation

The key Local Economic Development (LED) focus for the Sol Plaatje municipality is about utilising the local resource base to create a comparative and competitive investment climate for retention and attraction, creating inclusiveness and partnerships for industrialisation and investment. The opportunities for action are:

- Agriculture and Agro – processing,
- Mining, Socio economic development through SLP funding,
- Tourism attraction and promotion,
- Manufacturing and beneficiation,
- SMME development and High growth SME development,
- Transport and transport logistics,
- Health services and health research,
- Knowledge economy and Information and Communication Technology(ICT).

Measures to support sectors and thrusts will improve the promotion of enterprise support measures i.e. Incubators, shared infrastructure, enterprise advice and support access to national incentives schemes such as the Black Industrialist Scheme and the Agricultural Scheme from the DTI Shared Infrastructure.

The municipality has developed an Investment Incentive policy that aims to encourage investment in the municipal area and offers incentives for specific development areas. Primary and secondary sectors are focal points within the policy.

The municipality will also consider programmes such as the Shared Economic Infrastructure Facility of the Department of Small Business Development (DSBD) which intends to leverage public sector investment that will provide necessary infrastructure by creating an enabling environment for businesses to crowd in investment, mostly in townships, rural areas and the inner city and town centres where there is clear business activity taking place.

The SEIF is a 50:50 cost-sharing grant made available on a reimbursable basis, where the DSBD contributes 50% towards qualifying infrastructure projects upon the completion of agreed project milestones.

Identification of possible support and venues must be done in partnership with private partners.

Action Plan - LED

The action plan table tabulates all thrust opportunities identified, responsibilities and progress.

Thrust	Activity	Responsibility	Progress
Mining	SLP projects Small Scale Miners Regulation	- Sol Plaatje Municipality - DMR	- SLP projects on-going - Small Scale Miners strategy was developed by FBDM.
Tourism	Tourism promotion	- Department of Economic Development and Tourism - Sol Plaatje Municipality - Frances Baard District Municipality - Northern Cape Tourism Authority.	Tourism Initiatives on going.
Agriculture	▪ Agri Parks -The Agri-Park programme and other rural development projects should partner with the private / commercial farming industry to co-develop future agro-processing facilities as identified in the Agri-Park Business	- Department of Rural Development and Land Reform. - Sol Plaatje Local Municipality - Other government departments. - Private sector	Status quo can be obtained from Department of Rural Development and Land Reform as implementing agent.

	Plan. ▪ Agricultural cluster in support of Agri Parks program with Sol Plaatje as Rural Urban Market Centre and integration of surrounding towns. ▪ Support Small Scale Farming.		
Manufacturing and SMME development.	Support Potential Manufacturing businesses and High growth SMME development Investment promotion and attraction.	Government Departments, Sol Plaatje Municipality, Stakeholders.	Support is on-going through-Grant Funding Business appraisals Mentorship and Training Linking to incentive packages
Knowledge Economy	Sol Plaatje University Precinct	Sol Plaatje University, Sol Plaatje Municipality, Stakeholders	University Construction underway
Transport and Transport logistics	Strengthen the transport network, Maintenance and upgrade of Roads, rail, network etc.	Sol Plaatje Municipality Government Departments	On - going

Support programmes			
Shared Economic Infrastructure Facility (SEIF)	Establishment and improvement of the SEIF to support businesses with an intention to improve access, create local economic benefits and optimise the performance of businesses operating in those facilities.	Sol Plaatje Municipality	On going
Red Tape Reduction	Continuous implementation of Red tape reduction	Sol Plaatje Municipality	On going
Area Based Development	CBD beautification Outdoor Advertising strategy	Sol Plaatje Municipality.	
Township Revitalisation	Galeshewe Urban Revitalisation Programme and beautification	Sol Plaatje Local Municipality	On-going
EPWP	EPWP and CWP programmes	Sol Plaatje Municipality Department of Economic Development and Tourism	On -going

3.1.1.2 Spatial Development and Urban Planning

In 2004 through Government Gazette 27077, National Treasury promulgated the Urban Development Zone incentive scheme in various municipalities; including Sol Plaatje Local Municipality. This scheme is a tax incentive to promote and stimulate property development within the inner city and create economic spin-offs for adjacent areas.

The Urban Development Zone (UDZ) incentive scheme is meant to be the catalyst for general economic development, the creation of jobs and the attraction of more people to live and work in the inner-city.

- Introduced as an accelerated depreciation allowance
- Sunset clause has been extended to 31 March 2020
- UDZ allowance is applicable in respect of erection, extension, additions or improvement of any commercial or residential building or part of a building (1000m² requirement) which is owned by the tax payer and is used solely for the purpose of that tax payers trade;

UDZ is one of SA's most effective incentives due:

- Very high private investment leverage ratio
- Contributes to citywide fiscal sustainability
- Contributes to compact and sustainable urban form
- Triggers market-led spill overs beyond CBD
-

Actions that the municipality need to take in order to get the UDZ application approved:

- Endorsement of boundary changes
- Council approval
- Treasury submission
- Public participation
- SPLM budget for infrastructure improvements
- Marketing and promotion of UDZ
- Resulting in improved inner city and job creation

A key document in this performance area is the Spatial Development Framework (SDF), which serves as a guiding document for future development. The SDF is therefore a spatial representation of the vision and strategic objectives set out in IDP. The current SDF (2008 to 2012) of the municipality was approved in 2009. This SDF is currently under review. The aim is to ensure that the reviewed document fully aligns with the current IDP (2017 – 2022), as well as the requirements of SPLUMA. To this effect significant progress has been made with the review, and the envisaged completion date is 30 June 2018.

In addition to the above-mentioned review process, Maxlou Consulting (Pty) Ltd was appointed by Intersite Asset Investments, Sol Plaatje Municipality and National Treasury (herein after referred to as “Intersite”, “SPLM” and “NT”) to undertake the preparation of a Precinct Plan for Sol Plaatje CBD Urban Hub as part of the Neighbourhood Development

Partnership Grant (NDPG) Urban Network Strategy (UNS). The ideas and concepts emanating from this project will also be incorporated into the reviewed SDF. The location of the proposed Urban Hub was originally at the Indian Centre of the CBD and after the Status Quo report extended around the City Hall also known as the Epicentre of the Urban Hub.

The preparation of the above “Precinct Plan” involved a methodology consisting of Eight Phases of which the focus was around Transit Orientated Development (TOD) and commercialization. The key phases included the following:

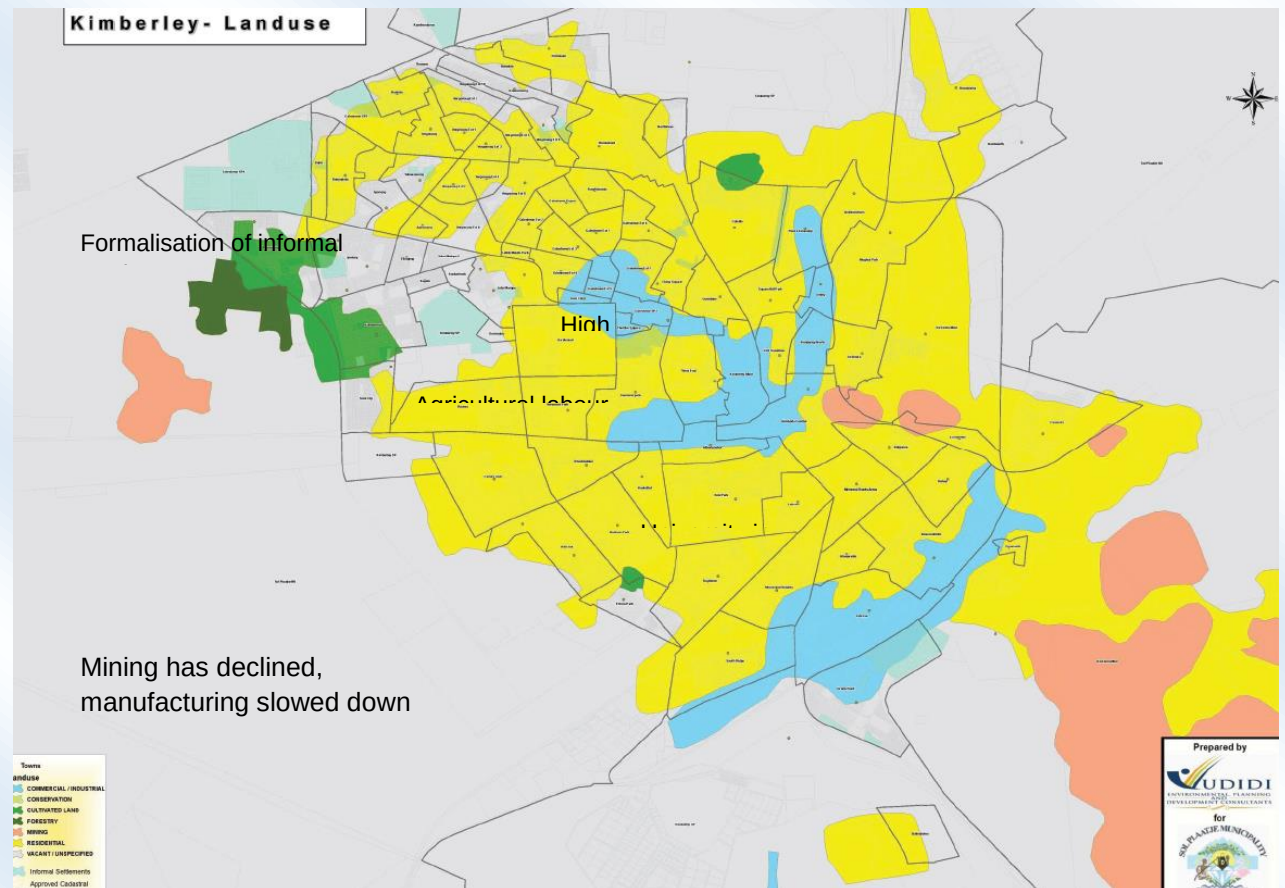
- 1) Phase 1 Draft Concept Framework and Status Quo Review with a Confirmation of the Study Area
- 2) Phase 2: Revised Concept Framework
- 3) Phase 3 & 4: Design Framework and Mixed-Use Commercialization model/s
- 4) Phase 5: Stakeholder and Investor Engagement
- 5) Phase 6: Programming, Scheduling and Costing
- 6) Phase 7 Project Programming and Plans
- 7) Phase 8: Precinct Management Framework

Private sector development will follow the transport access that connects people to places. Without connectivity there is isolation and the unknown. Connectivity is at the bottom layer of the Economic Growth and Enhancement. The Urban Network Strategy of the NDP identifies the Urban Hub’s transport connectivity to the CBD and Urban Hub as a means to stimulating private sector funding through public sector funding. Sol Plaatje Municipality is currently in the process of resubmitting an application for an Urban Development Zone (UDZ) to National Treasury for subsequent approval by SARS.

The focus is on the connectivity of the Urban Hub with the RC Elliot Economic Node, also known as The Circle as well as the Shoprite Centre in Barkly Road, both the Secondary Node. The Legislature Precinct is also a Secondary Node that connects with the Urban Hub. The Planning of the Urban Hub will include some initial Implementation Projects that are “low hanging fruits” to ensure the success of the Urban Hub Precinct. Currently the CBD of Sol Plaatje is a place to work and then exit to residential areas after 5pm until returning on the next working day. The University development started construction in 2012 has opened for the second year with 265 students. This current new university project is valued at R6 billion with its vision of a University within the Kimberley city that will promote visits at night and weekends. Sol Plaatje University with the proposed Urban Hub development with its connectivity to the Secondary Nodes acts as a catalyst for future investment within the town and its secondary nodes.

The precinct plan for Sol Plaatje Urban Hub was completed in November 2016.

The map below represents the current land use in Kimberley (as contained in the draft SDF) with key observations included:



Achievements

When it comes to the area of Spatial planning, most projects are long-term by nature and takes place over several years.

In terms of spatial planning and development, the following key achievements over the past 2-3 years should be highlighted:

- ✓ Land preparation and release therefor resulted in approval for construction of SPU, hospitals, currently operational (Gariep, Medi-Clinic. Lenmed Hospital, CareLine Psychiatric Hospital).
- ✓ Property Growth was stimulated as a result of at least 8000 new erven/properties yielded and approved by Surveyor General – These range from general subdivisions (private sector) to BNG houses (government).

- ✓ A new industrial injection into the economy was made through promotion of Green Economy and Agro-processing sectors, i.e. the Droogfontein Solar Plant which has since been connected to Eskom as well as GWK Pasta and Biscuit Factory. Both are private sector initiatives with SPLM playing a spatial planning regulatory role.
- ✓ SPLUMA By-Laws have been promulgated and is implemented by the municipality.
- ✓ The land audit linked to billing system was completed.
- ✓ An Ad Hoc committee was established to deal with all quotes and tenders with the intention of giving SMME's preference with regards to their BBBEE scoring.
- ✓ SPLM and Community College have established a partnership skills development specifically for SMME and agricultural development. They are situated at the SMME village.

Challenges

The vast spatial imbalances in Kimberley present major challenges for urban management and social integration as different neighbourhoods are separated by physical barriers and buffer zones. Uneven densities are a source of inefficiency.

The 2011 Moratorium on sale of land and development had a major impact on the development of the city. Although the moratorium was subsequently lifted, its impact is still felt through the backlogs that was generated as a result of this situation

Another huge challenge is that adequate funding to support the development agenda is not available. Detail regarding funding sources and budget constraints will be dealt with in the chapter for Municipal Financial Viability.

The state of the bulk reticulation network remains concerning, with specific reference to the frequent pipe bursts and water interruptions as a result of the poor condition of the water and sanitation infrastructure.

Land invasion due to uncontrolled urbanisation is a problem which also impacts negatively on service delivery.

The lack of professionals (e.g. Town Planners) in the unit, as well as the use of a largely manual system to capture and monitor building plan processes are two other factors that may hamper the performance of this unit.

Mitigation Strategies/Projects

The area of Strategic Development and Planning closely interlinks with the area of Infrastructure and Services, and therefore it is important to also mention some of the Infrastructure-related initiatives and proposed projects that will have a significant impact on the economic development in the municipal area:

SPLM must continue to extent its bulk infrastructure development programme through a Municipal Infrastructure Investment Framework (MIIF). During this process special attention should be given to fully implement the recommendations of the Non-Revenue Water Minimization Report's recommendation to address the excessive water losses and ensure and un-interrupted supply of water to all consumers. SPLM must strive to attain its water supply strategy which is: *Certainty of supply and water quality*.

Due to excessive pollution of the Vaal River, the Department of Water and Sanitation, Sedibeng Water and the Sol Plaatje Municipality initiated an investigation into an additional scenario of combining the bulk water supply requirements of the Vaal Gamagara Scheme and Kimberley by utilising water from the Orange River. The project entailed the investigation of using the Orange River as the water source for Kimberley that will have a futuristic cost saving on the operation and maintenance of the Kimberley water supply system. Currently the water business of Sol Plaatje municipality is becoming unsustainable due to excessive costs of purification due to poor water quality. This initiative is in line with the municipality's strategy of ensuring sustainable water supply to its residents. The current technology at Riverton Water Purification is not designed to purify extreme poor-quality water. The investigation report has been completed and the alternative options and associated cost stipulated therein need to be analysed in order to pave the best way forward.

Road rehabilitation and development is still a priority. SPLM should, however, focus more on applying preventative maintenance to roads such as resurfacing and crack sealing. These methods have proven to be more effective than patching as they would increase the lifespan of roads and thereby cutting future maintenance costs, enabling SPLM to rather focus on the construction of new roads. Pothole patching is not an effective maintenance practice since it is reactive maintenance and does not contribute towards the structural enhancement of the pavement. Options need to be explored to source additional funding to maintain and upgrade the roads in SPLM.

Bulk Sewer infrastructure has been largely addressed with two sewer treatment works being completed (Beaconsfield 8-9ML and Ritchie 0.5-2.5ML) with Homevale WWTW completed during the 2016/17 financial year. This is clear evidence that bulk sewer is no longer a major crisis as it used to be in the past 5 years. However, the major remaining challenge is the sanitation reticulation network that needs major attention. Regular sewer blockages and sewer burst continues to be a health hazard to communities. This problem needs to be resolved through preventative and proactive maintenance strategies. To achieve the above, SPLM is currently in a process of procuring a second vacuum truck which will be used to unblock and maintain the municipal sewer system on an ongoing basis.

Similarly, the electricity bulk infrastructure has been upgraded and additional bulk has been procured from Eskom. However, the electricity reticulation system is not yet sufficient to accommodate development in certain areas and must be addressed as a matter of urgency. An Integrated Energy Plan should be developed as a matter of urgency to ensure the integrated and sustainable delivery of electricity.

Apart from its infrastructure initiatives SPLM should also build on its present partnership arrangements in moving towards a Green Economy. In this regard the energy saving programmes funded by the Eskom Demand Side Grant must be enhanced with the work presently being done on Climate Change through the SPLM's Sustainable Energy and Climate Change Unit (SECCU). A total of R17 000 000 has been allocated to the municipality through the EEDMS grant over the next three years. This becomes especially important with the electricity generating capacity crisis prevalent at present nationally. The conservation of energy has become a prominent focus in South Africa – which is also highlighted in the NDP's development goals. To achieve these goals SPLM should have clear plans and dedicated funding to implement projects and programmes which support the green economy. As such, SPLM will consider how the policies pertaining to urban development can be amended to incorporate an element of mandatory contribution to green economy e.g. the use of solar panels and water harvesting will be a pre-requisite for future developments. Another innovative idea is the concept of two water sources for each house: "Cheap water" can be used for all purposes except drinking, whilst the "expensive" water will be used only for drinking. Benchmarking with leaders in the area of water and electricity conservation is a must.

In pursuit of green economy and understanding of the impact this may have on supply and demand side management, the municipality has developed the Small Scale Embedded Energy Generation and Photo Voltaic Installations (SSEG policy). The purpose of the policy is

to regulate the installations and connections onto the municipal grid as well as understand any installations with net generation. This will thus enable the estimation of income to be forfeited by the municipality and the tariff accordingly.

SPLM should also make the most of the opportunities offered by the establishment and development of the Sol Plaatje University. The present inner-city revival programme should continue, supporting the development of the inner-city component of the University, in order to use it as a catalyst for private sector development. This should be augmented by well-defined and sustainable incentives for economic investment and to reduce “red tape” in development applications to ensure an enabling environment for economic development.

In order to address the financial constraints, partnerships with relevant stakeholders and role players must be strengthened. Intergovernmental Relations with FBDM, COGHSTA and National Treasury as major players e.g. on SDF, Urban Renewal projects and Urban Networks Strategy are key.

The human resource inadequacies may be redressed through ISDG with the appointment of Town Planning interns for 3 years until they are professionalised. Tourism internships placements are also done on an ongoing basis in partnership with Frances Baard District Municipality (FBDM).

A policy to address land invasion is being developed and should be finalized before the end of this financial year.

The table below summarizes the capital projects identified under this key performance area for the next three financial years. The most significant projects in this area are the development of intermodal transport, taxi ranks and stalls as part of the NDPG projects.

Table 7: Capital projects (Local economic development)

PROJECT DESCRIPTION	FUNDING SOURCE	2017/18	2018/19	2019/20	2020/21
UPGRADING OF STORM WATER CHANNELS GALESHEWE	NDPG	97 537 000	151 699 000	154 447 000.00	5 696 000.00
THLAGENG RETENTION DAM	NDPG		20 000 000		
PLANNING AND SURVEYING	CRR	2 000 000	5 000 000	3 000 000.00	3 000 000
MANDELA MEMORIAL STATUE	DSAC	8 153 649			
TOTAL		335 099 385	382 463 727	380 539 704	224 202 483

The main focus in this area is the upgrade of various storm water channels in Galeshewe. Funding in excess of R 300 Million has been allocated for this purpose through the NDPG.

3.1.2 BASIC AND SUSTAINABLE SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

ROADS AND STORMWATER

Status Quo

The core function of the Roads and Storm water section is to provide an effective, competitive and responsive infrastructure by ensuring continuous maintenance, refurbishment, upgrade and replacement of existing roads and storm water infrastructure assets in order to sustain service delivery and infrastructure development in the municipality. There is currently no national policy defining basic level of service for roads serving households in residential areas. However, the Municipal Infrastructure Framework refers to “all weather access to within 500m of dwelling.”

In the context of Sol Plaatje Municipality, all dwellings have access to roads, although some may not meet the above standard. Most roads within the municipality can be classified as being between fair to poor, with a very significant number being in a very poor state, in exception of those that were recently resealed, re-graveled or paved in the past three years or so. Excessive brittleness and premature ageing are clearly visible due to extreme weather conditions and insufficient preventative maintenance over the years. However, paved roads in different township areas seem to be holding well over time, with very little maintenance demand. Gravel roads are also in a fair to poor state due to inadequate maintenance.

Sol Plaatje Municipality has a road network of 812 km and flexible pavements constitute about 66% of the entire road infrastructure. The current backlog of gravel and earth roads are approximately 212 km which still need to be upgraded to a higher level of service, which would be more sustainable and weather adaptive. We are constantly trying to improve the condition of roads by performing minor repairs on them, however due to the limited funds allocated for this purpose, allocated funds are not adequate to meet maintenance demand.

Achievements

Notwithstanding the above scenario, the municipality has in the past financial year 2017/18 managed to make some strides into improving the roads and storm water condition in the municipality. The municipality has over the past year been able to perform minor resurfacing

and rehabilitation on some of the major arterial roads with funds allocated from the district municipality, as well as do upgrades to residential roads from gravel to a paved surface from funds allocated through grant funding. These methods have proven to be more effective with a much longer life cycle than patching repairs and re-gravelling, and the municipality intends adopting these methods of asset management strategy to prolong and preserve our road infrastructure.

Some of the wards that benefitted from the paving of roads are ward 2, 3, 4, 10, 13 and 17, with ward 20, 26, and 27 benefiting from the slurry programme. These two programmes saw approximately 4,5 km of roads being paved and 6km being resurfaced.

Very little was done in 2016/17 Financial Year regarding the actual upgrading of Storm water infrastructure, although a number of major Storm water canals and catch pits were maintained in order to sustain the network and maintain an adequate level of Storm water management. However, a lot was done in conducting studies and analyzing Storm water conditions and challenges in Galeshewe in preparation for the upgrading of Storm water infrastructure in Galeshewe through National Development Programme Grant funding.

Challenges

Approximately one quarter of the value of the municipality's assets lies in the municipal streets and Storm water infrastructure. Hence preservation of these assets through implementation of proper maintenance and upgrading strategies is imperative.

However, as is the case with other local municipalities in the country, Sol Plaatje municipality is faced with extreme pressures on its limited resources in order to address backlog in provision of services to communities that were either under-serviced or not serviced at all while at the same time maintaining existing aging service infrastructure.

The biggest challenge in terms of roads infrastructure has always been to secure adequate funding that will enable the municipality to focus more on applying preventative measures as they have proven to be more effective than reactive maintenance. Planned preventative maintenance enormously increases the lifespan of the roads, thereby allowing us to ultimately spend less on maintenance and focus rather on the construction of new roads and new

The estimated backlog of storm water drainage systems in Sol Plaatje Local Municipality is beyond the current achievable budget of SPLM. If one further takes into account that a large percentage of the existing storm water drainage systems is under capacity due to urban densification, and previously acceptable but currently outdated design criteria due to climate change. These become evident during the rainy seasons whereby rain patterns have enormously changed and resulting in roads and private properties flooded. There is therefore an immense and urgent need to upgrade our existing storm water infrastructure.

The rapid conversion of land to urban and suburban areas has profoundly altered how water flows during and following storm events. Storm water has long been regarded as a major culprit in flooding, damage to properties etc. within the boundaries of the Sol Plaatje Municipality. As witnessed in some areas within the SPLM boundaries, large volumes of rapidly moving storm water can destroy roads and properties.

Storm water discharges have emerged as a problem because the flow of water is dramatically altered as land is urbanized. Typically, vegetation and topsoil are removed to make way for buildings, roads, and other infrastructure, and drainage networks are installed. The loss of the water-retaining functions of soil and vegetation causes high storm water runoffs with residential areas.

Mitigations Strategies

To respond to the Roads and storm water challenges, the municipality has put in place long term strategic projects to rationalize planning and coordination of activities. This will assist having a more focused and aligned long-term spatial development objectives. These plans vigorously address the challenges and constraints that stand in a way of making our vision a reality. The six main plans are discussed below.

Integrated Transport Plan: This is a document that will guide the management, maintenance, rehabilitation and the improvement of the municipality's road network. This plan is meant to inform all roads infrastructure planning and its interaction with any future municipal developmental project. This will be an evolving planning tool that can be updated when changes occur to the development plans.

The transport sector in Kimberley is confronted with intensified demand for people and goods, especially in the already-congested CBD. Galeshewe is however no exception as continuing economic growth accelerate the demand for transportation, and rising income generate a desire for greater mobility. The Integrated Transport Plan will reflect an acute awareness,

safeguard against adverse social and environmental impacts of transport, and also highlight on 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 able to know what its current and future needs are, so it can appropriately plan and coordinate maintenance, rehabilitation and upgrading programmes. The municipality is already undertaking planning and implementation of storm water upgrading in Galeshewe as almost half the storm water runoff is collected from the Southern suburbs through pipe culverts and lined open channels and get disposed at the attenuation pond in Thlageng. This pond falls under the most critical storm water sub-system within the Kimberley area since it conveys approximately 50% of the storm runoff.

Resealing of roads: Sol Plaatje Municipality finds itself as one of the main corridors between the North and South of the country, as well as a central hub for mining and transportation of commodities. As a result, this has had a negative impact on the road infrastructure as our roads have to carry heavy traffic volumes and excessive loads that they were not initially intended for, resulting in advanced deterioration. Most residential and arterial roads urgently need resurfacing as they are very old and show signs of brattling and cracking, later resulting into potholes. The municipality therefore acknowledges the unhealthy state of tarred roads and intends rolling out a resealing programme to prevent the roads from further deterioration and not lead to a state of disrepair.

Upgrading of roads: A number of streets in newly established townships as well as previously underdeveloped areas are either gravel roads or earth roads. Although acceptable, this is a low level of service and sustainability is a challenge. The municipality has therefore put as one of its priorities the upgrading of township roads to a paved surface in order to increase the level of service and accessibility in those areas.

Re-Alignment of N12: The effect of the closure of Bultfontein has a severe impact on the Municipality's budget and its ability to provide improved road infrastructure to its residents and

the through traffic through Kimberley. This diversion is placing severe strain on the alternative routes as these routes were not designed for the number and for the loading of traffic that it must now carry. In addition to the structural strain, traffic congestion caused by the N12 traffic through the centre business area of Kimberley as a result of the closer of Bultfontein has already increased to a point where additional capacity is required to alleviate the problem. Due to all these, and in order to alleviate delays through the city, a bypass is seen as the most suitable solution.

The plans discussed above will assist the municipality in transforming its service delivery by undertaking a more aligned and focused planning approach, which derives from reliable information and is in line with spatial developmental objectives of the municipality.

WATER AND SANITATION INFRASTRUCTURE

Status Quo

The bulk capacity created by the municipality serves the current needs of the population but also determines the manner in which investments, developments and growth of the city can be directed. The current infrastructure for water reticulation is aged and in serious need to repair and replacement.

The main source of raw water is Vaal River for Kimberley and Modder River for Ritchie. The Municipality is both the water services provider and authority; thus, the municipality is responsible to abstract, purify, and distribute water.

Sol Plaatje Municipality has adequate water sources to cater for the current and future demand for up to 10 years (All Town Study 2014). However, raw water quality in the Vaal River is deteriorating, which has a negative impact on treatment and operational costs. This has triggered investigations on sustainability and security of current water supply source, and possible alternative sources for the city.

Currently 2 680 ML of water is supplied per month, while the current demand is 2 160 to 2 700 ML per month, with an average of 2 300 month depending on the season.

The city has not developed and approved a Water and Sanitation Master Plan, and this is receiving priority attention as the key in ensuring sustainable service delivery. A consulting firm has been appointed and is currently working in conjunction with SPLM engineers towards the development of such a plan.

Achievements and Mitigation strategies

The new High Lift Pump Station, with four (4) pumps is under construction. This is aimed at ensuring sustainable and secured supply of water at all times and seasons. The project should be completed in 2018/2019 financial year.

Major refurbishment is being implemented to reinstate operational capacity and minimise downtime. However, upgrading of the station is needed to cater for future demand due to housing development within its catchment area.

A project has been identified to replace old pipe work and to increase capacity. This will ensure that current and future demands are catered for. Newton reservoir network is being upgraded to ensure security of supply. This is a follow-through project linked to Non-Revenue Water Minimisation strategy, initiated in 2012.

The municipality has invested in infrastructure development and upgrading in the past years. However, a need still exists due to old infrastructure, and growth due to normal population increase and immigration into the city.

The capital and related projects identified are aimed addressing these challenging conditions, progressively.

The excessive water losses reported over the past number of years necessitated the development of a practical action plan that identifies projects which would directly address these losses. The proposed plan is depicted in the table below:

Table 8: 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 been 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 are 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 outsourced, to ensure quick turnaround times to complete the list available	There is a budget for water meter replacement
Replacement of water meters with SMART meters at all	No proper management of meters installed at all council occupied	Procure and install SMART water meters for all council	Capital Project funded as water meter	Identify municipal properties, analyse functionality of these

Council Properties	properties and the reading rate of such is very poor.	occupied properties for accurate measurement of consumption.	replacement	meters, or immediate replacement of meters.
Reading of meters	Access to water meters is a challenge. Customers with more than 6 months interim water readings as a result of access issues have their meters moved to the pavement	This job be co-sourced with the local plumbing company to assist with relocation of meters as well as installation of meters where we have straight connections.	Contracted services – meter replacement project	Interim readings impact the accuracy of estimating water losses as a result of journal corrections monthly
Review of meter reading routes and use of advance technology for reading purposes	The municipality ran a pilot to test meter reading using electronic devices. The project was successful and new device requires to be purchased. However, this project must be enhanced to include an integrate-able meter reading system and reading devices for water and electricity	Procurement has been completed. Tender processes must now be followed in this regard. Consider Section 32 if possible.	This has been budgeted for as part of meter replacement, however, upon award, the system installation, staff training, testing and implementation will be moved with budget for correct classification. Annual license fees shall be budgeted for under ICT.	A 100% reading rate is sought after for good performance by Meter Reading Section

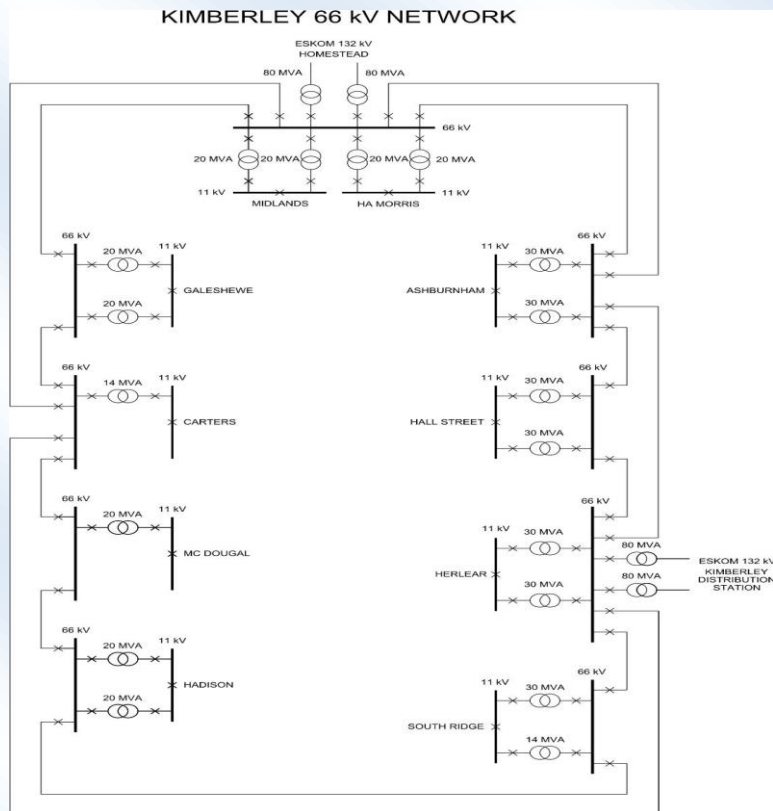
ELECTRICITY

Status Quo

In recent years our Eskom's Kimberley Distribution Station was upgraded in order to handle current and future developments electrical demand. This resulted in a firm 80 MVA supply, of which 60 MVA is available for Kimberley. This puts Sol Plaatje Municipality in a very favourable position in terms of supply from Eskom. A 66-kV ring network is the spine of the Kimberley network, supplying 10 x 66/11 kV substations (including Herlear and Homestead).

Refer to the Figure below for the 66-kV network layout.

Figure 2: Kimberley 66-Kv Network



Other areas of supply include the following:

PLATFONTEIN

Platfontein is supplied from Galeshewe Substation via an overhead 11 kV line.

RIVERTON

Riverton is supplied by SPLM municipality through two old 5 MVA transformers. Sustainable electrical supply at Riverton is crucial as any interruptions may directly affect the water supply from Riverton Water Purification Works to the entire Kimberley and Galeshewe.

MODDERRIVIER, RITCHIE, MOTSWEDIMOSA & RIETVALE

These areas are supplied by Eskom. The municipality is investigating the possibility of a single electricity distributor in future. Negotiations to this effect will need to take place between the relevant stakeholders.

Achievements

The previous financial year did not yield many capital projects, although there was one capital project which had a very high impact, which was funded by DOE through INEP funding. This project was the electrification of 586 stands in Snake Park.

The municipality secured R31 million funding from DOE for FY 2017/18 to supplement the above project, which is the electrification project as well as upgrading of Carters Glen Substation. Funding was also secured for the switchgear replacement at Herlear Substation and the replacement of the transformers at Riverton in for 2017/18 financial year.

Challenges

The two priority substations which require upgrading are Galeshewe and Hadison Park Substations, with their switchgears overloaded and requiring replacement in order to improve sustainability and the quality of supply. This was also supported by the audit finding done by NERSA, emphasizing on the switchgear at Herlear and power quality monitoring at other substations. The 11kV infrastructure is under strain as more power is being demanded from existing and new businesses.

Mitigation Strategies

To address the electrification backlog, the municipality has earmarked and planned the following projects in support of new human settlement developments, which would be funded by DOE and should be concluded in the next financial year or two.

Table 9: Current Housing Projects (2017/18)

Development	Qty	Estimated Load	Cost Estimate
Electrification of Ivory Park	1 175	2 938 kVA	R20 000 000
The above project is dependent on Switch house No. 2 in Roodepan being upgraded			R3 000 000
Upgrade of Carters Glen with 1 x 20 MVA Transformer to allow the following list of projects to have sufficient capacity due to deloading from Galeshewe Substation.			R8 000 000

Table 10: Planned Housing Projects

Development	Qty	Estimated Load	Cost
			Estimate
Electrification of Snake Park	949	2 633 kVA	20 000 000
Electrification of Donkerhoek	111	278 kVA	2 000 000
Electrification of Soul City	64	160 kVA	1 200 000
Electrification of Ramorwa	106	265 kVA	2 000 000
Electrification of Mathibe "Fluffy Park"	49	123 kVA	1 000 000
Electrification of Witdam	138	345 kVA	2 500 000
Electrification of Santa Centre	139	348 kVA	2 500 000
Electrification of Golf Course	1 100	2 750 kVA	20 000 000
Electrification of Platfontein	300	750 kVA	5 400 000
	4 235	10 590 kVA	R103 600 000

Table 11: Future Housing Projects

Development	Qty	Estimated Load	Cost Estimate
Riverton (formalise stands)	174	435 kVA	R3 200 000
Begonia	102	255 kVA	R2 000 000
France Farm	2700	6 750 kVA	R49 000 000
Ritchie Erf 2 & 12	800	(ESKOM)	R15 000 000
Tshwaragano (160)	160	400kVA	R3 000 000
Phomolong (163)	163	418kVA	R5 000 000
Jacksonville (195)	195	488kVA	R3 500 000
Mlimba Street Shacks	7	18kVA	R150 000
	4294	8 746 kVA	R80 700 000

The current 2 x 5 MVA transformers are planned to be upgraded to 2 x 10 MVA transformers. After this upgrade 4 MVA of firm supply will be available to any development that takes place in the area. This upgrade will also provide capacity for the electrification of households in Riverton.

The electrical master plan is a critical plan that looks at what is planned for the city in terms of developments, what is currently in the process of unfolding and pro-actively seeks to implement the required infrastructure in time, without negatively affecting the existing customers. The municipality has appointed a service provider to compile an Electrical masterplan.

Our mitigation strategy is captured in the table below:

Table 12: Electricity mitigation strategies

Priority	Project	Explanation	Year
1	Electrical Masterplan and SCADA	An award has been made and should be completed in FY18/19	1

2	Upgrade of Riverton Substation with 2 x 10 MVA Transformers	Project is budgeted for and completion is end of FY18/19	1
3	Re-design of looping network in Galeshewe	Address the capacity problem created by installation of 60A SP breakers on a network that was not designed for this size of connection. Increase quality of life for all the customers on this antiquated system.	2
4	Upgrade of Hadison Park	Alleviate the severe overloading on the substation	2
5	Upgrade of Galeshewe Substation with 2 x 30 MVA transformers	This will address the overloaded substation and allow bulk housing projects to continue.	2
6	Upgrade of Herlear Substation	This project combines the replacement of the 66 kV oil circuit breakers and the replacement of 11 kV circuit breakers to address all risks identified at this substation.	1 and 2

An action plan has also been compiled to curb the high electricity losses:

Table 13: 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 suffered by the municipality.	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.
Replacement of all credit meters for residential customers.	The municipality has progressively replaced residential customer meters and there are 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, to guide immediately after the report is received.

FLEET

Inadequate and unreliable fleet has always been one of the hinderers of effective service delivery. The municipality has over the years relied on the external hiring of fleet and machinery but have recently taken a decision to revitalize own fleet by replacing old, unreliable and redundant fleet.

The challenge however remains that funds allocated for the Vehicle Fleet Replacement Plan are inadequate to satisfy the urgency and frequency that this fleet is required, hence the needs to align to the budget thereof to the annual Fleet Replacement Plan/Needs Analysis, taking into consideration financial constraints that may exist.

An amount of R6m was made available for the 17/18 financial year and projected R4m per year, for the following three financial years.

Vehicles purchased in previous two financial years include:

Vehicles and Machinery Procured (16/17) - R4m

1x Sewer Cleaning Bucket Machine

1x 1t. Light Commercial Vehicle

1x Refuse Compactor Truck

1x Panel Van

1x 4t Double Cab Truck

1x 4t Double Cab Tipper Truck with crane.

Vehicles and Machinery Procured (17/18) – R6m

6x 1t Light Commercial Vehicles

3x 4t Double Cab Tipper Trucks

1x H.D. Slasher

1x Tractor

1x Ride-On Mower

1x Mayoral Vehicle

1x 15m Aerial Platform Vehicle

1x Trailer Mounted Upright Sewer Cleaning Power Bucket Machine.

The budget allocated for vehicle replacement 2018/19 is R4 million. The vehicle replacement plan submitted by the fleet section, however, exceeds R25 million. It is clear that the allocated budget cannot cater for the vehicle replacement needs. A strategy should be developed to deal with this issue.

HOUSING

Status Quo

It should be emphasised that the provision of housing is not the responsibility of the Local Municipality, but rather the Department of Cooperative Governance and Human Settlements (COGSTHA). The municipality had in the past acted as an implementing agent for the department, through appointing and monitoring of construction contractors. The function was however taken back by the department in its entirety. The municipality is responsible for the identification, planning and surveying of land suitable for human settlement.

That being said, housing remains a major challenge in Sol Plaatje municipality, with backlogs as per the housing applications currently at approximately 12 000 applications. This is evident by the number of illegal and informal settlements that have mushroomed over the past decade, sitting currently at 21 informal settlements. Nine of the 21 informal settlements have however been formally registered and declared as townships, although infrastructure provision remains a challenge.

The estimated number of families living in informal settlements is 12374, and this is something that through joint efforts between COGHSTA and SPLM is being resolved.

It is important that a progressive working agreement between the municipality and COGSTHA is maintained in order to deal with this issue in an effective manner.

The municipality is transferring title deeds to lawful owners, especially the pre- 1994 stock. This is in line with the budget speech from the National Minister of Human Settlement. The Minister emphasized how without the rightful owners, government is unable to revitalise old townships, which are in most cases in a state of decay. The municipality is looking at

collaborating with department of Land Reform and the office of the Land Commission and create a dedicated unit to deal with fast tracking the issuing of these Title Deeds.

The municipality currently has a total rental stock of 1092 unit in Kimberley, Roodepan Kenilworth and Galeshewe. This consists of municipal owned flats aimed at providing short-term accommodation to address the shortage of rental accommodation and affordable housing in the city. The municipality is also in possession of 77 units utilized specifically for the purpose of old age facility.

In addition to this, the department has also expressed its intention to donate the Community Rental Units (CRU's) in Lerato Park to the municipality. The municipality plans to outsource the management of these units – including the maintenance thereof.

Achievements

In an effort to deal with overcrowding and density challenges in informal settlements, the municipality also undertook a project to identify new pockets of land suitable for low cost housing, survey sites and relocate families.

Challenges

The illegal invasion of municipal land and sporadic mushrooming of illegal settlements remains the biggest challenge facing the housing division. The safeguarding of municipal land has always been a challenge, and eviction of illegal occupants is even a much more difficult challenge to overcome due to non-cooperation from SAPS and insufficient security personnel from the municipality to enforce evictions. This also negatively impacts on municipal efforts to eradicate the housing backlog as in some instances the invasion of land impedes proper coordination to providing services. Land invasion also interferes with the waiting list 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 housing waiting list.

All the above are exacerbated by the shortage of suitable land for low cost and middle-income housing, 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.

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 regard 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 section will improve its interactions with town planning to ensure alignment in planning and exploring for land availability suitable for human settlement.

Subsequent to this, the current waiting list would be converted to a housing register and appropriately prioritized in order to consolidate and streamline the housing value chain.

The Municipality has gone a long way in upgrading its bulk infrastructure to enable growth. It now has to prioritise the reticulation of services to business and households. In this process it is important to take cognisance of the spatial development taking place – both in terms of commercial development and residential development to ensure that the reticulation of services is aligned to the ‘space-economic’ development of the City.

One of the prevalent issues over the past number of year is the so-called gap-market or middle-income group. This group of people earns too much to qualify for an RDP house but too little to qualify for a bond. This is something that need to be addressed. The proposed areas for relocation and informal settlement upgrading and middle-income erven registered with no service are shown in the tables below. It should be noted that the habitable area of Riemvasmaak specifically only cater for 200 people, but currently 600 people are staying there. The plan is to relocate these people along the R31. However, proper feasibility studies need to be performed before the relocation can take place.

Table 14: Registered middle-income areas with no service

REGISTERED MIDDLE INCOME WITH NO SERVICES						
NO.	LOCALITY	NO. OF ERVEN	OWNERSHIP	ZONING	AVERAGE SIZE PER ERF	ESTIMATED VALUATION
1	PHOMOLONG	161	SOL PLAATJE	Residential	+/-330m ²	+/-90 000.00
2	MOGHUL PARK	10	SOL PLAATJE	Residential	+/-320m ²	+/-100 000.00
3	SOUTH RIDGE	100	SOL PLAATJE	Residential	+/-590m ²	+/-300 000.00
4	HERLEAR	11	SOL PLAATJE	Residential	+/-950m ²	+/- 360 000.00
	TOTAL	282				

Table 15: Informal areas identified for relocation and upgrading

LOCALITY	EXTENT OF ERF	NO. OF ERVEN FOR FUTURE DEVELOPMENT	CURRENT NO. OF INFORMAL STRUCTURES/SHACKS
Ivory Park Extension	±7.1 Ha	± 2000	± 600
Ramorwa	±3,6 Ha	± 98	± 98
Witdam	±5 Ha	± 138	± 138
Homevale		± 112	± 112
Erf 3052 Galeshewe Mathibe/ Fluffy Park	±1,2 Ha	± 50	± 50
Erf17177 Homevale	±4 Ha	± 55	± 0
Portion of Erf 1318 Galeshewe (Santa Centre Extension)	±1,5 Ha	± 24	± 24
Erf 17725 Begonia	±62 Ha	±100	± 112
Back of Legislature	±40 Ha	± 800	± 2500
Tshwaragano Shacks	±3 Ha	± 160	± 160
Riemvasmaak	±135 Ha	± 180	± 1000

Ramorwa & Witdam Overflow.	±3.5 Ha	± 55	± 55
Erf 1046 (Tsweleng)	±9399.7 square metres	± 90	± 90
Erf 25151 Greenpoint	±2.14 Ha	± 120	± 500
Jacksonville Extension		± 200	± 0
Erf 30299 Green point	±1.36 Ha	±31	±20
Erf 30058 Green Point	±7207 square metres	±07	±16
Erf 30074 Green Point	±1751 square metres	±05	±04
Erf 25105 Green Point	±7400 square metres	± 30	±100
Erven 29272 &29257	±1.67 Ha	±29	±250
Green Point			
Waterloo	±19.3 Ha	±230	±800
Erven 25151 & 30059 Green Point	± 2.25 Ha	±61	±300
Total Planned	±295.62 Ha	± 4575	
Total number of shacks		± 6929	

Table 16: Backlogs per service

SERVICE	BACKLOG CENSUS 2011	BACKLOG IHS SURVEY 2015	SERVICES PROVIDED UP TO 30 JUNE 2015	SERVICE PROVIDED UP TO 30 JUNE 2017	NEW STRUCTURES - NO SERVICES MAY 2018	CURRENT BACKLOG	PLANNED PROJECTS 2018/19 AND BEYOND
WATER	8743	1730	7013	COGHSTA	7211	8941	870 - implemented by COGHSTA
SANITATION	9343	5050	4293	COGHSTA	7211	12261	870 - implemented by COGHSTA
ELECTRICITY	9127	6890	2237	3151	7211	1502	1502
REFUSE REMOVAL	9490	8560	930	none	7211	15771	<i>Strategy to be developed</i>

The table above shows the backlogs per service based on the data available at this point (taking cognisance of the latest informal settlement statistics shown above). Emphasis is placed on the fact that COGHSTA is responsible for the construction of houses as well as the installation of water and sanitation services. This is also funded by the department and as such, not included in the SDBIP of the municipality.

The table below details the funded infrastructure projects that the municipality has included in its capital budget over the MTREF 2018/19.

Table 17: Capital Infrastructure projects

Description	Asset Class	Total Project Estimate	2018/19 Medium Term Revenue & Expenditure Framework			Project information
			Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	
Installation of Services	Capital Spares	11,000	5,000	3,000	3,000	ALL
Information Technology	Computer Software and Applications	36,000	4,000	5,000	27,000	ALL
Replacement of Prepaid Meters	Electrical Infrastructure	9,000	3,000	3,000	3,000	ALL
Transformer Carters Glen/Galeshewe substation	Electrical Infrastructure	5,337	5,337			WARDS 18,20,24
Transformer Riverbton substation	Electrical Infrastructure	4,000	4,000			ALL
Replacement of 66KV oil circuit breakers herlear	Electrical Infrastructure	13,000	3,000	10,000		WARD 25
Replacement of 11KV circuit breakers at Herlear	Electrical Infrastructure	9,000	7,000	2,000		WARD 25
Electrification Snake Park 949 houses	Electrical Infrastructure	14,710	14,710			ALL
Electrification Platfontein 300 houses	Electrical Infrastructure	4,650	4,650			WARD 29
Electrification Kutlwanong 48 houses	Electrical Infrastructure	744	744			WARD 17
Electrification Santa Centre 139 houses	Electrical Infrastructure	2,155	2,155			WARD 14
Electrification Ramora 106 houses	Electrical Infrastructure	1,643	1,643			WARD 6
Electrification Mathibe 49 houses	Electrical Infrastructure	760	760			WARD 10,11,12
General Electrification houses	Electrical Infrastructure	35,200		19,200	16,000	ALL
Streetlights	Electrical Infrastructure	17,000	7,000	5,000	5,000	ALL
Highmast lighting	Electrical Infrastructure	4,560		2,280	2,280	ALL
Fleet Replacement Program	Transport Assets	12,000	4,000	4,000	4,000	ALL
Ritchie Bulk Supply	Water Supply Infrastructure	10,551	10,551			WARD 27,28
Lerabo Park Water	Water Supply Infrastructure	12,381	17,381			WARD 2,3
Replacement of Water Meters	Water Supply Infrastructure	9,000	3,000	3,000	3,000	ALL
Thlageng Dam	Water Supply Infrastructure	20,000	20,000			WARD 19,20,21
Water Pipe Upgrading	Water Supply Infrastructure	18,000	5,000	6,000	12,000	ALL
Upgrade of Lerabo Park Sewer Line	Sanitation Infrastructure	15,801	20,801			WARD 2,3
Carters Glen New Pump Station	Sanitation Infrastructure	3,000	3,000			WARDS 18,20,24
Reconstruction old zinc toilets Kutlwanong	Sanitation Infrastructure	14,000	14,000			WARD 17
Refurbish Sewer Pumps Various Wards	Sanitation Infrastructure	14,400		6,000	8,400	ALL
Resealing of Roads	Roads Infrastructure	45,187	5,229	19,203	20,755	ALL
Paving of Roads	Roads Infrastructure	27,052	7,819	9,233		ALL
Roads and Stormwater Upgrade Various Wards	Roads Infrastructure	18,840		6,840	12,000	ALL
Stormwater Upgrade Galeshewe	Roads	311,842	151,699	154,447	5,696	ALL
		700,811	325,477	258,204	122,131	

As can be seen from the table above, the following flag ship projects currently receive priority at the municipality:

Storm water Upgrade Galeshewe and other areas of the city. The upgrading of storm water in Galeshewe is currently the biggest project on the capital budget with a total allocation through the NDPG of R151 699 000 for 2018/19 and R311 842 000 over the MTREF. This project will replace all the existing storm water drainage in the greater Galeshewe and will greatly reduce the huge storm water problems experienced in the area as well as reduce the pressure on the roads. The project is implemented for the total upliftment of the area as well as to facilitate improved drainage of a significant part of the city.

Ritchie Bulk Water Augmentation. Project Value R 10 551 000. The purpose of the project is to provide welcome relief to the area and accommodate future expansion of the area. A Constant flow of water will to the area will be provided.

In addition to this, R14 868 488 has been allocated for the paving of roads in Galeshewe. As a result of paving being far more cost effective than tarring, over 20 kilometres will be paved.

An amount of R38 706 600 (10 748 507 in 2018/19) has been allocated over the MTREF for the resealing of roads. As a result of the abnormal unseasonal rains experienced recently, the city's roads have taken a pounding and the resealing project will alleviate the pothole problem in the city although a lot more funding is required to completely address this problem.

An amount of R36 000 000 has been allocated over the MTREF (2018/19 R 4 000 000) for the replacement and upgrading of computer equipment. The continuous upgrading of computer hardware and equipment is essential to keep abreast of technology especially with regard to mSCOA and SOLAR implementation in order for the systems to run optimally.

As a result of the housing development in the city, new areas are mushrooming and provision for the electrification of houses need to be made. An amount of R35 200 000 over the MTREF has been earmarked for these projects, with the areas mentioned in the table above being earmarked for electrification during 2018/19.

Table 18: Capital projects (Community services)

Description	Asset Class	Total Project Estimate	2018/19 Medium Term Revenue & Expenditure Framework			Project information
			Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	
Upgrade of Galeshewe Stadium	<i>Sport and Recreation Facilities</i>	15,259		12,753	2,506	WARD 17
Upgrade Community Halls	<i>Community Facilities</i>	4,560		2,280	2,280	ALL
Homevale Satellite Fire Station	<i>Community Facilities</i>	4,765	4,765			WARD 14
		24,584	4,765	15,033	4,786	

Planned capital funding sources for the next three financial years are shown in the table below. It is clear from this table that the funding mix for capital spending is not well balanced at this point, as it is funded only from internally generated funds and grants.

Table 19: Capital funding sources over the MTREF

FUNDING	18/19	19/20	20/21
CRR	50 446 017	50 200 000	53 260 000
MIG	46 548 413	47 389 358	49 961 158
RBIG	10 551 000	-	-
NDPG	171 699 000	154 447 000	5 696 000
Tech-NDPG	-	-	-
INEP	29 997 000	19 200 000	16 000 000
Inep(esk)	-	-	-
WSIG	17 000 000		
EEDSM	7 000 000	5 000 000	5 000 000
ACIP			
DSAC	-		
GURP	-	-	-
FBDM			
Prov			
	333 241 430	276 236 358	129 917 158

The municipality has 33 wards. Ward priorities are received from the ward councilors in each ward. From these priorities it is evident that the main causes of concern are service delivery related. The condition of the roads and poor water and sanitation infrastructure is prevalent. Accordingly, these areas are also where the largest portion of the budget were allocated, Refer to Annexure 1 – Multi-year capital plan for a comprehensive list of funded and unfunded projects. Below is a list of ward priorities received:

Table 20: Ward Priorities

Ward	Cllr	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	Lucas Visagie	Paving of Weaver, Finch, Seeduif, Papegaai, Dikkop, Nightingale, Hoopoe, Parakiet and Pluto Streets		Extension of current clinic or building of another clinic as 4 wards visits clinic on daily basis Upgrading of multi-purpose hall	Upgrading of park with swings, planting of trees) in Albatross Str currently being used as a dumping site	High mast light at Mahala Park	Replacement of water meters. Replacement of sewer mains. Communal water and sanitation services level 1. Installation of water and sanitation services for 55 sites. Replacement of sewer main in Spreeu and Seeduif Street Maintenance of Sewerage system in Eagle Str (RDP houses)	

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, Mackeral, Haddock, Whiting, Garrick Bream Str in Homelite, Marthennay Paving of Bream, Cyntrex Proman, Pilchard, Porpoise, Sardine, Barracuda, Anchovy, Salmon, Bream Drive, Whiting, Haddock and Mackeral Str in Homelite Upgrade gravel roads in Homevale shacks Upgrade all storm water drains. Clean all canals in Ward	Rectify Homevale Ext houses and Homevalley houses Provision for disable houses Provision for houses in Homevalley shacks	Build in door sport facility, multi-purpose recreation hall, 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	Provision of high mast lights Electrification of Homevalley shacks, high mass, Sardine 2nd Street. Homevalley shacks, between Homevalley and Roodepan Road, 21st Street	Replacement of water meters. Replacement of sewer mains. Communal water and sanitation services level 1. Installation of water and sanitation services for 55 sites.	Survey of 350 sites for informal housing
			Build a pay point and one stop centre, build houses in all open spaces, build youth centre, build houses in open spaces next to Lerato Park, replace all asbestos roofs		Recreational park next to Roodepan roads and Homevalley ext.		Replace all water pipes in ward.	Rezoning and subdivision empty erven
					Upgrade soccer field Homevalley, 11th Str, 18th Str, Sandshark Str playgrounds, Baracuda in open space			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
					Build park in Homevale and Homevalley			
					Put up hockey fields Volley Ball pitch erect, Gym Park			
4	TH Mpanza	Uplifting of paving in Chris Hani Park (last street facing Waterloo Str	Provision of housing in Ramorwa and Witdam	Sickbay at old age home in Seochoareng Str	2 Parks Mphela and Tholo Str	Electrification of Ramorwa	Upgrade of Gogga outfall sewer main	
		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		Community Hall open space in Botsang Str			Communal services for water and sanitation	
		Rehabilitation of retention dam between Peme and Botsang Str.					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 Setiholo	Ramora & Blikkies dorp sloot, gully to be closed and s/w pipes to be installed	Audit to be conducted to establish damage done to slab houses					
		Themba Sloot, gully to be closed and s/w pipes to be installed	Infil & Old cracked Vergenoeg houses					
		Upgrade s/w next to Solly's store, Maphutha Str opposite Deke Str, Boitsanape, Motlhaba and Masakhane Clinic	6116, 6118, 6107, 6112 Maphuta Str, 6002 Seleki Str, 6566, 6573, 6913 Deke Str, 7031, 7032 Mathibe Str, 7033, 7056, 7057 Stamper Str					
		Roads to be paved: Tshwene, Mathibe, Kgarebe, mmutla, Tlou Singel, Tshwene, Goitseone, Selebogo, Pulane, Moeti, Themba 1 & 2 Mokake, Cwaedi, Mcheta, Basadi, Ngobeni, Msekang, Matsebe, Tshipo, Maiteko, Legaga, Mmoledi, Str no name next to Solly's Store, Tlhabanelo, Kgalalelo, Tsholofelo, Mochudi & Lekuku, Tau Streets						
		Speed bumps in Thutlo, Stamper, Deke, Goitseman, Seleki and Moheta Str						

7	PP Kwagile	Paving of entire Ubuntu, Malebe, Gaborone, Melesi, Kgopisho, Mojanaga, Maputle, Amakhuzane Streets and April Str connecting to Ramatshela Str. Upgrade minor roads connecting April to Ramatshela. Upgrade minor streets connecting Kesiamang to Moraladi. Paving of Solly Legodi. Construct Vehicular bridge connecting Solly Legodi & Dunston (Over the lined canal)	Solly Legodi cracked houses, disaster houses throughout ward. Solly Legodi 1 house without electricity since the day it was built Provision of housing in Riemvasmaak	Cleaning of Ramatshela Cemetery Provision of more bulk refuse bins and no dumping signs	Five April Park (Bambanani Park) no caretaker, park in bad state	Provision of electricity in Riemvasmaak High Mast Lights	No toilets at Riemvasmaak Provision of communal water and sanitation services in Riemvasmaak. Upgrade of Gogga outfall sewer main. 7 houses in Solly Legodi that still needs to be built 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	

9	G Monyamane	Paving of roads, Boitumelo, Mosamo, Chou, Solani, Mokonyama, Hlongwane, Lilian Mantsane, Jenkis Mothibedi, Maokeng Str	Provision of FLISP housing in Retswelele		Fencing and greening (grass) for parks, Real Madrid soccer ground	Provision of electricity in Retswelele	Provision of water services in Retswelele	
10	JT Gomba	Paving/Upgrading of roads Dinokwane, Moagi & Molema Str (Unit 3) Obakeng, Moretele, Phetolo, Tladi Str, Sekate, Tlhapi, and Botlhale Str (Unit 1) Erection of speed bumps: Phajane, Modise, Ditake, Nkgare, Street no name between Phajane shops, Tetlanyou Secondary school, Mongale, Moagi, Letlhaku, Molema Unit 3, Gwele, Fish Crescent, Siwisa, Simino, Madibane, Leqwabe and 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 Dingaan Str and Pick 'n Pay Centre, substation between Siwisa and Dingaan 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	Y Qonga	(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 Manku and	Agisang (Katima Molelo) residents extension of 2 rooms and asbestos	Job for youth	Cleaning of parks	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	Agisanang open space behind bar/Post Office next to Molemo Str for houses to

		France Lebona Str. Paving of all streets in the hostels	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	Playground at Stranger Nkosi open space	Upgrading of Agisanang Park		of zinc tolets.	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.
			Geysers are cracking roofs and all RDP houses must be renovated	Cleaning of graveyard				
			Removal of asbestos					
			Greater Vergenoeg houses are cracked	Cleaning of all sections in ward 11				

			Arena Residents want houses to be renovated, new toilets.	House next to park at hostel to be cleaned as it is used for smoking drugs.				
			Residents that were removed from Num 2 and relocated to the hostels due to s/w problems are requesting houses	Youth in ward 11 need employment/jobs to be taught business skills, learnerships and interships				
			Refurbishment of hostels into CRU's					
12	M Mokgalagadi	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, Redirile School speed bump and Bongani Str 4-way James Mandeu Dula Str to Jabula Street = C (Chromodeck Road sign; Jabula Str to Tyala-Phutane Str	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 libraryNext to African Church in Kwnobanthu	Unit 4 & 5 Upgrading of park in Phillip Mpiwa down to Phakedi Str	Maintenance needed at all units		

		Unit 3 - Tyala- Kekane Str same		Unit 4 & 5 Cutting of trees which causes a lot of rapes and robbery at Phillip Mphiwa down Phakedi Str				
		Unit 4 - Hulana str all internal streets Phakedi Str		Develop food garden for the (jojo) community and create jobs at open space next to Salvation Creche at Nkoane Str				
		Unit 5 - Hulana Str internal streets to Montshiwa Rd, Street name signs for all units in Chromodech Road						
		Unit 4 & 5 S/w slope at Phakedi, Phillip Mphiwa to be cleaned up and restructured with tunnels for flow and safety of families						
13	M R Wapad	Paving of ext 6, Sesing 2, Maji, Methodist Str (next to St James Church), Methodis Str (in White City next to Methodist Church), Ncakani laan, Masiza, Maleka, Zone 2, China Square, Sesedi Str, Santa Santa, Seochoareng Str (behind Cashbuild), Potholes Zone 2 Upgrade storm water canal at Greater No 2, Zone 2, Chris Hani Park, Palweni, Malunga, Modiakgotla, Sol Plaatje	Santa Centre and Zone 2		Social centre park needs to be cleaned and revamped	Zone 2, electricity boxes needs to be transferred from shacks into the houses	Provision of basic services to Santa Centre & Zone 2 shacks	
		Speed bumps in Riet Str, Phakedi Str			Galeshewe Stadium needs to be paved in the front entrance	Street lights in Long Str		

		Infrastructure Mahala Park, Santa Santa				Electricity Santa Centre		

14	H Pieterse	Squarehill Park (Aster, Malfa, Carnation, Marigold, Cosmos and Verbena Str - maintenance) Florianville (Beechwood and Acacia Rd deteriorated due to overgrown water channel, resurfacing of Maple, Deodar, Cedar, Beech, Ash, Almond, Bloubos and Ganna Rd) Mint Village / Moghul Park (Potholes - Peach, Plum, Pear, Mango, Grape, Mandarin Str) Colville (Potholes - Omega and Margaret Rd) Homestead (Lynch, Harmse, Dawson, Varrie and Rabia Str - resurfacing) Northview (Edith, Riverton, Sussex, Neethling, Homestead, Association and Natasha Str - resurfacing) Access/ connecting roads Church Rd pavement too 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. 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		Cleaning of suburbs: Squarehill Park (pavement around Lords Park in Aster Rd, around church c/o Marigold and Dahlia Ave, Behind Petunia Rd from Recreation between Apostolic & Baptist churches, Area Opposite Kemo Motel up to 4 way crossing in Church Rd, Area at Civic Centre, Judy Scott Library, Clinic & SPM Utility Payment office, pavement of Davidson Str) Florianville (Area opposite Baptist, Methodist Church up to 4 way stop at Karee Road, Area opposite Dr Wolfsons Creche in Recreation Rd up to Cypress Rd behind Endeavor Primary school, area between Baptist Church c/o Recreation Rd & Apostolic Church c/o Petunia Str, behind Squarehill Park, water furrow sloop in Recreation				Formal settlement - area has to be subjected to a general engineering survey for an IDP faculty. Land had been pegged and allocated to shack residents with erven numbers for approval of MPAC committees.

		Rd needs resurfacing and kerbing. Speed bumpkps (half-shaped roundels) to be placed near c/o NG Church to avoid speeding. 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. Stormwater 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.		Rd in front of Hostel, behind Beefwood running through to Mimosa Rd, area next to St Barnabas Church in Community Rd) Ashburnham (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 & William Pescod High School to be trimmed) Utility (Donald Str at cul-de-sac with Loop Str, pavements overgrown, Pavement of Loop Str opposite homes overgrown) Moghul Park (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) Mint Village (Next to Old Transvaal Rd Primary School in Pear Rd, Open veld behind houses of				

				Peach Rd) Colville (No open veld exsit as it is occupied by housing) Cyril Crescent (Park in Carl Str & Cyril Crescent and area bordering Progress Primary School)				

Ward 14				Northview (Area from Varrie Rd into Natasha Str by Old Cader Brickworks up to Lutheran Church in Natasha Str, open veld allocated informally as a park regular brush cutting, Baptist Church leading to the sewage treatment facility, opposite side of Rhona Close up to 50 m from corner of last house, open area between Constance Rd and Barkly Rd on either side of Edith Road, pavements of Dpt of Education opposite Northview in Constance Rd and Barkly Rd) New Homestead opposite Shoprite/Santa Centre (Open veld 30 m from boundary of College Road embarked from St Pauls Rd opposite Dept of Education to 50m from last house in road. Area between New Homestead and AR Abass Stadium next to Santa Centre				

				rubbish are dumped by informal settlements. Island between Hugo & Orange Str overgrown. Gemdene (Buffer area Ruby St & Barkly Rd regular maintenance overgrown.				

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 Tsweleng	Snakepark & Promise Land. Provision of housing in Tsweleng	New Homestead (opposite Shoprite/Santa Centre (Open veld about 30 m from boundary of College Rd, from St Pauls Rd opposite Education Dpt up to 50 m from last house, area between New Homestead and AR Abass Stadium where inf settlement opposite the road next to Santa Centre, Island between Hugh & Orange Str overgrown)		Complete Snake Park electrification	Provision of basic services Snake Park & Promise land	
17	I Petoro	Unit 1 Club 2000 (Road in Peace/Khutsonong to be fixed, potholes to be patched, no s/w intakes in Tidimalo, Kakaretso, Khutsanong)	Unit 1, Club 2000 (cracked houses, roofs)	Gemdene (Buffer Area Ruby Str & Barkly Rd)	Unit 1 Club 2000 (Trees to be cutted in Peace Str and cleaning of ground)	Unit 1 - Club 2000 Refurbishment of all high mast lights	Unit 2 (Zink toilets Convention, Julia, Chabagae, Patric Mothelesi, Molete, Motlhanke, Matshidiso,	

							Vanani, Mac Sebao Str)	
		Unit 2 Paving of Nche, Julia, Chabagae, Gala Motheo, Gloria Mathebula, Tebogo Masen, Rebecca Motlhweng, Bunny Mamba, Captain Matsi, Molete, Motlhanke, Convention, Vancini, Mac Seao, Patric Mothelesi, Peace, Thutsanong. Paving of Lathi Mabilo, Albert Luthuli, Manne Dipico, Edward Moeng, King Senare, Forest View, Trisano. Extension of Morris Lenyibi Main road too small for 2 cars, Patches to be repaired, no intakes)	Unit 2 (cracked houses and leaking roofs to be repaired)	Unit 2 (Close ground facility to be fixed has been vandalised, community hall, cleaning of veld)	Unit 2 (Park to be upgraded, security 24 hours, trees to be cutted in Kulia, Chabagae, Convention Str)	(3 street lights in every str, Khutsanang, Kakaretso/Tidimalo/Peace when high mast is off street lights must serve as back up)	Unit 1, 2, 3 (Zink toilets to be built with bricks, Khutsanong, Tidimalo, Kakaretso, Peace, Convention, Julia, Chabagae, Patric Mothelesi, Molete, Motlhanke, Matshidiso, Vanani, Mac Sebao, Nobengula Rd)	
		S/w drain in Patric Mothelesi to be cleaned and closed, no s/w intakes in Molete, Matshidiso, Convention, Vanani, Mac Sebao, Patric Mothelesi, Motlhanke, Nobengula Main road to assist retention dam). Bridge to be built over s/w canal	Unit 3 (cracked and leaking roofs to be repaired)	Kaghiso (School, library, clinic near ground in John Mampe, Kagiso, Tlhageng)	Kaghiso (Park and fencing to be upgraded, rubbish drums in Gala Mottheo, Tlhageng Unit, as well as at park)	Unit 2 - (3 Str lights in every street, Molete, Motlhanke, Matshidiso, Patric Mothelesi, Convention, Vanani, Mac Sebao)	Unit 3 (King Senare, Phidisanang, Tirisano, Gabriel, Baremedi, Forest View,	

		Extension of Morris Lenyibi Main road too small for 2 cars, Patches to be repaired, no intakes)	Kagiso (36 cracked houses built by Mulan Construction to be rectified, other cracked houses and leaking roofs to be repaired)	Ipeleng (Netball, basketball fields to be provided)	John Mampe II (John Daka 2 and Kagiso Parks and fencing to be upgraded)	Unit 2 (High-mast light in Moleteand at close ground to be fixed)	Kagiso (Zink toilets to be built with bricks Gala Moetheo, Morris Lenyibi, Rebecca Motlhwaeng, Bunny Mamba, Captain Matsie, George Molaolwa, Gloria Mathebula, Tebogo Maseng)	
		John Mampe II (Patching of Albert Lethuli , short street in John Mampe II, Kagiso, Phakamile Mabija, Manne Dipico , Lathi Mabilo to be paved, no s/w intakes in John Daka 2)	Provision of housing in King Sengari		Ipeleng (rubbish drum at Ipeleng Park and park and fencing to be upgraded)	Unit 3 (3 street lights Gabriel, Tirisano, Edward Moeng, King Senare, Tshidisanang)	Pipe replacement on sewer mains with an option of upgrading top structures. Point repairs on sewer mains in Kagiso, basic services for King Sengari.	
		Ipeleng (No s/w intakes Chris Marais, Masisi, Man Zana, potholes to be patched)				Kagiso (3 street lights as back up in Rebecca Motlhwaeng, Gloria Mathebula, bunny Mamba, Morris Lenyibi, Gala Motheo, Captain Matsie, Tebogo Maseng,)		

						John Mampe II (3 street lights in John Daka, Mampe, Manne Dipico, Albert Lethuli, Phakamile Mabija for back up)		
						Ipeleng (High-mast light at Ipeleng Park)		
18	R van Wyk	S/w system in whole ward (foculs also in Nxumalo as system is in back of yards)	Renovation of Heritage Houses (mud houses) Mlimba Str shacks + 7.	Development of small village - LED (Mayibuye Precinct - Robert Sobukwe office)		Service and upgrade of electricty transformers Mlimba Str Shacks	Provision of services Mlimba Str shacks	Over population double packing of families
		More speed bumps to be erected	Block brick houses in Greater No 2 and some houses in Nxumalo cracking because of poor workmanship	Unemployment and lack of skills program for young people				
		Paving of streets Malat Str, Nxumalo cul-de-sac	Registration of Greater No 2 for the title deeds	Lack of library in this cluster ward				
			Infill houses					
19	BP Gilbert	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	Upgrading Kammerkies (72 houses) asbestos roofs	Revamp of old age home	Upgrading of parks		Toilets Lathi Mabilo Park (SAKA)	

		Mampunye Str	incl leaking roofs, fixing of falling mud houses, cracked/sub-standard houses SAKA					
20	C Pearce	All main roads to be resurfaced and rehabilitated. Upgrade all main earth s/w cables All roads in CBD to be maintained Resealing of roads in West End, Kimberley North and Utility Partching of roads in other units in Ward 20. Visible street names S/w drains in West End, Utility and CBD, especially at Big Hole	Replace broken windows at 3 flats in New Park (Tiffany, Holland and Newton Courts). Maintenance as required at flats	Regular removal of dumped rubble in public spaces CBD, thorough cleaning in West End, Utility and New Park Making our CBD safe and installing working CCTV cameras	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	Rehabilitation and resealing of Hull Str. Upgrade s/w management system in Hull Str and Diamantveld Primary School. Automize and upgrade s/w management at subways	Upgrading of Flamingo Court				Pipe replacement for water mains	
22	N Maditse	Paving of roads, Woodburn, Idutywa, Soga, Lemonwood, Ironwood, Denomthuli, Liphuku, Mokoalane, Thomspen, Magugu, Bonbani, Mohosh, Sneezewood and Witpad Streets	Provision of housing in Greenpoint	Elektra Park - no service delivery	Upgrading of sports ground	Greenpoint, investigation into lighting levels	Provision of basic services in Greenpoint, Point repairs on sewer reticulation	Land for new cemetery
		Extension of s/w canal in Greenpoint			Development of parks in Southridge			
		Maintenance of roads in Southridge and cleaning of s/w drains (Landbou Rd, Britten Close, Smart and Beddome Str - serious						

		need)						
		Elektra Park (Paving of streets)						
23	J Vorster	Taxi parking bays, move taxis 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		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	Rietvale informal settlement	Revamp community hall, pave and lights	Stadium and swimming pool	Electrification of informal settlements	Upgrade of bulk water infrastructure,	

		Paving: Motsweding, Moremi, Shuping, Zepe, Kgabang, Morometssi, Kutlwano, Goolam Akharwaray, Ratanang, Matlhaku Zone, Pakes Dikgetsi Str	Rebuilding of Old Phelindaba houses in 3 phases	outside, 100 chairs, 8 tables. Stone guard doors and replace old door			replacement and upgrade of water pipes incl installation of bulk meters, provision of basic water services informal areas	
		S/w Management for Ritchie, R	Repairing rooftops of Ikageng houses					
		Paving sidewalk from Ritchie to Modderive						
27	N Hammer	Paving of Fraser Moleketi and other bus & taxi routes, Seeduif, John Humphres, Van Riebeeck and Venus Str.	Riemvasmaak Moving of app 30 in	Cleaning of illegal dumping sites. Purchase of refuse removal truck, Upgrading and maintenance of community hall (Paving and parking area)	Soccer and netball pitch develop, 3 Parks for Rietvale, Swimming Pool	Electrification of informal settlements	Upgrade of bulk water infrastructure, replacement and upgrade of water pipes incl installation of bulk meters, provision of basic water services in Riemvasmaak	Surveying 220 informal structures, 750 erven including complimenting facilities such as business, creche, government office, etc
		Speed bumps for Opperman, Van Riebeeck, Stokroos, Pelikaan Str.	Suiderkruis & Kleindam Str (fountain flooding), Houses to be developed for Rietvale, Houses for app 1000 houses.					
		Underground s/w drains to river						
28	S H Griqua	Upgrade of s/w in St Luke Rd and s/w sloot c/o Pine and Farm Roads	Community Road Settlement	Building of community hall (500 people)		Electrification of Colville and bulk upgrade	Provision of basic services in Community Rd	
		Resurfacing of St Luke, Epsolom and St James Str. Paving of Beta, Gamma, Cecelia, Agatha roads. Repair potholes and cleaning of s/w inlets 10 streets (Maple to Soutbos Str)						
		Paving for pedestrians in Main Rd, St Paul's, Recreation, Pine, Farm and Community Rd						
		Removal of mining dumps in Colville/Floors area to make way for development of houses						

29	B Springbok	Paving and resurfacing of streets	Transfer of houses from municipality to owners. Provision of houses in Ivory Park			Electrification of Ivory Park	Provision of basic water services. Upgrading of sewer system in Riverton	
30	GP Kock	Completion of main s/w pipeline. Rehabilitation of Lerato Park main road. Paving of streets in Jacksonville with s/w system.	Lerato Park	Lerato Park shacks (sequence and services) Community Hall, Clinic Jacksonville (Indigents, clinic)	Park in Lerato Park and Jacksonville	Electrification of Jacksonville	Upgrade of pump stations. Bulk linking services. Upgrading of sewer outfall main	
31	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	M Lekhatlanya	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 Sebebo	Paving of Kgatlane, Legodi and George Joseph Str						

		Paving of Chris Hani 2 Streets						
		Street names						

3.1.3 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Status Quo – Budget and Expenditure

Sound financial management deals with the management of financial resources in a manner that supports service delivery, good governance and institutional transformation, whilst at the same time ensuring compliance with the local government legislative framework and its supporting regulations and circulars.

When planning the road ahead for the municipality, it is imperative to analyse and understand the financial situation, trends and forecasts. This will aid in ensuring that the planning objectives are realistic and takes into consideration the funds available. Part of this KPA is also to identify new and innovative strategies to generate revenue as well as optimizing the effectiveness of the current revenue related plans and strategies.

Due to the present economic climate it is becoming increasingly difficult for consumers to afford their monthly municipal accounts. The 2018/19 budget, as it currently stands, proposes the following tariff increases per service in order to produce a funded budget. As can be seen from the table below, the main area of concern remains electricity. The high cost of purchasing bulk electricity from ESKOM, together with the increasing electricity losses have contributed this. In addition to this, NERSA did not grant the municipality any increase in rates for the 2017/18 financial year. All of the other services' proposed increases are in line with inflation.

Table 21: State of the Budget - 2018/19 Tariff increases

SUMMARY SERVICES	DEFICIT	AVERAGE
SEWERAGE SERVICE	3 583 924	5.95%
CLEANSING SERVICE	2 695 118	6.00%
ELECTRICITY SERVICE	40 877 222	5.95%
WATER SERVICE	14 933 817	5.90%
RATES AND GENERAL SERVICE	30 701 721	6.00%
	92 791 802	5.96%

The figures below depict the trend in terms of tariff increases over the past 10 years, both on an average basis, and for the rates service specifically.

Table 22: Average tariff increases

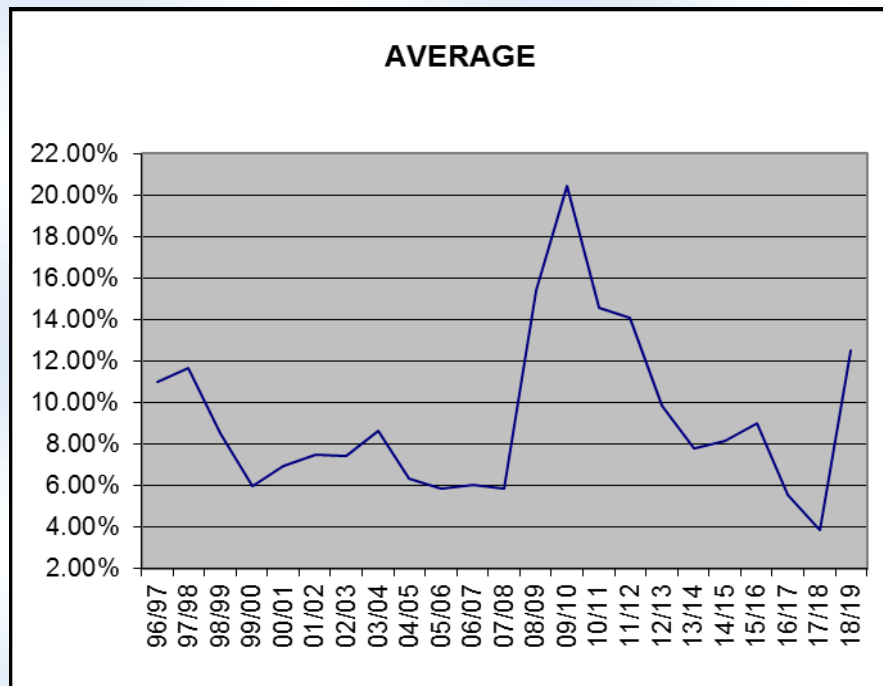
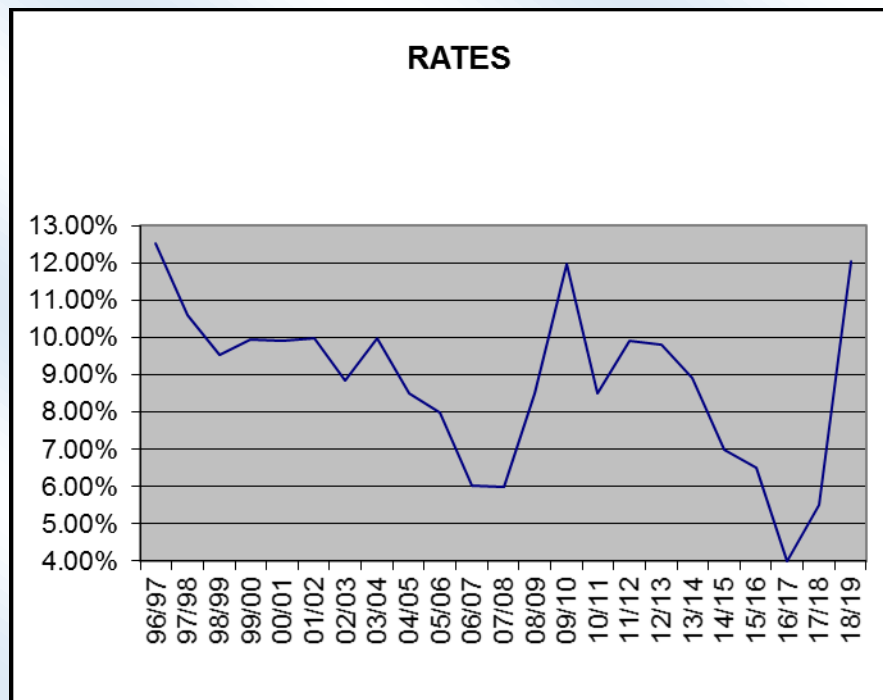


Table 23: Rates tariff increases



The main cost drivers for the municipality over the past 7 years are shown in the table below:

Table 24: Main cost drivers

Expenditure as a % of Total Expenditure	2012/13 Audited Outcome	2013/14 Audited Outcome	2014/15 Audited Outcome	2015/16 Audited Outcome	2016/17 Adjusted Budget	2016/17 Audited Outcome	2017/18 Budget
Employee costs	35%	35%	32%	39%	35%	36%	37%
Other Materials	5%	4%	10%	8%	7%	7%	7%
Bulk Purchases	27%	27%	27%	28%	27%	30%	27%
Debt impairment	9%	9%	9%	10%	10%	12%	10%

It is clear from the information above that the largest part of operating expenditure relates to employee costs and bulk purchases of water and electricity. These costs are very difficult to reduce or contain and therefore it leaves very little room for leverage within the operating expenditure budget.

Status Quo – revenue

The process of review for the current valuation roll has already commenced, with the view of completing the new valuation roll for 2019.

Below is a summary of the status of the General valuation roll:

Total number of registered properties as at September 2017: **53 277**

Valuation Modelling Progress: 80 %

Inspections Progress: 30 %

Capturing into valuation modelling: 30 %

Total Progress: 55 %

Outstanding tasks:

- Balance of Inspections, and capturing
- Balance of Valuation Suburb Modelling
- Quality Assurance
- Oblique Viewer review

Anticipated Completion of G.V. 2019 – 30 November 2018

Submission to the Accounting Officer – legislated deadline: 31 January 2018

Chart 25: Current value of G.V. Roll – R 29 624 498 736.00

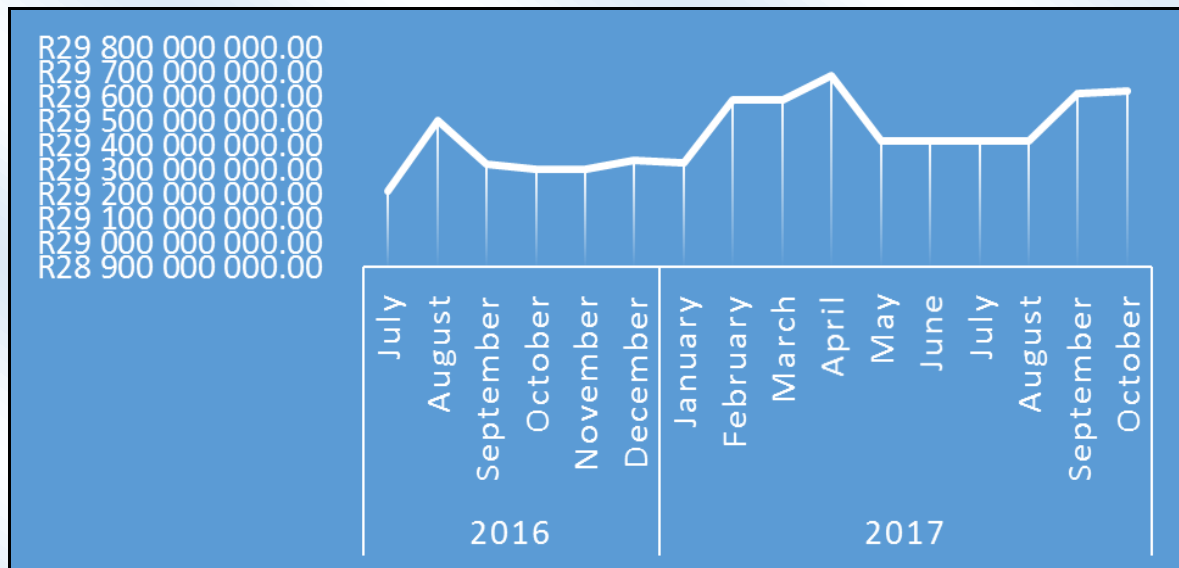
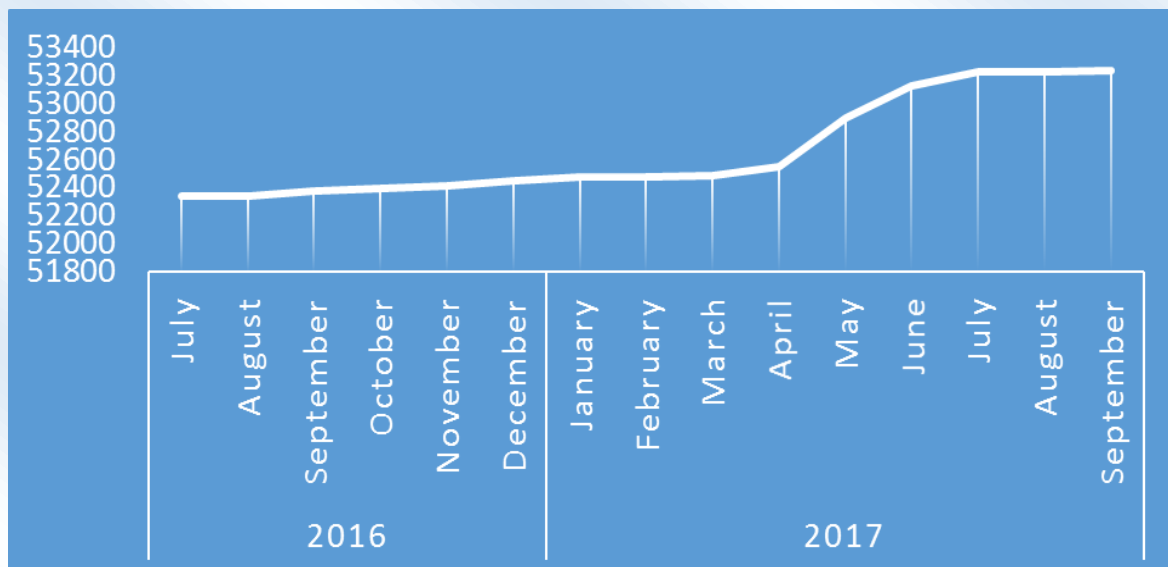


Chart 26: Growth in Number of properties in SPLM



It is further important to understand the trends in terms of billing, and the growth in account holders in order to plan and strategize for the future.

The graph below depicts the movement in terms of number of accounts from January 2017 to October 2017:

Chart 27: Number of Accountholders

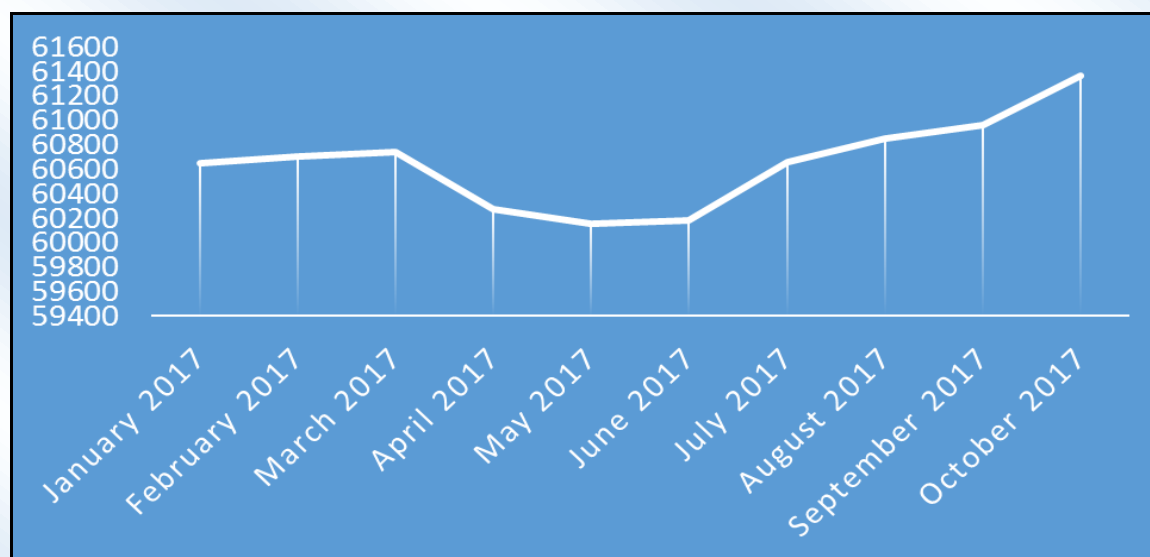
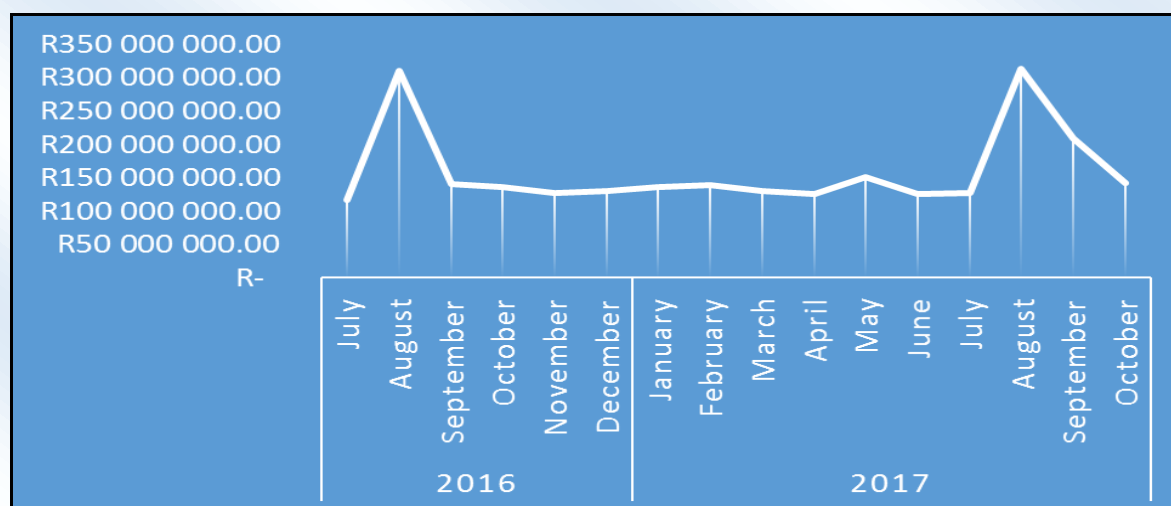


Chart 28: Billing Trends



Billing trends are in line with expectation, with a spike during July/August as a result of the annual billings that are done at the beginning of the financial year. It is therefore evident that the growth in debtors cannot be attributed to shortcomings of the billing system or procedures, but rather inability to collect money that has been billed.

Achievements

The municipality was a pilot site for the implementation of the municipal Standard Chart of Accounts (mSCOA) since 2015. The regulated date for final implementation was 1 July 2017. Sol Plaatje Municipality met this deadline and successfully implemented version 6.1 of the mSCOA chart during July 2017. All submissions of supporting documents and data was done as per the regulation.

In conjunction with implementation of mSCOA, the municipality also successfully upgraded from the E-Venus financial system to the SOLAR system. This upgrade will enable the municipality to better achieve seamless integration between the core financial system and other systems, as required by the mSCOA regulation.

The municipality has also managed, once again, to produce a budget that was assessed by the National Treasury to be credible and funded.

For the 2016/17 financial year Sol Plaatje municipality received a financially unqualified audit report, for the third consecutive year. The audit opinion for reporting on predetermined objectives was also unqualified for the second consecutive year.

New developments that will generate revenue in the form of rates and service charges include:

- Lenmed Hospital – Erf 43769
- Additions to both the North Cape mall and Diamond Pavillion mall – Erf 45831 and 33933
- SPU Building (University) – Erf 879 and 2503
- Goffee Manor (Sectional Title Complex – Theo Paton) – Erf 4459
- Corns Building (Van der Wall \$ Partners offices) – Erf 41179
- New Hill Manor (Hillcrest Residential Complex) – Erf 45720 – 45739
- Rhodesdene (New Residential Complex in Jameson Avenue) – Erf 24604

Challenges

There are many factors that impact on this KPA, both directly and indirectly. These factors can be broadly divided into internal and external factors.

Internal factors that affect the financial sustainability of the municipality negatively include:

- Non-compliance with policies
- Municipal tariffs are perceived by the public to be too expensive and not competitive, not cost reflective
- Public perception that SPLM does not offer fair value for the cost of tariffs and taxes
- Rental charges are not market related
- Penalties do not deter transgression
- Incentives offered are not sufficient to attract the required investment.
- Project planning and project management need to be improved. Poor spending on grant funded projects may lead to a reduction in grant funding for future years. The

trend of underspending, specifically during the first 6 months of the financial year, should be curbed. Furthermore, additional or unplanned spending towards the end of a particular project causes unnecessary budgetary constraints.

External factors that play a role are described below:

- The biggest challenge this KPA faces remain the growth in debtors. This is largely attributable to the economic climate, the high unemployment rate and the consequential mushrooming of informal settlements. People are finding it increasingly difficult to settle their municipal bills.
- The rising costs of distribution and supply of electricity impacts negatively on the electricity tariffs. Increases applied for are not always approved by NERSA, placing even more strain on the already overstretched budget.
- Another stumbling block to financial sustainability is the unfunded mandates carried by the municipality, e.g. health services, library services and resorts. These services cost the municipality a significant amount of money, without any external funding being received. In addition to this the commission received from the Department of Transport as compensation for handling some of the vehicle licensing and registration function, are also to be forgone as the Department of Transport plans to take back that function. It is still unclear what the strategy around the municipal staff employed specifically for that function would be.

Mitigation Strategies

In an effort to address the factors mentioned above, a shared understanding and appreciation of the importance of Revenue, Expenditure and Budget Management needs to be created. The community does not have an unlimited supply of money and they deserve to be given the best service possible at the most cost-effective prices. Revenue collection as an administrative function belongs to Finance. Revenue management and collection as a principle and lifeline of the community by way of provision of services is every person's responsibility. Two-way communication between the Municipality and its community is imperative. The municipality should strive to create pride in the city through education and campaigns. Children should know that it is their city.

Estimated readings for water and electricity should be kept to a minimum. This will promote accuracy of billing. 100 Percent billing coverage is the aim. Stringent measures should be

implemented when payments are not received, and no arrangements were made. These measures should be consistently applied throughout the financial year.

Various avenues of obtaining readings should be possible. This includes automated readings, own readings, and prepayment metering. Access to account information can be made easier, with online account information (static and interactive).

Contents of existing policies and by-laws should be reviewed to determine the relevance and applicability thereof. Interpretation of provisions in policies and by-laws should also be reviewed and clarity provided where required. In doing so, existing sources of revenue will be optimized (including advertising and rental income).

In terms of tariff determination, the following key principles should continue to be applied:

- ✓ Transparency
- ✓ Efficiency
- ✓ Uniformity
- ✓ Parity

The following important considerations must be made in addition to the policy criteria and guidelines when considering tariffs and charges:

- What do we want the city to look like in 100 years?
- What do we want the city to be best known for: *Towards a leading and modern City?*
- What are the most pressing and immediate needs for the community?

Development of cycles of aggressive competitiveness, business and other sector maintenance, community relief, growth and development are key. The municipality should improve fluidity to maximize opportunity.

New sources of revenue that may be explored:

- ✓ Small Scale Embedded Electricity Generators (SSEG's). This involves the municipality buying excess energy from these electricity generators at a price lower than the ESKOM tariff.
- ✓ Independent Power Producers (IPP's): Similar to the above scenario, but on a larger scale. This may be more cumbersome as the IPP'S are more closely regulated.
- ✓ Land Development/Sales Partnerships should be encouraged
- ✓ Advertising income optimized
- ✓ Landfill Site – the upgrade of the landfill site will enable the municipality to develop charges for dumping of certain material.
- ✓ Purified Effluent can be sold to mining companies.

✓ Environmental Incentives and Partnerships

It is further important to look at the current IT Infrastructure, as a component of Finance, and ensure that it is capacitated through IT Capital Projects. The municipality should leverage off current system agreements to ensure that all functionalities that are available from these systems are optimally utilized, before purchasing any additional systems.

3.1.4 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Status Quo

Institutional development and transformation focuses on the provision of strategic managerial leadership of the integrated business, transformation, development strategies and plans for the organisation. It provides the framework within which the municipality must function, the collaborative development thereof, inclusive corporate strategies. Objectives under this key performance area must ensure effective and appropriate use of organisational intelligence and information for strategic purposes for operational, planning purposes and enable reporting and compliance with the local government legislative framework.

It is also focusing on strategies aimed at building capacity for excellent performance and service delivery through developing and implementing sound recruitment policies and effective performance management framework. It aims at fostering synergies between various departments by developing workflows, clear job descriptions and organisational structure aimed at mobilising human capital that will match the organisational mission and vision and improve existing capital.

The Mission and Values that will guide the municipality over the five-year term, as captured in the IDP:

Togetherness: there is no separation between Sol Plaatje municipality and community, we are intertwined.

Certainty: There is a clear plan of reaching out to every community in Sol Plaatje municipal area.

Availability: The services are available at different levels, everywhere.

Responsiveness: We will be innovative and embrace technology as means of communication

Appreciative: We are best placed in Sol Plaatje, and we choose to be here.

Relentlessness: We work, we serve, we do our best.

Legacy: We create heritage through legacy.

Ethical work: We will work in an ethical manner to be efficient, effective and ensure value for money.

Respect: We are family.

These values provide the backdrop for the approach to Human Resource's contribution to the achievement of municipal strategic objectives in the medium to long term. The Human Resource function of the Municipality must therefore be capable to perform its strategic human resource function and not only personnel management. As of November 2017, Sol Plaatje had a total of 2995 employees including:

- 1412 permanent employees
- 376 fixed contract employees
- 3 interns
- 65 councilors
- 319 ward committee members
- 820 ad hoc contractual employees

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.

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. That being said, the performance within this directorate has been satisfactory over the past few years, and should be maintained. It is evident from the 2016/17 audit report that no compliance findings relating to this area were raised.

Another responsibility within this key performance area, is the management of the organogram and the development of skills. The organizational structure was reviewed and an ideal organogram was approved during July 2016. The implementation of the new remuneration scales (TASK) has also been successfully concluded, pending the conclusion of individual cases that are still being assessed.

Challenges

Many of the challenges faced by this directorate overlap with those already mentioned, including the economic climate, high unemployment rate and budget constraints. Internally, a lack of adequate strategic planning/direction may impact negatively on this KPA. An improvement in policy development is required. Leadership should be collective.

Mitigation Strategies

The approved organogram should be analysed and reviewed to ensure that it is as efficient and service delivery orientated as possible. Research should be conducted with regards to organizational restructuring in order to achieve mentioned objectives e.g. where certain departments are overstaffed, these employees should be re-trained/re-skilled to fill critical vacancies in other departments where possible. Open discussions in this regard must be held with the Labour Forums. Centralising the training budget to the Human Resources department will also assist in fast tracking skills development and training of staff.

The SPLM HR plan aims to align its Human Resources with the Municipal requirements by acquiring, developing and retaining the right staff with competencies that support SPLM's IDP objectives and creating a Human Resource framework that promotes efficiency and productivity.

In particular, key changes required in the management of Human Resources at SPLM include:

- A properly structured skills development plan, clearly indicating where the most critical skills gaps are and how they will be addressed.
- A Succession Management Plan needs to be put in place (specifically taking the age profile of key staff and managers into account).

Another critical HR deliverable is a culture change programme to reinvigorate the organization, establish a new code of conduct at all levels and positively enhance the profile of the municipality.

The present Individual Performance Management System (IPMS) must be fully institutionalized to all levels of staff and a Reward and Recognition Policy must be completed to ensure proper buy-in into the IPMS. A process to prepare Standard Operational Procedures for all functions should also be prioritized.

It is also important to enhance the project management skills and processes in the administration to ensure the delivery of capital projects on time, within budget and according to set qualities. In this process the Project Management Unit should play a central role.

In order to achieve the strategic objectives, set out for this KPA, it is imperative to look at the information technology support systems and functionalities required for this department to function optimally. Currently a number of tasks are still performed manually (paper-based). Modernisation in these areas should be prioritised.

3.1.5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Status Quo

Accountability is a fundamental requirement of good governance, Municipalities have an obligation to report, explain and be answerable for the consequences of decisions it has made on behalf of the community it represents.

Good governance is also transparent, as it must enable people to follow and understand the decision-making process, the information utilised to arrive at the decision, the advice received and consideration of the legal framework. Good governance is also responsive, and this is in line with the motto of the municipality of “We Serve”. According to the Back to Basics Programme good governance is at the heart of the effective functioning of municipalities. SPLM must therefore ensure that good governance is prioritised. This lies within the responsibility sphere of the political component of the Municipality and it will be constantly monitored and evaluated on its ability to carry out the following basics:

- The holding of Council meetings as legislated.
- The functionality of oversight structures, S79 committees, audit committees and District IGR Forums.
- The existence and efficiency of anti-corruption measures.
- The extent to which there is compliance with legislation and the enforcement of by-laws.
- The rate of service delivery protests and approaches to address them.

Public participation is another essential component of good governance namely, putting people first. Measures need to be taken to ensure that the Municipality engages with communities.

The Municipality must develop affordable and efficient communication systems to communicate regularly with communities and disseminate urgent information. The basic measures to be monitored include:

Achievements

In terms of achievement within this KPA, the following should be mentioned:

- The required number of ward committees have been established and are functional post the 2016 elections.
- Effective public participation programmes are conducted by Council.
- There is stability in overall governance & leadership, absence of unhealthy tensions.
- Functioning of council and committees is optimal.
- The audit opinion on both financial statements and reporting on predetermined objectives have been unqualified for the past two financial years. Compliance findings in all areas have reduced significantly.
- No claims of tender violations were in the past two years.
- National Treasury considers SPLM amongst better performing municipalities in the country (e.g. budget funded, reliable and credible)
- SPLM is also amongst more financially viable municipalities in South Africa
- General compliance on decision making processes and technical compliance matters is high in all sectors such as SCM, Financial Management, HRM, Town Planning, contracts management, safety procedures, conditional grants etc.
- Reporting requirements strictly adhered to.
- The Budget, IDP, SDBIP, and financial statements are prepared and tabled timeously without exception.
- Health and safety compliance have improved.

Challenges

According to literature on identification of the developmental state, there are few challenges that every society, especially the developing economies, are faced with in accomplishment of good governance: they are weak institutions, lack of participation and democratization, lack of social etc.

In the developing countries, institutions concerning fined property rights, formal contracts and guarantees and enforcement rules are weak— either too weak or too predatory in their demands. This being so, to achieve good governance becomes difficult. Attributes of goods and services have to be clearly measured for proper exchange to take place and property rights enforced. All these activities have costs, which can be reduced only when these institutions are effective.

In fact, good governance is significantly related to issues of participation and democratization. For the people dependent on local resources, democracy means participation in managing them. But in the face of the emergence of worldwide markets, the efficacy of local community tends to be destroyed and they seem to be powerless in facing new challenges. These local communities need to be strengthened to at least manage local resources and local affairs.

Other than weak institutions and absence of participation and democratization, lack of social capital poses a major challenge to approaching good governance. Social capital is viewed as emerging from the collection of norms, belief, attitudes and practices that govern relationship between individuals and groups in a society. It is the social capital that fosters trust in societies, and the societies that are marked by trust are industrialized and economically developed. The performance in the KPA is largely dependent on all other areas and departments in the municipality, as it is a collective effort to achieve fair and transparent processes and decision-making. Specifically, the KPA “municipal institutional development and transformation” directly impact on the area of good governance and therefore the challenges mentioned there may be replicated in the KPA of Good Governance.

Mitigation Strategies

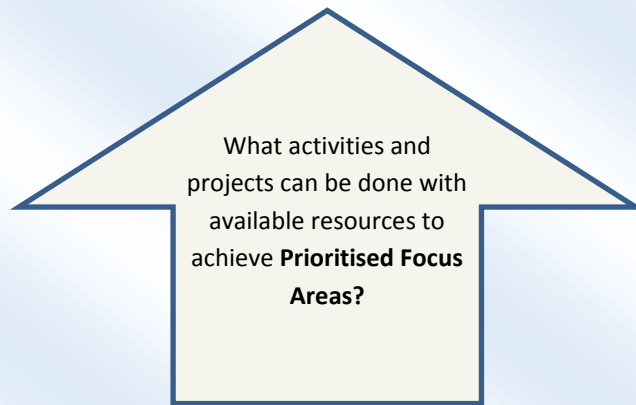
SPLM needs to operationalize the above Strategic Development Agenda. This is achieved by prioritizing the IDP Objectives and the activities to achieve them as outlined above and to ensure that the resource allocation of the Municipality over the remaining period of this IDP cycle addresses these priorities. It is also important that it must be possible to monitor and measure whether this is in fact happening. This will only be possible if realistic Key Performance Indicators and Targets are developed for each IDP Objective. The operational resources are contained in the Operational Budget of the 2017/18 MTREF. Some of the line items in the Operational Budget need to address the IDP priorities indicated above – especially in light of the B2B programme as not all priorities relate to the capital programme.

Projects and activities must now be identified to address the key focus areas discussed above and must be resourced with the available financial resources from own confirmed funding and gazetted funding from National and Provincial Government. This process is diagrammatically indicated below:

Figure 3: IDP/Budget/SDBIP Process



REVIEWED IDP FOCUS AREAS



3.2 GOVERNANCE FRAMEWORK

The Sol Plaatje Municipality is an organ of state within the local sphere of government exercising legislative and executive authority within its area of jurisdiction as specified by the Local Government: Municipal Demarcation Act 117 of 1998. It consists of the political segment, an administrative component and the community. Sol Plaatje Municipality is a category C Municipality. It has an Executive Mayoral System combined with a ward participatory system. After local government elections in 2016, a 66-member council was elected. There are 33 ward councilors and 33 proportional representatives nominated to council from the list of respective parties.

Figure 4: 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 25: Roles and responsibilities of political structures

Council	Executive Mayor	Mayoral Committee
Governs by making and administrating laws, raising taxes and taking decisions that affect people's rights. Is a tax authority that may raise property taxes and service levies	Is the executive and political leader of the Municipality and is in this capacity supported by the mayoral committee. Is the social and ceremonial head of the Municipality Must identify the needs of the Municipality and must evaluate progress against key performance indicators.	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.
Is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political office bearers. Individual councillors or officials; can delegate responsibilities and duties for the purposes of fast and effective decision making. Must strive towards the constitutional objects of local government. Must consult the community with respect to local government matters. Is the only decision maker on non-delegated matters such as the approval of the IDP and budget.	Is the defender of the public's right to be heard Has many responsibilities with respect to the annual budget, the budget process, budget control and various other financial matters. Performs the duties and exercises the responsibilities delegated to her by the council.	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. 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. The committee has no powers on its own, decision making remains that of the Executive Mayor.

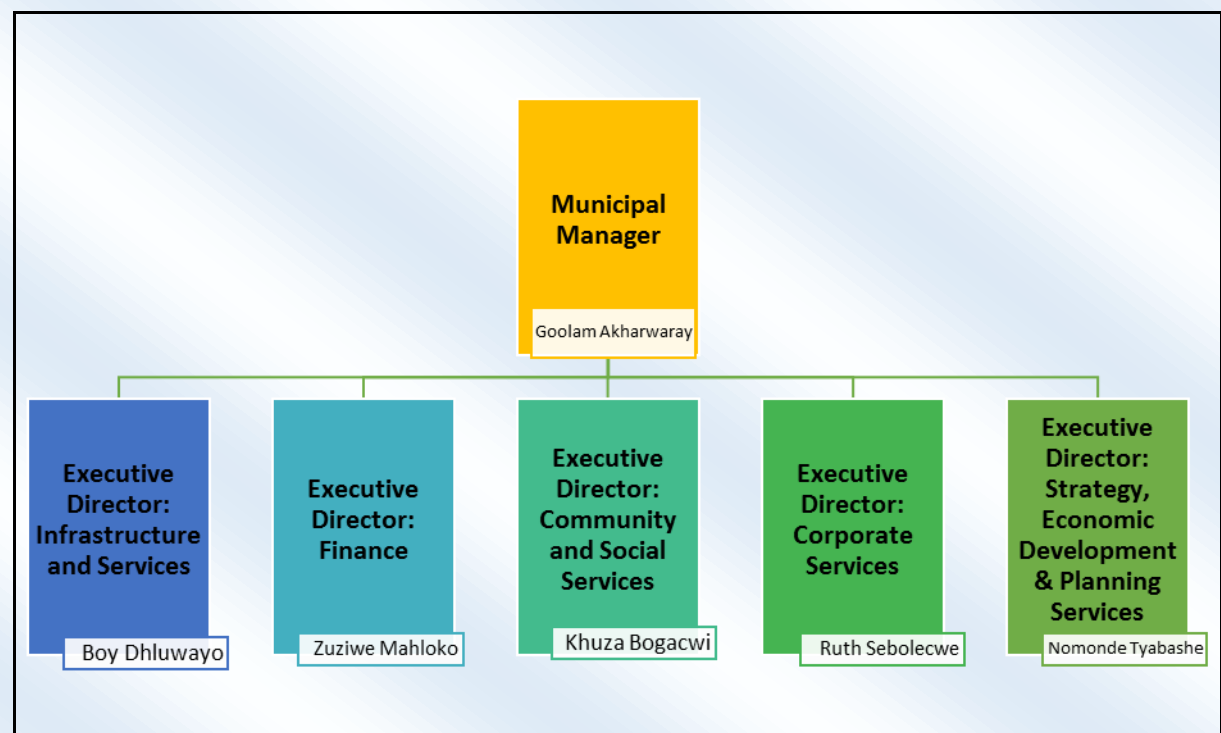
The political structure and composition is based on the Executive Mayoral Committee (MayCo) system. The Mayoral Committee reports to the Municipal Council whose duties are defined so as to ensure proper decision making and appropriate allocation of funds. The Council must adhere to the Protocol of Corporate 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, Cllr M Matika 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 5: Governance Structure



As such, there has to be a focus on building strong municipal administrative systems and processes. This includes ensuring that administrative positions are filled with competent and committed people whose performance is closely monitored. Targeted and measurable training and capacity building will be provided for councillors and municipal officials so that they are able to deal with the challenges of local governance as well as ensuring that scarce skills are addressed through bursary and training programmes. The basic requirements to be monitored include:

- Ensuring that the top six posts (Municipal Manager, Finance, Infrastructure and Services, Corporate Services, Community and Social Development Services and Strategy, Economic Development and Planning) are filled by competent and qualified people.
- That the municipal organograms are realistic, underpinned by a service delivery model and affordable.
- That there are implementable human resources development and management programmes.
- There are sustained platforms to engage organised labour to minimise disputes and disruptions.
- Importance of establishing resilient systems such as billing.

The Municipality is attending to most of the above issues – albeit in an ad-hoc manner. These activities and actions should be done in a more integrated manner. It is therefore important that these issues should be incorporated in the IDP Objectives. SPLM is reporting on the B2B programme via provincial COGHSTA and therefore these issues should also form part of the SDBIP's KPI's and targets – this will result in attending to these issues continuously and in a more integrated manner – rather than only attending to these issues on a quarterly basis when reports are due.

3.2.1 Local Government Management Improvement Model

Linked to the above is the Local Government Management Improvement Model. The LGMIM assesses compliance and quality of management practices of municipalities. It serves two important purposes, namely, learning or improvement, and accountability. It also provides a holistic or integrated picture of the state of management practices within municipalities. Municipalities can then be benchmarked against each other and best practices can be exchanged in order to enhance local government in general.

The LGMIM does not include an assessment of actual deliverables against planned deliverables and it does not assess the performance of individual officials. It is therefore not a performance management system but measures the Municipality's compliance and management practices within the following key performance areas:

- o Integrated Planning and Implementation
- o Service delivery
- o Human Resource Management
- o Financial Management
- o Community Engagement
- o Governance

The LGMIM also does not duplicate existing legal, regulatory and prescribed best practices. It draws these together into a single coherent framework.

CHAPTER 4: INTEGRATION OF THE IDP

4.1 LINKAGE OF THE IDP TO OTHER STRATEGIC DOCUMENTS

It should be emphasized that the IDP was not developed in isolation. National plans, goals and frameworks were considered as follows:

4.1.1 Sustainable Development Goals (SDGs)

These goals are aimed at ending poverty, fighting inequality and injustice, and tackling climate change by 2030. Goal eleven of the seventeen SDG's is: "Making cities and human settlements inclusive, safe, resilient and sustainable" which is a specific focus area for SPM during this IDP cycle.

4.1.2 African Union Agenda 2063

This agenda recognises that: "Cities and other settlements are hubs of cultural and economic activities, with modernized infrastructure, and people have access to affordable and decent housing including housing finance together with all the basic necessities of life such as, water, sanitation, energy, public transport and ICT." One of Agenda 2063's key objectives are 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 6: The National Development Plan – Vision 2030



Although municipalities can also contribute to most of the above themes it is in the areas of managing cities and local government where it plays its specific role in contributing towards the NDP.

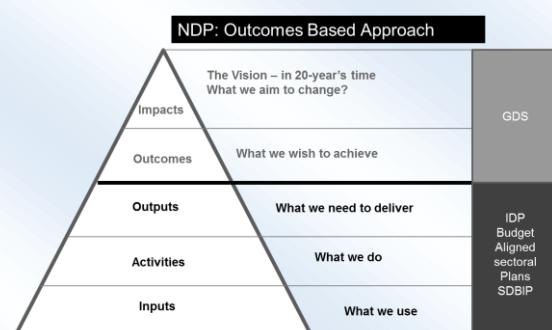
However, the National Development Plan (NDP) – Vision 2030 has been given greater emphasis as the point of departure for all spheres of Government in terms of planning and budgeting for next 20 to 30 years. The Plan includes integrated strategies for accelerating growth, eliminating poverty and reducing inequality. The NDP further emphasises lowering the cost of living for households and reducing the cost of doing business, especially for small and emerging enterprises.

In light of the above and for SPLM to contribute towards the vision of the NDP it needs to, as a priority, embark on a process to develop a Growth and Development Strategy with a long term (30 year) planning horizon.

At present the long-term planning framework of the Municipality is fragmented and to a large extent incoherent which complicates development decision making and management due to its sectoral (silo) approach. A variety of plans and frameworks exist but the integration and alignment of these plans and frameworks are weak and outdated. It is for this reason that a service provider has been appointed to work with SPLM in reviewing the existing sector plans, developing plans where no existing plans are in place. National Treasury has appointed

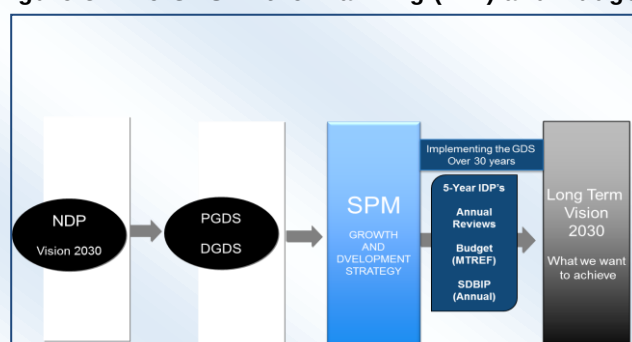
consultants to proceed with the Long Term Financial Strategy of the municipality. Collaboration will be required between the consultants appointed to review the sectoral plans and the National Treasury team in order to finalise both projects.

Figure 7: NDP Outcomes Based Approach



At present there exist a “gap” in the SPLM’s planning hierarchy in the sense that from a long-term planning perspective on national, provincial and district level the SPLM is forced to align its planning with these documents on a “medium-term” perspective instead of a long-term perspective such as the GDS. The municipality is currently in the process, together with a service provider, to update and align the existing sectors plans. After this process has been complete the development of a growth and development strategy will be prioritized. In the illustration below this “gap” is filled with the SPLM GDS which will then feed into the 5-year IDP’s.

Figure 8: The GDS in the Planning (IDP) and Budgeting Context



The illustration above indicates how this process will unfold to ensure:

1. Proper alignment to national provincial and district long-term plans and policies.

2. Alignment and linkage between all sectoral issues such as the space-economy (SDF and LED Strategy), municipal infrastructure investment (MIIF), municipal financial management and sustainability (financial plan) and municipal institutional development (institutional plan).
3. Transformation of the current development policy framework into one that is integrated, coherent, strategic and user friendly.
4. In-depth collaboration and consultation with all relevant stakeholders to ensure a common vision and understanding of the future growth and development path of SPLM.
5. An implementation framework with key projects and activities linked to programmes and projects and main activities – with funding alternatives - that will be integrated with the municipal 5-year IDP and Budget cycles.

4.1.4 Back to Basics programme

The National Development Plan makes it clear that meeting the development and transformation agenda requires functional municipalities and a capable machinery at a local level that can create safe and healthy and economically sustainable areas where citizens and people can work, live and socialize.

The goal of the B2B Programme is to improve the functioning of municipalities to better serve communities by getting the basics right.

Municipalities must therefore:

- Develop fundable consolidated infrastructure plans.
- Ensure infrastructure maintenance and repairs to reduce losses with respect to
- Water and sanitation.
- Human Settlements.
- Electricity.
- Waste Management.
- Roads.
- Public Transportation.

Ensure the provision of Free Basic Services and the maintenance of Indigent register

4.1.5 Integrated Urban Development Framework (IUDF)

This framework, adopted by Cabinet in April 2016, marks a New Deal for South African cities and towns, by steering urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns. Its overall outcome is spatial transformation. The IUDF builds on the National Development Perspective conception of spatial transformation and advocates that the elements of urban structure, namely land, jobs, housing and transport should be used to promote urban restructuring. SPLM is a pilot for this framework, and as such, the strategic objectives are directly aligned to the principles set out in the IUDF.

The IUDF is guided by the four principles set out in the NDP: spatial justice, spatial sustainability, spatial quality, spatial efficiency, and spatial resilience. To achieve this transformative vision, the IUDF introduces four overall strategic goals:

- Spatial integration: To forge new spatial forms in settlement, transport, social and economic areas.
- Inclusion and access: To ensure people have access to social and economic services, opportunities and choices.
- Inclusive Growth: To harness urban dynamism for inclusive, sustainable economic growth and development.
- Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

The end goal is to strengthen rural-urban linkages, promote urban resilience, create safe urban spaces and ensure that the needs of the most vulnerable groups are addressed.

To accelerate progress in respect of the spatial transformation of cities more urgently and assertively, and to address the stubborn persistence of spatial patterns enforced in the apartheid years, a key instrument is pursuing coherent and integrated planning supported by strategic investments in infrastructure.

Development for the province is set out in the Northern Cape Provincial Growth Development Strategy (2004-2014), which sets the tone for development planning and outlines the strategic planning direction in the Province. The main objectives set by the NCPGDS for development planning in the Province are:

1. Promoting the growth, diversification and transformation of the provincial economy;
2. Poverty reduction through social development;
3. Developing requisite levels of human and social capital;
4. Improving the efficiency and effectiveness of governance and other development institutions;
5. Enhancing infrastructure for economic growth and social development.

The Province is in the process of developing a Provincial Growth and Development Plan which responds to the NDP and will have the following broad objectives:

- Providing overarching goals for what they want to achieve by 2030.
- Building consensus on the key obstacles to the province achieving these goals and what needs to be done to overcome those obstacles.

- Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the Northern Cape Growth & Development Plan – Vision 2030 and
- Creating a basis for making choices about how best to use limited resources.

. 4.1.6 Provincial and District Strategies

Development for the province is set out in the Northern Cape Provincial Growth Development Strategy (2004-2014), which sets the tone for development planning and outlines the strategic planning direction in the Province. The main objectives set by the NCPGDS for development planning in the Province are:

1. Promoting the growth, diversification and transformation of the provincial economy;
2. Poverty reduction through social development;
3. Developing requisite levels of human and social capital;
4. Improving the efficiency and effectiveness of governance and other development institutions;
5. Enhancing infrastructure for economic growth and social development.

The Province is in the process of developing a Provincial Growth and Development Plan which responds to the NDP and will have the following broad objectives:

- Providing overarching goals for what they want to achieve by 2030.
- Building consensus on the key obstacles to the province achieving these goals and what needs to be done to overcome those obstacles.
- Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the Northern Cape Growth & Development Plan – Vision 2030 and
- Creating a basis for making choices about how best to use limited resources.

CHAPTER 5: SECTORAL PLANS

5.1 EXISTING SECTORAL PLANS AND THE RELEVANCE THEREOF

It is also important to ensure the sectoral alignment as mentioned above. At present SPLM has a range of sectoral plans (see table below) which at this stage is to a large extent fragmented, incoherent and outdated. This complicates planning, decision making and management. The process of reviewing and establishing the required sector plans has already commenced, with the assistance of appointed professionals.

It should further be noted that a loan of R50 million has been approved by the Council two years ago. Once the process of review of the relevant sector plans has been concluded, projects to be funded through the loan can be identified and the legislative process can continue.

Table 26: Existing Sectoral Plans

Sector Plan	Contribution to IDP Objectives	Status
Spatial Development Framework (SDF) and aligned Land Use Management System (LUMS)	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. 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.	An SDF was adopted by Council in 2005 and a review was adopted by Council in May 2009. Linked to the review of the SDF is the preparation of a The LUMS which was published in June 2012 and became fully operational in July 2012. The SDF is currently under review and this review is envisaged to be completed by 30 June 2018.
LED Strategy	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. 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	A LED Strategy was adopted by Council in 2009 and is due for a review. The LED strategy review forms part of the scope of work to be performed by the appointed service provider, V3 consulting Engineers.

Sector Plan	Contribution to IDP Objectives	Status
	losses. 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.	
Integrated Transport Plan (ITP)		Council adopted its ITP in October 2006. This plan is now due for review especially in relation to the "Space-economic Strategy". The roads and storm water master plans are currently under review. Only after this review has been completed, the integrated Transport Plan can be updated.
Water Services Development Plan (WSDP)	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: 1. draft a Water Services Development Plan as part of their IDP process 2. elicit comments on draft WSDP 3. consider and report consideration of comments 4. finalize and adopt the WSDP 5. supply copies to DWS, CoGTA & neighbouring WSA's 6. incorporate the WSDP into the IDP 7. report on the implementation of the WSDP every year	SPLM in the process to prepare a WSDP in accordance with the new Guideline framework of DWA. DWA is also in the process to review IDP assessment framework in consultation with CoGTA to align with WSDP Guide Framework.

Sector Plan	Contribution to IDP Objectives	Status
Disaster Management Plan (DMP)	The Disaster Management Act (No 57 of 2002) emphasis four main objectives, to be executed by all municipalities, namely; ○ The compilation of a Disaster Management Framework (DMF). ○ The execution of comprehensive disaster hazard, vulnerability and risk assessment. ○ The compilation of disaster management plans. ○ Establishment of a Disaster Management Centre. These four objectives aim to help formulate and implement appropriate disaster risk reduction strategies The Disaster Management Plan guides all role players on how to proactively manage disasters, respond to disasters and recover from disasters.	The Disaster Management Plan was adopted by Council in August 2008. This plan is currently under review and the review is aimed to complete by 30 June 2018.
Integrated Waste Management Plan (IWMP)	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. The IWMP addresses the following focus areas: ○ Review the current routes of collection and implement a cost effective and sustainable system of collection in all areas within SPLM. ○ Ensuring a positive impact on the health of communities. ○ Limiting the impact on the environment. ○ Compliance with relevant legislation. ○ Encouraging community participation through mobilization, education and awareness programmes. ○ Proper management of the refuse disposal site so as to ensure legislative compliance and limited impact on the health of	An Integrated Waste Management Plan has been adopted by Council in October 2011 and programmes/projects emanating from this plan have been included in the 5-year Action Plan of this IDP. This Plan is also in process of being reviewed and will be finalized by 30 June 2018.

Sector Plan	Contribution to IDP Objectives	Status
	communities and the environment. ○ Proper and effective monitoring and control of all processes. ○ Facilitation of effective waste minimization projects through recycling, avoidance, reduction and proper disposal with the focus on entrepreneurship development. ○ Implementation of resources required and the effective management thereof. ○ Prevention of air, water and soil pollution. ○ Effective law enforcement. ○ Eradicate illegal dumping and littering on municipal, public and private property.	
Integrated Environmental Management Plan (IEMP)	The IEMP presents an IDP sector plan, which strives to achieve the following: ○ To ensure that municipal development strategies and projects take cognisance of: ● Existing environmental problems and threats; and ● Environmental assets; ○ To ensure that the Chapter 1 principles of the National Environmental Management Act (Act No. 107 of 1998) are applied when: ● Strategies are designed; and ● Projects planned; ● To ensure a healthy environment by ensuring that: ● Urgent environmental issues are addressed; and ● Envisaged projects have no negative impacts on the natural environment.	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. Volume 2 of the IEMP provides the strategic framework and interventions for addressing prioritised environmental issues and harnessing the potential of natural assets. Volume 2 has been completed in Mar 2012.

Sector Plan	Contribution to IDP Objectives	Status
Municipal Infrastructure Investment Framework (MIIF)	The Municipal Infrastructure Investment Framework should address the following critical issues: ○ Bulk Infrastructure requirements (electricity, water, sanitation, waste disposal and transport network) ○ Infrastructure network (reticulation) requirements (electricity, water, sanitation, roads, waste management – telecom and IT) ○ Replace and refurbish existing and ageing Infrastructure (electricity, water, sanitation, solid waste disposal and the transport network. Upgrade and extent the existing IT and telecom infrastructure network ○ Provide sufficiently for infrastructure operations and maintenance requirements (electricity, water, sanitation, solid waste disposal, roads, storm water and the IT and telecom networks)	Due to the seriousness of the bulk infrastructure backlogs the Municipality commissioned a feasibility study to quantify the actual infrastructure backlog and to come up with a funding model. The feasibility study focused on critical infrastructure delivery such as water, sanitation and electricity capacity. This feasibility study was accepted by Council in 2010. As mentioned above, a number of sector plans are currently under review. The completed plans will form the basis of developing the MIIF, long term financial strategy and financial plan.
Financial Plan	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: Revenue raising strategies ○ Asset management strategies ○ Financial management strategies ○ Capital financing strategies ○ Strategies that will enhance cost-effectiveness ○ Operational financing strategies	National Treasury has appointed consultants to proceed with the Long Term Financial Strategy of the municipality. Collaboration will be required between the consultants appointed to review the sectoral plans and the National Treasury team in order to finalise both projects.
Institutional Plan	The SPLM's Institutional Plan will address: ○ A revised HR Policies and Procedures Handbook were prepared. ○ An assessment of changes required to Macro and Micro Organisational Structure	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

Sector Plan	Contribution to IDP Objectives	Status
	was completed and proposals on the “to be” Organisational Structure were drafted ○ A draft Human Resource Strategy Report was prepared. Linked to the above process an assessment was also done on the strengths and weaknesses of the current Sol Plaatje Municipal Political Governance Model and it was revised in line with relevant legislation.	indicated the critical interventions that were required in this area and has been included in a draft plan which is in its approval phase. Although a single Institutional Plan is not in place – the institutional plan is effectively contained in the HR policies, the reviewed Organisational Structure as well as the HR Plan.
Integrated Human Settlement Plan	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. 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.	An IHSP has been adopted by Council in October 2011 and is due for review.

Sector Plan	Contribution to IDP Objectives	Status
Ward Based Plans	Practical implementation plans should be prepared for each ward to include the following – in order to create sustainable livelihoods: - One needs to develop a “pro-forma” for these plans – they need to address the same things, follow the same process and look the same. - The plan needs to provide some community perspective/back ground, a statement of needs and then a plan. - The plan needs to address 1-year, 3-year and 5-year needs. - All service and functional areas need to be addressed. - A useful planning and monitoring tool to use is a matrix. The matrix effectively links plan, budget, responsibility and performance in one document/page. - The plan should also be illustrative.	A draft ward-based planning model is in plan. The practical implementation of this model is still a challenge due to various factors – the most important being that the issue of outdated sector plans in all infrastructure areas should be addressed before effective ward-based planning can be done. Ward priorities are however sources from the various ward councilors and these priorities are listed earlier in this document (table 15).

5.2 THE LOGIC OF SECTOR PLANS

Through the development of a Growth and Development Strategy SPLM will also be in a position to transform the current policy framework (including the sector plans) into one that is integrated, coherent, strategic and user-friendly. A strategic user-friendly document can be produced through the GDS process that integrates and references all municipal plans, strategies and programmes related to the SPLM’s long term integrated space-economic vision and goals. This will result in the “logic of sector plans”. This is illustrated in the diagramme below – which follows a logic sequence. It is emphasized once again that the process of developing a long-term growth and development strategy will only commence once the review of sector plans has been completed.

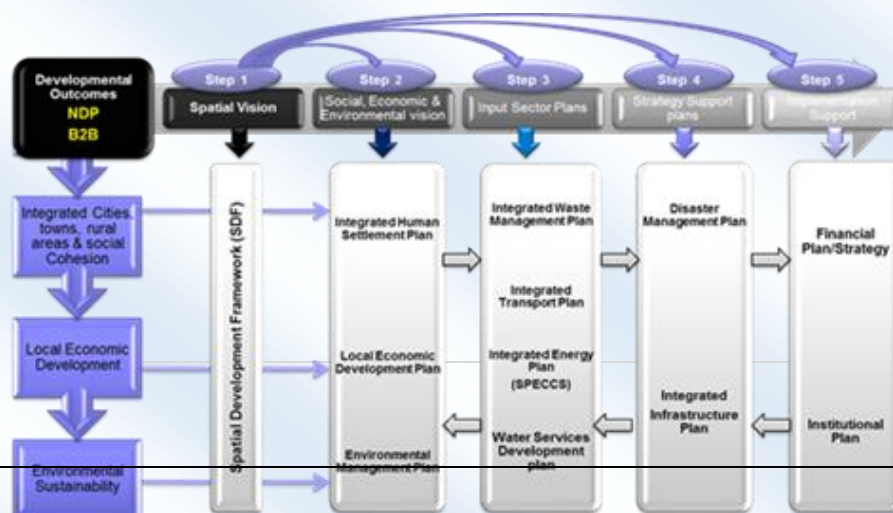


Figure 9:
Logic of Sectoral Plans

From the illustration above SPLM should:

- In the first instance look at how it can, on a local level, contribute towards the national development outcomes in creating integrated cities that include social cohesion.
- Secondly, how it can ensure an enabling environment for local economic development, and
- Thirdly, how it can contribute towards environmental sustainability.

The three above mentioned national strategic objectives (which also aligns to the principles of sustainable development) can be achieved by utilising the “logic of sector plans”, in the absence of a Growth and Development Strategy, as illustrated above:

Step 1: The Spatial Vision

Everything happens in a space. The above objectives therefore need to be spatially organised. Section 26(e) of the Local Government: Municipal Systems Act, No. 32 of 2000 (the “MSA”) requires all municipalities to compile Spatial Development Frameworks (the “SDF”) as a core component of Integrated Development Plans (the “IDP”). It is therefore important that the SPLM has a Spatial Development Framework in place that will ensure an integrated and optimal spatial development of the City and its surrounding areas. SDF will give effect to National, Provincial and Municipal Planning and Alignment of the strategic frameworks of other spheres as well as sector plans i.e. Housing Sector Plan.

The NDP, for instance, stresses the importance of a strong and efficient spatial planning system, well integrated across the spheres of government. In this endeavour it promotes the following actions:

- Reforms to the current planning system for improved co-ordination (SPLUMA is one example).
- Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements.
- Substantial investment to ensure safe, reliable and affordable public transport.
- Introduce spatial development framework and norms, including improving the balance between location of jobs and people.
- Conduct a comprehensive review of the grant and subsidy regime for housing with a view to ensure diversity in product and finance options that would allow for more household choice and greater spatial mix and flexibility. This should include a focused strategy on the housing gap market, involving banks, subsidies and employer housing schemes.
- National spatial restricting fund, integrating currently defused funding.
- Establish a national observatory for spatial data and analysis.
- Provide incentives for citizen activity for local planning and development of spatial compacts.
- Introduce mechanisms that would make land markets work more effectively for the poor and support rural and urban livelihoods.

SPLM has a SDF in place that is being reviewed to establish whether it still addresses the challenges as envisaged to create an integrated City that include social cohesion in terms of its space-economic development.

Step 2: Social, Economic and Environmental Vision

This step elaborates on the detail within the Spatial Vision namely to articulate the social -, economic -, and environmental vision through the following strategic plans, namely:

- An Integrated Human Settlement Plan
- A Local Economic Development Plan
- An Environmental Management Plan

These plans need to articulate in detail how SPLM will transform its human settlements as envisaged by both the NDP and B2B in order for it to be socially and economically integrated and environmentally sustainable within the Spatial Vision.

These plans are especially important as it is the strategic priorities that should inform the Municipalities actions and allocation of resources. The B2B especially emphasises the output and impact of these plans.

Although SPLM has prepared all three these plans – they were developed in isolation and therefore are fragmented and incoherent and complicates planning, decision making and management. It also does not contribute meaningful towards the goals and objectives of the NDP and B2B. Hence the strong focus of reviewing and updating the sectoral plans within the municipality, as mentioned above.

Step 3: Input Sector Plans

This step refers to the input that is necessary to realise the strategic plans mentioned in Step 2. It is the actual action plans that deal with the infrastructure and services such as:

- Integrated Waste Management Plan
- Integrated Transport Plan
- Integrated Energy Plan
- Integrated Water Services Development Plan

The important aspect of these plans is that they should include specific projects with time frames and budgets (including funding sources).

Step 4: Strategy Support Plans

The strategy support plans are 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

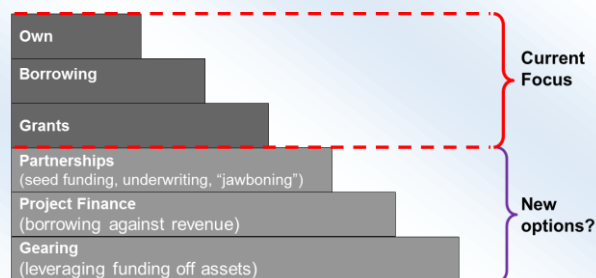
The last step in the sequence of the “logical sector plans” is the resources needed to implement these plans. At this stage the Municipality is aware of what it needs to implement to achieve its goals and objectives and therefore need to allocate the necessary resources, which will include:

- 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 10: 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 2018/19 SDBIP which aligns with both the Capital and Operational Budget. KPI’s and targets cannot be set if resources are not available. Resources refer to both institutional capacity as well as financial capacity.

The draft Capital Budget is attached in the schedules while the draft Operational Budget is contained in the Budget Statement. The Capital Budget is included in the IDP as it speaks

directly to LED, Infrastructure Development and Service Delivery outputs while the Operational Budget mainly addresses the activities which produces the outputs.

SPLM's SDBIP for 2018/19 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 2018/19 financial year and breaks it up into quarterly targets.

The "top layer" SDBIP is used as a framework for the Organizational Performance Management System. The implementation of the IDP and Budget is monitored, evaluated, reported and measured through the integrated Performance Management System (PMS) to ensure that the resources available to the Municipality are directed at the delivery of prioritised projects, programmes and operations that meet the agreed IDP Objectives. Monitoring, evaluating, measuring and reporting performance will also assist the Municipality:

- To make immediate and appropriate changes in the prioritized delivery process and to adjust resources accordingly;
- Identify and overcome major or systemic blockages in the delivery process and
- Guide future planning on development objectives and resource use.

The PMS process from planning through in-year monitoring and reporting up to the Annual Report is structured as per the figure below:

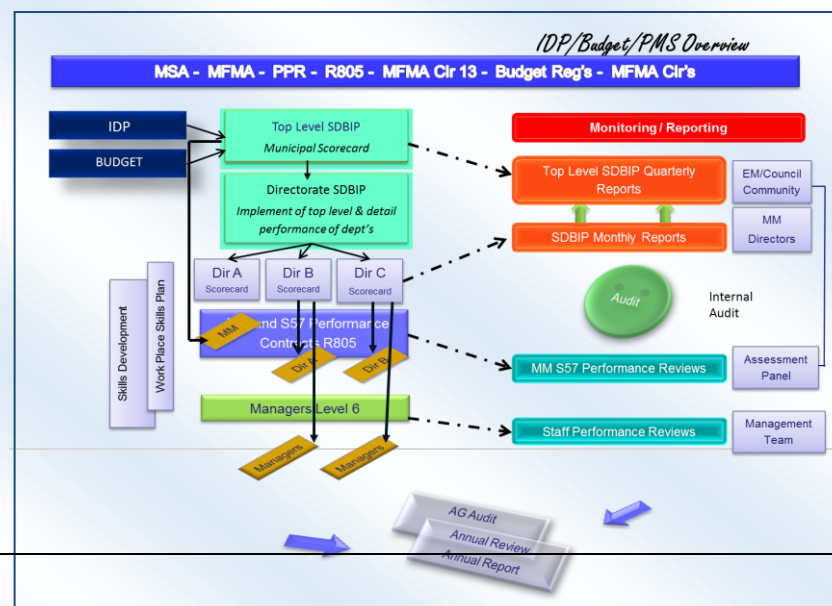


Figure 11: IDP/Budget/PMS Linkage

ANNEXURE 1 – MULTI YEAR CAPITAL PLAN

PROJECT DESCRIPTION	ESTIMATED TOTAL COST	RESPON SIBLE	FUNDING SOURCE	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Beyond 5 Years	Funded and included in capital budget
WATER AND SANITATION PROJECTS											
LINKING SERVICES - BULK WATER LERATO PARK	20 783 414.00	SPLM	MIG	8 402 274	8 796 308						✓
			CRR		3 584 832						✓
LINKING SERVICES - BULK SANITATION LERATO PARK	16 839 176.00	SPLM	MIG	6 558 321	7 370 383						✓
			CRR		2 910 472						✓
GOGGA PUMP SEWER OUTFALL MAIN	28 500 000.00	SPLM	WSIG	28 500 000							✓
RITCHIE BULK WATER (ABSTRACTION AND DISTRIBUTION)	30 551 000.00	SPLM	RBIG/MIG	20 000 000	10 551 000						✓
RIVERTON PUMP STATION BUILDING	31 657 205.00	SPLM		31 657 205							✓
RIVERTON HIGH LIFT PUMPS (MECHANICAL AND ELECTRICAL WORKS)	6 096 300.00	SPLM		6 096 300							✓
CARTERS RIDGE SEWER PUMP STATION	3 000 000.00	SPLM	WSIG		3 000 000						✓
CARTERS RIDGE SEWER PUMP STATION	32 000 000.00	SPLM				10 000 000.00	15 000 000	7 000 000			NOT FUNDED
RECONSTRUCTION OF OLD SINK TOILETS IN KHUTLANONG	14 000 000.00	SPLM	WSIG		14 000 000						✓
REFURBISHMENT OF SEWER PUMPS VARIOUS WARDS	12 000 000.00	SPLM	MIG			5 000 000.00	7 000 000				✓
REFURBISHMENT OF SEWER PUMPS VARIOUS WARDS	2 400 000.00	SPLM	CRR			1 000 000.00	1 400 000				✓
PIPE REPLACEMENT (water mains)	20 000 000.00	SPLM	MIG		5 000 000	5 000 000	10 000 000				✓
PIPE REPLACEMENT (water mains)	3 000 000.00		CRR			1 000 000	2 000 000				✓
PIPE REPLACEMENT (water mains) UNFUNDED PORTION	317 000 000.00	SPLM	MIG	CRR		30 000 000	30 000 000	30 000 000	50 000 000	200 000 000	NOT FUNDED
PIPE REPLACEMENT (sewer mains)	310 000 000.00	SPLM	MIG	CRR	25 000 000	25 000 000	25 000 000	25 000 000		210 000 000	NOT FUNDED
RIVERTON SUMP RESERVOIR	30 000 000.00	SPLM	RBIG/MIG		10 000 000	10 000 000	10 000 000				NOT FUNDED
BULK WATER RISING MAIN	100 000 000.00	SPLM	RBIG/MIG		30 000 000	30 000 000	30 000 000	10 000 000			NOT FUNDED
REPLACEMENT OF WEST END/TAMBO SQUARE SEWER OUTFALL MAIN	13 000 000.00	SPLM	RBIG/MIG		2 000 000	5 000 000	6 000 000				NOT FUNDED
UPGRADING OF SEWER PUMP STATIONS IN AND AROUND GALESHEWE	50 000 000.00	SPLM	MIG		10 000 000	20 000 000	10 000 000	10 000 000			NOT FUNDED
UPGRADE RIVERTON WATER TREATMENT PLANT	200 000 000.00	SPLM	RBIG			20 000 000	30 000 000	30 000 000	50 000 000	70 000 000	NOT FUNDED
REVENUE AND BILLING (WATER METERS)	14 000 000.00	SPLM		CRR	2 000 000	3 000 000	3 000 000.00	3 000 000	3 000 000		✓
WATER ZONE METERING	8 500 000.00			CRR	8 500 000						✓
REPLACEMENT OF PIPES AT NEWTON RESERVOIR	11 200 000.00	SPLM		CRR	11 200 000						✓
NEWTON RESERVOIR EXTENDED PHASE	32 000 000.00	SPLM	RBIG		10 000 000	10 000 000	12 000 000				NOT FUNDED
BEACONSFIELD WWTW	50 000 000.00	SPLM	RBIG/MIG			20 000 000	12 000 000	12 000 000	6 000 000		NOT FUNDED
REFURBISHMENT OF ROODEPAN TOWER	20 000 000.00	SPLM		CRR			10 000 000	6 000 000	4 000 000		NOT FUNDED

PROJECT DESCRIPTION	ESTIMATED TOTAL COST	RESPON SIBLE	FUNDING SOURCE	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Beyond 5 Years	Funded and included in capital budget
ELECTRICITY RELATED PROJECTS											
CARTERS GLEN SUBSTATION/GALESHEWE BULK ELECTRICITY	12 336 500.00	DOE	INEP	7 000 000	5 336 500						✓
UPGRADE OF HADISON PARK SUBSTATION	35 000 000.00	DOE/SPL	INEP	CRR	20 000 000	15 000 000					NOT FUNDED
UPGRADE OF GALESHEWE SUBSTATION WITH 2x 30 MVA TRANSFORMERS	35 000 000.00	SPLM	INEP		20 000 000	15 000 000					NOT FUNDED
UPGRADE OF SOUTH RIDGE SUBSTATION WITH 1X 30 MVA AND EXTENSION OF 11KV SWITCHROOM	25 000 000.00	SPLM	INEP	CRR	10 000 000	15 000 000					NOT FUNDED
REDESIGN OF LOOPING NETWORK IN GALESHEWE	10 000 000.00	SPLM	INEP			3 000 000	3 000 000	4 000 000			NOT FUNDED
RESTRUCTURE LANDBOU AVENUE 11KV OVERHEAD LINE	13 000 000.00	SPLM	INEP			5 000 000	5 000 000	3 000 000			NOT FUNDED
UPGRADE OF SUPPLY IN CARTERS, LONG , MEMORIAL, DU TOITSPAN, MCDUGAL	25 000 000.00	SPLM	INEP	CRR		10 000 000	8 000 000	7 000 000			NOT FUNDED
REPLACE 66KV OIL CIRCUIT BREAKERS WITH SF6 AT HERLEAR	13 000 000.00	SPLM	INEP	CRR	3 000 000	10 000 000					✓
REPLACE 11KV CIRCUIT BREAKERS AT HERLEAR	9 000 000.00	SPLM	INEP	CRR	7 000 000	2 000 000					✓
REPLACE TWO 11 KV RINGS FROM HERLEAR/CASSANDRA/ERNSTVILLE	32 000 000.00	SPLM	INEP	CRR			16 000 000	16 000 000			NOT FUNDED
INSTALLATION OF LIGHTING AND SURGE ARRESTER EQUIPMENT AT OVERHEAD LINES	3 500 000.00	SPLM	INEP	CRR			3 500 000				NOT FUNDED
UPGRADE OF 11KV SUBSTATIONS, MEDIUM AND LOW VOLTAGE CABLES	28 000 000.00	SPLM	INEP	CRR	3 000 000	4 000 000	7 000 000	7 000 000	7 000 000		NOT FUNDED
UPGRADE OF MINIATURE SUBSTATIONS AND POLE TRANSFORMERS, KIOSKS AND LOW VOLTAGE CABLES	30 000 000.00	SPLM	INEP	CRR	6 000 000	6 000 000	6 000 000	6 000 000	6 000 000		NOT FUNDED
UPGRADE RIVERTON SUBSTATION WITH 2x10 MVA TRANSFORMERS	8 000 000.00		INEP	CRR	4 000 000	4 000 000					✓
LED/HIGH MAST LIGHTING	4 000 000.00	SPLM	MIG			2 000 000	2 000 000				✓
LED/HIGH MAST LIGHTING	560 000.00		CRR			280 000	280 000				✓
LED/HIGH MAST LIGHTING (UNFUNDED PORTION)	8 000 000.00		MIG	CRR			5 000 000	3 000 000			
ELECTRIFICATION OF SG APPROVED ERVEN	123 794 000.00	DoE/ESK	INEP		24 660 500	19 200 000	16 000 000	20 000 000			✓
Electrification of Snake Park 949	20 000 000.00				14 709 500						✓
Electrification of Platfontein 300	4 650 000.00				4 650 000						✓
Electrification of Soul City	1 200 000.00										
Electrification of Romorwa 106	2 000 000.00				1 643 000						✓
Electrification of Mathibe "Fluffy Park" 49	1 000 000.00				759 500						✓
Electrification of Witdam	2 500 000.00										
Electrification of Santa Centre 139	2 500 000.00				2 154 500						✓
Electrification of Golf Course	20 000 000.00										
Electrification of Kutlwanong 48	744 000.00				744 000						✓
FUTURE HOUSING PROJECTS											
Riverton (formalise stands)	3 200 000.00										
Begonia	2 000 000.00										
France Farm	49 000 000.00										
Ritchie Erf 2 & 12	15 000 000.00										
ELECTRIFICATION OF IVORY PARK (1175)	97 343 000.00	DoE	INEP	19 000 000							✓
ELECTRICITY METER REPLACEMENT	14 000 000.00			CRR	2 000 000	3 000 000	3 000 000	3 000 000	3 000 000		✓
UPGRADE POWER MONITORING EQUIPMENT AT STATIONS	1 000 000.00			CRR		1 000 000					NOT FUNDED
EEDSM STREETLIGHTING AND OWN BUILDINGS	17 000 000.00	EEDMS			7 000 000	5 000 000	5 000 000				✓

PROJECT DESCRIPTION	ESTIMATED TOTAL COST	RESPON SIBLE	FUNDING SOURCE	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Beyond 5 Years	Funded and included in capital budget
ELECTRICITY RELATED PROJECTS											
ELECTRIFICATION OF IVORY PARK (1175)	97 343 000.00	DoE	INEP	19 000 000							✓
ELECTRICITY METER REPLACEMENT	14 000 000.00		CRR	2 000 000	3 000 000	3 000 000	3 000 000	3 000 000			✓
UPGRADE POWER MONITORING EQUIPMENT AT STATIONS	1 000 000.00		CRR			1 000 000					NOT FUNDED
EEDSM STREETLIGHTING AND OWN BUILDINGS	17 000 000.00	EEDMS			7 000 000	5 000 000	5 000 000				✓
ROADS AND STORMWATER PROJECTS											
ROADS RESEALING	38 706 600.00	SPLM	MIG		10 748 507	11 203 418.00	16 754 675.00				✓
ROADS RESEALING	12 000 000.00	SPLM	CRR			8 000 000.00	4 000 000.00				✓
ROADS RESEALING (UNFUNDED PORTION)	160 000 000.00				20 000 000	10 000 000.00	10 000 000.00	10 000 000.00	30 000 000	80 000 000	NOT FUNDED
PAVING OF ROADS	20 101 724.00		MIG		14 868 488	5 233 236.00					✓
PAVING OF ROADS	2 667 000.00	SPLM	CRR	2 667 472	2 950 713	4 000 000.00					✓
GRAVEL ROADS	30 000 000.00	SPLM	ES/CF	6 000 000	6 000 000	6 000 000	6 000 000	6 000 000			NOT FUNDED
N12 BYPASS	200 000 000.00	DoT	ITNG		4 000 000	15 000 000	100 000 000	50 000 000	31 000 000		NOT FUNDED
SANRAL INTERSECTIONS UPGRADE	80 000 000.00	DoT	ITNG		8 000 000	72 000 000					NOT FUNDED
UPGRADING OF STORM WATER CHANNELS GALESHEWE	409 379 000.00	SPLM	NDPG	97 537 000	151 699 000	154 447 000.00	5 696 000.00				✓
ROADS AND STORMWATER UPGRADES VARIOUS WARDS	16 000 000.00		MIG			6 000 000.00	10 000 000.00				✓
ROADS AND STORMWATER UPGRADES VARIOUS WARDS	2 840 000.00		CRR			840 000.00	2 000 000.00				✓
THLAGENG RETENTION DAM	20 000 000.00	SPLM	NDPG		20 000 000						✓
ROODEPAN ACCESS ROADS	4 378 284.00	SPLM	MIG	4 378 284							✓
GALESHEWE ACCESS ROADS	7 005 542.00	SPLM	MIG	7 005 542							✓

PROJECT DESCRIPTION	ESTIMATED TOTAL COST	RESPON SIBLE	FUNDING SOURCE	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Beyond 5 Years	Funded and included in capital budget
<u>ECONOMIC DEVELOPMENT, COMMUNITY SERVICES AND OTHER PROJECTS</u>											
PLANNING AND SURVEYING OF ERVEN	13 000 000.00	SPLM	CRR	2 000 000	5 000 000	3 000 000.00	3 000 000				✓
ROODEPAN SWIMMING POOL	3 500 000.00	DSAC	DSAC	CRR		3 500 000					NOT FUNDED
UPGRADE OF FLORIANVILLE SWIMMING POOL	5 183 506.00	DSAC	DSAC		5 183 506						✓
UPGRADE OF VARIOUS FACILITIES AT DE BEERS STADIUM	2 742 416.00	DSAC	DSAC		2 742 416						✓
UPGRADE OF GALESHEWE SPORT STADIUM	1 336 986.00	DSAC	MIG		1 336 986	10 952 704	2 206 483				✓
UPGRADE OF GALESHEWE SPORT STADIUM			CRR			1 800 000	300 000				
CRAVEN STREET STALLS	1 000 000.00	SPLM	CRR	-	1 000 000						NOT FUNDED
INFORMAL TRADERS MARKET	1 000 000.00	ECONOMIC AFFAIRS	CRR				1 000 000				NOT FUNDED
HOMEVALE FIRE STATION	11 526 729.00	SPLM	MIG	CRR	6 762 002	4 764 727					✓
RC ELLIOT PRECINCT - NMMM	800 000 000.00	DSAC	DSAC		200 000 000	200 000 000	200 000 000	200 000 000			NOT FUNDED
MANDELA MEMORIAL STATUE	8 153 649.00	SPLM	DSAC		8 153 649						✓
REFURBISHMENT OF OTHER MONUMENTS	-	SPLM	CRR	-							NOT FUNDED
TOMMY MOREBUDI PHASE 2	2 500 000.00	SPLM	GURP		2 500 000						NOT FUNDED
GREEN POINT SQUARE	5 000 000.00	SPLM	GURP					5 000 000			NOT FUNDED
GREEN POINT INFORMAL TRADING ZONE	3 000 000.00	ECONOM	ECON	CRR		3 000 000					NOT FUNDED
FRESH PRODUCE MARKET	200 000.00	SPLM	NDPG		200 000						NOT FUNDED
GOVERNMENT/MARKET SQUARE DEVELOPMENT	8 000 000.00	SPLM	NDPG		1 000 000	7 000 000					NOT FUNDED
TAXI LAY BY'S GALESHEWE	-	SPLM	NDPG		-						NOT FUNDED
REFURBISH LANDFILL SITE		SPLM	CRR	2 617 371							✓
UPGRADE OF RESORTS	2 500 000.00	SPLM	CRR	500 000		2 000 000					NOT FUNDED
UPGRADE OF COMMUNITY HALLS	5 200 000.00	SPLM	MIG			2 000 000	2 000 000	1 200 000			✓
UPGRADE OF COMMUNITY HALLS			CRR			280 000	280 000				✓

PROJECT DESCRIPTION	ESTIMATED TOTAL COST	RESPON SIBLE	FUNDING SOURCE	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Beyond 5 Years	Funded and included in capital budget
RITCHIE MULTI SPORT PARK (NMMM)	15 000 000.00	SPLM	DSAC		15 000 000						NOT FUNDED
RENEWABLE ENERGY INCUBATOR	2 500 000.00	SPLM	CRR	250 000	250 000	1 000 000		1 000 000			NOT FUNDED
NEW COURT BUILDING	25 000 000.00	DoCJ	DoCJ			25 000 000					NOT FUNDED
DSAC NEW LIBRARY	25 000 000.00	DSAC	DSAC		25 000 000						NOT FUNDED
PLATFONTEIN MULTI SPORT - NMMM	15 000 000.00	SPLM	DSAC				15 000 000				NOT FUNDED
PLATFONTEIN COMMUNITY HALL - NMMM	8 000 000.00	SPLM	NDPG					8 000 000			NOT FUNDED
PLATFONTEIN MIFARM	2 500 000.00	PRIVATE	PRIVATE			2 500 000					NOT FUNDED
ECD CENTRE LERATOPARK	3 000 000.00	DSD	DSD		3 000 000						NOT FUNDED
UPGRADE OF LANGLEY AND RIVERTON RESORTS	2 500 000.00	SPLM	CRR	2 500 000							NOT FUNDED
LIFTS BUILDING	2 000 000.00	SPLM	CRR	2 000 000							✓
SECURITY	15 000 000.00	SPLM	CRR	4 000 000	5 000 000	3 000 000	3 000 000				NOT FUNDED
RENTAL STOCK UPGRADE	8 000 000.00	SPLM	CRR			3 000 000		5 000 000			NOT FUNDED
FIRE ENGINES	4 500 000.00	SPLM	CRR			2 500 000	2 000 000				NOT FUNDED
UPGRADE OF EXISTING TEST CENTRE	750 000.00		CRR	750 000							✓
SMOKE DETECTION BUILDINGS	1 000 000.00	SPLM	CRR					1 000 000			NOT FUNDED
FLEET REPLACEMENT/REFUSE COMPACTORS	22 000 000.00		CRR	6 000 000	4 000 000	4 000 000	4 000 000	4 000 000			✓
FLEET REPLACEMENT (UNFUNDED PORTION)	59 000 000.00				10 000 000	10 000 000	12 000 000	12 000 000	15 000 000		NOT FUNDED
COMPUTER EQUIPMENT	42 592 608.00		CRR	4 592 608	4 000 000	5 000 000	27 000 000	2 000 000	4 000 000	4 000 000	✓
SOFTWARE ACQUISITIONS	2 300 000.00		CRR	2 300 000			4 000 000			6 000 000	✓
FURNITURE AND OFFICE EQUIPMENT	16 000 000.00		CRR	3 000 000	3 000 000	3 000 000	3 000 000	4 000 000	4 000 000	6 000 000	✓
	4 193 418 639.00			536 190 936	805 851 930	898 736 358	726 417 158	311 200 000			

**SERVICE
DELIVERY AND
BUDGET
IMPLEMENTATION
PLAN**



Sol Plaatje Municipality: Service Delivery and Budget Implementation Plan (2018/19)

Draft SDBIP



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INTRODUCTION

1.1 Legislative Framework

The Municipal Finance Management Act (MFMA) No. 56 of 2003 requires that municipalities prepare a Service Delivery and Budget Implementation Plan (SDBIP) as an implementation and management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their Integrated Development Plan.

Section 1 of the Municipal Finance Management Act (MFMA) No. 56 of 2003 defines the "service delivery and budget implementation plan" as the detailed plan approved by the mayor of the municipality in terms of Section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget and which must include the following:-

- a) Projections of each month of-
 - (i) revenue to be collected, by source; and
 - (ii) operational and capital expenditure, by vote;
- b) Service delivery targets and performance indicators for each quarter; and
- c) Any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54(1)(c).

In terms of Section 53 (i)(c)(ii) of the MFMA, the SDBIP must be approved by the Mayor of a municipality within 28 days of the approval of the budget.

MFMA Circular 13 further addresses the minimum requirements of the SDBIP in detail.

1.2 Overview

This SDBIP is the second to be prepared for the IDP covering the next five years (2017 – 2022). The Sol Plaatje Municipality has prepared its 2018/19 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 2018/19 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 2018/19 SDBIP will be informed by the Multi-year Municipal Performance Plan which serves as the “top layer” of the SDBIP and contains the consolidated service delivery targets and in-year deadlines. This is illustrated by the diagramme below:

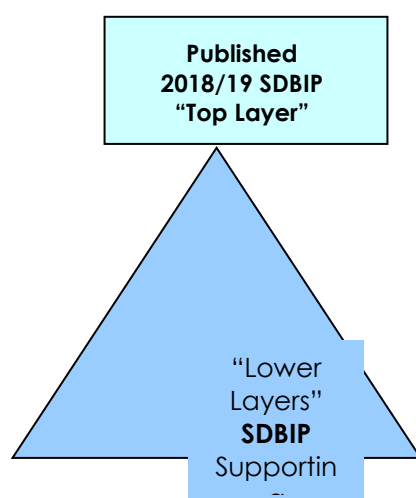


Figure 1: SDBIP

Once the “top layer” SDBIP is set, senior management will develop the “lower layers” of detail supporting the SDBIP. These are the actual activities linked to resources (financial, equipment and human) to actually achieve the consolidated service delivery targets within the approved budget amounts on time.

The detail of the departmental SDBIP's will be used by senior managers to hold middle level and lower level managers accountable to contribute to the municipal targets.

The following components forms part of the “top layer” SDBIP:

- 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.

- o **Monthly Projections of Consolidated Service Delivery Targets and Performance Indicators for each Vote**

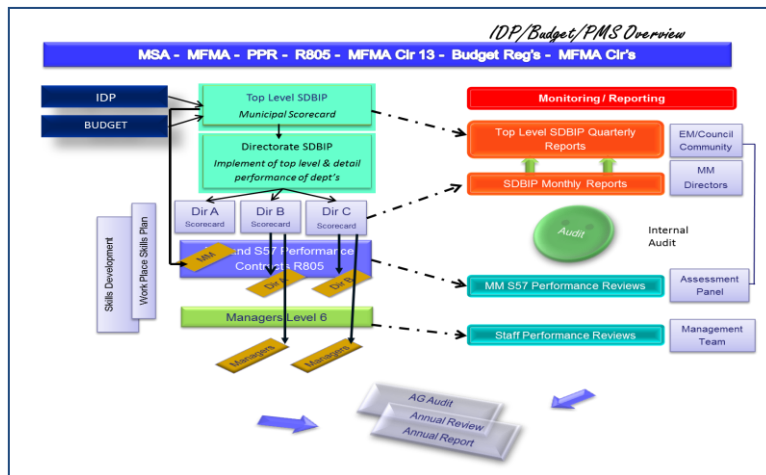
While the first two components indicate projections of budgeted amounts for revenue and expenditure, this component requires non-financial measurable key performance indicators and service delivery targets (including reduction of backlogs). The focus here is on outputs and outcomes, and not so much on inputs or internal management objectives.

- o **Detailed Capital Works Plan broken down by Ward over Three years**

Information detailing infrastructure projects per ward containing project description and anticipated capital costs over the three-year period.

1.4 SDBIP Link to Strategic Issues in the IDP

The Municipality endeavours to have a seamless link between IDP, as the strategic plan, the SDBIP, which operationalises the IDP and the Budget and the performance agreements of top and middle management – as well as to all levels of staff. This is illustrated in the diagram below:



In reviewing the strategic objectives of the 5-year IDP in relation to both the present contextual issues relating to development in SPM and the latest national and provincial strategies and plans it was found that the current strategic focus of the IDP remains sound and correct and that focus for this MTREF should be on implementation.

Sol Plaatje Municipality must concentrate on an action-oriented development programme that will see the fruition of the present strategic objectives.

It should also be emphasised that the implementation of this development programme is also dependent on creating the correct preconditions for delivery; including institutional alignment, securing financial resources and creating optimal stakeholder configurations.

During the preparation of the present IDP a process was set in motion to refine the SPM's strategic development strategy with the view to develop its overall strategic objectives in such a way that it provides a better framework for sector-specific and joint work which is integrated and mutually supportive. The process of refining the strategy accepts the validity and urgency of the issues set out in the past, but it argues that Sol Plaatje Municipality should address these issues from a strong base, or common starting point. It also addresses issues around the manner in which the Municipality's strategy is "packaged" and presented – this gave rise to the decision to embark on a long-term Growth and Development Strategy for the Sol Plaatje Municipality.

This strategic agenda should give effect to the vision of the Municipality, namely

SOL PLAATJE – TOWARDS A LEADING AND MODERN CITY

Modern cities are multi nodal, with economic activity and workplaces concentrated in several locations. When cities expand towards the periphery, townships are extremely well-located from an urban access perspective. Galeshewe is strategically located and has the potential to serve as a key nodal point within the municipality.

In order to achieve this vision it will be important for SPM to ensure growth in the local economy in order to be sustainable. The SPM also needs to improve on the efficiency of its services, the sustainability of its finances and the effectiveness of its administration. This translates into two high level strategic objectives that also encompass all national government priorities, namely:

Include all in society – consultations and programmes
Include all in the economy – rich and poor
Develop post apartheid settlements and pride of place
Provide for universal coverage to deliver access to basic services

Sol Plaatje is a pilot for the “new deal” - the Integrated Urban Development Framework, this is a unique opportunity for the municipality and the residents of Sol Plaatje. In the course of making the “Back to Basics” programme of local government a reality, a new vision “Towards a leading and modern city” is presented in this IDP. The Future is a new deal wherein all stakeholders will work towards developing a:

- Clean city
- City that attracts investment, manufacturers and tourists
- City with good infrastructure
- Safe and secure City - A city that cares
- City where there is security- jobs, shelter
- City that facilitates the creation of jobs
- City that houses people
- City with youth involved productively
- City that harnesses integrated development
- City that facilitates skills development
- City that invests in public participation, is connected with the people
- City that works together
- City with good IGR harnessed to build integrated human settlements

The goal is to lead the city towards modernisation. To achieve this, the following strategic objectives will guide the city towards the future:

Spatial Transformation:

To transform the spatial structure of the City towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities

Inclusive Growth:

To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs.

Service Provision:

To plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports:

- o transformed spatial structure
- o economic growth objectives
- o universal access to basic services,
- o differentiated service requirements of households and human settlements and economic activity

Governance:

To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.

THE 5 YEAR IDP ACTION PLAN RESOURCED**2.1 Budgeting and IDP Process**

The budgeting process is preceded by the preparation of the IDP review.

This is the first review of the IDP in place for 2017/18 to 2021/22. As such it should be emphasised that it is not a new IDP, but rather an analysis of the status quo and an assessment of the relevance of the priorities as identified initially, during the compilation of the IDP as a five-year plan. New challenges and demands need to be understood and incorporated into the reviewed document where appropriate. Funding options for the operational and capital budget also need to be reviewed.

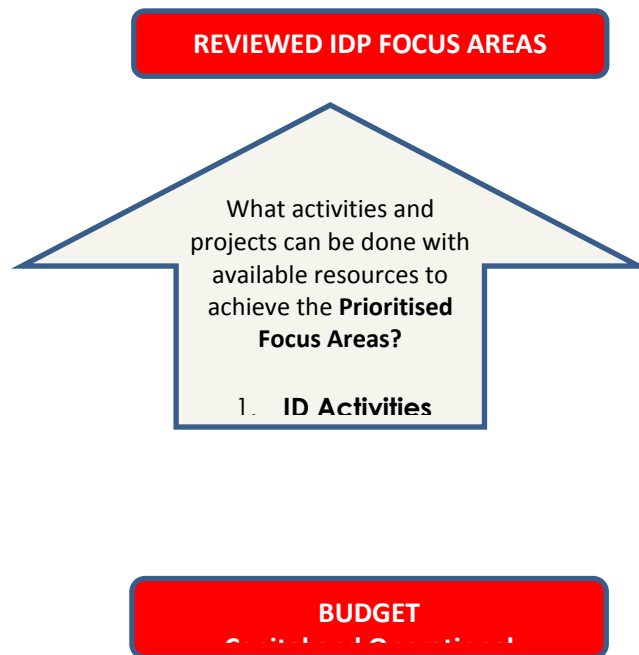
The budget, both capital and operational, addresses the strategic development agenda of the Municipality as per the IDP. During the present IDP review and considering the present IDP implementation progress it was found that SPM has achieved both financial and administrative stability and that emphasis should now be placed on accelerating the implementation of programmes and projects to achieve its strategic objectives outlined in the IDP 2017/18 – 2021/22.

To achieve this goal, priority is given to the following key issues which inform the Municipality's resource allocation and activities for the 2018/19 MTREF – and also aligns to the National Development Plan and Back to Basics Programme:

- **An Infrastructure led growth path in the local economy to ensure sustainable development**
- **Concentrate on the Municipality's core functions, namely to improve the efficiency of its service delivery to households who need it most**

- **Ensure financial sustainability**
- **Improve the effectiveness of the Administration**

Programmes, projects and activities have been identified to address the key focus areas discussed above and have been resourced with the available financial resources from own confirmed funding and gazetted funding from National and Provincial Government. This process is diagrammatically indicated below:



2.2 The 2018/19 MTREF Funding Plan

The Tables below indicate the funding plan to fund the IDP Priorities for the 2018/19 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 2018/19 MTREF.

Table 1: Revenue by Source for the 2018/19 MTREF

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

Description R thousand	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue By Source									
Property rates	398,921	484,397	468,497	511,595	511,595	511,595	541,312	594,270	647,557
Service charges - electricity revenue	561,178	595,477	618,301	711,106	671,106	671,106	727,992	781,007	836,336
Service charges - water revenue	211,650	223,280	254,177	264,046	254,046	254,046	268,108	287,936	308,510
Service charges - sanitation revenue	67,956	69,998	73,787	59,482	60,582	60,582	63,813	67,631	71,910
Service charges - refuse revenue	47,364	53,149	55,729	44,309	44,309	44,309	47,595	50,579	54,328
Service charges - other		(32,696)	(38,949)						
Rental of facilities and equipment	16,374	9,839	10,025	11,115	11,115	11,115	11,257	11,935	12,594
Interest earned - external investments	21,165	20,996	21,576	20,000	20,000	20,000	20,000	21,000	22,000
Interest earned - outstanding debtors	73,077	101,387	130,078	97,629	97,629	97,629	130,490	122,403	113,855
Dividends received		–							
Fines, penalties and forfeits	19,352	17,407	19,915	22,430	15,430	15,430	25,735	25,617	27,143
Licences and permits	2,955	2,851	2,801	2,905	2,905	2,905	3,450	3,623	3,822
Agency services	5,038	6,486	6,975	–	4,000	4,000	–	–	–
Transfers and subsidies	168,281	164,215	163,924	173,256	175,342	175,342	191,142	204,916	222,276
Other revenue	26,998	23,987	25,958	26,855	22,055	22,055	25,213	26,657	28,129
Gains on disposal of PPE	658	1,786	2,659	–	–	–			
Total Revenue (excluding capital transfers and contributions)	1,620,966	1,742,557	1,815,453	1,944,729	1,890,115	1,890,115	2,056,107	2,197,574	2,348,462

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 R50 446 000 is available for the 2018/19 financial year and the total own funds that can be allocated to the CRR over the next 2 years amounts to R103 460 000 based on the table below.

Table 2: Own revenue utilised for funding of capital expenditure

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

Vote Description	Ref	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1							
Funded by:								
Internally generated funds		72 476	90 809	90 809		50 446	50 200	53 260
Total Capital Funding	7	232 066	313 941	313 941	-	333 241	276 236	129 917

o Conditional Grants

Funding is availed from National Treasury and Provincial Treasury for service delivery projects with prescribed conditions attached to it, which inter alia means that the funding cannot be used for any other purpose, except for the approved projects as pertained in the business plan submitted.

The following grants as per table below were gazetted:

Table 3: Transfers and grant receipts

NC091 Sol Plaatje - Supporting Table SA18 Transfers and grant receipts

Description	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand						
RECEIPTS:						
<u>Operating Transfers and Grants</u>						
National Government:	163,442	162,077	162,077	181,074	194,512	211,740
Local Government Equitable Share	150,982	150,982	150,982	172,437	188,812	206,040
Finance Management	1,700	1,700	1,700	1,700	1,700	1,700
Municipal Systems Improvement	1,365					
EPWP Incentive	4,762	4,762	4,762	3,137		
Infrastructure Skills Development	4,633	4,633	4,633	3,800	4,000	4,000
Provincial Government:	7,600	8,225	8,225	7,800	8,000	8,000
Health subsidy						
Sport and Recreation		1,225	1,225			
COGHSTA						
DWA						
Library	7,600	7,000	7,000	7,800	8,000	8,000
Department of Economic Development & Tourism (NDA)						
District Municipality:	-	2,826	2,826	-	-	-
<i>Frances Baard District Municipality</i>		2,826	2,826			
Other grant providers:	2,214	2,214	2,214	2,268	2,404	2,536
<i>MIG ops</i>	2,214	2,214	2,214	2,268	2,404	2,536
<i>Other grant providers:</i>						
Total Operating Transfers and Grants	173,256	175,342	175,342	191,142	204,916	222,276
<u>Capital Transfers and Grants</u>						
National Government:	159,589	208,826	208,826	282,795	226,036	76,657
Municipal Infrastructure Grant (MIG)	55,289	40,289	40,289	46,548	47,389	49,961
Neighbourhood Development Partnership	28,300	97,537	97,537	171,699	154,447	5,696
Regional Bulk Infrastructure				10,551		
EDSM				7,000	5,000	5,000
INEP	31,000	26,000	26,000	29,997	19,200	16,000
Department of Water Affairs	45,000	45,000	45,000	17,000		
INEP (Eskom)						
Provincial Government:	-	10,306	10,306	-	-	-
Department of Water Affairs						
COGHSTA						
DSAC		10,306	10,306			
DHLG (GURP)						
District Municipality:	-	-	-	-	-	-
<i>Frances Baard District Municipality</i>						
Other grant providers:	-	4,000	4,000	-	-	-
<i>Swimming South Africa</i>						
<i>Other grant providers:</i>		4,000	4,000			
Total Capital Transfers and Grants	159,589	223,132	223,132	282,795	226,036	76,657
TOTAL RECEIPTS OF TRANSFERS & GRANTS	332,845	398,474	398,474	473,937	430,952	298,933

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
MIG	4 764 727.00	Homevale Fire Station
MIG	5 228 507.00	Resealing of roads
MIG	17 890 383.00	Bulk Sewer Connections Lerato Park
MIG	13 796 308.00	Bulk Water Connections Lerato Park
MIG	4 868 488.00	Paving of roads in Galashewe
	46 548 413.00	
NDPG	151 699 000.00	Transport Links and upgrade of Storm water channels in Galashewe
NDPG	20 000 000.00	Upgrading of Thlageng Retention Dam
	171 699 000.00	
RBIG	10 551 000.00	Ritchie Bulk water Augmentation
INEP	14 709 500.00	Electrification of Snake park-949 houses
INEP	4 650 000.00	Electrification of Platfontein-300 houses
INEP	744 000.00	Electrification of Kutlwanong -48 houses
INEP	2 154 500.00	Electrification of Santa Centre- 139 houses
INEP	1 643 000.00	Electrification of Ramorwa -106 houses
INEP	759 500.00	Electrification of Mathibe - 49 houses
INEP	5 336 500.00	Transformer Carters glen/Galeshewe substation
	29 997 000.00	
WSIG	14 000 000.00	Reconstruction old sink toilets Kutlwanong
WSIG	3 000 000.00	Carter glen pump station sewer
	17 000 000.00	
EEDSM	7 000 000.00	EEDSM streetlights and own buildings

The upgrading of storm water in Galeshewe is currently the biggest project on the capital budget with a total allocation through the NDPG of R151 699 000 for 2018/19 and R311 842 000 over the MTREF. This project will replace all the existing storm water drainage in the greater Galeshewe and will greatly reduce the huge storm water problems experienced in the area as well as reduce the pressure on the roads.

In addition to this, R14 868 488 has been allocated for the paving of roads in Galeshewe. As a result of paving being far more cost effective than tarring, over 20 kilometres will be paved.

An amount of R38 706 600 (10 748 507 in 2018/19) has been allocated over the MTREF for the resealing of roads. As a result of the abnormal unseasonal rains

experienced recently, the city's roads have taken a pounding and the resealing project will alleviate the pothole problem in the city although a lot more funding is required to completely address this problem.

An amount of R36 000 000 has been allocated over the MTREF (2018/19 R 4 000 000) for the replacement and upgrading of computer equipment. The continuous upgrading of computer hardware and equipment is essential to keep abreast of technology especially with regard to mSCOA and SOLAR implementation in order for the systems to run optimally.

As a result of the housing development in the city, new areas are mushrooming and provision for the electrification of houses need to be made. An amount of R35 200 000 over the MTREF has been earmarked for these projects, with the areas mentioned in the table above being earmarked for electrification during 2018/19.

o Long term borrowings

The council has approved a loan of R50 million in the 14/15 financial year. The projects to be funded from this loan will be identified through the sector plans that are currently under review. Once these plans are completed, the legislative process in terms of the loan will continue. Other than that, 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 2018/19 MTREF

Table 5: Capital Funding Sources for the 2018/19 MTREF

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

Vote Description R thousand	Ref	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Funded by:								
National Government		159 589	208 826	208 826		282 795	226 036	76 657
Provincial Government			14 306	14 306				
District Municipality								
Other transfers and grants								
Transfers recognised - capital	4	159 589	223 132	223 132	–	282 795	226 036	76 657
Public contributions & donations	5							
Borrowing	6							
Internally generated funds		72 476	90 809	90 809		50 446	50 200	53 260
Total Capital Funding	7	232 066	313 941	313 941	–	333 241	276 236	129 917

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 2018/19 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 2018/19 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

3.1 The 2018/19 MTREF Budget

Table below indicates the alignment of the revenue budget with the Strategic Objectives of the IDP for the 2018/19 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	2018/19 Medium Term Revenue & Expenditure Framework		
			Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand					
KPA 1: LOCAL ECONOMIC DEVELOPMENT	1.1 To ensure effective spatial planning and development in order to establish a competitive economic position	1.1	4,243	4,524	4,818
	1.2 Marketing the municipality as premier destination for tourism and investment	1.2	517	548	578
	1.4 To capacitate SMME's and local entrepreneurs	1.4			
	1.5 To develop sustainable living through job creation (EPWP and other initiatives)	1.5			
	1.6 To promote agricultural development within the Sol Plaatje municipal area through agricultural support initiatives	1.6			
	1.7 To position the market as a productive and profitable section of the municipality.	1.7	4,135	4,383	4,624
KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	2.1 To ensure sustainable delivery of community services (personal including environmental health, emergency and traffic services) to all residents of SPM.	2.1	28,544	28,176	29,525
	2.2 To address the poor condition of the roads in the Sol Plaatje area	2.2	282,830	226,074	76,697
	2.3 To ensure the availability of critical service delivery tools at all times (fleet management)	2.3	–	–	–
	2.4 To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure	2.4	–	–	–
	2.5 To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure	2.5	833,785	874,139	935,213
	2.6 To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services	2.6	334,633	377,121	402,753
	2.7 To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation	2.7	–	–	–
	2.8 To ensure the adequate provision, upgrading and maintenance of solid waste services infrastructure	2.8	–	–	–
	2.9 Development of suitably located and affordable housing (shelter) and decent human settlements;	2.9	10,401	11,025	11,631
	2.10 To improve public transport system and services	2.12	–	–	–
	2.11 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).	2.11	4,800	5,092	5,379
KPA 3: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	3.1 To enable effective training and skills development through various initiatives, and partnering with the private sector.	3.1	4,940	5,208	5,275
	3.2 To improve effective human resource development to staff and Councillors	3.2	–	–	–
	3.3 To ensure continuous maintenance and replacement of furniture, office and computer equipment	3.3	–	–	–
	3.4 To provide a basis for sustainable municipal performance improvement	3.4	300,103	274,384	281,395
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	4.1 Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams	4.1	12,621	11,716	12,477
	4.2 Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management	4.2	517,350	601,221	654,752
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	5.1 To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls	5.1			
	5.2 To promote community participation and communication	5.2			
	5.3 To facilitate and promote Inter-governmental relations programmes and projects on a continuous basis.	5.3			
Total Revenue (excluding capital transfers and contributions)			2,338,902	2,423,610	2,425,119

The municipality's expenditure for the 2018/19 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 2018/19 financial year.

Table 7: Monthly Revenue Targets per Source for the 2018/19 Financial Year

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

Description	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue By Source															
Property rates	217,968	28,500	29,173	29,000	32,610	29,448	28,000	29,709	28,897	28,897	29,000	30,110	541,312	594,270	647,557
Service charges - electricity revenue	64,275	59,000	59,000	60,189	61,118	54,000	54,000	58,785	55,859	55,859	56,919	88,989	727,992	781,007	836,336
Service charges - water revenue	22,342	22,342	22,342	22,342	22,342	22,342	22,342	22,342	22,342	22,342	22,342	22,342	268,108	287,936	308,510
Service charges - sanitation revenue	5,743	5,518	5,688	5,705	5,675	5,730	5,726	5,254	5,254	5,254	5,254	3,012	63,813	67,631	71,910
Service charges - refuse revenue	4,316	4,136	4,217	4,293	4,295	4,332	4,340	3,914	3,914	3,914	3,914	2,009	47,595	50,579	54,328
Service charges - other													-	-	-
Rental of facilities and equipment	850	850	850	962	860	899	900	923	942	942	942	1,335	11,257	11,935	12,594
Interest earned - external investments	187	200	1,399	416	507	1,064	657	2,809	594	594	594	10,979	20,000	21,000	22,000
Interest earned - outstanding debtors	10,874	10,874	10,874	10,874	10,874	10,874	10,874	10,874	10,874	10,874	10,874	10,874	130,490	122,403	113,855
Dividends received													-	-	-
Fines, penalties and forfeits	208	395	345	771	471	359	408	211	337	337	337	21,557	25,735	25,617	27,143
Licences and permits	288	288	288	288	288	288	288	288	288	288	288	288	3,450	3,623	3,822
Agency services													-	-	-
Transfers and subsidies	66,685		-	-	51,080		-		40,307	-	-	33,070	191,142	204,916	222,276
Other revenue	1,500	1,446	1,597	1,503	1,437	1,500	2,934	2,507	1,952	1,949	1,952	4,937	25,213	26,657	28,129
Gains on disposal of PPE													-	-	-
Total Revenue (excluding capital transfers and	395,234	133,548	135,773	136,342	191,558	130,837	130,469	137,615	171,561	131,251	132,417	229,502	2,056,107	2,197,574	2,348,462

Table 8: Monthly Expenditure Targets per Type for 2018/19

NC091 Sol Plaatje - Supporting Table SA25 Budgeted monthly revenue and expenditure															
Description R thousand	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2
Expenditure By Type															
Employee related costs	51,323	51,323	53,415	53,619	54,145	68,354	53,337	53,748	54,247	54,247	54,237	114,656	716,652	760,562	804,849
Remuneration of councillors	2,300	2,300	2,300	2,271	2,271	2,236	2,290	4,000	2,422	2,422	2,422	2,103	29,335	31,242	33,117
Debt impairment			227,000										227,000	248,650	270,525
Depreciation & asset impairment	-	-	-	-	-	-	-	-	-	-	-	69,250	69,250	74,303	79,094
Finance charges						12,899						12,899	25,799	24,663	23,545
Bulk purchases	-	58,000	62,000	40,244	40,157	44,102	40,645	34,119	45,503	45,503	34,830	107,396	552,500	598,510	648,382
Other materials	8,245	14,089	12,759	10,860	14,936	11,147	11,496	4,280	9,860	7,108	7,108	29,964	141,853	148,743	164,744
Contracted services	800	3,865	6,090	4,257	2,089	5,818	5,292	8,298	3,633	4,000	3,814	2,944	50,901	53,943	56,907
Transfers and subsidies	1,550	220							2,900			5,000	9,670	9,217	9,263
Other expenditure	10,908	20,389	14,836	14,305	12,374	3,061	13,927	13,512	20,822	21,871	23,208	54,682	223,897	238,342	248,505
Loss on disposal of PPE												-	-	-	-
Total Expenditure	75,126	150,187	378,400	125,556	125,972	147,617	126,987	117,958	139,388	135,152	125,619	398,895	2,046,856	2,188,175	2,338,931

Table 9: Capital Budget Funding Sources for 2018/19

Sphere of Government	2018/19	
	Amount	Weighting
National	282 795 413.00	85%
Provincial	-	
Internally generated funds	50 446 017.00	15%
	333 241 430.00	100%

Table 10 below indicates the capital contribution to the IDP Objectives for the 2018/19 Financial Year.

Table 10: Capital Contribution to the IDP Objectives

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

Strategic Objective	Goal	2018/19 Medium Term Revenue & Expenditure Framework		
		Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand				
KPA 1: LOCAL ECONOMIC DEVELOPMENT	To ensure effective spatial planning and development in order to establish a competitive economic position	5,000	3,000	3,000
	Marketing the municipality as premier destination for tourism and investment			
KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	To ensure sustainable delivery of community services (personal including environmental health, emergency and traffic services) to all residents of SPM.	4,765	15,033	4,786
	To address the poor condition of the roads in the Sol Plaatje area	180,267	189,724	38,451
	To ensure the availability of critical service delivery tools at all times (fleet management)	4,000	4,000	4,000
	To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure	78,214	15,000	23,400
	To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services			
	To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure	53,997	41,480	26,280
	To improve public transport system and services			
KPA 3: Municipal Financial Viability and Management	Ensure sound financial management and financial sustainability of SPM	4,000	5,000	27,000
	To ensure continuous maintenance and replacement of furniture, office and computer equipment	3,000	3,000	3,000
KPA 4: Municipal Institutional Development and Transformation	To provide an overarching framework for sustainable municipal performance improvement			
Total Capital Expenditure		333,242	276,236	129,917

Table 11: Monthly Capital Expenditure per Municipal Vote: 2018/19

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

Description R thousand	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Multi-year expenditure to be appropriated															
Vote 1 - EXECUTIVE AND COUNCIL												-	-	-	-
Vote 2 - MUNICIPAL AND GENERAL												3,000	3,000	3,000	3,000
Vote 3 - MUNICIPAL MANAGER												-	-	-	-
Vote 4 - CORPORATE SERVICES												-	-	-	-
Vote 5 - COMMUNITY SERVICES												-	-	12,753	2,506
Vote 6 - FINANCIAL SERVICES				200	200	200	250	280	320	510	1,000	1,040	4,000	5,000	27,000
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING	1,500	5,000	7,500	10,000	10,000	12,000	15,000	15,000	20,000	20,000	20,000	20,699	156,699	157,447	8,696
Vote 8 - INFRASTRUCTURE AND SERVICES	2,500	2,500	2,500	2,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	10,569	55,569	98,037	88,715
Capital multi-year expenditure sub-total	4,000	7,500	10,000	12,700	15,200	17,200	20,250	20,280	25,320	25,510	26,000	35,308	219,268	276,236	129,917
Single-year expenditure to be appropriated															
Vote 1 - EXECUTIVE AND COUNCIL												-	-	-	-
Vote 2 - MUNICIPAL AND GENERAL												-	-	-	-
Vote 3 - MUNICIPAL MANAGER												-	-	-	-
Vote 4 - CORPORATE SERVICES												-	-	-	-
Vote 5 - COMMUNITY SERVICES	100	100	150	200	200	250	250	350	550	600	1,000	1,015	4,765	-	-
Vote 6 - FINANCIAL SERVICES												-	-	-	-
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING												-	-	-	-
Vote 8 - INFRASTRUCTURE AND SERVICES	5,000	5,000	7,500	7,500	8,600	9,000	9,500	10,000	11,500	11,500	11,500	12,610	109,210	-	-
Capital single-year expenditure sub-total	5,100	5,100	7,650	7,700	8,800	9,250	9,750	10,350	12,050	12,100	12,500	13,625	113,975	-	-
Total Capital Expenditure	9,100	12,600	17,650	20,400	24,000	26,450	30,000	30,630	37,370	37,610	38,500	48,932	333,242	276,236	129,917

Table 12: Capital Project Schedule for 2018/19 per Vote and Ward

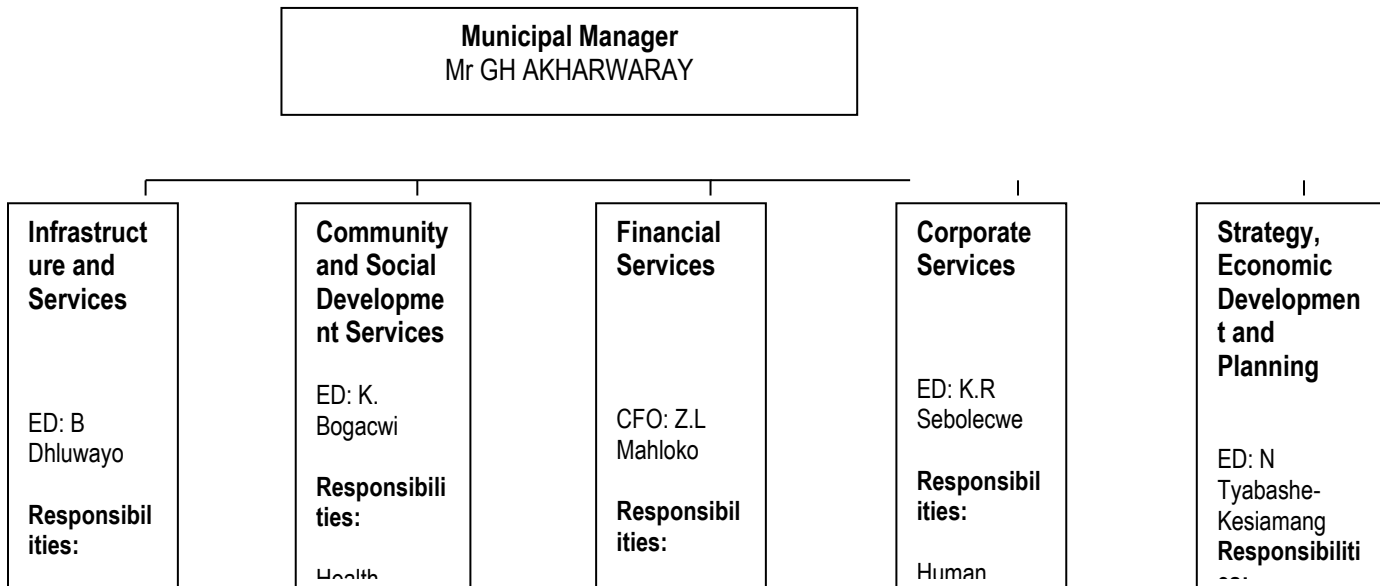
			2018/19	
Projects	Wards	Funding source	Internal	Grant
EXECUTIVE AND COUNCIL				
Replacement of computer equipment	All	CRR	4,000,000.00	
Replacement of loose equipment	All	CRR	3,000,000.00	
COMMUNITY SERVICES				
Construction of new Fire Station Homevale	1, 2, 3	MIG		4,764,727.00
STRATEGY, ECONOMIC DEVELOPMENT AND PLANNING				
Planning and surveying of erven	Various	CRR	5,000,000.00	
Transport links upgrading of stormwater	Various	NDPG		151,699,000.00
INFRASTRUCTURE SERVICES				
Resealing of roads	All	MIG		5,228,507.00
Upgrading of Carters ridge sewer pump station	26	WSIG		3,000,000.00
Reconstruction OF old sink toilets Kuthuthlalong	All	WSIG		14,000,000.00
Bulk sewer connections Lerato Park	28	CRR	2,910,472.00	
Bulk sewer connections Lerato Park	28	MIG		17,890,383.00
Paving of roads in Galashewe	Various	CRR	2,950,713.00	
Paving of roads in Galashewe	Various	MIG		4,868,488.00
Fleet Replacement	All	CRR	4,000,000.00	
Water meter replacement	All	CRR	3,000,000.00	
Bulk water connections Lerato Park	28	CRR	3,584,832.00	
Bulk water connections Lerato Park	28	MIG		13,796,308.00
Ritchie Bulk water augmentation project	29	RBIG		10,551,000.00
Upgrading of Thlageng retention dam	All	NDPG		20,000,000.00
Replacement of water pipes	All	CRR	5,000,000.00	
Replacement of prepaid electricity meters	All	CRR	3,000,000.00	
Electrification of houses	All	INEP		24,660,500.00
Upgrading of Carters Glen substation/Galashewe deload	26	INEP		5,336,500.00
Replacement of 11KV circuit breakers at Herlear	All	CRR	7,000,000.00	
Replacement of 66KV oil curcuit breakers herlear	All	CRR	3,000,000.00	
Upgrade of electricity transformers at Riverton	All	CRR	4,000,000.00	
EEDMS electrification of municipal buildings and streelights	All	EEDMS		7,000,000.00
			50,446,017.00	282,795,413.00
				333,241,430.00

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 2018/19 Financial Year are per Municipal Vote (Directorate). It assigns the responsibility of each Directorate for its specific KPI and target - see diagram 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 2018/19.

3.2.3 Service Delivery Quarterly Targets and Performance Indicators per key performance indicators 2018/19 SDBIP (Annexure 2)

Annexure 2 indicates the KPI's and Quarterly Targets for the 2018/19 financial year – the first year of the multi-year performance plan.

Annexure 1: 2018/19 SDBIP Multi-year Service Delivery Targets per Key Performance Area

Description	Unit of measurement	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
1. Local Economic Development							
1.1 To ensure effective spatial planning and development in order to establish a competitive economic position							
<i>To improve the SCM turnaround time to 12 weeks for annual contracts from closing date to date of award.</i>	Average time in weeks to award tenders	12	12	12	12	12	12
<i>To improve the SCM turnaround time to 6 weeks for once off contracts from closing date to date of award.</i>	Average time in weeks to award tenders	6	6	6	6	6	6
<i>Ensuring a response time of 10 weeks for building plan submissions received in the current financial year for buildings or architectural buildings greater than 500m² annually.</i>	Average response time in weeks to approve building plans	10	10	10	10	10	10
<i>Ensuring a response time of 6 weeks for building plan submissions received in the current financial year for buildings or architectural buildings less than 500m² annually.</i>	Average response time in weeks to approve building plans	6	6	6	6	6	6
<i>To process all category 1 land use applications received until 30 April of the current financial year through MPT (Municipal Planning Tribunal) by 30 June 2018 in terms of the SPLUM by-law (2015)</i>	Percentage of land use applications approved	100%	100%	100%	100%	100%	100%
<i>To process at least 100 buildings plans that were received before 1 July 2018 by the end of the current financial year (30 June 2019)</i>	Percentage of building plans approved	50%	100%	100	100	100	100
1.2 Marketing the municipality as premier destination for tourism and investment							
<i>Promote tourism into the city using arts, culture and heritage as a strategy by creating a marketing platform for SMME's through at least 4 events partnered by Sol Plaatje on an annual basis</i>	Number of marketing platforms created (events)	4	4	4	4	5	5
1.4 To capacitate SMME's and local entrepreneurs							
<i>To successfully implement the PPPFA Regulations to achieve BBBEE and radical economic transformation through local procurement by ensuring at least 60% of the municipality's tenders are awarded to EME's, OSE's and from the businesses in the rural areas within the municipal jurisdiction by 30 June 2019.</i>	Percentage of tenders and value thereof awarded to EME, OSE, local and from business in the rural areas within the municipal jurisdiction	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%
<i>To implement Standards for Infrastructure Procurement and Demand Management by ensuring compliance with predetermined timeframes by 30 June 2019.</i>	Compliance with the predetermined time frames	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Support SMME's through business incubation by setting up developmental programmes for at least 10 businesses annually.	Number of business provided with a developmental programme	10	10	10	10	10	10
1.5 To develop sustainable living through job creation (EPWP and other initiatives)							
Create 30 FTE jobs through EPWP initiatives of the SPM by 30 June 2019.	Number of jobs created	300	300	300	300	320	330
To complete Local Economic Development Strategy 30 June 2019.	Completed strategy document	1	1	1	1	0	0
1.7 To position the market as a productive and profitable section of the municipality							
To perform an assessment of the completed business plan in relation to the profitability potential of the fresh produce market of the municipality and implement a decision by 30 June 2019.	Business Plan	Business plan complete	Business plan complete	Business plan complete	1	0	0
2. Basic service delivery and Infrastructure development							
2.1 To ensure sustainable delivery of community services (personal including environmental health, library, emergency and traffic services) to all residents of SPM.							
To complete the construction of the Homevale Fire Station by 30 June 2019.	Percentage completion as per project progress reports	100.0%	40.0%	40.0%	100.0%	0	0
Respond to 85% of emergency call-outs within time limits as prescribed in table 1 and table 2 of SANS 10090 by 30 June 2019.	% call-outs that were responded to within the time limits	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%
To achieve at least 70% compliance with the National Disaster Management Tool by 30 June 2019.	% compliance with the National Disaster management Tool	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%
2.2 To address the poor condition of the roads in the Sol Plaatje area through maintenance and upgrading projects							
To upgrade at least 12 km of Galeshewe access roads to a paved surface by 30 June 2019. (ward 6,7,9,10 and 15)	Distance of km paved	2km	2km	2km	12km	10km	5km
To complete Phase 2 for the upgrading of storm water channels in Galeshewe by 30 June 2019.	Percentage completion as per project progress reports	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To complete 80% construction projects in terms of Priority 1 for the upgrading of storm water channels in Galeshewe by 30 June 2019.	Percentage completion as per project progress reports	0.0%	40.0%	40.0%	80.0%	90.0%	100.0%
To complete the Integrated Transport Plan by 30 June 2019		100.0%	0.0%	0.0%	100.0%	0	0
To complete the upgrading of Tlhageng Retention Dam by 30 June 2019.	Percentage completion as per project progress reports	procurement phase complete	procurement phase complete	procurement phase complete	100.0%	0	0
To complete the upgrade of stormwater channles in wards 30,22,26,27 and 32 by 30 June 2019.	Percentage completion as per project progress reports	N/A	N/A	N/A	100.0%	0	0
To reseal at least 15km of tarred roads by 30 June 2019.	Distance (km resealed)	10km	0km	0km	15km	20km	25km
2.3 To ensure the availability of critical service delivery tools at all times (fleet management)							

Ensure that all identified fleet items to be procured for the year, are delivered by 30 June 2019	Percentage of identified fleet items delivered at year end	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
2.4 To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure							
To complete upgrading of the Carters Glen substation with 1 X 20 MVA transformers by 30 June 2019	Percentage completion as per project progress reports	100.0%	procurement complete	procurement complete	100.0%	1	1
To complete 50% of the project to replace the 66KV oil circuit breakers at the the Herlear Substation with SF6 by 30 June 2019.	Percentage completion as per project progress reports	100.0%	procurement complete	procurement complete	1	1	0
To complete 50% replace the 11KV Circuit breakers at Herlear Substation by 30 June 2019	Percentage completion as per project progress reports	New	New	New	1	1	0
To complete the upgrading of Riverton substation equipment with 2X10MVA transformers by 30 June 2019.	Percentage completion as per project progress reports	100.0%	procurement complete	procurement complete	100.0%	0	0
To convert 40% of municipal buildings to energy efficient lighting by 30 June 2019.	Percentage completion as per project progress reports	New	New	New	40.0%	1	1
To upgrade high mast lighting in Ivory Park by 30 June 2019.	Percentage completion as per project progress reports	New	New	New	100.0%	0	0
2.5 To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure							
To complete the water connections for the Lerato park development by 30 June 2019.	Percentage completion as per project progress reports	100.0%	40.0%	40.0%	100.0%	0	0
To complete the sewer connections for the Lerato park development by 30 June 2019.	Percentage completion as per project progress reports	100.0%	40.0%	40.0%	100.0%	0	0
To complete the water pipe replacement projects at the following areas: Newton , Community, Adam Namakola, Nobengula, Bultfontein Road and Gogga Pump Station by 30 June 2019.	Percentage completion as per project progress reports	0.0%	100.0%	100.0%	100.0%	0	0
To complete the Ritchie Bulk Water Implementation project by 30 June 2019	Percentage completion as per project progress reports	40.0%	Phase 2 complete	Phase 2 complete	100.0%	0	0
To spend at least 8% of the operational budget to repairs and maintenance annually.	Percentage of operating budget spend on R&M	8.0%	8.0%	8.0%	8.0%	0	0
To complete 30% of the upgrading of the Carters Glen Sewer pump station by 30 June 2019.	Percentage completion as per project progress reports	New	New	New	30.0%	100.0%	0
2.6 To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services							

To replace 2500 water meters by 30 June 2019.	Number of water meters replaced	2000	2000	2000	2500	3000	3000
To complete the electrification of 1591 houses (Snake park, Platfontein, Ramorwas Fluffy park, Sanata centre and Kutlwanong) by 30 June 2019.	Number of houses connected to electricity network	New	New	New	1 591	1 200	969
To replace at least 2500 prepaid electricity meters by 30 June 2019	Number of electricity meters replaced	2000	2000	2000	2500	3000	3000
Decrease electricity losses to 18% by 30 June 2019	Percentage electricity loss	18%	18%	18%	18%	17%	16%
Decrease water losses to 45% by 30 June 2019	Percentage water loss	45.0%	45.0%	45.0%	45.0%	40.0%	35.0%
15 000 Indigent households to receive free basic services (water, electricity, sanitation and waste removal according to national guidelines) by 30 June 2019	Number of indigents per the indigent register	15000	15000	15000	15000	17500	18500
To complete the reconstruction of aged sink toilets in Kutlwanong by 30 June 2019.	Percentage completion as per project progress reports	New	New	New	100%	0	0
2.7 To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation							
To ensure through effective monitoring that a 100% Blue Drop Status is achieved by 30 June 2019	Percentage Blue Drop Status achieved	95%	95%	95%	97%	95%	95%
To ensure through effective monitoring that a 90% Green Drop Status is achieved by 30 June 2019	Percentage Green Drop Status achieved	90%	90%	90%	90%	90%	90%
2.9 Develop suitable located and affordable housing (shelter) and decent human settlements							
To ensure that 3400 erven (in the areas Ritchie, Begonia and Ivory park) are planned and surveyed by 30 June 2019.	Number of erven planned and surveyed	New	New	New	3400	1860	300
2.10 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).							
Ensure that adequate maintenance (at least 92% completion in terms of plan) is done on sporting an recreational facilities requiring conditions based maintenance, in accordance with the annual maintenance schedule/plan.	Percentage completion of maintenance of sport facilities in accordance with maintenance schedule.	90%	90%	90%	92%	95%	95%
To complete the upgrading of Bantu Community hall by 30 June 2019.	Percentage completion as per project progress reports	N/A	N/A	N/A	100%	0	0

To complete 80% of the upgrade of the Galeshewe Sport Stadium by 30 June 2019.	Percentage completion as per project progress reports	100%	Phase 1 complete	Phase 1 complete	80%	100%	0
3. Municipal Institutional Development and Transformation							
3.1 To enable effective training and skills development through various initiatives and partnering with the private sector							
Equip staff to Implement efficiency, monitoring and productivity through the following improvement interventions by 30 June 2019 : Leadership and management development training, Learning/competency and development programme	Number of interventions performed	2	2	2	2	2	2
3.2 To improve effective human resource development to staff and Councillors							
Develop a policy/strategy addressing talent retention, fixed contract dispensation, revised performance management, recognition system, revised remuneration dispensation by 30 June 2018.	Skill/talent retention policy developed	100%	100%	100%	0	0	0
Review the organisational structure of the municipality on an annual basis, with the aim of optimising efficiency, and make recommendations by 30 June 2019.	Record of review and recommendations made and review performed	100%	100%	100%	100%	100%	100%
Monitor the implementation of the Human Resource Management Plan through conducting at least one review meeting annually.	Number of review meetings held	1	1	1	1	1	1
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 2019	% compliance to the EAP	70%	70%	70%	72.0%	75.0%	75.0%
3.3 To ensure continuous maintenance and replacement of furniture, office and computer equipment and create a secure environment within the municipality							
Ensure that all identified Information Technology related needs as per the procurement plan have been addressed by 30 June 2019.	Percentage of items per the procurement plan delivered	100%	100%	100%	100%	100%	100%
Ensure that all identified furniture and office equipment needs have been addressed by 30 June 2019.	Percentage of items per the procurement plan delivered	100%	100%	100%	100%	100%	100%
To conduct at least 4 IT Steering Committee meetings by 30 June 2019.	Number of meetings held and attendance registers	0	4	4	4	4	4
3.4 To provide a basis for sustainable municipal performance improvement							
Monitor the implementation of the Integrated Performance Management Policy by conducting at least one review meeting annually	Minutes of meeting conducted. Item on policy review tabled to Council	1	1	1	1	1	1
Submit quarterly organisational performance reports to the Executive Mayor by the 20th of the month following the end of each Quarter for 2018/19	No of Reports submitted	4	4	4	4	4	4
On a quarterly basis communicate the funded vacant positions in each directorate to the relevant Executive Director.	Number of communications provided	2%	4	4	4	4	4
Co-ordinate bi-annual performance assessments of the municipal manager and managers reporting directly to the municipal manager by 30 June 2019.	Number of assessments conducted	2	2	2	2	2	2

Submit the final IDP document for adoption to Council by 31 May annually.	Tabled IDP for Council adoption	1	1	1	1	1	1
Submit the final SDBIP to the Executive Mayor by 30 June annually.	SDBIP approved by Executive Mayor	1	1	1	1	1	1
4. Municipal financial viability and management							
4.1 Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams							
Improve revenue enhancement by ensuring a collection rate of 89,4% after debt write off by 30 June 2019	Collection rate	89.4%	89.4%	89.4%	89.4%	89.4%	89.4%
4.2 Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management							
To spend at least 95% of the Capital Budget (including VAT) on capital projects identified in the IDP by 30 June 2019	Percentage capital spending	95%	95%	95%	95%	95%	95%
To spend at least 95% of the Operational Budget annually (30 June)	Percentage operational spending	95%	95%	95%	95%	95%	95%
Maintain the debt coverage ratio of at least 2:1 against net assets of the municipality by 30 June 2019	Debt coverage ratio	2.1	2.1	2.1	2.1	2.1	2.1
Reduce net debtor days to 200 days by 30 June 2019	Net debtor days	200	200	200	200	200	200
Maintain the cost coverage ratio of at least 3 months (annually)	Cost coverage ratio	3	3	3	3	3	3
Ensure that the actual spending on employee related costs does not exceed 32% of the total expenditure, by 30 June 2019	Employee cost as a percentage of total operating cost	32%	32%	32%	32%	32%	32%
Ensure through regular communication and submission data streams monthly, that mSCOA compliance is maintained throughout the financial year	Monthly submission of data streams to National Treasury	12	12	12	12	12	12
5. Good Governance and Public Participation							
5.1 To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls							
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	10	10	10	10	10
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 2019	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 by 31 January annually.	Audit action plan submitted	1	1	1	1	1	1
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	4	4	4	4	4
Submit an Annual Report on risk management maturity level of SPM to NT by 30 June each year.	Maturity Report submitted	1	1	1	1	1	1
5.2 To facilitate and promote Inter-governmental relations programmes and projects on a continuous basis.							

Monitor the implementation of the strategic plan for IGR relations through semi-annual review meetings.	Minutes of review meetings held and observations made.	New	New	New	2	2	2
Monitor the implementation of recommendations made regarding the intergovernmental framework through and annual review and assessment meeting.	Evidence of reviews performed	New	New	New	2	2	2
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	12
To respond to all media enquires and issue media statements within 24 hours after an occurrence	Response times after and event has occurred	24h	24h	24h	24h	24h	24h

Annexure 2: 2018/19 SDBIP Service Delivery Quarterly Targets per Key Performance Area

Basic and Sustainable Service Delivery and Infrastructure Development

Description	Unit of measurement	Quarterly targets 2018/19				
		Budget Year 2018/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Local Economic Development						
IDP Strategic Objective Inclusive Growth: To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs. IDP Strategic Objective Spatial Transformation: To transform the spatial structure of the City towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities						
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.	Average time in weeks to award tenders	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.	Average time in weeks to award tenders	6	6	6	6	6
Ensuring a response time for building plan submissions received in the current financial year for buildings or architectural buildings greater than 500m ² annually.	Average response time in weeks to approve building plans	10	10	10	10	10
Ensuring a response time for building plan submissions received in the current financial year for buildings or architectural buildings less than 500m ² annually.	Average response time in weeks to approve building plans	6	6	6	6	6
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 2019 in terms of the SPLUM by-law (2015).	Percentage of land use applications approved	100%	20%	40%	80%	100%
To ensure that 3400 erven (in the areas Ritchie, Begonia and Ivory park) are planned and surveyed by 30 June 2019.	Number of erven planned and surveyed	3400	1000	1000	1000	400
To process at least 100 buildings plans that were received before 1 July 2018 by the end of the current financial year (30 June 2019).	Number of of building plans approved	100	20	20	20	40
1.2 Marketing the municipality as premier destination for tourism and investment						
Promote tourism into the city using arts, culture and heritage as a strategy by creating a marketing platform for SMME's through at least 4 events partnered by Sol Plaatje on an annual basis.	Number of marketing platforms created (events)	4	1	1	1	1
1.4 To capacitate SMME's and local entrepreneurs						
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 2019.	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%

To implement Standards for Infrastructure Procurement and Demand Management by ensuring compliance with predetermined timeframes by 30 June 2019.	Compliance with the predetermined time frames	100%	100%	100%	100%	100%
Support SMME's through business incubation by setting up developmental programmes for at least 10 businesses annually.	Number of business provided with a developmental programme	10	2	2	4	2
1.5 To develop sustainable living through job creation (EPWP and other initiatives)						
Create 300 FTE jobs through EPWP initiatives of the SPM by 30 June 2019.	Number of jobs created	300	100	50	70	80
To complete Local Economic Development Strategy 30 June 2019.	Strategy completed	1	0	0	0	1
1.7 To position the market as a productive and profitable section of the municipality.						
To perform an assessment of the completed business plan in relation to the profitability potential of the fresh produce market of the municipality and implement a decision by 30 June 2019.	Assessment and minutes of meetings	1	0	0	0	1
2. Basic service delivery and Infrastructure development						
IDP Strategic Objective Service Provision: To plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports: transformed spatial structure, economic growth objectives universal access to basic services, differentiated service requirements of households and human settlements and economic activity						
2.1 To ensure sustainable delivery of community services (personal including environmental health, library, emergency and traffic services) to all residents of SPM.						
To complete the construction of the Homevale Fire Station by 30 June 2019.	Percentage completion as per project progress reports	100%	50%	60%	80%	100%
Respond to 85% of emergency call-outs within time limits as prescribed in table 1 and table 2 of SANS 10090 by 30 June 2019	% call-outs that were responded to within the time limits	85%	85%	85%	85%	85%
To achieve at least 70% compliance with the National Disaster Management Tool by 30 June 2019	% compliance with the National Disaster management Tool	70%	70%	70%	70%	70%
2.2 To address the poor condition of the roads in the Sol Plaatje area through maintenance and upgrading projects						
To upgrade at least 12 km of Galeshewe access roads to a paved surface by 30 June 2019. (ward 6,7,9,10 and 15)	Distance of km paved	12	3	4	3	2
To complete Phase 2 for the upgrading of storm water channels in Galeshewe by 30 June 2019.	Percentage completion as per project progress reports	100%	40%	50%	70%	100%
To complete 80% of the construction projects in terms of Priority 1 for the upgrading of storm water channels in Galeshewe by 30 June 2019.	Percentage completion as per project progress reports	80%	60%	70%	80%	100%
To complete the Integrated Transport Plan by 30 June 2019	Completed Transport Plan	100%	0	0	1	1
To complete the upgrading of Tlhageng Retention Dam by 30 June 2019.	Percentage completion as per project progress reports	100%	30%	40%	70%	100%

To complete the upgrade of stormwater channles in wards 30,22,26,27 and 32 by 30 June 2019.	Percentage completion as per project progress reports	100%	30%	40%	70%	100%
To reseal at least 15km of tarred road by 30 June 2019.	Distance (km resealed)	15	5	5	2	3
2.3 To ensure the availability of critical service delivery tools at all times (fleet management)						
Ensure that all identified fleet items to be procured for the year, are delivered by 30 June 2019	Percentage of identified fleet items delivered at year end	100%	30%	40%	50%	100%
2.4 To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure						
To complete upgrading of the Carters Glen substation with 1 X 20 MVA transformers by 30 June 2019	Percentage completion as per project progress reports	100%	10%	40%	60%	100%
To complete 50% of the project to replace the 66KV oil circuit breakers at the Herlear Substation with SF6 by 30 June 2019.	Percentage completion as per project progress reports	50%	10%	20%	30%	50%
To complete 50% replace the 11KV Circuit breakers at Herlear Substation by 30 June 2019	Percentage completion as per project progress reports	50%	50%	0	50%	0
To complete the upgrading of Riverton substation equipment with 2X10MVA transformers by 30 June 2019.	Percentage completion as per project progress reports	100%	50%	0	0%	100%
To convert 40% of municipal buildings to energy efficient lighting by 30 June 2019.	Percentage completion as per project progress reports	40%	10%	20%	30%	40%
To upgrade high mast lighting in Ivory Park by 30 June 2019.	Percentage completion as per project progress reports	100%	10%	40%	60%	100%
2.5 To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure						
To complete the water connections for the Lerato park development by 30 June 2019.	Percentage completion as per project progress reports	100%	20%	40%	60%	100%
To complete the sewer connections for the Lerato park development by 30 June 2019.	Percentage completion as per project progress reports	100%	20%	40%	60%	100%
To complete the water pipe replacement projects at the following areas: Newton , Community, Adam Namakola, Nobengula, Bultfontein Road and Gogga Pump Station by 30 June 2019	Percentage completion as per project progress reports	100%	20%	40%	60%	100%
To complete the Ritchie Bulk Water Implementation project by 30 June 2019	Percentage completion as per project progress reports	100%	25%	50%	75%	100%
To spend at least 8% of the operational budget to repairs and maintenance annually.	Percentage of operating budget spend on R&M	8%	8%	8%	8%	8%
To complete 30% of the upgrading of the Carters Glen Sewer pump station by 30 June 2019.	Percentage completion as per project progress reports	30%	10%	15%	20%	30%
2.6 To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services						
To replace 2500 water meters by 30 June 2019.	Number of water meters replaced	2 500	500	500	500	1000
To complete the electrification of 1591 houses (Snake park, Platfontein, Ramorwa, Fluffy park, Santa centre and Kutlwanong)) by 30 June 2019.	Number of houses connected to electricity network	1 591	397	398	398	398
To replace at least 2500 prepaid electricity meters by 30 June 2019	Number of electricity meters replaced	2 500	625	625	625	625
Decrease electricity losses to 18% by 30 June 2019	Percentage electricity loss	18%	18%	18%	18%	18%

Decrease water losses to 45% by 30 June 2019	Percentage water loss	45%	45%	45%	45%	45%
15 500 Indigent households to receive free basic services (water, electricity, sanitation and waste removal according to national guidelines) by 30 June 2019	Number of indigents per the indigent register	15 500	3 875	7 750	11 625	15 500
To complete the reconstruction of aged sink toilets in Kutlwanong by 30 June 2019.	Percentage completion as per project progress reports	100%	25%	50%	75%	100%
2.7 To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation						
To ensure through effective monitoring that a 97% Blue Drop Status is achieved by 30 June 2019	Percentage Blue Drop Status achieved	97%	97%	97%	97%	97%
To ensure through effective monitoring that a 90% Green Drop Status is achieved by 30 June 2019	Percentage Green Drop Status achieved	90%	90%	90%	90%	90%
2.9 Develop suitable located and affordable housing (shelter) and decent human settlements						
To ensure that 3400 erven (in the areas Ritchie, Begonia and Ivory park) are planned and surveyed by 30 June 2019.	Number of erven planned and surveyed	3 400	500	1 000	1 500	400
2.10 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).						
Ensure that adequate maintenance (at least 92% completion in terms of plan) is done on sporting and recreational facilities requiring conditions based maintenance, in accordance with the annual maintenance schedule/plan.	Percentage completion of maintenance of sport facilities in accordance with maintenance schedule.	92%	92%	92%	92%	92%
To complete the upgrading of Bantu Community hall by 30 June 2019.	Percentage completion as per project progress reports	100%	15%	30%	75%	100%
To complete 80% of the upgrade of the Galeshewe Sport Stadium by 30 June 2019.	Percentage completion as per project progress reports	80%	20%	40	60%	80
3. Municipal Institutional Development and Transformation						
IDP Strategic Objective Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration. To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.						
3.1 To enable effective training and skills development through various initiatives and partnering with the private sector						
Equip staff to Implement efficiency, monitoring and productivity through the following improvement interventions by 30 June 2019 : Leadership and management development training, Learning/competency and development programme	Number of interventions performed	2	0	1	0	1
3.2 To improve effective human resource development to staff and Councillors						
Develop a policy/strategy addressing talent retention, fixed contract dispensation, revised performance management, recognition system, revised remuneration dispensation by 30 June 2018.	Skill/talent retention policy developed	0	0	0	0	1
Review the organisational structure of the municipality on an annual basis, with the aim of optimising efficiency, and make recommendations by 30 June 2019.	Record of review and recommendations made and review performed	100%	100%	100%	100%	100%

Monitor the implementation of the Human Resource Management Plan through conducting at least one review meeting annually	Number of review meetings held	1	0	0	0	1
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 2019	% compliance to the EAP	72%	72%	72%	72%	72%
3.3 To ensure continuous maintenance and replacement of furniture, office and computer equipment and create a secure environment within the municipality						
Ensure that all identified Information Technology related needs as per the procurement plan have been addressed by 30 June 2019.	Percentage of items per the procurement plan delivered	100%	20%	40%	80%	100%
Ensure that all identified furniture and office equipment needs have been addressed by 30 June 2019.	Percentage of items per the procurement plan delivered	100%	20%	40%	80%	100%
To conduct at least 4 IT Steering Committee meetings by 30 June 2019.	Number of meetings held and attendance registers	4	1	1	1	1
3.4 To provide a basis for sustainable municipal performance improvement						
Monitor the implementation of the Integrated Performance Management Policy by conducting at least one review meeting annually	Minutes of meeting conducted. Item on policy review tabled to Council	1	0	0	0	1
Submit quarterly organisational performance reports to the Executive Mayor by the 20th of the month following the end of each Quarter for 2018/19	No of Reports submitted	4	1	1	1	1
On a quarterly basis communicate the funded vacant positions in each directorate to the relevant Executive Director	Number of communications provided	4	1	1	1	1
Co-ordinate bi-annual performance assessments of the municipal manager and managers reporting directly to the municipal manager by 30 June 2019	Number of assessments conducted	2	0	1	0	1
Submit the final IDP document for adoption to Council by 31 May annually	Tabled IDP for Council adoption	1	0	0	0	1
Submit the final SDBIP to the Executive Mayor by 30 June annually	SDBIP approved by Executive Mayor	1	0	0	0	1
4. Municipal financial viability and management						
IDP Strategic Objective Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration. To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.						
4.1 Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams						
Improve revenue enhancement by ensuring a collection rate of 89,4% after debt write off by 30 June 2019	Collection rate	89.4%	89.4%	89.4%	89.4%	89.4%
4.2 Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management						
To spend at least 95% of the Capital Budget (including VAT) on capital projects identified in the IDP by 30 June 2019	Percentage capital spending	95%	95%	95%	95%	95%
To spend at least 95% of the Operational Budget annually (30 June)	Percentage operational spending	95%	95%	95%	95%	95%
Maintain the debt coverage ratio of at least 2:1 against net assets of the municipality by 30 June 2019	Debt coverage ratio	2.1	2.1	2.1	2.1	2.1

Reduce net debtor days to 200 days by 30 June 2019	Net debtor days	200	200	200	200	200
Maintain the cost coverage ratio of at least 3 months (annually)	Cost coverage ratio	3	3	3	3	3
Ensure that the actual spending on employee related costs does not exceed 32% of the total expenditure, by 30 June 2019	Employee cost as a percentage of total operating cost	32%	32%	32%	32%	32%
Ensure through regular communication and submission data streams monthly, that mSCOA compliance is maintained throughout the financial year	Monthly submission of data streams to National Treasury	12	12	12	12	12
5. Good Governance and Public Participation						
IDP Strategic Objective Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration. To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.						
5.1 To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls						
Internal audit to perform an assessment of the internal control environment and other risk areas within the municipality and issue at least 10 internal audit reports to the audit committee during the financial year.	Number of internal audit reports completed	10	10	10	10	10
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 2019	Percentage successful appeals	5%	5%	5%	5%	5%
Submit an Audit Action Plan to the Municipal Manager to address issues raised by the Auditor General by 31 January annually	Audit action plan submitted	1	0	0	1	0
To report quarterly on the progress of risk mitigation to the Accounting officer and Executive Management Team (EMT)	Quarterly reports on strategic risk register	4	1	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
5.2 To facilitate and promote Inter-governmental relations programmes and projects on a continuous basis.						
Monitor the implementation of the strategic plan for IGR relations through semi-annual review meetings.	Minutes of review meetings held and observations made.	2	0	1	0	1
Monitor the implementation of recommendations made regarding the intergovernmental framework through and annual review and assessment meeting.	Evidence of reviews performed	1	0	0	0	1
5.3 To promote community participation and communication						
To communicate to the public (established residential areas) by issuing monthly newsletters	Number of newsletters issued.	12	3	3	3	3
To respond to all media enquires and issue media statements within 24 hours after an occurrence	Response times after and event has occurred	24h	24h	24h	24h	24h

**BUDGET
RELATED
POLICIES
OVERVIEW
AND
AMENDMENTS**

SOL PLAATJE MUNICIPALITY

ANNEXURE : BUDGET RELATED POLICIES

<u>List of Budget related policies</u>	Explanation numbers	Approved	Resolution Number	Reviewed
Policy Asset Management	1	28-May-14	C125/05/14	March 2018
Policy Cash Management & Investment	1	07-Apr-05	CR22	March 2018
Policy Customer Services Credit Control Debt Collection	1 and 2	31-May-17	C60/05/17	May 2018
Policy Indigent	1	28-May-14	C121/05/14	March 2018
Policy Internal Audit	1	17-Nov-05		March 2018
Policy Property Rates	1	27-May-15	C100/05/15	March 2018
Policy Risk Management	1	17-Nov-05	CR500	March 2018
Policy Supply Chain Management	1	04-Nov-14	C265/11/14	March 2018
Tariff Policy on Property Rates	1 and 2	28-May-14	C125/05/14	May 2018
Tariff Policy on Electricity	1 and 2	28-May-14	C125/05/14	May 2018
Tariff Policy on Water	1 and 2	28-May-14	C125/05/14	May 2018
Tariff Policy on Sanitation	1 and 2	28-May-14	C125/05/14	May 2018
Tariff Policy on Refuse Removal/Solid Waste	1 and 2	28-May-14	C125/05/14	May 2018
Policy Debt Write-off	1	28-May-14	C125/05/14	March 2018
Policy Regarding Audit Committees	1	17-Nov-05	CR500	March 2018
Disposal of Moveable Assets Policy	1	27-May-15	C100/05/15	March 2018
Policy Borrowing	1	28-May-14	C125/05/14	March 2018
Policy irregular, fruitless and wasteful expenditure	1	28-May-14	C125/05/14	March 2018
Budget Implementation and Management Policy (Budget policy)	1	27-May-15	C100/05/15	March 2018
Funding and Reserves policy	1	25-May-16	C148/05/16	March 2018
Policy Short and Long term borrowing	1	19-Apr-11	C150/11	March 2018
Financial Management and Revenue Enhancement Strategy policy	1	27-May-15	C100/05/15	March 2018
Policy related to long-term financial planning	1	27-May-15	C100/05/15	March 2018
Consumer Deposit Policy New	1	31-May-17	C60/05/17	March 2018
Free Basic Services Policy New	1	31-May-17	C60/05/17	March 2018
Sol Plaatje Materiality and Significance Framework	1 and 2			May 2018
Contracts Policy New	1	31-May-17	C60/05/17	March 2018
SSEG PV Policy New	1	31-May-17	C60/05/17	March 2018
Bulk Infrastructure Contribution Policy	1	31-May-17	C60/05/17	March 2018
Water Restrictions Policy	1	31-May-17	C60/05/17	March 2018
Infrastructure investment and capital projects policy (included in Budget policy)	1	28-May-14	C125/05/14	March 2018

Explanation numbers

1. These policies are accessible on the Sol Plaatje website: www.solplaatje.org.za.
2. Policy to be approved with budget process 2018/19.

SOL PLAATJE LOCAL MUNICIPALITY

Customer Care, Credit Control and Debt Collection Policy



APPROVED ON THE 31ST OF MAY 2017

RESOLUTION NUMBER C60/05/17

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1. Definitions

In this Policy unless the context indicates otherwise:

"account holder" means any person who is due to receive a municipal account, which includes a user of pre-paid electricity or water;

"Act" means the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000);

"arrangement" means an agreement between Sol Plaatje Municipality and the consumer whereby the consumer signs an acknowledgement of debt and binds him/herself to the payment of equal monthly instalments until the arrear debt is realised.

"applicant" means a person who applies for the supply of municipal services;

"billing" means invoicing on a municipal account to an account holder of an amount or amounts payable for assessment rates, metered services, other municipal charges, levies, fees, fines, taxes, or any other amount or amounts payable arising from any other liability or obligation;

"Executive Director: Infrastructure Services" means the person who holds the position of "Executive Director: Infrastructure Services" either substantively or in an acting capacity within Council, or any other officer authorised by the Executive Director: Infrastructure Services;

"Council" means the Council of the Sol Plaatje Local Municipality;

"credit control" means all the functions relating to the collection of revenue;

"consumer" means the occupier of any premises to which the municipality has agreed to supply or is actually supplying municipal services, or if there is no occupier, then any person who has entered into a service agreement with the municipality for the supply of municipal services to such premises, or, if there be no such person, then the owner of the premises.

"customer management" means to focus on the account holder's needs in a responsive and proactive way to encourage payment and thereby limiting the need for enforcement;

"customer service centre" means -

- (a) an office where an applicant may apply for services and enter into a service agreement with the municipality;
- (b) an office where an account holder may settle an account or may make pre-payment for services;.

- (c) a credit screening point where the credit assessment of an applicant can be processed; or
- (d) an office where an account holder may query or verify accounts and metered consumption, and may communicate grievances, inquiries, recommendations and other relevant issues to the municipality and from where the response from the municipality can be conveyed to the account holder;

“debt” means any monies owing to the Municipality in respect of the rendering of municipal services, and includes monies owing in regard to property rates, water, sanitation, refuse removal, housing, sundries and terminated leases, and any other outstanding amounts, inclusive of any interest thereon, owing to the Municipality

"debtor" means any person who owes a debt to the Municipality

"due date" means the date specified as such on a municipal account dispatched by the municipality to an account holder for current charges payable and which is the last day allowed for the payment of such current charges

“indigent debtor” means a debtor who meets certain criteria, as determined by the Municipality from time to time;

"interest" means the rate of interest determined by the Council payable on the amount due in terms of a municipal account which is in arrears;

“municipality” means the Sol Plaatje Local Municipality, a category B municipality, established in terms of section 12, Local Government: Municipal Structures Act, 117/1998 and where the context refers to an act or omission thereof, means the municipality, acting through the Municipal Manager or his delegate;

"municipal account" means an account rendered on which is billed an amount or amounts payable to the municipality for assessment rates, metered services, other municipal charges, levies, fees, fines, interest, taxes or any other amount or amounts payable arising from any other liability or obligation;

"Municipal Manager" means the person appointed in terms of section 54A of the Local Government: Municipal Structures Act;

"municipal service charges" means those assessment rates, metered services, other municipal charges, levies, fees, fines, interest, taxes or any other amount or amounts payable arising from any other liability or obligation reflected on the municipal account for which payment is required by the municipality;

"occupier" means any person who occupies any premises or part thereof notwithstanding the title under which the person occupies, and includes -

- (a) any person in actual occupation of such premises;
- (b) any person legally entitled to occupy such premises;
- (c) in the case of premises which have been subdivided and let to lodgers or various tenants, the person receiving the rent payable by such lodgers or tenants whether on that person's own account or as agent for any person entitled thereto or interested therein;
- (d) any person having the charge or management of those premises, and includes the agent of any such person when the person is absent from the Republic of South Africa or his or her whereabouts are unknown; and
- (e) the owner of those premises;

"officer" means an employee of the municipality or any other person who is specifically authorised thereto by the municipality to perform any act, function or duty in terms of, or exercise any power under these by-laws;

"owner" means -

- (i) a person in whom the legal title to a premises is vested;
- (ii) in a case where the person in whom the legal title is vested is insolvent or dead, or is under any form of legal disability whatsoever, the person in whom the administration of and control of such premises is vested as curator, trustee, executor, administrator, judicial manager, liquidator or other legal representative;
- (iii) in the event that the municipality is unable to determine the identity of the person in whom the legal title is vested, the person who is entitled to the benefit of such premises or a building thereon;
- (iv) in the case of premises for which a lease of 30 years or more has been entered into, the lessee thereof;

- (v) in relation to -
 - (i) a piece of land delineated on a sectional plan registered in terms of the Sectional Titles Act, 1986 (Act No. 95 of 1986), and without restricting the above, the developer or the body corporate in respect of the common property; or
 - (ii) a section as defined in such Act, the person in whose name such section is registered under a sectional title deed and includes the lawfully appointed agent of such a person;
- (vi) any legal person including, but not limited to -
 - (i) a company registered in terms of the Companies Act, 1973 (Act No. 61 of 1973), the Companies Act, 2008 (Act No. 71 of 2008), Trust inter vivos, Trust mortis causa, a Closed Corporation registered in terms of the Closed Corporation's Act, 1984 (Act No. 69 of 1984), a voluntary association;
 - (ii) any Department of State;
 - (iii) any Council or Board established in terms of any legislation applicable to the Republic of South Africa; and
 - (iv) any Embassy or other foreign entity; and
- (vii) a lessee of municipal property who will be deemed to be the owner for the purposes of rendering a municipal account;

“payment extension” means the extension of the due date already expired for payment in part or whole, where the municipality has agreed to substitute that due date with a payment extension date in applicable cases.

“payment extension date” means the date on which Credit Control has determined that a consumer must pay arrear charges which were not paid by the due date.

"person" includes a legal person;

"preferred customer" means a person who may be granted special concessions by the municipality;

"premises" means any piece of land, the external surface boundaries of which are delineated on -

- (a) a general plan or diagram registered in terms of Land Survey, Act of 1927 (Act No. 9 of 1927), or in terms of the Deeds Registry, Act of 1937 (Act No. 47 of 1937); or

- (b) a sectional plan registered in terms of the Sectional Titles Act, 1986 (Act No. 93 of 1986), which is situated within the area of jurisdiction of Council;
- (c) and includes any other land and any building or structure above or below the surface of any land;

"prescribed charge" means a charge prescribed by the Council or an authorized officer;

"revenue" means all monies due to the municipality and in regard to which it has the right to enforce payment;

"tampering" means any unauthorised interference with the municipality's supply, seals and metering equipment and "tamper" has a corresponding meaning;

"target" means realistic targets which may be set by the Council from time to time; and

"unreliable customer" includes an account holder, who according to his or her payment record has failed to settle his or her municipal account by the due date or who was or is in arrears with payments due to the municipality or who has tampered or interfered with metering equipment, seals, or the supply of municipal services.

"third party debt collector" means any person or persons duly authorised to collect monies or institute legal proceedings against debtors, on behalf of the municipality

"total household income" or **"household income"** means the total formal and informal gross income of all people living permanently or temporarily on the property on which the account is based;

2. Objective and Scope of Policy

The Council, in adopting this policy recognises its constitutional obligation to promote social and economic development in harmony with the environment and to ensure the provision to communities of services which are affordable and of an acceptable standard.

It further recognises that it cannot fulfil its constitutional duties unless it ensures compliance by members of the local community with the provisions of section 5(2)(b) of the Local Government: Municipal Systems Act, No. 32 of 2000 (hereinafter referred to as the "Act") , to pay promptly for service fees, surcharges on fees, rates on property and other taxes, levies and duties which have been legitimately imposed by it (subject to the relief afforded in its Indigent Management Policy).

The Council is further mindful of its obligations in terms of sections 95 and 97 of the Act and accordingly aims:

- (a) through the implementation of this policy, to ensure that the municipality is financially and economically viable;
- (b) to establish and maintain a customer care and management system which aims -
 - (i) to create a positive and reciprocal relationship between the municipality and an account holder;
 - (ii) to establish mechanisms for an account holder to give feedback to the municipality regarding the quality of the services and the performance of the municipality;
 - (iii) to ensure that reasonable steps are taken to inform an account holder of the costs involved in service provision, the reasons for payment of service fees, and the manner in which monies raised from the services provided, are utilised;
 - (iv) to ensure, where the consumption of services has to be measured, that reasonable steps are taken to measure the consumption by individual account holders of services through accurate and verifiable metering systems;
 - (v) to ensure that an account holder receives regular and accurate accounts that indicate the basis for calculating the amounts due;
 - (vi) to provide accessible mechanisms for an account holder to query or verify a municipal account and metered consumption and appeal procedures which allow the account holder to receive prompt redress for inaccurate accounts;
 - (vii) to provide accessible mechanisms for dealing with complaints from an account holder, together with prompt replies and corrective action by the municipality, and to provide mechanisms to monitor the response time and efficiency of the municipal's actions;
 - (viii) to provide for accessible pay points and other mechanisms for settling an account or for making pre-payments for services; and
- (c) to put in place credit control and debt collection mechanisms and procedures which aim to ensure that all money that is due and payable, from whatever cause, to the municipality, subject to the Act and other legislation, is collected.
- (d) to achieve and maintain consistently high levels of payment by its customers in accordance with the best practice achieved in municipalities in the Republic and in

accordance with the standards set each year by the Council in conjunction with its approval of the Budget.

- (e) The Council further recognises that the Constitution entitles everyone to administrative action which is lawful, reasonable and procedurally fair and to be given reasons for any such action which affects them.

The Promotion of Administrative Justice Act 3/2000 is the legislation required by the Constitution to give effect to the right to just administrative action and in order to promote an efficient administration and good governance and to create a culture of accountability, openness and transparency in public administration or in the exercise of a public power or the performance of a public function.

This policy incorporates the above principles by providing parameters and procedures to guide the municipality and its officers in implementing it, and thereby exercising a public power through a series of administrative actions. In so doing, this policy seeks to provide certainty on the part of those affected by it with regard to how the municipality will act in the circumstances covered by the policy and uniformity of action on the part of its officers.

The municipality commits itself and its officers to act fairly and justly in an open and transparent manner in implementing this policy.

3. Principles of the policy

The following principles shall be upheld at all times

- Everyone has the right to dignity and to have their dignity respected and protected;
- The policy must be implemented with equity, fairness and consistency;
- The implementation of this policy is based on sound business practices and applicable legislation;
- Where alternatives are available the Municipality may provide reduced levels of service to manage the debt growth;
- It is not the municipality's intention to place the accountholder in a situation in our pursuit to protect and collect revenue, where the debtor becomes indebted beyond recovery. This policy, inter alia, is to assist to rehabilitate debtors with arrear accounts.

4. Duty to collect debt

All debt owing to the municipality must be collected in accordance with this policy and other municipal policies and by-laws

IMPLEMENTATION AND ENFORCEMENT OF POLICY AND DELEGATIONS

5. Municipal Manager is the responsible and accountable officer

The Municipal Manager -

- (a) is responsible to the Executive Mayor for the implementation and enforcement of the provisions of this policy;
- (b) must, for the purposes of (a) take the necessary steps to implement and enforce the provisions of this policy;
- (c) is accountable to the Executive Mayor for the agreed performance targets as approved by Council and the Executive Mayor, and for these purposes must
 - (i) from time to time, report to the Executive Mayor on matters relating to this policy, including but not limited to -
 - the effectiveness of this policy and the administrative mechanisms, resources, processes and procedures used to collect money that is due and payable to the municipality;
 - billing information, including the number of account holders, accruals, cash flow, and customer management;
 - the satisfaction levels of account holders regarding services rendered; and
 - the effectiveness of the provisions to assist the poor herein and in the Indigent Policy; and
 - (ii) at regular intervals meet with and receive reports from the CFO and other staff members with the aim of submitting recommendations on this policy to the Executive Mayor;
 - (iii) where necessary, propose steps to the Executive Mayor with the aim of improving the efficiency of the credit control and debt collection mechanisms, processes and procedures;
 - (iv) where necessary, propose to the Executive Mayor actions and adjustments to correct deviations;

- (v) establish effective communication channels between the municipality and account holders with the aim of keeping account holders abreast of all decisions by Council that may affect them;
- (vi) establish customer service centres which are located in such communities as determined by Council;
- (vii) identify, appoint, and enter into agreements with suitable business concerns, institutions, organizations, establishments or parastatal institutions to serve as agencies of the municipality in terms of this policy;
- (viii) convey to account holders information relating to the costs involved in service provision, the reasons for payment of service fees, and the manner in which monies raised from the services are utilised, and may where necessary, employ the services of local media to convey such information;
- (ix) expedite the processing of complaints or inquiries received from an account holder and must ensure that an account holder receives a response within a time determined by this policy and must monitor the response time and efficiency in these instances;
- (x) in line with the latest technological and electronic advances, endeavour to make twenty-four hour electronic inquiry and payment facilities available to account holders;
- (xi) encourage account holders and take steps where needed, to ensure settlement of outstanding accounts within the ambit of this policy; and
- (xii) with the consent of an account holder, enter into an agreement with the account holder's employer to deduct from the salary or wages of the account holder -
 - any outstanding amounts as may be agreed; and
 - such regular monthly amounts as may be agreed, and may provide special incentives for employers to enter into such agreements, and employees to consent to such agreements.

6. Delegation

The necessary power and authority is hereby delegated to the Municipal Manager to enable him/her to fulfil his/her responsibilities and obligations in terms hereof, with full authority to further delegate any specific responsibility.

CUSTOMER CARE AND CREDIT CONTROL

7. Application for supply of metered municipal services and service agreements

7.1 Any application for any supply of services to any premises must be made at least four working days prior to the service being required, in the prescribed format, and must comply with the conditions as determined by this Policy and the Municipal Manager or his or her delegate from time to time. Applications must be made on the prescribed forms (annexed hereto) and must be complete and accurate. Incomplete or inaccurate applications will be cancelled if not rectified within a month of the accountholder being asked to do so.

7.2 Subject to the provisions of paragraph 42 (Right of appeal), only the owner of a property, or his duly authorised agent acting on his or her behalf, or in the case of a deceased estate which was:

7.2.1 an indigent household; and

7.2.2 the occupier; and

7.2.3 subject to paragraph 29.1,

may apply for municipal services to be supplied to a property.

7.3 Sol Plaatje Municipality no longer enters into service agreements with tenants of properties except in the following circumstances:

7.3.1 Properties with multiple businesses (e.g. business parks or complexes) and where there is separate metering to the standards set out in the Municipality's by-laws;

7.3.2 Municipal property rental stock;

7.3.3 Properties owned by government and being rented out and where there is separate metering to the standards set out in the Municipality's By-laws .

7.3.4 In any instance where the applicant for services is not the owner of the property, and is permitted in terms of paragraphs 7.3.1 to 7.3.3, permission from such owner must accompany any application along with any other prescribed information.

7.4 Existing tenant accounts will be terminated over the next two financial years. A transitional amnesty will apply in respect of paragraph 7.5(a) and will only apply to circumstances where the tenant has been notified by SPM of the termination of their service agreement and where a suitable arrangement has been made.

7.5 No services shall be supplied unless and until

- (a) the applicant has paid all outstanding amounts owed by them to Sol Plaatje Municipality;
- (b) application has been made by the owner or his or her agent on their behalf, or in the event of a deceased estate which was indigent, the lawful occupier, and a service agreement in the prescribed format has been entered into and the deposit as provided for in paragraph 7 has been paid.

An application for a supply of services for a period of less than one year is regarded as an application for a temporary supply.

8. Supply of unmetered services

- 8.1 Refuse and sanitation charges will be levied against the property for the owner's account.
- 8.2 These charges are against the property and billed to the owner in his capacity as owner of the property.

9. Availability Charges

- 9.1 Where the erf is vacant, or the services aren't being consumed in a particular month to a minimum of 6 kilolitres of water and/or 50 kilowatt-hours of electricity, an availability charge will be levied against the property for refuse, sanitation, electrical and water services where applicable. This provision does not apply to accountholders who are registered as Indigents in terms of the Indigents Management Policy.
- 9.2 Where the property is located in an area where the services cannot be made available due to the absence of infrastructure, and so determined by the relevant Municipal Department, then no availability charges will be levied against the property.
- 9.3 The amount of such availability charge will be determined by Council from time to time as part of its annual budget approval process.

10. Credit screening

- 10.1 The municipality may require of an applicant to submit information and documentary proof so as to enable it to bring its records up to date and to assess the creditworthiness of the applicant and may require such information to be provided on oath.
- 10.2 For the purposes of determining the creditworthiness of an account holder the municipality may make use of the service of a credit bureau, or such any other agency or means as the Municipal Manager or his delegate may determine from time to time.

11. Applications for All other Municipal Services and Approvals

- 11.1 Where an application is made for any other service, for example, rezoning of a property, or the approval of a building plan, all arrears in respect of the subject property must be paid or a suitable arrangement in terms of clause 18 must be made, before such applications will be considered.

12. Deposits

This section must be read with the Sol Plaatje Municipality's Consumer Deposit Policy.

- 12.1 On approval of the application and before the service is made available; the municipality may require the applicant -
- a) to deposit a sum of money with the municipality, to serve as security for the due payment of services and working capital;
 - b) to provide any other form of security e.g. bank guarantee; or
 - c) to agree to special conditions regarding payment of the municipal account.
- 12.2 The Municipal Manager may from time to time review the adequacy of the sum of money deposited and if necessary call for additional security.
- 12.3 The Municipal Manager may, in respect of preferred customers, but only in terms of this policy, consider relaxation of the conditions pertaining to deposits as set out in 7(1) and 7(2) above.
- 12.4 On termination of the supply of services, the amount of such deposit, as determined by Council from time to time, less any payments due to the municipality, must be refunded to the depositor.

13. Billing and payment

- 13.1 The account holder must pay all amounts due to the municipality as reflected in the municipal account, and the onus is on the account holder to verify the accuracy of such account, provided however that:
- (a) the Council may from time to time offer a discount on amounts due to the municipality as an incentive for timely payment of current amounts due by the due date therefor;
 - (b) an account holder remains liable to make payment of the full amount due, on due date therefor and any discount becoming due to an account holder in terms of any

such incentive in force from time to time will be reflected as a credit on the current month's account;

- 13.2 An account holder must pay for metered and other service charges, assessment rates, other municipal charges, levies, fees, fines, interest, taxes or any other liability or obligation from the date of origin of such municipal charges until the written termination of the services.
- 13.3 An account holder -
- (a) has one account number and will be rendered one consolidated account for each premises to which services are rendered or for which rates are due, on which the due date for settlement of the total amount owing is reflected; and
 - (b) will be rendered an account monthly in cycles of approximately thirty days;
- 13.4 Payment must be received before close of business on the due date.
- 13.5 Payment made to any of the service providers appointed by the municipality to receive payments on its behalf, should be made at least four working days before the due date to enable the payment to be processed, and interest will accrue and no payment discount will be given should the municipality receive payment from any such service provider after the due date.
- 13.6 The municipality may estimate the quantity of metered services supplied in respect of a period or periods within the interval between actual successive readings of the meters, and may render an account to an account holder for the quantity of metered services so estimated.
- 13.7 It is the accountholder's responsibility to ensure that their respective meters are free and clear of any obstacles which could cause the meter readers not to perform their duties of reading said meters. This includes ensuring that the meter boxes are not filled with sand or covered by debris.
- 13.8 If a meter is unread because it is covered (whether by debris or sand etc.) the municipality has a right to clear the debris or uncover the meter to enable such meter to be read. This will be done at an additional cost to be determined by Council from time to time. Such cost will be billed against the respective meter's account.
- 13.9 If an account holder is dissatisfied with an account rendered for metered services supplied by the municipality, such account holder may, prior to the due date stipulated therein, lodge an objection in writing to the Chief Financial Officer, setting out reasons for such

dissatisfaction. The CFO, duly delegated by the Municipal Manager, or his sub-delegate, shall adjudicate on the objection.

- 13.10 Should an account holder lodge an objection the account holder must notwithstanding such objection, continue to make regular payments by the due date, of an amount equivalent to the average of the account holder's municipal account for the three month period prior to the month in respect of which the dispute is raised, and taking into account interest as well as the annual amendments of tariffs of Council.
- 13.11 An error or omission in any account or failure to render an account shall not relieve the account holder of the obligation to pay by the due date.
- 13.12 If an account holder uses water or electricity for a category of use other than that for which it is supplied by the municipality and is as a consequence not charged for water or electricity so used, or is charged for the water or electricity at a rate lower than that at which the account holder should have been charged, the account holder shall be liable for the amount due to the municipality in accordance with the prescribed charges in respect of-
- (a) the quantity of water or electricity which in the opinion of the Municipal Manager, or his delegate, the account holder has used and for which the account holder has not been charged; or
 - (b) the difference between the cost of the water or electricity used by the account holder at the rate at which the account holder has been charged and the cost of the water or electricity at the rate at which the account holder should have been charged.
- 13.13 An account holder shall not be entitled to a reduction of the amount payable for metered services which are lost due to a default in the meter, save in terms of the provisions of paragraph 26.8(c).
- 13.14 The municipality may-
- (a) consolidate any separate accounts of an account holder liable for payments to the municipality; and
 - (b) credit any payment by an account holder against any debt or account of that account holder;
 - (c) implement any of the provisions of this policy and Chapter 9 of the Act against such account holder in relation to any arrears on any of the accounts of such a person;
 - (d) allocate payments made in order of the current amounts first and then arrears and in order of such arrears in the order below:

- (i) Legal Fees and Penalties
 - (ii) Interest
 - (iii) Sewerage charges
 - (iv) Refuse charges
 - (v) Water charges
 - (vi) Electricity charges
 - (vii) Other
- (e) Where required, the deposit contemplated in paragraph 12 above will be allocated according to the order in (d) above.

14. Termination of service agreement

- 14.1 Notice of termination of any service agreement must be in writing to the other party of the intention to do so.
- 14.2 An owner may terminate a service agreement relating to a property sold by him, by giving not less than four working days' notice in writing.
- 14.3 The Municipal Manager may, on not less than fourteen working days' notice in writing, advise an account holder of the termination of the agreement for a supply of municipal services if-
 - (a) The account holder has not consumed any water or electricity during the preceding six months, or has vacated the property and has not made satisfactory arrangements for the continuation of the agreement;
 - (b) The account holder has committed a breach of this policy and has failed to rectify such breach; or
 - (c) The municipality is unable to continue to supply the account holder with municipal services as a result of the assumption by another authority of responsibility for the supply of the municipal service in question.

ASSESSMENT RATES

15. Amount due for assessment rates

- 15.1 Joint owners of a property are jointly and severally liable for payment of assessment rates levied thereon.
- 15.2 Assessment rates are levied annually as a single amount and are payable as such, unless an arrangement to make payment thereof has been made.
- 15.3 Payment of assessment rates may not be deferred beyond the due date by reason of an objection to the valuation of the property appearing on the Valuation Roll.

16. Claim on rental for assessment rates in arrears

The municipality may apply to court for the attachment of any rent due in respect of rateable property to cover in part or in full any amount due for assessment rates on said property which has remained unpaid for a period longer than three months after the payment date.

17. Liability of directors and members for assessment rates

Where a company, close corporation, trust or a body corporate in terms of the Sectional Titles Act, 1986 (Act No. 95 of 1986) is responsible for the payment of any amounts for rates, liability therefor shall be extended to the directors, members or trustees thereof jointly as the case may be.

NON-PAYMENT OF MUNICIPAL ACCOUNTS AND DEBT COLLECTION

18. Arrangements for payments

- 18.1 An account holder, who is unable to pay a municipal account in full, may, before any steps are taken in terms of paragraph 21 and 30, approach the municipality in order to make short-term arrangements to settle the account.
- 18.2 Any arrangement concluded with the municipality to pay-off arrear amounts due by an account holder must be recorded in a written agreement with the municipality. Any such arrangements must be in accordance with the framework determined by the Council from time to time and contained in the schedule hereto.
- 18.3 If the conditions of the arrangement are not adhered to by the account holder, the total debt becomes due and payable and no further arrangements will be considered.
- 18.4 Only two arrangements may be made with the account holder in any financial year whereafter if not adhered to then the full implications of the arrangement conditions will be implemented.
- 18.5 In addition to paragraph 18.4 the Municipality must cause the installation of a prepayment electricity meter at the property in respect of the services where the account holder has defaulted on said arrangements.
- 18.6 The written arrangement which contains an acknowledgement of debt must be signed on behalf of the municipality by the Municipal Manager or his delegate as well as the account holder.
- 18.7 In any instance where an account holder seeks to make arrangements for payment of arrear amounts due, in instalments, the Municipal Manager may as a condition of any agreement -
- (a) review and require an increase in the account holder's deposit;
 - (b) require of an account holder to pay current and/or arrear amounts by means of a stop order or debit order;
 - (c) require of an account holder to convert to a pre-paid metering system; or
 - (d) require any other form of security, including a personal surety from the directors, members or trustees of a company, close corporation, trust or body corporate as the case may be.

The extent of these conditions as well as the amount of the deposit will be determined based on the affordability of the accountholder as assessed by the municipal official. Such increase in the deposit may not exceed the maximum deposits approved by SPM for that financial year.

- 18.8 Interest will be charged on all arrangements at a rate determined by Council from time to time.

19. Payment Extensions

- 19.1 Payment extensions are used as an alternative to an arrangement where it is in the opinion of the Municipal Manager that the accountholder, based on evidence submitted, is unable to commit to fixed monthly payments.
- 19.2 A payment extension may only be made in periods of not more than 30 days whereupon the accountholder must enter into another extension after sufficient payment is made.
- 19.3 All payment extensions must be reviewed monthly and consideration must be had to convert same to a formal arrangement.
- 19.4 No payment extensions for a specific account are permitted for accountholders who have an existing arrangement in respect of such account with SPM.

20. Interest on Overdue Municipal Accounts

- 20.1 The Council must at least annually determine an interest rate to be levied on any arrear amounts due and payable to Council and any arrangements in terms of paragraph 18 or payment extensions in terms of paragraph 19 must provide for recovery of interest at the determine the rate.
- 20.2 Notwithstanding the provisions of paragraphs 18 and 19 above, or the reason for non-payment, interest at the prescribed rate will accrue whilst an account remains unpaid beyond the due date.
- 20.3 Interest must be calculated monthly in advance and a portion of a month shall be regarded as a month.

21. Collection Mechanisms

- 21.1 One or more of the following mechanisms may be implemented by the municipality should an account holder fail to settle a municipal account by the due date.
- (a) delivery or mailing of a written demand for payment setting out the status of the account and the consequences of not paying or concluding an arrangement by a stipulated date;

- (b) informing the account holder telephonically or by any other electronic means of the overdue amount and of the impending disconnection or restriction of services;
- (c) disconnection or restriction of the supply of municipal services to the premises, restriction or termination of the sale of prepaid services to an account holder, disconnection or removal of any pre-paid metering system;
- (d) debiting of the municipal account of the account holder with all applicable costs and charges (including penalties and charges, and legal costs);
- (e) institution of action against the account holder for recovery of all arrear amounts and costs and in the case of rates for an order that the premises is specially executable;
- (f) requiring of the account holder to convert to another metering system;
- (g) allocation of a portion of any pre-paid payment to other debts;
- (h) the release of debtor information to a credit bureau;
- (i) the publishing of a list of account holders who remain in default;
- (j) withholding payment of a grant-in-aid allocated to the account holder and subject to the provisions of paragraph 33, excluding the account holder from the tender process;
- (k) setting-off of any amount due by the municipality to the account holder against amounts due for rates and services or any other outstanding amount owed to the municipality;
- (l) review and alteration of the conditions of the service agreement;
- (m) classification of the account holder as an unreliable customer;
- (n) using the services of external debt collection specialists or agencies;
- (o) employing any other methods which are in the discretion of the Municipal Manager appropriate for the recovery of arrear amounts.

21.2 The municipality's usual practice and procedure in pursuing recovery of debts as determined from time to time by the Municipal Manager in terms of his delegated authority under this policy, is contained in the schedule, numbered 2, hereto. The Municipal Manager shall nevertheless have discretion to implement the procedure in the manner most appropriate for individual circumstances and may accordingly bypass any step.

21.3 The municipality reserves the right to cause a replacement of conventional meter with a prepaid meter for any customer. The cost of the meter may be fully subsidised by the municipality in cases of indigent households, as well as accounts with arrears of more than 60 days and longer as part of revenue protection and revenue enhancement strategies of the municipality.

- 21.4 If a supply has been disconnected or restricted, and the account holder thereafter remains in arrears, the premises must be monitored to ensure that the metered supply remains disconnected or restricted, and if it is found that the supply which had been disconnected or restricted previously has been restored -
- (a) the municipality will have the right to take action as required in terms of paragraph 31 of this policy, and the account holder or the property owner shall be responsible for the applicable fees, charges or damages;
 - (b) the municipality may refuse to supply services for a period determined by Council from time to time; and
 - (c) in the instance of the use of a pre-paid meter, the municipality, may withhold the further supply of pre-paid services.
- 21.5 Where a duly authorised officer of the municipality has visited a premises for the purpose of disconnecting or restricting the supply of a service and was obstructed or prevented from effecting such disconnection or restriction, an amount equal to the prescribed fee for a reconnection shall become payable for each visit necessary for the purpose of such disconnection or restriction, subject to a maximum of two such visits during which disconnection or restriction could not be effected.
- 21.6 The right of the municipality to deny, restrict, disconnect or terminate services due to the non-payment of any assessment rates, metered services, other municipal charges, levies, fees, fines, interest, taxes or any other amount or amounts payable arising from any other liability or obligation prevails notwithstanding the fact that -
- (a) the account holder purported to allocate a payment to the amount due for a particular service;
 - (b) the person who entered into a service agreement for supply of services with Council and the owner are different entities or persons, as the case may be.
- 21.7 The municipality shall implement an incentive for settlement of arrears accounts as illustrated below:

- a) 100 % of all interest charges and penalties not yet paid and still reflecting on the consumer's most recent account may be written off if such account is settled in full prior to the next billing run of such account.
 - b) 85 % of all interest charges and penalties not yet paid and still reflecting on the consumer's most recent account may be written off if such account is settled in full over a period of two consecutive months.
 - c) 50 % of all interest charges and penalties not yet paid and still reflecting on the consumer's most recent account will be written off if such account is settled in full over a period of three consecutive months.
- 21.8 The incentives contemplated above will only be provided (i.e. removed from the account) once all of the due amounts have been paid within the prescribed periods.
- 21.9 Notwithstanding the above, the Accounting Officer or his/ her delegate is authorised within the ambits of this policy and in the interest of the municipality to consider each application or request to settle an account and may offer any other discount as they may see necessary based on the circumstances and merits of the application. To implement the above paragraph, the delegation of powers is as follows;
 - a) The CFO may offer a further 20% discount on capital excluding metered services.
 - b) The Accounting Officer may give a further 30% discount on capital excluding metered services.
- 21.10 All amounts removed from accounts in terms of the incentives contemplated above shall be reversed if a clearance certificate is applied for within six months of offer and implementation where the accountholder purports to alienate the subject property in an arm's length transaction.
- 21.11 Such incentives applied will be reported to MAYCO monthly for information.

Deal with settlements/incentives when clearance figures are applied for as well.
- 21.12 Debt which is classified as irrecoverable will be dealt with in terms of the Municipality's Debt Write-off Policy.

22. Use of Third Party Collection Agencies, Attorneys, Etc.

22.1 Where the municipality exercises its right in terms of clause 21.1 (n), such costs associated with the collection process will be dealt with in the following manner:

22.1.1 The fee payable by the municipality to the service provider will be billed against the debtor's account.

22.1.2 The Municipality may write off this fee against the provision for bad debts

23. Councillor and Municipal Staff Arrears

- a) Staff arrears will be dealt with in accordance with Schedule 2 of the Systems Act, and in terms of any procedures, method or actions referred to in this Policy. Notwithstanding any other procedure, method or action that may be taken in terms of this Policy, the Municipality shall deduct any outstanding amount from such staff members' salary after this 3 (three) month period.
- b) In accordance with Schedule 1, item 12A of the Systems Act, a Councillor of the Municipality may not be more than 3 (three) months in arrears for municipal service fees, surcharges on fees, property rates or any other municipal taxes, levies and duties levied by the Municipality. Notwithstanding any other procedure, method or action that may be taken in terms of this Policy, the Municipality shall deduct any outstanding amount from such Councillor's remuneration after this 3 (three) month.
- c) Upon the event of a staff member no longer being employed by the Municipality, or a Councillor no longer serving as such, the Municipality must deduct all amounts owed to it by such staff member or Councillor from any outstanding amounts the Municipality owes to such staff member or Councillor.
- d) In the event of, and only in such event, this offset not being sufficient to satisfy the debt owed to the Municipality, the Municipality must then lodge a claim against the Pension of such staff member or Councillor unless a suitable arrangement has been made in terms of paragraph 18. This provision (d) only applies to debt in respect of assessment rates, metered services, other municipal charges, levies, fees, fines, interest, and taxes and does not purport to limit or supplant in any way the Municipality's rights in law to recover amounts owed to it.

24. Arrears Owed by Spheres of Government

Any arrears owed by any sphere of government shall be dealt with in terms of this Policy where such action does not conflict with any statutory laws and all requirements in terms of such laws must first be adhered to prior to invoking the prescripts of this Policy for the purpose of recovering outstanding debt. For reference, the Local Government: Municipal Finance Management Act, 56 of 2003; the Intergovernmental Relations Framework Act, 13 of 2005; and the Institution of Legal Proceedings Against Certain Organs of State Act, 40 of 2002; and any other applicable legislation.

25. Housing Rental Schemes: Collection process

Tenants are required to have signed Lease Agreements with the municipality. No sub-letting by the tenant is permitted. Housing officials may from time to time perform inspections at any rented property of the municipality. The municipality adopted a consolidated billing system whereby all services including rental are charged on one bill. The process below refers to collection of rent amounts due/overdue:

- a) Rental is payable in advance by the due date.
- b) If payment is not received, a first contact letter requesting payment and offering the debtor an opportunity to make an arrangement within 30 (thirty) days, from the date of the letter, is sent to the defaulting debtor.
- c) If no response to the first contact letter, a letter of demand is sent, allowing the defaulter 30 (thirty) days, from the date of the letter, a further opportunity to make an arrangement.
- d) If the debtor fails to respond to this letter of demand, within 30 (thirty) days, the debtor will, within the next 30 (thirty) days, receive a house visit.
- e) Failure to respond after the house visit, will result in legal proceedings and ultimately the seeking of relief from the courts of an eviction order.

METERING EQUIPMENT AND METERING OF SERVICES

26. Metering equipment and measuring of consumption

- 26.1 The municipality shall, at the account holder's cost, in the form of a direct charge or prescribed fee, provide, install and maintain appropriately rated metering equipment at the point of metering for measuring metered services.
- 26.2 The municipality reserves the right to meter the supply to a block of shops, flats, tenement-houses and similar buildings for the building as a whole, or for an individual unit, or for a group of units.
- 26.3 Where any building referred to in 26.2 is metered as a whole -
- (a) the owner may, at own cost, provide and install appropriate sub-metering equipment for each shop, flat and tenement to the municipality's technical standards; or
 - (b) the relevant Executive Director, duly delegated by the Municipal Manager, may require the installation, at the account holder's expense, of a meter for each unit of any premises in separate occupation for the purpose of determining the quantity of metered services supplied to each such unit.
- 26.4 Where the electricity used by consumers is charged at different tariff rates, the consumption shall be metered separately for each rate.
- 26.5 Where sub-metering equipment is installed, accommodation separate from the municipality's metering equipment must be provided by the account holder as required by the municipality.
- 26.6 Except in the case of pre-payment meters, the quantity of metered services used by an account holder during any metering period is ascertained by reading the appropriate meter or meters supplied and installed by the municipality at the beginning and end of such metering period, except where the metering equipment is found to be defective.
- 26.7 For the purpose of calculating the amount due and payable for the quantity of metered services consumed, the same amount of metered services shall be deemed to be consumed during every period of 24 hours between readings.
- 26.8 The following shall apply with regard to the accuracy of metering:

- (a) A meter shall be conclusively presumed to be registering accurately if its error, when tested in the manner prescribed in 26.13, is found to be within the limits of error as provided for in the applicable standard specifications;
 - (b) the municipality has the right to test its metering equipment, and if it is established by test or otherwise that such metering equipment is defective, the municipality shall in accordance with the provisions of 26.6;
 - (i) in case of a credit meter, adjust the account rendered; or
 - (ii) in the case of prepayment meters, render an account where the meter has been under-registering; or issue a token where the meter has been over-registering;
 - (c) An account holder is entitled to have metering equipment tested by the municipality on payment of the prescribed fee, and if the metering equipment is found not to comply with the system accuracy requirements as provided for in the applicable standard specifications, an adjustment in accordance with the provisions of paragraphs 26.7 and 26.8(b) shall be made and the aforesaid fee shall be refunded.
- 26.9 No alterations, repairs, additions or connections of any description may be made on the supply side of the point of metering unless specifically approved in writing by the Municipal Manager or his delegate.
- 26.10 Prior to the municipality making any upward adjustment to an account in terms of paragraph 26.8(b), the municipality must -
- (a) notify the consumer in writing of the amount of the adjustment to be made and the reasons therefor;
 - (b) in such notification provide sufficient particulars to enable the account holder to submit representations thereon; and
 - (c) call upon the account holder in such notice to present it with reasons in writing, if any, within 21 days or such longer period as the municipality may in its discretion permit, why the account should not be adjusted as notified;
 - (d) Should the consumer fail to provide any representation during the period referred to in paragraph (c) the municipality shall be entitled to adjust the account as notified in paragraph (a).

- 26.11 The municipality must consider any representation provided by the consumer in terms of subsection 26.10 and must, if satisfied that a case has been made out therefore, adjust the account appropriately.
- 26.12 If the Municipal Manager or his delegate decides, after having considered a representation made by the account holder, that such representation does not establish a case warranting an amendment to the amount established in terms of subsection 26.15, the municipality shall adjust the account as notified in terms of paragraph 26.10(a), and the account holder shall have the rights of appeal provided for in this policy.
- 26.13 Meters are tested in the manner as provided for in the standard specifications applicable thereto.
- 26.14 When an adjustment is made to the consumption registered on a meter in terms of paragraphs 26.8(b) or 26.8(c), such adjustment is based either on the percentage error of the meter as determined by the test referred to in subsection 26.13, or upon a calculation by the municipality from consumption data in its possession and where applicable, due allowance shall be made, where possible, for seasonal or other variations which may affect consumption.
- 26.15 When an adjustment is made as contemplated in subsection 26.14, the adjustment may not be for a period exceeding six months preceding the date on which the metering equipment was found to be inaccurate, and that the provisions of such shall not bar an account holder from claiming recovery of an overpayment for any longer period where the account holder is able to prove the claim in the normal legal process.
- 26.16 The relevant Executive Director, duty delegated by the Municipal Manager, may dispense with the use of a meter in case of:
- (a) an automatic sprinkler fire installation;
 - (b) a fire installation or hydrant; or
 - (c) special circumstances at the Municipal Manager's discretion.
- 26.17 The municipality may by notice -
- (a) prohibit or restrict the consumption of metered services -
 - (i) for specified or non-specified purposes;
 - (ii) during specified hours of the day or on specified days or otherwise than during specified hours of the day or on specified days; and
 - (iii) in a specified or non-specified manner; and

(b) determine and impose -

- (i) limits on the quantity of metered services which may be consumed over a specified period;
- (ii) charges additional to those prescribed in respect of the supply of metered services in excess of a limit contemplated in subparagraph (i); and
- (iii) a general surcharge on the prescribed charges in respect of the supply of metered services; and

(c) impose restrictions or prohibitions on the use or manner of use or disposition of an appliance by means of which metered services are used or consumed, or on the connection of such appliance.

26.18 The Council may limit the application of the provisions of a notice contemplated in 26.17 to specified areas and classes of account holders, premises and activities, and may provide for the Municipal Manager to permit deviations and exemptions from, and the relaxation of any of the provisions on such grounds as he or she may deem fit.

26.19 To ensure compliance with a notice published in terms of subsection 26.17, the Municipal Manager or his delegate may take, or by written notice require an account holder at the account holder's expense to take such measures including the installation of measuring devices and devices for restricting the flow of metered services as may be necessary

26.20 In addition to the person by whose act or omission a contravention of or failure to comply with the terms of a notice published in terms of subsection 26.17 is actually committed, an account holder in respect of the premises to which metered services are supplied is presumed also to have committed the contravention or to have so failed to comply, unless it is proved that the account holder had taken all reasonable steps to prevent such a contravention or failure to comply by any other person, provided however, that the fact that the account holder issued instructions to the other person shall not of itself be accepted as sufficient proof that the account holder took all such reasonable steps.

26.21 The provisions of this paragraph also apply in respect of metered services supplied directly by the municipality to account holders outside its area of jurisdiction, notwithstanding anything to the contrary in the conditions governing such supply, unless otherwise specified in the notice published in terms of subsection 26.17.

- 26.22 If such action is necessary as a matter of urgency to prevent waste of metered services, refuse or sewerage, damage to property, danger to life, or pollution of water, the Municipal Manager, or his delegate, may -
- (a) without prior notice disconnect the supply of metered services to any premises; and
 - (b) enter upon such premises and do such emergency work, at the account holder's expense, as he or she may deem necessary, and in addition by written notice require the account holder to do within a specified period such further work as the relevant Executive Director may deem necessary.
- 26.23 Before any metered or pre-paid metered supplies which have been disconnected or restricted for non-payment are restored, an account holder must have a valid service contract, pay all fees and charges as well as any additional or increased deposits as determined by the municipality, from time to time.
- 26.24 The Municipal Manager may, at the written request of an account holder and on the dates requested by the account holder -
- (a) disconnect the supply of metered services to the account holder's premises; and
 - (b) restore the supply, and the account holder must before the metered services is restored pay the prescribed charge for the disconnection and restoration of his or her supply of metered services.
- 26.25 After disconnection for non-payment of an account or a contravention of any provision of these by-laws, the prescribed charge for such reconnection must be paid before reconnection is affected.
- 26.26 Once all conditions for reconnection are met, the Municipality must cause such reconnection within 48 hours.
- 26.27 The following shall apply to the reading of credit meters:
- (a) Unless otherwise prescribed, credit meters are normally read at intervals of approximately one month and the fixed or minimum charges due in terms of the tariff are assessed accordingly and the municipality is not obliged to effect any adjustments to such charges;

- (b) if for any reason the credit meter cannot be read, the municipality may render an estimated account, and estimated consumption shall be adjusted in a subsequent account in accordance with the consumption actually consumed;
- (c) when an account holder vacates a property and a final reading of the meter is not possible, an estimation of the consumption may be made and the final account rendered accordingly;
- (d) if a special reading of the meter is desired by an account holder, this may be obtained upon payment of the prescribed fee; and
- (e) if any calculation of, reading or metering error is discovered in respect of any account rendered to a consumer -
 - (i) the error shall be corrected in subsequent accounts;
 - (ii) any such correction shall only apply in respect of accounts for a period of six months preceding the date on which the error in the accounts was discovered,
 - (iii) the correction shall be based on the actual tariffs applicable during the period;
 - (iv) the application of this paragraph does not prevent a consumer from reclaiming an overpayment for any longer period where the consumer is able to prove the claim in the normal legal process.

26.28 The following shall apply to pre-payment metering:

- (a) No refund of the amount tendered for the purchase of electricity or water credit shall be given at the point of sale after initiation of the process by which the prepayment meter token is produced;
- (b) copies of previously issued tokens for the transfer of credit to the prepayment meter may be issued at the request of the consumer;
- (c) when an account holder vacates any premises where a prepayment meter is installed, no refund for the credit remaining in the meter shall be made to the owner by the municipality;
- (d) the municipality shall not be liable for the reinstatement of credit in a prepayment meter lost due to tampering with, or the incorrect use or the abuse of, prepayment meters or tokens;

- (e) where an account holder is indebted to the municipality for any assessment rates, metered services, other municipal charges, levies, fees, fines, interest, taxes or any other amount or amounts payable arising from any other liability or obligation, the municipality may allocate a percentage of the amount tendered for the purchase of pre-paid electricity in reduction of the amount owing to the municipality;
- (f) the municipality may appoint vendors for the sale of credit for prepayment meters and does not guarantee the continued operation of any vendor.

27. Right of Access to Premises

The following shall apply with regard to access to meters and premises and should be read with paragraph 34 of this policy:

- (a) The owner and or occupier of property must allow an authorised representative of the municipality access at reasonable hours to the property in order to read, inspect, install, relocate or repair any meter or service connection for reticulation, or to disconnect, stop or restrict, or reconnect, the provision of any service.
- (b) The owner is responsible for the cost of relocating a meter if satisfactory access is not possible. In the case of access for the purpose of reading the meters, such relocation will be done if no access is gained for three consecutive months.
- (c) Building plans will only be approved if placement of the water and electricity meters is located as per plan submitted on the sidewalk where it is accessible to the Municipality. In cases where building plans are submitted for improvements to dwellings where meter(s) are still inside the premises, it will be a requirement for approval that meters be relocated to the sidewalk on account of the owner/applicant.
- (d) If a person fails to comply with paragraph (a), the municipality or its authorised representative may:-
 - (i) by written notice require such person to provide/restore access at his/her own expense within a specified period; and
 - (ii) as a matter of urgency, without prior notice restore access and recover the cost from such person.

28. Resale of Water or Electricity

- 28.1 No account holder who is supplied with metered services in terms of this policy may sell or supply water or electricity, supplied to the account holder's premises under an agreement with the municipality, to any other person or persons for such use upon any premises other than those in respect of which such agreement is made, or permit or suffer such resale or supply to be made, unless provision has been made therefore in a special agreement with the municipality or unless prior authority has otherwise been obtained from the municipality to do so.
- 28.2 If the municipality grants permission as referred to in 28.1, it may stipulate the maximum price at which the water or electricity may be sold and impose such other conditions as it may deem fit.
- 28.3 Permission referred to in subsection 28.1 may be withdrawn at any time.
- 28.4 Where water or electricity is resold for use on the same premises, such resale must be in accordance with the tariff and subject to such conditions as the municipality may decide.

29. Assistance to the poor

- 29.1 Subject always to the provisions of the municipality's Indigent Management Policy, which in the event of a contradiction shall apply, for a user to qualify as a poor household, the following requirements must be met:
- (a) The applicant must be an account holder.
 - (b) The applicant may not be the owner of more than one residential property and he or she must occupy the property.
 - (c) An applicant who is an occupier stemming from a deceased estate where the deceased was registered as an indigent must apply in person and will only qualify for assistance for electricity, water and sewerage charges, i.e. the charges for which he/she receives a municipal account. The owner or executor of the estate will be responsible for rates, sanitation and refuse charges and will not qualify for assistance in respect of such charges.
 - (d) The existing and future accounts of poor households where the account holder is deceased, i.e. an "estate late" account, may be accepted under the assistance scheme, on condition that only the surviving spouse and/or dependent children may apply or benefit.

- (e) Qualification criteria for assistance shall be as determined by Council from time to time in terms of its Indigent Management Policy, which must be read in conjunction with this policy.
- 29.2 An account holder who is in the seat of assistance must immediately notify the municipality in the event of any of the qualifying criteria applicable to the account holder changing, to enable the municipality to review and to reconsider the household's status as a poor household.
- 29.3 Households which qualify as poor households may receive a credit for some or all of the following:
 - (a) A quantity of electricity; and/or
 - (b) a quantity of water; and/or
 - (c) the refuse removal charges; and/or
 - (d) the sewerage charges; and/or
 - (e) assessment rates: and/or
 - (f) any other service fees, taxes or charges over and above the rendered services; as may be determined by the Council from time to time in terms of its Indigent Management Policy.
- 29.4 The municipality and its representatives have the right to visit the property mentioned in paragraph 29.1(b) at any reasonable time for the purposes of auditing an application.
- 29.5 The normal rates, fees and charges and the requirement to pay an account will apply should a household account exceed the credit given.

MISCELLANEOUS PROVISIONS

30. Municipality's Powers to Restrict or Disconnect Supply of Services

30.1 The municipality may, in addition to any other provision in this policy, restrict or disconnect the supply of water and electricity, or discontinue any other service to any premises if-

- (a) an administration order is granted in terms of section 74 of the Magistrates Court Act, 1944 (Act No. 37 of 1944), in respect of an account holder;
- (b) an account holder of any service fails to comply with a condition of supply imposed by the municipality;
- (c) an account holder obstructs the efficient supply of electricity, water or any other municipal services to another account holder;
- (d) an account holder supplies such municipal services to any person who is not entitled thereto or permits such service to continue;
- (e) an account holder causes a situation which in the opinion of the Municipal Manager or his delegate, is dangerous or constitutes a contravention of relevant legislation; or
- (f) is placed under provisional liquidation or judicial management, or commits an act of insolvency in terms of the Insolvency Act, 1936 (Act No. 24 of 1936).

30.2 Where it is possible by the capability of the meter or system, services will be restricted as a first measure of debt collection before suspension or termination.

30.3 If a service has been disconnected and no payment is made or a suitable arrangement entered into in terms of paragraph 18 within 30 days of such disconnection, the Municipality will initiate legal action against the accountholder.

31. Tampering, unauthorised connections and reconnections, and improper use

31.1 The municipality shall be entitled to monitor its service network for signs of tampering or irregularities.

31.2 No person may in any manner or for any reason whatsoever tamper or interfere with any meter or metering equipment or service connection or service protective device or supply

mains or any other equipment of the municipality. This includes reconnecting electricity or water where such has been terminated for reason of non-payment.

- 31.3 Where prima facie evidence exists that a consumer or any person has contravened 31.2, the municipality shall be entitled to disconnect the supply immediately and without prior notice to the account holder, and the account holder is liable for all fees and charges levied by the municipality for such disconnection and the matter shall be reported to the South African Police Service
- 31.4 Where an account holder or any person has contravened 31.2 and such contravention has resulted in the meter recording less than the true consumption, the municipality shall be entitled to recover from the account holder the full cost of the estimated consumption.
- 31.5 There will be no reconnection or reinstatement of services until all outstanding debt, included interest, legal fees, penalties and estimates are paid in full. Arrangements in these instances will not be considered.

32. Clearance Certificates

To affect the transfer of any immovable property from one registered owner to another, the Registrar of Deeds requires a clearance certificate, which certificate is obtainable from the Municipal Manager or his delegate, upon application therefore in the prescribed manner and payment of the prescribed fee and subject to the conditions of Section 118 of the Municipal Systems Act, 2000 (Act No 32 of 2000) being met. Any outstanding debt remaining after the issue of a clearance certificate in terms of section 118 (1)(b) remains a debt against the property and is enforceable against all successors in title. When issuing a clearance certificate in terms of section 118 (1) (b) the municipality must provide a statement of account for the total balance of arrears in respect of the property to the conveyancing attorneys so that their clients may be appropriately informed. However, the Municipality does not take responsibility for a purchaser or seller not being informed of any outstanding debt in respect of a property

33. Tenders and Grants-in-aid

- 33.1 No tender submitted to the municipality for the supply of goods and/or services to the municipality shall be considered, unless it is accompanied by a municipal account not older than three months from the closing date of said tender, stating that the tenderer is not indebted to the municipality for any arrear amount reflected on the municipal account.

- 33.2 Notwithstanding the provisions of 33.1 above, if the tenderer has made satisfactory arrangements to pay the outstanding amount by means of instalments in terms of this policy, or has settled all arrear amounts in full, , the tenderer's tender may be considered.
- 33.3 The Municipal Manager or his delegate shall in the conditions of contract applicable to any tender awarded to the tenderer, provide that the amount owing to the municipality shall be deducted from any payment due to the tenderer.
- 33.4 Payment of any grant-in-aid approved by the Council may be withheld pending payment of any outstanding municipal account, or pending conclusion of an agreement between the municipality and the recipient of a grant-in-aid in which satisfactory arrangements have been made regarding the settlement of the outstanding municipal account.

34. Power of Entry and Inspection

(Read with paragraph 17)

- 34.1 A duly authorised representative of the municipality may for any reason related to the implementation or enforcement of this policy and/or the Council's Credit Control and Debt Collection By-law, at all reasonable times or in emergency at any time, enter premises, request information and carry out such inspection as he deems necessary, and may for purposes of installing or repairing any meter or service connection for reticulation, disconnect, stop or restrict the provision of any service.
- 34.2 If the municipality considers it necessary for any work to be carried out to enable an officer to perform a function referred to in 34.1 above properly and effectively, it may -
- (a) by written notice require an account holder to do, at own expense, specified work within a specified period; or
 - (b) if the situation is a matter of urgency, without prior notice do such work or cause it to be done at the expense of the account holder.
- 34.3 If the work referred to in 34.2 is carried out for the sole purpose of establishing whether a contravention of this policy has been committed and it is found that no such contravention has taken place, the municipality shall bear the expense connected therewith together with that of restoring the premises to its former condition.

35. Relaxation, Waiver and Differentiation of Customers

- 35.1 Pursuant to this policy, the municipality may differentiate between different categories of ratepayers, account holders, customers, debtors, taxes, services, service standards and other matters.
- 35.2 The municipality may, in writing, exempt an account holder, category of account holders, or other persons from complying with a provision of this policy, subject to any conditions it may impose, if the application or operation of that provision would be unreasonable, however the municipality or its authorised agent may not grant exemption from any provision of this policy that may result in -
- (a) the wastage or excessive consumption of water or electricity;
 - (b) the evasion or avoidance of water or electricity restrictions;
 - (c) significant negative effects on public health, safety or the environment;
 - (d) the non-payment for services;
 - (e) the installation of pipes and fittings which are not acceptable in terms of the municipality's prescribed standard; or
 - (f) the contravention of any Act, or any regulation made in terms thereof;
- 35.3 The municipality may at any time upon at least 30 days written notice, withdraw any exemption given in terms of subsection 35.2.

36. Power of Council to Recover Costs

- 36.1 Where a bank dishonours any payment made to the municipality, it may levy and recover all related costs and any administration fees against an account of the defaulting account holder and may disconnect or restrict the supplies to the premises of such account holder.
- 36.2 All legal costs, including attorney-and-own-client costs incurred in the recovery of amounts in arrears and payable shall be levied against the arrears account of the account holder.
- 36.3 For any action taken in demanding payment from an account holder or reminding an account holder by means of telephone, fax, electronic mail, letter or otherwise that payments are due, a fee will be levied against the municipal account of the account holder in terms of the municipality's tariff provisions. Please also see paragraph 22.

37. Prima Facie Evidence

A certificate reflecting that an amount is due and payable by any person to the municipality, under the hand of the Municipal Manager or a duly authorised officer of Council, is upon mere production thereof prima facie evidence of the indebtedness for any purpose and the signatory shall not be obliged to prove his authority.

38. Authentication and Service of Orders, Notices and Other Documents

- 38.1 An order, notice or other document from the municipality must be signed by the Municipal Manager or his delegate. Such authority and any document purporting to be so signed shall constitute sufficient notice from the municipality.
- 38.2 Any notice or other document that is served on a person by a duly authorised officer of the municipality in terms of this policy, is regarded as having been served -
- (a) when it has been delivered to that person personally;
 - (b) when it has been left at that person's place of residence or business in the Republic or at the premises to which the notice relates, with a person apparently over the age of sixteen years;
 - (c) when it has been posted by registered or certified mail to that person's last known residential or business address in the Republic as reflected in the records of the municipality, or to the address of the premises to which the notice relates and an acknowledgement of the posting thereof from the postal service is obtained;
 - (d) if that person's address in the Republic is unknown, when it has been served on that person's agent or representative in the Republic in the manner provided by paragraphs 38.2(a), 38.2(b) or 38.2(c);
 - (e) if that person's address and agent or representative in the Republic is unknown, when it has been placed in a conspicuous place on the property or premises, if any, to which it relates;

- (f) in the event of a body corporate, when it has been delivered at the registered office of the business premises of such body corporate; or
- (g) when it has been delivered, at the request of a person, to that person's electronic mail address.

38.3 When any notice or other document has to be authorised or served on the owner, an account holder or holder of any property or right in any property, it is sufficient if that person is described in the notice or other document as the owner, account holder or holder of the property or right in question, and it is not necessary to name that person.

38.4 Service of a copy shall be deemed to be service of the original.

38.5 Any legal process is effectively and sufficiently served on the municipality when it is delivered to the Municipal Manager or a person in attendance at the Municipal Manager's office.

39. Disputes

39.1 In this policy, dispute refers to the instance when a debtor questions the correctness of any account rendered by the municipality with the Municipal Manager as per the process contained below:

39.2 In order for a dispute to be registered with the municipality, the following procedure must be followed:

By the debtor

- (a) The dispute must be submitted in writing or dictated to the official who will record it in writing and have it signed as correct. The document must then immediately be lodged with the relevant authorised official.
- (b) No dispute will be registered verbally whether in person or over the telephone.
- (c) The debtor must furnish full personal particulars including all their account numbers held with the Municipality, direct contact telephone numbers, fax numbers, postal and e-mail addresses and any other relevant particulars required by the Municipality.
- (d) The full nature of the dispute must be described in the correspondence referred to above.
- (e) The onus will be on the debtor to ensure that he/she receives a written acknowledgement of the dispute.

By the Municipality

- (a) Upon receipt of the dispute the following actions are to be taken:

- (b) All disputes received are to be recorded in a register kept for that purpose. The following information should be entered into this register:
 - I. debtors account number;
 - II. debtors name;
 - III. debtors address;
 - IV. full particulars of the dispute;
 - V. name of the official to whom the dispute is given to investigate and resolve in accordance with the provisions contained in this Policy;
 - VI. actions that have, or were, taken to resolve the dispute;
 - VII. signature of the controlling official.
- (c) An authorised controlling official will keep custody of the register and conduct a daily or weekly check or follow-up on all disputes as yet unresolved.
- (d) A written acknowledgement of receipt of the dispute must be provided to the debtor.

39.3 The following provisions apply to the consideration of disputes:

- (a) All disputes must be concluded by the Municipal Manager or his delegate.
- (b) The Municipal Manager's (delegate) decision is final and will result in the immediate implementation of any debt collection and credit control measures provided for in this policy after the debtor is provided with the outcome of the appeal.
- (c) The same debt will not again be defined as a dispute in terms of this paragraph and will not be reconsidered as the subject of a dispute.
- (d) Should a debtor not be satisfied with the outcome of the dispute, a debtor may lodge an appeal in terms of paragraph 42 of this Policy.

40. Abandonment of bad debts, and full and final settlement of an account

40.1 Before terminating the debt collection procedure in any individual instance, and subject to the municipality's Debt Write-off Policy, the Municipal Manager must -

- (a) ensure that all debt collection mechanisms as provided for in this policy have been utilised where reasonable;
- (b) maintain an audit trail; and
- (c) document the reasons for terminating the debt collection procedure, including the cost of enforcement and necessary financial adjustments.

40.2 Further to paragraph 21.8 The Municipal Manager or his delegate may consider an offer for full and final settlement of any amount owing, and must, if in his sole discretion he considers

it in the interests of the municipality to do so, in writing consent to the acceptance of a lesser amount as full and final settlement of the amount due and payable.

- 40.3 Where the exact amount due and payable to Council has not been paid in full, any lesser amount tendered in full settlement to and accepted by any employee, except the Municipal Manager or the Municipal Manager's delegate, shall not be deemed to be in full and final settlement of such an amount.

41. National Credit Act not applicable

The municipality is not a credit provider in terms of the National Credit Act 34/2005, and nor is that Act applicable to the recovery by the municipality of amounts due to it for rates, in terms of tariffs relating to the supply of services including fixed tariffs, fines or any other amount.

42. Right of Appeal

- 42.1 A person whose rights are affected by a decision of a municipal officer may appeal against that decision by giving written notice of the appeal and reasons to the Municipal Manager within 21 days of the date of the notification of the decision.
- 42.2 The Municipal Manager or a structure created for this purpose and delegated by him to act as an appeal authority must consider the appeal and confirm, vary or revoke the decision, but no such variation or revocation of a decision may detract from any rights that may have accrued as a result of the decision.
- 42.3 When the appeal is against a decision taken by -
- (a) a staff member other than the Municipal Manager, the Municipal Manager is the appeal authority, even if such staff member was acting in terms of a delegation from the Municipal Manager;
- 42.4 An appeal authority must commence with consideration of an appeal within six weeks and decide upon the appeal within a period of twelve weeks.

43. Role and Responsibility of Councillors

- 43.1 Section 99 of the Act appoints the Executive Mayor as the supervisory authority to oversee and monitor the implementation and enforcement of this policy, the performance of the Municipal Manager in implementing it and its associated bylaw and as required by the Council, to report to it.

- 43.2 In addition to the monitoring role provided in 43.1 above, all Councillors are responsible for promoting this policy and compliance with it. In order to maintain the credibility of this policy as adopted by the Council, all Councillors must lead by example and ensure that his/her account with the municipality is and remains paid in full. Full details of all accounts of Councillors and employees which are in arrears shall be tabled before the Finance Committee and disclosed in the municipality's financial statements.
- 43.3 Furthermore, where Councillors become aware of any breaches to any Policy or By-law of this Municipality, it is necessary that this be reported to the Municipality for investigation and resolution in terms of the respective Policies.
- 43.4 Ward Committees are tasked with the dissemination of Policies and By-laws to the community and to facilitate the implementation thereof.

44. Responsibilities of Municipal Staff

- 44.1 Where a staff member becomes aware of any breaches to any Policy or By-law of this Municipality, it is necessary that immediate and appropriate action is taken in terms of the respective Policies.
- 44.2 Where a staff member becomes aware of any attempts, successful or not, to interfere with the implementation of a Policy or By-law they are obliged to report such matter to Council through their respective Manager and Executive Director.

45. Implementation Date of Review

This Policy becomes effective and wholly enforceable from the 1st of July 2017.

By-laws must be adopted in order to give effect to this Policy and such By-laws shall be reviewed annually.

SCHEDULE 1

ARRANGEMENTS

1. Arrangements made in respect of residential properties may not exceed 12 months without approval by the Supervisor and on good cause shown.
2. Arrangements made in respect of commercial properties may not exceed 12 months without approval by the Supervisor and on good cause shown.
3. All arrangements made in excess of 12 months must be reviewed annually.
4. Notwithstanding the above, arrangements to repay debt will be treated holistically, and different repayment periods or methods may be determined for different types of service, debtors or areas within the general rule that the repayment period should be in sympathy with the instalments and the affordability of the debtor be proved.

SCHEDULE 2

DEBT COLLECTION PROCEDURES

The procedures below are a synopsis of the process and may be varied where the circumstances require.

Debt Overdue – Due Date to Next Billing Date

1. List is generated and submitted to SPM Call Centre
2. Every debtor on list will be phoned and will:
 - a. Have their personal information updated
 - b. Be reminded of the due date and outstanding debt
 - c. Be required to make a commitment to make payment by a date not later than the next billing date.

Debt Overdue 30-60 Days

3. Residential debtors will be restricted from buying electricity tokens until payment is made or an arrangement is entered into.
4. Commercial debtors will have their electricity and/or water services restricted or suspended until payment is made or an arrangement is entered into.

Debt Overdue 60 days plus

5. Residential debtors will be restricted from buying electricity tokens until payment is made or an arrangement is entered into.
6. These accounts will be handed over for more focused collection strategies.

Staff and Councillor Accounts

7. A notice will be issued to such staff member or Councillor setting out the status of their account and giving 14 days for settlement of the arrears in excess of 90 days.
8. Should the staff member or accountholder not be able to settle such account then they may enter into an arrangement with the Municipality on condition that they sign a stop order for the deduction of amounts owing on their account from their monthly salary.

9. Failure to make any arrangement or settlement within the 14 day period will result in the Municipality implementing section 14 of Schedule 1 of the Local Government: Municipal Systems Act in respect of Councillors and sections 10, 14 and 14A of the same Act in respect of Staff members.

Annexure 1

Application for Municipal Services and Service Agreement – Residential

This form is used where there are already services and meters but the consumer of the services on the property changes.

Annexure 2

Application for Municipal Services and Service Agreement – Commercial and Industrial

This form is used where there are already services and meters but the consumer of the services on the property changes.

SOL PLAATJE LOCAL MUNICIPALITY

TARIFF POLICY



APPROVED ON THE ??? OF MAY 2018

RESOLUTION NUMBER ?????



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GENERAL POLICY PROVISIONS

1. LEGISLATIVE CONTEXT

- a. Section 74 of the Municipal Systems Act, No. 32 of 2000 ("MSA") requires that the Council adopt a Tariff Policy.
- b. Section 62 of the Municipal Finance Management Act, No. 56 of 2000 ("MFMA") requires the Accounting Officer to ensure that the municipality has and implements a tariff policy.
- c. The Constitution entitles everyone to administrative action which is lawful, reasonable and procedurally fair and to be given reasons for any such action which affects them.
- d. The Promotion of Administrative Justice Act 3 of 2000 is the legislation required by the Constitution to give effect to the right to just administrative action and in order to promote an efficient administration and good governance and to create a culture of accountability, openness and transparency in public administration or in the exercise of a public power or the performance of a public function.
- e. This policy incorporates the above principles by providing parameters and procedures to guide the municipality and its officers in implementing it, and thereby exercising a public power through a series of administrative actions. In so doing, this policy seeks to provide certainty on the part of those affected by it with regard to how the municipality will act in the circumstances covered by the policy and uniformity of action on the part of its officers.
- f. The municipality commits itself and its officers to act fairly and justly in an open and transparent manner in implementing this policy.



2. SCOPE OF THE POLICY

- a. Accordingly this policy document provides a framework for the annual setting (or revision) of tariffs. The policy does not set specific tariffs, nor does it make tariff proposals. Details relating to specific levels and applications of the various tariffs are published in the municipality's schedule of tariffs approved annually and published in conjunction with the budget, and are contained in the schedule hereto.
- b. The policy is applicable to all consumption tariffs for electricity, water, sanitation and solid waste services provided by the municipality as well as all fixed tariffs related thereto.
- c. Pursuant to the prescripts in paragraph a above, and notwithstanding paragraph b, in recognition of the total number of tariffs, rates, levies and other charges existent within the Municipality, the Municipal Manager must cause the establishment of an administrative Tariff, Tax and Services Committee to ensure, *inter alia*, the adherence to this and all other policies and legislation which regulate or influence tariffs in Sol Plaatje Municipality. The terms of reference for said Committee will be approved by the Municipal Manager.

3. DEFINITIONS

- a. **"Total Municipal Account"** means an assumed current account based on average bills for water, electricity, sanitation, solid waste services and rates.
- b. **"Indigent Fund"** means a budget provision, funded from equitable share transfers and municipal rates, used to subsidise the basic level of services provided free by the municipality in terms of its Indigent Management Policy.
- c. **"Rates and General Account"** means a budget provision used to fund municipal services excluding those funded by tariffs such as electricity, water, sanitation and solid waste.
- d. **"Fixed Tariff"** means a tariff set as a fixed Rand amount and includes miscellaneous tariffs.



- e. **"Consumption-based Tariff"** means a tariff set as a Rand amount per measurable unit of service.
- f. **"CPI"** means the consumer price index excluding mortgage costs as measured by STATSSA.
- g. **"The municipality"** means the Sol Plaatje Local Municipality acting through the Municipal Manager in terms of the delegations contained in this policy
- h. **"The Council"** means the Council of the municipality.
- i. **"MSA"** means the Municipal Systems Act 32 of 2000.

4. **PRINCIPLES APPLICABLE TO THIS POLICY**

- a. The tariffs approved during the Budget process by the Council to fund services must be consistent with this policy.
- b. The municipality is committed to equitable and sustainable provision of services achieved through the economic and effective funding of efficient services.
- c. Poor people should have access to free basic services in accordance with national government policy, taking into account affordability thereof for the municipality.
- d. The cost of a service provided primarily for the benefit of an individual user, the provision of which is able to be accurately measured, should be recovered from the individual by means of tariffs.
- e. A fixed tariff should be used when a service connection or other once-off or occasional work is undertaken by the municipality in connection with provision of a service and when a metered amount of a service is consumed; a consumption-based tariff should be used unless paragraphs i and j below apply.



- f. Some services, although provided primarily for the benefit of individual users, have important community benefits. The cost of such services, particularly if the use thereof cannot be accurately measured, may be recovered by a combination of tariffs and rates (e.g. the provision of solid waste services).
- g. If a service is provided primarily for the benefit of the community and the use thereof by individuals cannot be accurately measured, the cost of providing the service should be recovered by means of rates (e.g. the provision of street lighting).
- h. Where an individual user's consumption can be metered, electricity and water will be charged for in terms of consumption-based tariffs. These tariffs must be structured to accommodate the provision of free basic electricity and water in terms of the municipality's Indigent Management Policy.
- i. Where the infrastructure enabling reading of meters like roads and street names are not yet available or determined or the cost of reading meters and the cost of debt recovery exceed the benefit, the municipality may levy a fixed consumption charge based on management best consumption estimate for metered services rendered in that area.
- j. The municipality may resolve to subsidise, up to the maximum as per the indigent policy, services billed at flat tariff based on certain terms and conditions to be determined in the customer care, credit control and debt collection policy and/or indigent management policy

5. APPLICATION OF PRINCIPLES IN THE MSA

- a. Users of municipal services will be treated equitably and differentiation between different categories of users, debtors, service providers, services, service standards, geographical areas will occur only to the extent provided for in this policy and must preclude unfair discrimination.
- b. To the extent possible, the amount individual users pay for services consumed by them, must be in proportion to their use of that service through the levying



of consumption-based tariffs, dependent however upon the ability of the municipality to provide metering of the service which meets the standards contained in its Customer Care, Credit Control and Debt Collections Policy.

- c. Tariffs must be reflective of the costs reasonably associated with the rendering of the service in question as reflected in the budgeted income and expenditure of the service including any contributions to the Rates and General Account.
- d. Tariffs must be set at levels that ensure the financial sustainability of the service, taking into account any subsidies received from outside sources (such as capital grants).
- e. The Council may impose a surcharge on the tariff applicable to a service.
- f. The Council may provide for the promotion of local economic development through the imposition of special tariffs for categories of commercial and industrial users as provided in a policy adopted for this purpose.
- g. The economical, efficient and effective use of resources will be encouraged *inter alia* through the use of rising block tariffs, time of use tariffs, and tariff options linked to solid waste minimisation for certain categories of users.
- h. The extent of subsidisation of tariffs for poor households and any other category of user will be reflected on the monthly account of such users. The impact of such subsidisation will be fully disclosed in the Budget report to the Council.
- i. The amount that all consumers pay for services, as reflected in the Total Municipal Account must be affordable for different categories of users and as far as possible, annual tariff increases should be limited to the rate of inflation as measured in the CPI.

6. DIFFERENTIATION IN TERMS OF THE MSA

- a. The MSA entitles a municipality to differentiate on the basis described in 5(a). The municipality is not obliged to differentiate but should it resolve to do so in



respect of a particular service, such differentiation must be in accordance with the framework contained in this paragraph. Any categories provided for which are not defined for a particular service, must be adequately defined in the budget resolutions imposing the tariff and in the municipality's tariff schedules and a distinct tariff must be applicable to each such category.

- b. The following categories of users may be used (subject to appropriate definition):
 - i. Residential/domestic
 - ii. Non-residential
 - iii. Commercial
 - iv. Industrial/mining
 - v. Farming
 - vi. Government
 - vii. State-owned enterprise
 - viii. Vacant land
 - ix. Informal settlements and transient camps (domestic supply see annexure)
- c. The municipality may use different categories of service, subject to definition of the basic service in its Indigent Management Policy and definition of any other categories in its Budget resolutions. The following criteria may be used in defining different categories of service:
 - i. Type of service
 - ii. Category of user
 - iii. Level of consumption
 - iv. Type of connection
 - v. Time of use

Categories of service may be restricted to certain categories of user (e.g. the basic service will be restricted to residential/domestic users).



- d. Different categories of standard of service may be defined for different categories of users or of services, provided that the basic service may not include different standards.
- e. The Council may apply differentiation based on geographic area, provided that the service in question meets at least the standard of the basic service and at least one of the following criteria is also met:
 - i. Topography will have a significant impact on the cost of delivery of the service
 - ii. Significant capital costs will be required to develop service infrastructure
 - iii. The area in question may be identified in the IDP as having strategic developmental importance.

7. SUBSIDISATION OF BASIC SERVICE TARIFFS FOR RESIDENTIAL/ DOMESTIC USERS

The Council may provide for the subsidisation of basic levels of service to qualifying users in terms of the municipality's Indigent Management Policy in tariffs levied on other categories of users.

8. ACCESS TO SERVICES BY POOR HOUSEHOLDS

- a. The Council applies the standards for basic service levels described in national government policy with regard to free basic services. The free and subsidised basic services provided to poor households are as provided for in the Council's Indigent Management Policy.

9. MUNICIPAL MANAGER AS RESPONSIBLE AND ACCOUNTABLE OFFICER

- a. The Municipal Manager is responsible and accountable for the implementation and enforcement of the provisions of this policy and must take the necessary steps to do so.



- b. The Municipal Manager shall from time to time report to the Executive Mayor on matters relating to this policy, the efficacy of the tariffs set by the Council in terms hereof, the administrative mechanisms, resources, processes and procedures related to its implementation and the extent to which the policy is achieving the objectives of the Council.
- c. All the necessary power and authority is hereby delegated to the Municipal Manager to enable him/her to fulfil his/her functions, responsibilities and obligations in terms hereof, with full authority to further delegate any specific responsibility.



WATER AND SANITATION TARIFF POLICY

10. DEFINITIONS

- a. **"Average historic cost of water (AHCW)"** means the total current annual cost of the water service (including capital charges but excluding surcharges and contributions to a capital development fund) divided by the total volume of billed water sales for that year.
- b. **"Commercial water use"** means water supplied to premises predominantly of a commercial nature (e.g. shops, offices, showrooms, service stations, hospitals).
- c. **"Domestic water use"** means water that is used predominantly for domestic purposes, including garden irrigation.
- d. **"Industrial water use"** means water which is used in mining, manufacturing, generating electricity, land-based transport, construction or any related purpose.
- e. **"Other water use"** means all water used not defined as domestic, industrial and commercial.
- f. **"Future incremental marginal cost"** means the average incremental cost of system expansion, taking into account the next large scheme or schemes to be built to meet current and future increases in water demand.
- g. **"Residential unit"** means a group of rooms, used for residential purposes, contained within a block of flats, and which includes any undivided share of common property or any other portion of the property apportioned to that unit for its exclusive use, which shall include a garage or any other outbuildings.
- h. **"Average historical cost of sanitation"** means the total annual cost of the sanitation service (including capital charges but excluding contributions to a



capital development fund) divided by the total volume of sewage discharged for that year.

- i. **"Commercial wastewater"** means effluent discharged from premises predominantly of a commercial nature (e.g. shops, offices, showrooms, service stations).
- j. **"Industrial wastewater"** means wastewater arising from mining, manufacturing, electricity generation, land-based transport, construction or any related activities.
- k. **"Other wastewater"** means effluent discharge from premises not defined as domestic, commercial or industrial.

11. POLICY PROVISIONS SPECIFIC TO WATER SUPPLY

- a. User categories: In setting water tariffs, the Council shall take into account at least the following four categories of user; viz:
 - i. Domestic water use
 - ii. Industrial water use
 - iii. Commercial water use
 - iv. Other water use
- b. Domestic consumer sub-categories: In setting water tariffs for domestic consumers, the Council may take into account the significantly different levels and standards of services provided by the municipality and accordingly determine at least the following four sub-categories of domestic consumer; viz
 - i. Domestic communal (which shall mean consumers with access to communal water services such as a public standpipe or a water tanker service)
 - ii. Domestic controlled (which means consumers with access to a controlled volume of water supply)



- iii. Domestic full (which means consumers with access to an uncontrolled volume of water supply that is metered)
- iv. Domestic cluster (which means consumers in a multi-residential unit development, with an uncontrolled supply, served by one metered connection point)
- c. Metering: All connections providing an uncontrolled volume of water supply shall be metered and tariffs shall be applied in proportion to water use. The amount of water supplied to standpipes in informal settlements without title deeds should also be measured to assess the impact of this free water supply on the service as a whole, but should not be billed. The municipality is moving progressively towards the implementation of a demand metering system through the installation of water management devices.
- d. Consumption tariffs: In setting tariffs, the Council may have regard to at least the following categories of tariffs:
 - i. Consumption tariffs – Domestic communal: Where a communal water supply provides water for domestic use and such usage at the communal outlet is, on average, less than 6 kl per household served, then no charge shall be levied for this water.
 - ii. Consumption tariffs – Domestic controlled: Where water use is controlled to less than 6kl a month per connection, for domestic purposes, then no charge shall be levied on domestic households for such water. Should usage exceed 6 kl per month, a fixed monthly tariff shall be applied.
 - iii. Consumption tariffs – Domestic full: Consumption tariffs for un-controlled volume, metered domestic connections shall be based on an increasing block structure with the first block set at 6kl per connection per month and the last block set at an amount that would deter unnecessarily high water use and would reflect the incremental cost that would be incurred to increase the water supply infrastructure to meet an incremental growth in demand. The rising block tariff structure should consist of at least five steps. The consumption level at which the last step begins



- should be at an amount that would encourage water conservation and should not be greater than 60 kl per month.
- iv. Consumption tariffs – Domestic cluster: Consumption tariffs for multi-residential unit developments served by one metered connection point will be set to recover at least the AHCW.
 - v. Consumption tariffs – Industrial, Commercial and other: Other than in instances where special tariffs have been set, the consumption tariffs for all other consumers in this category should be set to at least equal to the AHCW. Data in respect of separate consumption categories such as for sporting bodies, schools and municipal consumption may be maintained to assist in water demand management measures.
 - vi. Consumption tariffs – Schools, sports fields, clubs, churches, charities: any subsidies to these categories of users should be made through the medium of grants or other transparent mechanisms but not through tariffs lower than the AHCW so as not to negate the inherent incentive to use water wisely and economically.
 - vii. Consumption tariffs – Users of non-potable water.
- e. Surcharges: The Council may impose a surcharge on any water tariff.
- f. Fixed service charges: In setting fixed service charges for various purposes, the Council shall have regard at least to the following provisions:
- i. Fixed service charges – Domestic: If a fixed monthly charge is applied, it should be kept at a minimum where possible as the domestic water tariff should, as much as possible, take into account the cost of maintaining the connection.
 - ii. Fixed service charges – Industrial and other: Any fixed monthly service charge for these categories shall take into account the size of the connection and the historic cost of maintaining it to ensure that it is cost-reflective.
- g. Connection charges: Connection charges shall be set to recover the full costs of installation of a connection.



- h. Credit Control measures: The following provisions should be read with the municipality's Credit Control Policy:
 - i. Domestic consumers who fail to pay amounts due for water consumption may, after due process, have their uncontrolled water connections restricted by a flow-limiting or water management device, in the sole discretion of the municipality.
 - ii. All non-domestic consumers who fail to pay amounts due for water consumption shall, after due process, have their uncontrolled water connections disconnected.
- i. Water restriction tariffs: Special tariffs may be introduced during periods when water restrictions are in effect as an incentive to reduce water to within sustainable limits. The Council may approve a separate tariff schedule in conjunction with the normal tariff schedule approved with the budget, which will apply when water restrictions are in force.
- j. Rebates for underground leaks:
 - i. The cost of repairing leaks in a reticulation system situated on private property and the cost of water wasted as a result of such a leak are the responsibility of the owner/consumer.
 - ii. The municipality will nevertheless in implementing its Water Loss Minimisation Project address the question of underground leaks and leaks not visible to the eye, on private property, by granting a rebate in respect of the additional cost of water wasted as a result of such a leak to consumers who have made application in the prescribed manner.
 - iii. A rebate approved by the Council in terms of this policy shall apply only in respect of the additional cost of water wasted as a result of leaks that occur underground and/or are not visible, in the property's primary water reticulation system (plumbing) and shall not apply if the leak occurs in a supplementary system (such as garden irrigation systems, automatic filling systems to ponds, pools etc.).



- iv. Additional consumption occurring as a result of a qualifying leak shall be determined by establishing the difference between the "average" consumption over a corresponding consumption period and the total consumption during that period when the leak occurred. The consumer will be credited with that proportion of the additional consumption constituting the rebate approved by the Council.
- v. The rebate will be granted for a maximum of three months (being an adequate period for the consumer to be alerted to the increased consumption and arrange for the leak to be repaired). The municipality will not approve more than two claims for a rebate in respect of a property per calendar year.

12. POLICIES SPECIFIC TO THE SANITATION SERVICE

- a. User categories: In setting sanitation tariffs, the Council shall take into account at least the following user categories (but may specify additional categories) which shall be precisely defined in the Council's tariff resolutions:
 - i. Domestic users
 - ii. Industrial/Commercial users
 - iii. Other users
- b. Domestic user sub-categories: the sanitation tariff structure for domestic users shall distinguish between the different levels and standards of services provided by the municipality and may recognise at least the following sub-categories for domestic users:
 - i. Domestic communal (which means users/households with access to communal sanitation facilities);
 - ii. Domestic full (which means users with waterborne sanitation and access to uncontrolled discharge to a sewer network);
 - iii. Domestic on-site waterborne (which means users with waterborne sanitation collected on site including septic and conservancy tanks);



- iv. Domestic cluster (which means users in a multi-residential unit development such as flats or townhouses served by one connection point).
- c. Universal billing: all users save those provided with a rudimentary or basic service such as communal facilities, are to be billed.
- d. **It is the intention of the municipality to move to a method of formulating tariffs in the following manner:**

Categories of tariffs – Consumption based: In setting tariffs, the Council shall have regard to at least the following categories of tariff:

- i. Volumetric domestic tariffs – Domestic communal: no charge shall be rendered for the use of communal facilities.
- ii. Volumetric domestic tariffs – Domestic full: to be based on the assumed volume of wastewater discharged into the sewerage system (deemed to be 70% of the consumer's domestic water consumption), limited to a maximum billable volume of 35 kl per month.
- iii. Volumetric tariffs – Domestic on-site waterborne: to be based on the actual volume pumped into the collecting truck, reflected as an amount per kilolitre of wastewater.
- iv. Basic sanitation tariff: the Council may where appropriate levy a fixed charge for services provided in informal areas.
- v. Volumetric tariff – Domestic cluster: to be based on the assumed volume of wastewater discharged into the sewerage system (deemed to be 90% of the monthly metered water consumption of all units in the cluster) limited to a maximum billable volume of 35 kl per month per unit.
- vi. Volumetric tariffs – Industrial and Commercial: to be based on the assumed volume of wastewater discharged into the sewerage system (deemed to be 95% of the monthly metered water consumption).
- vii. Volumetric tariffs – Other (schools, hospitals, municipal users, churches etc.): to be based on the assumed volume of wastewater discharged into the sewerage system (deemed to be 95% of the monthly metered water consumption by the institution in question).



- viii. Users making use only of the sanitation service: users who obtain a water supply from a source other than the municipal supply (such as a neighbouring water supply authority or from an unmetered borehole) but nevertheless make use of the municipality's sanitation service, remain liable to pay for that service. The volume of water usage on which the sanitation charge is to be based shall be determined and verified on an annual basis by the municipality, by measurement or estimation of the water used, as the municipality in its sole discretion deems fit. Determination of the percentage wastewater will be per the user category.
- ix. Surcharge for extraordinary treatment costs for industrial effluent: where the measured pollution loading of wastewater discharged into the sewerage system by an industrial user exceeds the pollution loading of ordinary domestic wastewater, the user will assume responsibility for the additional treatment cost recovered as an additional charge based on the Industrial Effluent Miscellaneous Tariff read with the industrial effluent formulae adopted by the Council in its tariff resolutions from time to time. The additional charge shall be billed monthly whilst the poor quality remains.

However, until such time as the municipality is able to transform to the above methodology, the current method of applying a flat rate or fixed rate as contained in the respective budgets will be applied.

- e. Categories of tariff—Fixed tariffs:
 - i. Surcharge – Storm-water discharges into sewer: if an unauthorised discharge connection for storm-water run-off into a sewer is found, the owner of the premises in question will be given notice to either alter the connection to provide for discharge into the storm-water/road drainage system or to apply for condonation for the existing connection. Condonation shall only be granted, if in the sole discretion of the municipality, a connection to the proper system is not practically possible. The applicable Miscellaneous Tariff will be charged on a monthly basis.



- ii. Fixed service charges: a fixed monthly service charge will apply to users who discharge wastewater into a sewer system.
 - iii. Connection charges: the Council shall set a connection charge for all consumer categories which recovers the full costs of the sewer connection installation.
- f. Adjustment to the deemed volume: in respect of any specific user in the Industrial/Commercial, Domestic (cluster) and Other tariff categories, the municipality may in its sole discretion adjust the percentage of water deemed to have been discharged into the sewerage system as wastewater, based on calculation or measurement or any other appropriate method, to more closely approximate the actual wastewater discharged.
- g. Contributions: the sewerage service may subsidise any other service.
- h. Effect of water-leak rebate on volumetric sanitation charge: the volume of any water calculated to have been lost resulting from a leak in regard to which a rebate has been approved in terms of paragraph 10(p) shall be deducted from the volume of water used to compile the volumetric sanitation charge for the period of the rebate.

13. GENERAL POLICIES APPLICABLE TO WATER AND SANITATION TARIFFS

- a. Subsidisation: in setting tariffs, the Council may provide for reasonable and appropriate cross-subsidisation between consumer categories. The existence of any such subsidisation must be disclosed in the Council's budget resolutions.
- b. Full cost recovery: the calculation and setting of all tariffs will be based on the principle of full cost recovery and provision for the long-term sustainability of the service.



- c. Annual determination of tariffs: all tariffs are determined and set by the Council on an annual basis together with approval of its budget as provided for in section 24(2)(c)(i) of the MFMA.
- d. Value Added Tax: as prescribed by applicable legislation, VAT is levied on all consumptive tariffs and tariffs as approved by the Council.
- e. Availability charge: an availability charge in the form of a fixed tariff shall apply to serviced vacant or undeveloped land for both the water and sanitation services; or where the accountholder/consumer has not consumed more than 6 kl of water. This may have been due to the use of alternative water sources (e.g. a borehole). This provision does not apply to indigent households.



ELECTRICITY TARIFF POLICY

14. POLICIES SPECIFIC TO THE ELECTRICITY SERVICE

- a. User categories: in setting electricity tariffs, the Council shall take into account at least the following user categories (but may specify additional categories):
 - i. Domestic user – includes users individually or collectively, in private residential establishments including houses, blocks of flats, townhouse complexes;
 - ii. Commercial/Industrial user – means users other than domestic users and includes halls, churches, schools, sports clubs, restaurants, theatres, consulting rooms, all other commercial and industrial premises including residential premises operated commercially such as hotels, guest house/bed-and-breakfast establishments, hospitals, retirement homes and the like.
- b. Tariff categories: in setting electricity tariffs, the Council may establish tariffs in the following categories:
 - i. Consumption based (cost reflective) tariffs including:
 - single tier tariff
 - multi-tier block tariff
 - time of use and demand charges
 - ii. Consumption based (subsidised) tariffs (as determined in terms of the municipality's Indigent Management Policy)
 - iii. Fixed tariffs including:
 - Connection charge (being a fee payable as a contribution towards the cost of providing a supply)
 - Development levy (being a charge calculated to contribute to the costs incurred in increasing the capacity of existing networks resulting from the additional demand imposed by new users)



- Service charge (being a charge calculated to contribute to fixed costs such as capital redemption, meter reading, billing, vending, maintenance etc. which is payable whilst a premises is connected irrespective of whether electricity is supplied)
 - Miscellaneous tariffs (being specific charges for occasional services rendered such as disconnection, re-connection, meter testing etc.)
- iv. Special tariffs (any tariff introduced from time to time in terms of section 74(2)(g) MSA) or a tariff relating to the consumption of "green energy", being energy generated from a renewable or efficient source)
- v. Wheeling tariff (a tariff for the transport of electrical energy over the municipality's network infrastructure).
- c. Categories of service: the Council, in setting tariffs may have regard to the following categories of service (which may constitute sub categories of user categories) including:
- i. nature of service (including wheeling, the supply of green energy etc.)
 - ii. the level of service consumption
 - iii. type of connection
 - iv. time of use
- d. Surcharge/contributions: the Council in setting tariffs, may impose a surcharge on electricity tariffs (over and above the recovery of the average cost of supply) for the purpose of funding a contribution to the municipality's Rate and General Fund
- e. Subsidisation: in setting tariffs, the Council may provide for reasonable and appropriate cross-subsidisation between categories of user, provided however that the existence of any such subsidy must be clearly disclosed in resolutions adopting tariffs and in the resulting Schedule of Tariffs.
- f. Annual determination of tariffs: electricity tariffs shall be set on an annual basis as prescribed by section 24(2)(c)(i) MFMA after consideration by the Council



of a comprehensive report and recommendations from the Municipal Manager taking into account at least the principles in (g) hereunder, anticipated increase in the block cost of electricity, expected increased/decreased demand, the potential effect of any substantial development, patterns of use, availability of supply and sustainability of the service, especially the need for expansion, replacement and/or maintenance of infrastructure as well as any policies, guidelines and comments from the National Energy Regulator of South Africa and such determination shall be subject to approval by it.

- g. Principles: in setting tariffs, the Council shall ensure the full recovery of the cost of operation of the service on a year to year basis, having regard to the issues reported upon in terms of (f) above, and take into account the affordability of electricity and shall consistently and equitably apply this policy.
- h. Availability charge: an availability charge in the form of a fixed tariff shall apply to vacant or undeveloped land where services are available or where the accountholder/consumer has not consumed more than 50 kWh of electricity. This may have been due to the use of alternative energy sources. This provision does not apply to indigent households.



WASTE MANAGEMENT TARIFF POLICY

15. POLICIES SPECIFIC TO WASTE MANAGEMENT

- a. User categories: The municipality will enter into a supply agreement for waste management services only with the owner of a property. Accordingly, in setting tariffs for the Waste Management Service, the Council shall take into account at least the following categories of users who have entered into supply agreements for:
 - i. Residential property: (being a property that is used predominantly for residential purposes, including multi-dwelling properties such as Sectional Title schemes and share block schemes, blocks of flats, retirement homes and villages). Owners in this category may obtain a waste management service from the municipality only. The Council may determine sub-categories provided that these are disclosed in its tariff-setting resolutions and adequately defined.
 - ii. Non-residential property: (being an improved property that is predominantly used for purposes other than residential, including land used for commercial, industrial or agricultural purposes and also hotels, hospitals and guesthouses). An owner in this category may elect to obtain waste management services from a supplier other than the municipality. The Council may define sub-categories in its tariff setting resolutions.
 - iii. Vacant land: (unimproved land not being used for any purpose).
- b. Categories of tariffs: in setting tariffs, the Council may have regard to at least the following categories of tariffs:
 - i. Cost reflective tariffs
 - ii. Subsidised tariffs
 - iii. Fixed tariffs
 - iv. Special tariffs



- c. Categories of service: in setting tariffs, the Council shall distinguish between the following levels and standards of service:
 - i. Door to door removal- black bag (once weekly)
 - ii. Door to door removal-skip (once weekly)
 - iii. Door to door removal-skip (multiple removals per week)
 - iv. Bulk removals
 - v. Garden refuse removal

- d. Principles applicable to Waste Management tariff setting: the following principles shall inform the determination of appropriate tariffs:
 - i. National Waste Minimisation Strategy: the municipality adheres to the principles and objectives set in this strategy.
 - ii. In achieving a "pro-poor" orientation, residential Waste Management tariffs should be structured to achieve a minimum basic level of service affordable for all households while at the same time delivering a viable and sustainable service.
 - iii. The setting and implementation of tariffs must treat users of the service equitably but may however differentiate between different categories of user.
 - iv. The overall package of tariffs must recover the costs reasonably associated with the rendering of the service including such costs which cannot be allocated to a specific user.
 - v. The overall package of tariffs must facilitate the current and long-term sustainability of the service with adequate provision for operating costs, maintenance, rehabilitation and replacement of infrastructure.
 - vi. In setting tariffs, the Council may provide for an appropriate level of cross-subsidisation between categories of user and tariffs, provided however that the extent thereof must be fully disclosed in tariff setting resolutions and the Schedule of Tariffs.

- e. Surcharge and contributions: As far as possible, the Council shall avoid setting a surcharge on tariffs in the Waste Management Service and the Service shall not make contributions to any other service.



- f. Annual setting of tariffs: a package of tariffs shall be developed in conjunction with the budget process and adopted annually by resolution in terms of section 24(2)(c)(ii) MFMA.
- g. Availability charge: an availability charge in the form of a fixed tariff shall apply to vacant or undeveloped land where services are available.



ANNEXURE PER PARAGRAPH 6 OF THE POLICY

INFORMAL SETTLEMENT

1. KIMBERLEY NORTH
2. BOIKHUTSONG & KUTLWANONG
3. COLVILLE 83 & 64
4. CHRIS HANI
5. GALESHEWE
6. RITCHIE WELTER VREDE & MOTSWEDIMOSA
7. ARENA 65
8. ROODEPAN
9. HOMEVALLEY
10. KAGISHO
11. SOLLY LEGODI
12. TSHWARAGANO
13. PHUTANANG
14. REDIRILE
15. JOHN MAMPE
16. TSWELELANG
17. CHINA SQUARE
18. WIT DAM
19. UBUNTU
20. THAMBO SQUARE
21. NXUMALO
22. PLATFONTEIN
23. GREEN POINT
24. RABAJI
25. LORATO PARK
26. JACKSONVILLE
27. DONKERHOEK
28. KATIMA
29. BLOEMANDA
30. SOUL CITY
31. PROMISE LAND
32. RIEMVASMAL
33. TRANSIT CAMP
34. RESERVE ROAD SHACKS
35. PHOMOLONG
36. ZONE 2

And any other area as identified by the Municipality as necessary to receive a basic level of service but which has not been formally established or is impractical to recover exact readings.

SOL PLAATJE LOCAL MUNICIPALITY



MATERIALITY AND SIGNIFICANCE FRAMEWORK

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1. Background

The municipality has to maintain an agreed framework of acceptable levels of materiality in order to promote effective and efficient decision making. The framework deals with materiality in terms of financial reporting, as well as significance in the context of decision making.

The framework sets out the general approach Council will take to determining the significance of proposals and decisions relating to issues, assets or other matters; and provides clarity about how and when communities can expect to be engaged in decisions about different matters depending on the degree of significance the council and its communities attach to those matters. It also determines the relevant thresholds for reporting on specific matters in the annual financial statements of the municipality.

The Local Government Act 2002 (the Act) sets out the framework for Council's consultation and decision-making processes. Significance is a key concept in this framework. The term significance as used in the Act, is defined in Section 5 of the Act.

A decision about issues, assets and other matters is significant if it will mean a material departure from existing policy. A difference or variation is material if it could, itself or in combination with other differences, influence the decisions or assessments of those reading or responding to the document.

2. Objective

All decisions Council makes must be made in accordance with the decision-making requirements of the Local Government Act 2002 (set out in sections 76AA-81). Council must also ensure that the community gets every opportunity to engage with the decision making process particularly in cases where the decision being made is significant and may be a material departure from existing policy.

Council must make a judgement about how to comply with the Act in a way:

- that reflects the significance or materiality of the matter under consideration; and
- enhances the community's ability to engage.

This policy explains Council's approach to determining the significance or materiality of a decision and lists the thresholds, criteria and procedures that Council and its community will use in the assessment.

In addition to this, the framework describes the materiality considerations for financial reporting and decisionmaking.

3. Materiality

In arriving at materiality the following factors must be taken into account:

- Guidelines issued by the National Treasury;
- The nature of the municipality's operations
- The inherent and control risks associated with the municipality
- Quantitative and qualitative issues.

4. Review

The materiality framework must be reviewed annually and included in the Strategic Plan and Budget for the ensuing financial year.

Any changes to the framework must be approved by the Council

Once approved by the Council, the Materiality Framework will be amended for the applicable financial year.

5. Procedure for Annual Review

The Chief Financial Officer (CFO) will be responsible for conducting an annual review and making a recommendation to the Council regarding the Materiality Framework.

The CFO must take the following factors into account:

- Guidelines issued by the National Treasury;
- The nature of the municipality's operations;
- Statutory requirements affecting the municipality;
- The inherent and control risks associated with the municipality; and
- Quantitative and qualitative issues.

The CFO has to submit his/her recommendation to the Council via the normal channels, in the following order, taking the dates of the relevant meetings into account and taking into account that a decision to recommend a specific framework, is required by May annually, with a view to submitting the revised framework to the Council with the Budget and Strategic Plan of the municipality:

- The Executive Management Team (EMT)
- The Finance Committee
- The Council

6. Recording of the Approved Framework

The IDP manager is responsible for ensuring that the Materiality framework is included in the Strategic Plan and Budget for the ensuing financial year.

The CFO should ensure that Sol Plaatje Municipality's Annual Report reports on the framework and any matters of Materiality.

The CFO is the custodian of this policy, procedures and framework.

7. Materiality in terms of financial reporting

The Council has taken into account the above mentioned factors in determining Sol Plaatje's level of materiality: Having taken these factors into account, the Council has assessed the level of materiality to be:

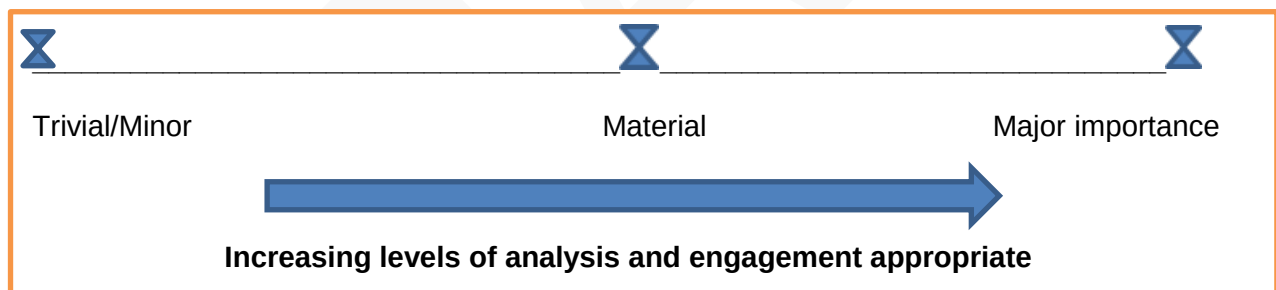
- Every amount in respect of criminal conduct;
- R10,000 and above for irregular, fruitless and wasteful expenditure involving gross negligence; and
- R100, 000 and above for any other irregular, fruitless and wasteful expenditure.
- It is further decided that any transaction in excess of R1 million will be considered material for financial reporting purposes.

8. Significance in terms of decision-making

The type of decisions a Council and its community must make can range from those that are trivial in nature to those that are of major importance. The Council must decide where in the range of trivial to very important a decision sits and what level of analysis and engagement is appropriate every time a decision is made.

The significance (materiality) range has a threshold at which point decisions are deemed to be 'significant'. If an issue requiring decision is determined to be 'significant' the Council will:

- Undertake community engagement responding to community preferences for engagement and clearly identifying why, how and when the community can expect to be engaged with using the Special Consultative Procedure (see Section 83 of the Act).
- Ensure that every decision complies with the decision-making requirements set out in Sections 76AA - 81 of the Act).



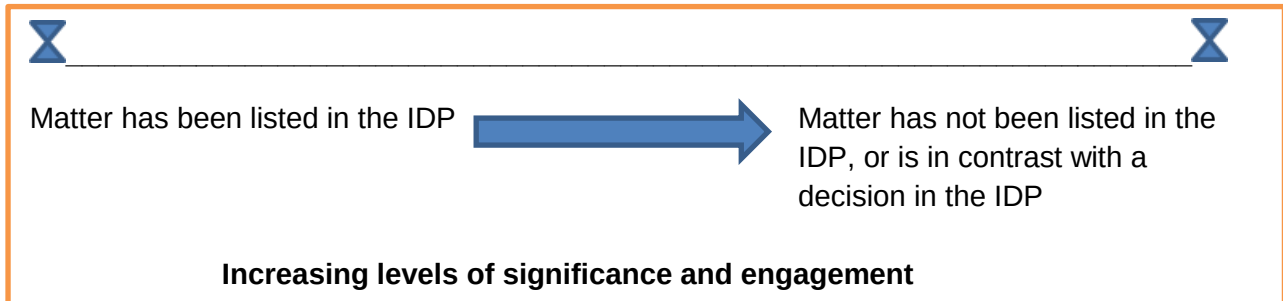
8.1 Determining Significance

A significant decision is one that has a high degree of significance in terms of its impact on:

- The wellbeing of the Sol Plaatje municipality
- Persons likely to be affected by or with an interest in that decision; and/or
- the costs to or the capacity of the Sol Plaatje municipality to provide for the wellbeing of the city

When considering the significance of a proposal, decision or other matter, the Council will use the following threshold and criteria:

- The extent to which the matter flows logically and consequently from a significant decision already made from a decision in the Integrated Development Plan of the Annual Plan



- The extent of the matter in terms of its net cost to the Council. Where a decision has not been highlighted in the IDP or Annual Plan, a decision involving a change in spending more than 10 % of the planned capital expenditure or 5% of the planned operating expenditure for operating decisions will be considered significant.



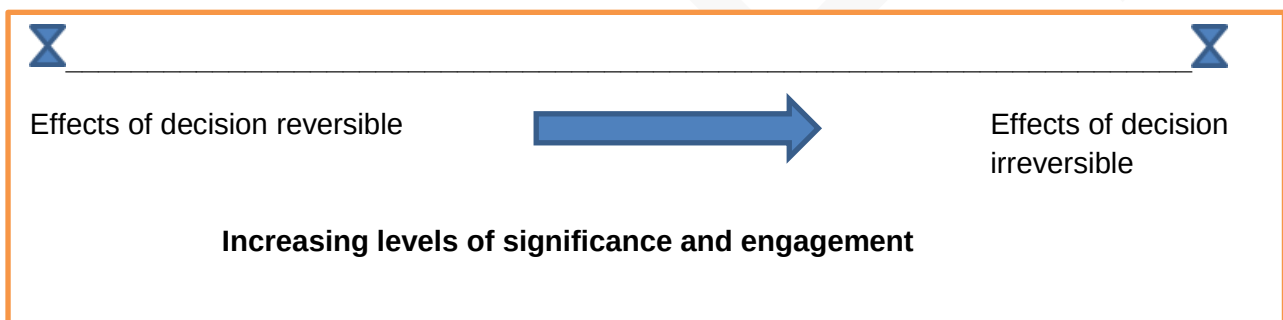
- The transfer of ownership or control, or the disposal or abandonment of a strategic asset as a whole as defined by the LGA or listed in section 5 of this framework will be considered to be significant. The degree to which transfer of ownership or control, or the disposal or abandonment of a part of a Strategic Asset undermines the integrity/functioning of the asset as a whole or restricts the networking utility of the asset will also be considered.



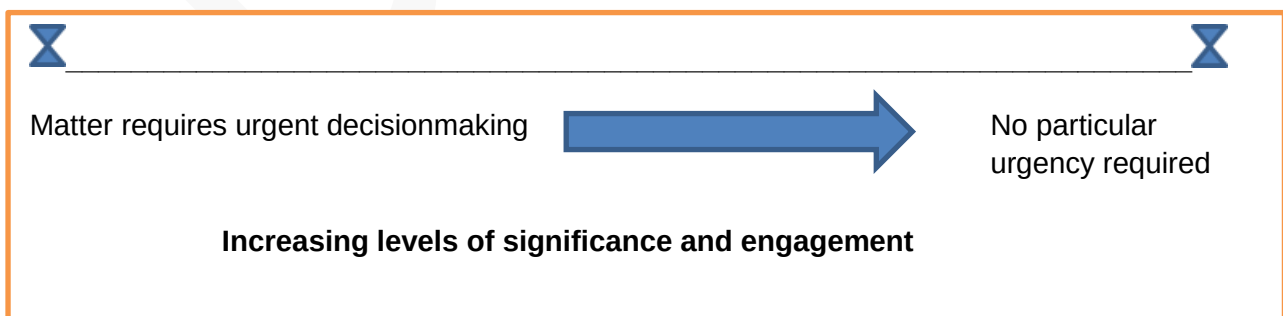
- The matter includes consideration of an increase in tariffs or the introduction of a tariff/service charge where a service has previously been provided free of charge.



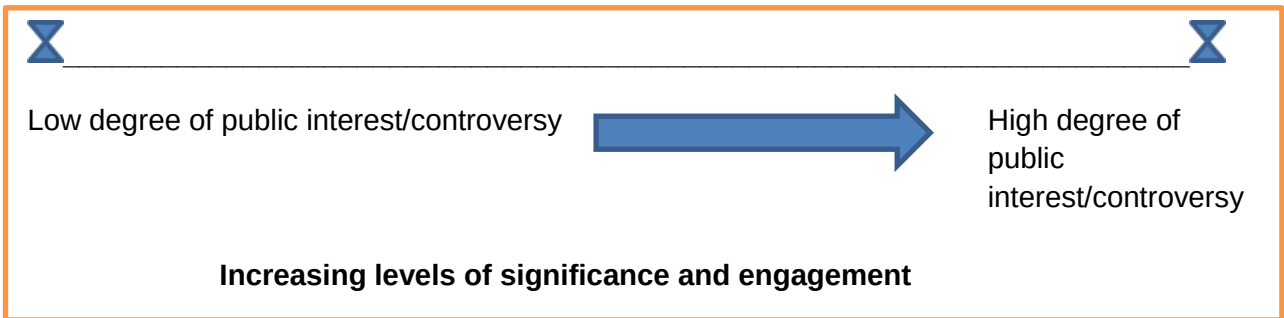
- Reversibility and intergenerational equity. The more irreversible the effects of a decision, the more significance it has – particularly where the decision involves the unsustainable use of resources and so reduces the right of future residents to inherit the same diversity of natural and societal resources enjoyed by current residents. This includes the cumulative effect of previous decisions and their impact on irreversibility and intergenerational equity.



- Practicality: The Council should consider the circumstances under which a decision is taken and what opportunity there is to consider a range of points and alternatives. In circumstances in which failure to make a decision urgently will result in the loss of opportunities which are assessed as able to contribute to achieving the community outcomes, the Council will take its decision making processes to allow as much evaluation and engagement as is practicable while working within the required timeline.



- The extent to which the matter is of public interest or controversial within the community



9. Engagement

Community engagement is much broader than consultation, although consultation is encompassed within it. Community engagement includes the full range of community participation in decision making – from being provided with information only right through to relate to the extent that decision making powers (and implementation) are devolved to the community, or conversely, held with the council.

At a high level, there are five main types of community engagements that the Sol Plaatje municipality undertakes. These are summarised below. Although each type of community engagement has its place in Council, this strategy does not prescribe the type of community engagement that must be implemented in specific circumstances. The range of the Municipality's activities and decision is too varies for such an approach. However, the section on decision making does outline some of the high level factors which are considered by the Council when considering what type of community engagement is suitable for a specific proposal or issue.

Information – Supports all types of community engagement and keeps people informed about such things as decisions, services and local events.

Consultation – Can be used when there is a decision to make about something or when there are a number of choices about the details. Most of the proposals at Sol Plaatje involve consultation.

Deciding together – Local people are involved in deciding which option to choose, but it is Sol Plaatje that will act on the decision.

Acting together – Decisions and implementation are made in partnerships between local people or agencies and the Sol Plaatje municipality. In this scenario the community is actively involved in the development of a specific project.

Supporting community initiatives – Independent groups are empowered to develop and carry out their own plans. Council's role is primarily supportive of facilitative.

10. Decision Making

Sol Plaatje municipality is involved in a wide range of activities - from setting policies, developing and enforcing local regulations and promoting tourism right through to the delivery of services and infrastructure like libraries and roads. In most of these activities. The kinds of decisions range from setting longer-term strategy to minor operational matters.

In general terms, these decisions usually involve the first three types of community engagement - information, consultation and deciding together. In many cases. The same decision or issue may involve different types of community engagement at different steps in the decision-making process.

It is important that the community and Sol Plaatje municipality have a common understanding of the decision-making process and how Sol Plaatje Municipality decides when and how much to engage the community.

11. Strategic Assets

The Act defines a Strategic Asset as:

"An asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority's capacity to achieve or promote any outcome that the local authority determines to be important to the current or future wellbeing of the community; and includes-

(a) any asset or group of assets listed in accordance with section 76AA (3) by the local Authority

(a) any asset or group of assets listed in accordance with section 76AA (3) by the local authority; and

(b) any land or building owned by the local authority and required to maintain the local authority's capacity to provide affordable housing as part of its social policy; and

(c) any equity securities held by the local authority in-

(i) a port company within the meaning of the Port Companies Act 1988:

(ii) an airport company within the meaning of the Airport Authorities Act 1966"

In accordance with section 76AA (3) of the Local Government Act 2002 Sol Plaatje Municipality considers the following assets to be strategic:

- Road Network
- Wastewater Network and Treatment
- Stormwater Network
- Water Supply Network
- Electricity Distribution Network
- Landfills
- Network of parks and reserves
- Library Network

BY - LAWS

SOL PLAATJE MUNICIPALITY

ANNEXURE : BUDGET RELATED BYLAWS

<u>List of Budget related Bylaws</u>	<u>Explanation numbers</u>
Advertising Signs	1
Aerial Systems	1
Animals, Poultry & Bees Control	1
Building Control	1
Caravan Park	1
Cemeteries	1
Debt Collection	1
Electricity	1
Fire Brigade	1
Fireworks	1
Keeping of Dog Control	1
Law Enforcement	1
Property Rates	1
Residential business, Bed & Breakfast and guesthouse establishment, Creches, childcare centres, Liquor trading and Car Wash enterprises	1
Standing Orders	1
Street Trading Control	1
Swimming Pools	1
Taxi Ranks	1
Water Supply	1

Explanation numbers

1. These bylaws are accessible on the Sol Plaatje website: www.solplaatje.org.za
2. Bylaws to be approved with draft budget process 2017/18

M F M A CIRCULARS

ANNEXURE : MFMA CIRCULARS

1. All MFMA circulars are accessible on the NT website:
www.treasury.gov.za
2. The following MFMA circulars are included in the budget book:

MFMA Circular 92



MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

PURPOSE

The purpose of this Circular is to support effective functioning and decision-making of Councillors serving on Municipal Public Accounts Committees (MPACs). Information contained in the attached Guide and Toolkit was developed to assist stakeholders perform their oversight and related responsibilities as elected members. The aim is also to improve accountability, transparency, economical, effective and efficient use of public resources in executing municipal functions giving effect to improved and expanded delivery of services.

Other key priorities such as obtaining value for money, re-distribution of resources, achieving equity, inclusive growth, attracting investments and also creating opportunities for employment, ensuring a safe and healthy environment, and addressing service backlogs, amongst others, are all aspects important to local government.

BACKGROUND

There are limitations on availability of public resources and finances to deal with all challenges immediately. It has also been reported that unauthorised, irregular, fruitless and wasteful expenditure in local government has reached concerning proportions. This has fueled sentiments that resources are being squandered and that other forms of misuse of public resources are going unchecked.

The role of oversight structures, including committees of council and officials serving in the local government sphere have a key role to play in improving resource utilisation and holding the executive and administration to account. This requires specific structures to exercise proper oversight of public funds. The legislative and regulatory framework provides for different layers of oversight, i.e. national, provincial and local. Internal and external audit processes contribute towards public confidence in the system of local government.

In order to ensure elected representatives take accountability for resource allocation, utilisation and outcomes, the MPAC play a meaningful oversight role in council. A municipal council is made accountable when there is improved public oversight of spending and strategic decisions concerning municipal finances.

UNDERSTANDING THE GUIDE AND TOOLKIT

When considering the purpose of a MPAC, it is important to note that modern management and audit functions extends beyond financial reporting and progressively moves towards reporting on performance and achievement of strategic goals. This translates into operational and institutional performance. Audit Committees for example, have much potential to review evidence of the financial and performance outcomes often claimed by the municipality. These

are articulated and reported on in various reports, both in year and annually. Already there are indications that managers are more wary of reporting performance in a manner that cannot be supported by evidence. Reported achievements must be comparable with pre-determined objectives and goals.

The Municipal Public Accounts Committees (MPACs) are partially modelled on the example of the *Standing Committee on Public Accounts (SCOPA)* used in South Africa by legislatures at the national and provincial government level. Considering that the initial document on oversight committees for municipalities was issued in 2011, it was deemed relevant to update and improve on the initial concepts since there were many challenges experienced in establishing oversight committee structures.

The institutional differences, categories, size and capacity of municipalities, as well as the powers and functions performed were considered in developing the Guide and Toolkit. There are also various committees of council with different responsibilities, as have been outlined in the Municipal Finance Management Act and Municipal Systems Act. Since 2015 municipalities have set up MPACs, however, these have operated at varied levels of effectiveness. Closer monitoring by national and provincial government of MPACs in 2016 had shown the model has been implemented, but in some instances MPACs exist in name and effective implementation of their mandate is not yet a reality.

This Guide and Toolkit has been designed on the premise that systems and tools to promote value for money aligned to performance, operational efficacy and impact of council oversight committees has started but requires further support. The comments of the Auditor-General also suggest that even when MPACs are in place, councillors do not necessarily understand their role and often lack the skills necessary to ensure a robust committee engagement and a careful scrutiny of the activities and decisions taken by the executive and administration. There is also little indication of community participation or engagement with the public oversight process meant to engage on the annual report.

MPACs experience turnover of councillors at least every five years due to the cycles of local government elections. MPACs therefore often take office as a new committee with new incumbents ready to exercise oversight but often require training in order to perform their oversight functions. The main thrust of this Guide and Toolkit is to accelerate learning by new incumbents in order to enable them to actively engage in oversight activities, as soon as possible.

The Guide and Toolkit therefore provides a range of instruments to support the MPACs as they exercise oversight. The main emphasis is placed on practicality and duties an ordinary MPAC councillor will be called on to perform.

CONCLUSION

It is incumbent on the accounting officer of a municipality to ensure that this Circular, the Guide and Toolkit is brought to the attention of all Councillors serving on MPAC and the Municipal Council.

All comments and enquiries can be directed to the email below.

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Annexure: Guide and Toolkit for Municipal Public Accounts Committees