

**JB MARKS LOCAL
MUNICIPALITY
2017-2022 FINAL INTEGRATED
DEVELOPMENT PLAN
AMENDED 2021 - 2022**



**Compiled in terms of the
Local Government: Municipal Systems Act,
(No. 32 of 2000), Section 34 DRAFT INTEGRATED
DEVELOPMENT PLAN
OF
JB MARKS LOCAL MUNICIPALITY**

Annual review and amendment of Integrated Development Plan must be:

- *Reviewed by municipal council annually in accordance with an assessment of its performance measurements in terms of section 41; and*
- *To the extent that changing circumstances so demand; and*
- *May amend its integrated development plan in accordance with a prescribed process.*

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ABBREVIATIONS

ACT	Agriculture, Culture and Tourism
ABP	Area Based Plan
ACLA	Advisory Commission Land Allocation
AIDS	Acquired Immune Deficiency Syndrome
ASGISA	Accelerated Shared Growth Initiative of South Africa
BBBEE	Broad based Black Economic Empowerment
CASP	Comprehensive Agricultural Support Programme
CHS	Community Health Service
COGTA	(Department of) Cooperative Governance and Traditional Affairs
COHASA(COHSASA)	Council for Health Service Accreditation of South Africa
CSOs	Civil Society Organizations
DACE	Department of Agriculture Conservation and Environment
DBSA	Development Bank of Southern Africa
DLG & HS	Department of Local Government & Human Settlement
DEAT	Department of Environmental Affairs and Tourism
DHP	District Health Plan
DLA	Department of Land Affairs
DMP	Disaster Management Programme
DARD	Department of Agriculture and Rural Development
DRMP	Dolomite Risk Management Plan
DPW	Department of Public Works
DTI	Department of Trade and Industry
DWA&S	Department of Water Affairs and Sanitation
EAP	Employee Assistance Programme
ECD	Early Childhood Development
EDSC	Environmental Data Standard System
EMP	Electricity Master Plan/Environmental Management Plan
EPWP	Extended Public Works Programme
GDP	Gross Domestic Product
GIS	Geographic Information System
HIV	Human Immune Virus
IDP	Integrated Development Plan
IDT	Independent Development Trust
IGR	Inter-Governmental Relations
IMCI	Integrated Management Of Childhood Illnesses
INP	Integrated Nutrition Programme
ISRDP	Integrated Sustainable Rural Development Programme
IT	Information Technology
KPA	Key Performance Areas
KPI	Key Performance Indicators
LUMS	Land Use Management Scheme
LED	Local Economic Development
SPLUMA	Spatial Planning and Land Use Management Act
MAYCO	Mayoral Committee
MFMA	Municipal Finance Management Act
NDP	National Development Plan
NGO	Non-Governmental Organization
NHBCRC	National Housing Builders Regulatory Council
PMS	Performance Management System

RMP	Road Master Plan
SDF	Spatial Development Framework
SMME	Small Medium And Micro Enterprise
SASSA	South African Social Service Agency
WSDP	Water Service Development Programme
MPAC	Municipal Public Account Committee
MSA	Municipal System Act 2000
RSA	Republic of South Africa

FOREWORD BY THE EXECUTIVE MAYOR

The fourth generation of our Integrated Development Plan (IDP), reviewed and amended in terms of Local Government: Municipal Systems Act, (Act No.32 of 2000), Section 34 which states that – A municipal council- (a) must review its integrated development plan-

- (i) Annually in accordance with an assessment of its performance measurements in terms of section 41; and
- (ii) to the extent that changing circumstances so demand; and
- (iii) may amend its integrated development plan in accordance with a prescribed process.

Since our election into office to serve our people in 2016, the lives of the community of JB Marks have changed for better. We have continued to conduct public engagements in to ensure that what the municipality plans and implements is in the best interest of its communities.

As an Institution and for us to continue to be Marks of excellence, we are guided by the foundation of vision 2030 of the National Development Plan (NDP). It is no doubt that struggle still continues to address the triple challenges of unemployment, poverty and inequality. I still urge our communities to heed our call and attend our public meetings. I really appreciate all residents who made it possible and attended our meetings and made their wish list so that our IDP becomes a reality. Public Participation is very critical in a democratic society.

I am confident to say since 2016, we have strived to continue to improve and restore the dignity of our people.

As the municipality we acknowledge that there are still room for improvement and where we made mistakes, we are committed to correct our mistakes.

Our municipality is stable and financially viable. Indeed working together we will achieve more and speed up service delivery through alignment of the IDP, SDBIP, SDF and all Budget related processes.

We have achieved a milestone in reducing contracted services and services such as cutting of grass, patching of potholes, street sweeping and cleaning of storm water catch pits are now rendered internally.

There is reduction on the wage bill as we have put strict measures on overtime.

As JB Marks as indicated in the back to basics approach we will at all times put people's first, deliver basic services, good governance, sound financial management and building capacity.

As stated in the above statement, we have listened to our people and their needs and did not make any empty promises. We have budgeted and will implement the following capital projects which will also create jobs for our unemployed youths:

Construction and rehabilitation of the Dassierand road which is leading to the Felophepha landfill site.

Construction of the Light Industrial Park; Roads and storm water at Ikageng EXT 7 phase 1; Ikageng Ext 13 water reticulation phase 1; Boikhutso Village bulk water supply; Bulk water supply in Goedgevonden; Roads and storm water in Toevlug phase2; Upgrading of Ikageng sports fields; Roads and storm water in Tshing phase2 and more than 600 households will be electrified in Ext9. We will install ready boards in the entire JB Marks, upgrading of obsolete medium voltages switchgear in Ventersdorp; implementation of the smart metering in Ventersdorp and we will upgrade dolomite infrastructure within the JB Marks.

I'm pleased to announce the appointed developer for the implementation of the N14 Development in the form of Matonoka Holdings (Pty.) Indeed this is a very historic moment for our community of Tshing and the entire Ventersdorp.

The anticipated development dates back since the approval by the then Ventersdorp Municipality. Therefore the JB Marks Municipal Council on its sitting of 04 December 2018 endorsed the N14 Development and mandated the Municipal Administration to finalise all logistical arrangements with the appointed developer in order to start the development process in earnest which is estimated at the cost of R3 billion.

The development's objective is to address the high rate of unemployment, poverty alleviation, access to retailing and other related government services. Further that the N14 Development construction will consist of a shopping mall, RDP's houses, Social Housing, Industrial development and all amenities associated with such development. Furthermore, the development will create temporary and permanent jobs. Amongst others it will also benefit: local economic hub, small business development, attraction of investments, tourism

attraction, improve social lifestyle and provide incentives educational development and training opportunities.

The project when fully materialized and duly implemented will not only provide immediate, short-term, medium –term and long –term benefits such as housing, job opportunities and poverty alleviation but lead to the recovery and repositioning Ventersdorp as a viable economic and business hub, giving due effect to the radical economic transformation as alluded to in the National Development Plan (NDP).

In conclusion I am grateful to all Council members, Officials who to ensure that they educate our communities on the infrastructure vandalism, that it is not only an offence but it delay new intended service delivery projects.

I thank you.

Alderslady Ms. Mapule Mataboge

Executive Mayor

OVERVIEW BY THE MUNICIPAL MANAGER

In terms of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) each municipal council must, within a prescribed period after each year review its Integrated Development Plan (IDP) and the strategic plan for the development of the municipality which links, integrates and co-ordinates plans and takes into account proposals for the development of the Municipality. The IDP must align the resources and capacity of the municipality with the implementation of the plan.

The JB Marks local Municipality adopted its five year IDP for 2017- 2022 on the 31st May 2017. It is a fact that since the merger of erstwhile Tlokwe and Ventersdorp the municipality is still continuing to close gaps such as amongst other things, the placement process, outstanding policies to be reviewed and adopted and the office space occupation and it thus brings with it a myriad of both opportunities and challenges which should be well managed.

The IDP therefore becomes the central instrument for alignment and the driving force to make the JB Local Municipality a more strategic, inclusive, responsive and performance-driven in character. It seeks to integrate and balance the economic, ecological and social pillars of sustainability without compromising the institutional capacity required to implement and co-ordinate the efforts needed across sectors and relevant spheres of government

We have for the 2021/22 financial year ensured that our IDP informs the budget which will be implemented in line with the set targets through the Service Delivery and Budget Implementation Plan. I therefore confirm that all the directors including myself as the accounting officer we will sign performance agreements as legislated, implement the goals and objectives of council as set, report as legislated to the best of our ability.

We continue to plan, improve and budget for mostly municipal services, that remains a challenge due the fact that there is:

- need to extend the services to underserviced areas
- Increase bulk infrastructure services
- Rehabilitated dolomite areas where sinkholes have been identified
- Invest in human capital (Placement of staff, skills development and employment equity)
- Source funding through business plan to address Ageing infrastructure compounded by rapid urbanization and densification

The municipality will continue to ensure that the audit opinion is improved, thus we have ensured that irregular expenditure is minimized and cleared by working closely with National and Provincial Treasury, Audit Committee for advice and quality assurance.

This IDP gives us an opportunity to intensify our resolve towards one integrated system of planning, budgeting, implementation, monitoring and evaluation. It will set the strategic and budget priorities for purposes of fulfilling our constitutional obligations in an integrated and sustainable manner. Furthermore it aligns the resources and capacity of our municipality to our overall development aims and thereby helps us to set our budget priorities.

The challenge now is to maintain a delicate financial balance between income, expenditure and growth in order to sustain a cash funded budget, whilst we accelerate service delivery especially in our villages and township areas and investing infrastructure to stimulate growth in our manufacturing, community services and agricultural sector which also need considerable capital injection to continue to grow.

Apart from the abovementioned constitutional obligations, another key factor for us is the creation of a conducive environment for business to generate more job opportunities. Such an approach will create an environment conducive for domestic and other investors and entrepreneurs to do business with us and create the much needed jobs

Lastly I wish to convey my sincere appreciation to the Executive Mayor and all councillors, colleagues and members of the public who positively contributed in the compilation of this document.

Mr. O. MASIBI
ACTING MUNICIPAL MANAGER

SECTION A

POLICIES AND LEGISLATIVE FRAMEWORK

INTRODUCTION

The Integrated Development Planning is a process through which the municipalities prepare a strategic development plan. Chapter 5 of the Local Government: Municipal System Act No.32 of 2000 requires that the Local government structures prepare Integrated Development Plans to serve as a tool for the facilitation and management of development in their respective area of jurisdiction.

The purpose of Integrated Development Planning is to foster more appropriate delivery of services and to provide a framework for economic and social development in a municipality.

Integrated Development seeks to eradicate the legacy of the past, by supporting developmental local government initiatives and foster co-operative governance. The Co-operative Governance (COGTA), Local Government and Human Settlements IDP Guidelines summarized the purpose of the Integrated Development Planning Process as follows:

- To eradicate the development legacy of the past
- A mechanism to restructure our cities, towns and rural areas,
- A mechanism to promote social equality,
- A weapon in the fight against poverty, and
- A catalyst in the creation of wealth

The intention of the reviewed and amended JB Marks Local Municipality 2019-2020 IDP is to strategically plan, integrate and co-ordinate development plans of sector departments within the municipality in order to create self-sustainable communities. The documents also reflects on the progress to date on projects implemented in during the 2017/18 and 2018/19 financial years by both the municipality and sector departments.

POLICY AND LEGISLATIVE MANDATE

RSA Constitution of 1996

Chapter 7 of the Constitution of the Republic of South Africa provides for the establishment of municipalities and provides for its objects in Section 52 as follows:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of the communities and community organizations in the matters of local government

The Constitution commits municipalities to take reasonable measures, within its available resources, to ensure that all South African's have access to adequate housing, health care, education, food, water and social security.

Municipal Powers and Functions

In terms of section 156(1) of the RSA Constitution (Part B of Schedule 4 and Part B of Schedule 5) municipality has executive authority in respect of its functions and has the right to administer the following local government functions.

POWERS AND FUNCTIONS	DESCRIPTION
Air pollution	Management of the air quality that affects human health.
Building regulations	Regulations through by-laws that provide for approval of building plans, building inspections and control of operations and enforcement of contraventions of building regulations.
Child care facilities	Facilities for early childhood care and development which fall outside the competence of national and provincial government.
Electricity reticulation	Bulk supply of electricity which includes for the purposes of supply, transmission, distribution and where applicable generation of electricity to areas where the municipality has been providing this services prior to authorisation.
Firefighting Services	Planning, coordination and regulation of fire services.
Local Tourism	Promotion, marketing and development of tourist attraction within the municipal are in order to grow the local economy.
Municipal Airport	A demarcated area on or water or a building which is used for arrival or departure of aircraft.
Municipal Planning	Compilation and implementation of integrated development plan.
Municipal Public Transport	The regular and control of services for carriage of passengers.
Storm water Management System	Management of systems to deal with storm water in built-up areas
Trading Regulations	Regulation of any area or facility dealing with trade in goods or services.
Water	Establishment, operation, management and regulation of a portable water supply system, including the services and infrastructure required.
Sanitation	Establishment, operation, management and of a portable water supply system, including the services and infrastructure required
Amusement Facilities	Management and control of a public places for entertainment.
Billboard and Display of Advertisement in Public places	Display of written or visual descriptive material which promotes the sale and encourages the use of goods and services found in streets, roads, etc.
Cemeteries, Funeral	Establishment, conduct and control of facilities for the purpose of

POWERS AND FUNCTIONS	DESCRIPTION
Parlours and Crematoria	disposing of human and animal remains.
Control of Public Nuisance	Cleaning of public streets, roads, and other public spaces.
Control of Undertakings that sell Liquor to the public	Including inspection services to monitor liquor outlets for compliance to license requirements.
Facilities for the accommodation, Care and Burial of Animals	Control and monitoring of facilities which provide care for the animals and their burial or cremation
Fencing and Fences	Provision and maintenance or regulation of any boundary or deterrents to animals and pedestrians along a street or road.
Licensing of Dogs	Control over the number and health status of dogs through a licensing mechanism.
Licensing and control of Undertaking that sell Food to the public	Maintenance of environmental health standards through regulation, licensing and monitoring of any place that supply refreshments or food for consumption to the public.
Local Amenities	Provision, maintenance and control of any municipal land or building reserved for the protection of places or scenic objects, historical and cultural value or interest.
Local Sport Facilities	Provision, management and control of any sport facility within the municipal area.
Markets	Establishment operation or management of markets other than fresh produce markets.
Municipal Abattoirs	Establishment, conduct and control of facilities for the slaughtering of livestock.
Municipal Parks and Recreation	Provision, management and control of any land or gardens set aside for recreation, sightseeing and tourism.
Municipal Roads	Construction, maintenance and control of roads.
Noise pollution	Control and monitoring of any noise that might affect human health or wellbeing.
Pounds	The provision, management and maintenance of a facility set aside for securing animals confiscated by the municipality.
Public Places	Management, maintenance and control of any land or facility for public use.
Refuse Removal, Refuse Dumps and Solid Waste Disposal	Removal of any household or other waste and disposal of such waste in an area.
Street Trading	Control, regulation and monitoring of eth selling of goods and services along public pavement or road reserve.
Street Lighting	Provision and maintenance of lighting for illuminating of streets.
Traffic and parking	Management and regulation of traffic and parking within the area of the municipality.
Municipal Public Works	Any supporting infrastructure or services to empower a municipality to perform its functions.
Cleaning	Cleaning of public its functions.

Other functions allocated to the municipality include;

- Bulk Water Supply
- Electricity
- Sanitation
- Disaster Management

It is worth mentioning that the municipality is a water service authority in terms of the ministers division of powers and functions

The municipality provides electricity services in some of the areas whereas Eskom shares certain areas as well. This one of the matters that need urgent attention for a possible policy review in order to progressively take put all the Eskom area of supply under the municipality in order to maximise revenue income and improvement the management of the service.

Local Government: Municipal Systems Act No. 32 of 2000

In order to realize the above the municipality must undertake developmentally oriented planning as stated on Chapter 5 of Municipal Systems Act (MSA), to ensure that it achieves local government objectives and also give effect to its development duties as required by Section 153 of the Constitution.

According to Section 25 of the MSA each municipality council must, after the start of its elected term, adopt a single, inclusive and strategic planning (IDP) for the development of the municipality which links, integrates and co-ordinates plans and take into account proposals for the development of the municipality and which aligns the resources and capacity of the municipality with the implementation of the said plan.

The annual review of the IDP is legislated by MSA, Section 34 and states that,

- (a) A municipal council must review its Integrated Development Plan:
 - (i) Annually in accordance with an assessment of its performance measurements in terms of Section 41; and
 - (ii) To the extent that changing circumstances so demand; and
- (b) May amend its Integrated Development Plan in accordance with a prescribed process.

In terms of Section 29 of MSA a prescribed process must be followed by the municipality to draft its Integrated Development Plan, including its consideration and adoption of the draft plan. The plan must be in accordance with predetermined Programme specifying time frames for the different steps, through appropriate mechanisms, processes and procedures established in terms of Chapter 4, of the Act.

It is for this very reason that the IDP is developed for further engagement with communities before adoption by Council.

National Development Plan

In 2010/11 the national government initiated a series of dialogue sessions which were aimed at understanding the challenges that the country faced. This was a step towards

understanding the country, towards the development of a long term vision that is not only aspirational but responds to some of the challenges of the country as well. As a result of this process, a diagnostic report on the state of the country was developed and published and it highlighted the following:

- Dwindling work opportunities
- Spatial divide that hobbles inclusive development
- A divided South African society
- The economy is unsustainable and resource intensive
- Infrastructure is poorly located , inadequate and under maintained

This report emphasized the need to reduce poverty and eliminate inequality to address the challenges highlighted above. These two elements – poverty reduction and poverty elimination are a focus on the National Development Plan (NDP) that was approved by Cabinet in November 2012 following a Diagnostic Report. The NDP provided a vision for the society that South Africa aspires for in 2030.

Central to the NDP are the following areas of intervention:

- Bringing about faster economic growth, higher investment and greater labour absorption;
- Promoting active citizenry to strengthen development, democracy and accountability; Focus on key capabilities of people and the state;
- Building a capable and developmental state;
- Encouraging strong leadership throughout society to work together to solve problems; and
- Uniting all South Africans around common Programme to achieve prosperity and equality.

The IDP will respond to the stated challenges together with other development imperatives.

National Government's Outcome Approach

The National Government has embarked on an outcomes-based approach as a key focus of work until 2014. In line with this approach, government has formulated and agreed on 12 Outcomes, based on the ten MTSF priorities. These Outcomes have been expanded into high- level outputs and activities, which in turn formed the basis of a series of performance agreements between the President and relevant Ministers. Outcome 9 is dedicated to local government and can be summarized under the following Outputs:

Output 1	Implement a differentiated approach to municipal financial, planning and support
Output 2	Improving access to basic services
Output 3	Implementation of the Community Work Programme
Output 4	Action supportive of the human settlement outcome
Output 5	Deepen democracy through a refined Ward Committee
Output 6	Administrative and financial capability
Output 7	A single Window of coordination

Back to Basics

The Presidential Local Government Summit held in September 2014 on the State of municipalities across the country, resulted in Cabinet approving a framework for the development and subsequent implementation of the Back to Basics Approach in all provinces and by all municipalities.

The Back to Basics Approach should provide municipalities with the opportunity to set strategic programmes of action to remedy the challenges and shortcoming expressed in September 2014 State of Municipality Report.

The declaration endorsed at the Presidential Local Government Summit committed the country towards the mobilization of all stakeholders and all municipalities to differentiate municipal specific intervention and support aimed at achieving the following strategic objectives:

- Putting people first
- Delivering basic services;
- Good governance;
- Sound financial management;
- Building capacity.

In order to strengthen local government coordination, municipalities are required to report on monthly basis on the implementation of Back to Basics Approach. However because we pursue this objective under conditions of neither our making nor choice, we shall continue to set both immediate, short, medium and long term goals.

INTEGRATED DEVELOPMENT PLANNING PROCESS

Phase One: Analysis

Analysis Phase	
Process	Outputs
The analysis phase deals with the current existing situation at ward level and institutionally. It is the focused analysis of the type of problems faced by the people in the municipal area. The issues normally range from lack of basic services to crime and unemployment. The problems identified are weighed according to their urgency and/or importance to come up with priority issues.	Assessment of existing levels of development Priority issues or problems Information on causes of priority issues/problems Information on available resources.

Phase Two: Strategies

After having analyzed the problems affecting the people of the area and its causes, it is necessary to formulate solutions to address the identified problems. Activities during this phase included the formulation of:

The municipal vision -the vision is a statement indicating the ideal situation that JB Marks Local Municipality would like to achieve in the long term. This is the situation the municipality would find itself in, once it has addressed the problems identified in the analysis phase.

The development objectives – Once the priority issues are identified in the analysis phase, they need to be translated into objectives. Development objectives are statements of what the municipality would like to achieve in the medium to long term in order to address the issues (problems) and also contribute to the realization of the vision. The objectives should bridge the gap between the current reality and the vision.

The development strategies - once the municipality knows where it wants to go (vision) and what it needs to achieve and realize the vision (objectives), it must then develop strategies, to provide answers to the question of how the municipality will reach its objectives.

Project identification- once the strategies are formulated, they result in the identification of projects.

Outputs are:

Municipal vision

Objectives

Strategies

Phase Three: Projects

Projects Phase	
Process	Outputs
<p>This Phase is about the design and specification of projects for implementation. The municipality ensures that the projects identified have a direct linkage to the priority issues and the objectives that were identified in the previous phases. The target group (intended beneficiaries), the location of the project, responsible department, cost and source of funds are clarified. Lastly the performance measurements will be determined together with the impact of the project.</p>	<p>Project output, targets, location Project related activities and time scheduled Cost and budget estimates Performance indicators</p>

Phase Four: Integration

Integration Phase	
Process	Outputs
<p>Once the projects are identified, it is imperative to ensure that they are in line with the municipality's objectives and strategies, the resource framework, and comply with the legal requirements.</p> <p>Furthermore, this phase is an opportunity for the municipality to harmonize the project in terms of contents, location and timing in order to arrive at a consolidated and integrated set of programmes for example, local economic developments programme, spatial development framework, etc.</p>	<p>5 year financial plan 5 year capital investment programme Integrated Spatial Development Framework Integrated sectoral programmes (LED, HIV/AIDS, poverty alleviation, gender equity etc.) Consolidated monitoring/performance management system Disaster management plan Institutional plan Other Integrated Development Plans (Transport, Water, Service and Waste) Reference to sector plans</p>

Phase Five: Approval

Approval Phase	
Process	Outputs
<p>The draft IDP is submitted to Council for noting and comments It is published for comments Once the IDP is amended according to the inputs from the public, the council considers it for approval. Once the IDP has been completed, it has to be submitted to the municipal council for consideration and approval. Before the approval of the IDP, municipality must give opportunity to the public to comment on the draft.</p>	<p>The Draft IDP Public Comments Approved IDP</p>

IDP PROCESS PLAN

The MSA provides that each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan and must through appropriate mechanisms,

processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.

The process plan must be in accordance with a predetermined programme specifying timeframes for the different steps including community participation during the drafting of the IDP, identification of organs of state including traditional authorities and other role players that must be consulted, identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation and consistency with any other matters that may be prescribed by regulation.

Local Government: Municipal Finance Management Act (No. 56 of 2003) prescribes the annual planning and budget cycles, which entails both monitoring and evaluation processes. The budget is the annual plan in Rands and cents that sets out the amounts each Department can spend on specific pre-determined items. The relevant Sections of the MFMA that sets out the different timeframes are as follows:

Section 21(1)(b) – The Mayor must at least 10 months before the start of the budget year 1 September table in the Council a time schedule outlining key deadlines for:-

The preparation, tabling and approval of the annual budget;

The annual review of:-

The integrated development plan in terms of section 34 of the Systems Act and the budget related policies

The tabling and adoption of any amendments to the integrated development plan and the budget related policies.

Section 16(2) – The Mayor must table the annual budget at a Council meeting at least 90 days before the start of the budget year (1 April).

Section 24(1) – The Council must at least 30 days before the start of the budget year (1 June) consider approval of the annual budget.

Section 24(2)(a) – The annual budget must be approved before the start of the budget year (1 July).

Section 72(1) - provides for an adjustment budget which is a review of the current budget and would normally take place mid-way through the budget cycle (January).

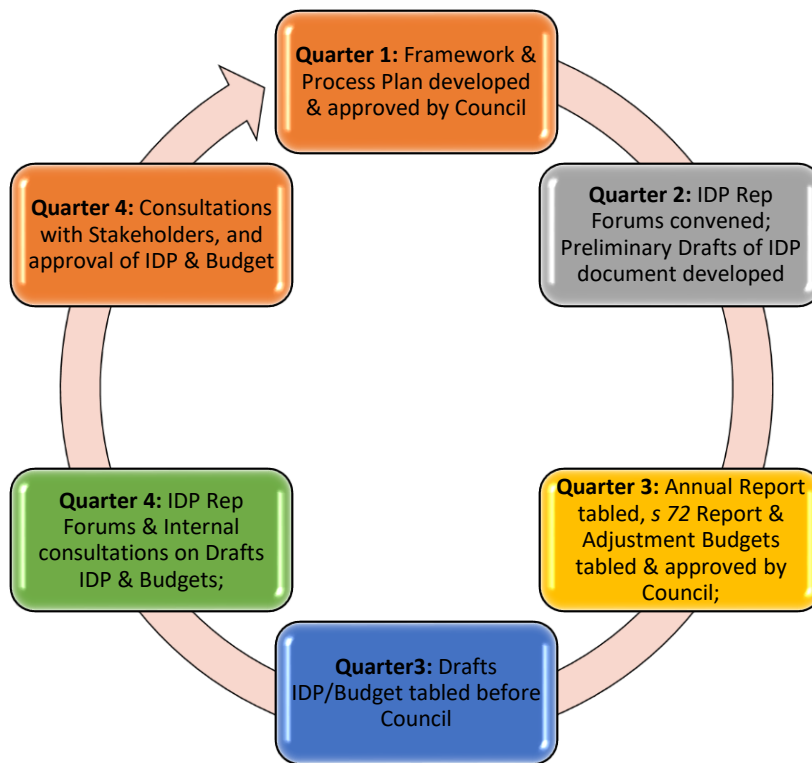


Figure 1: Abridged IDP Process

Institutional Arrangement for IDP/PMS Process

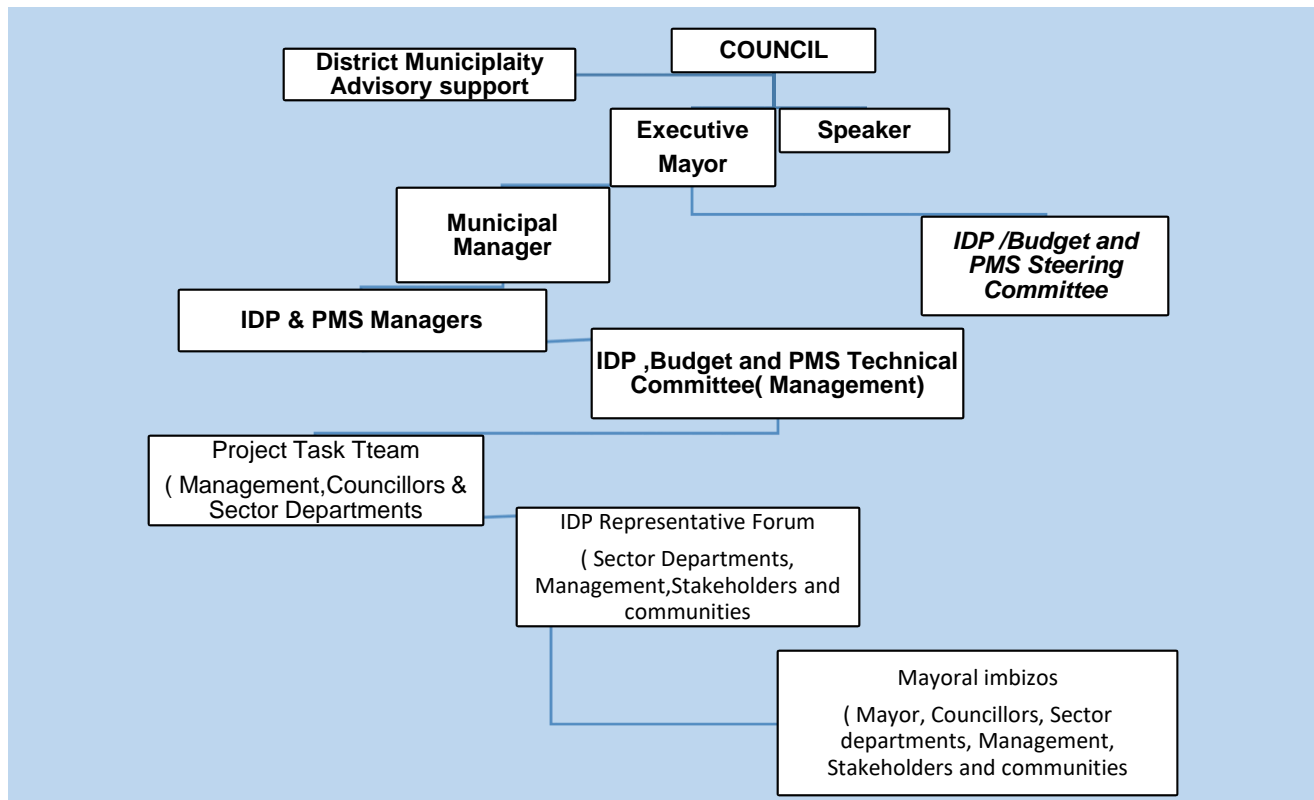


Figure 2: IDP Institutional Structure

Roles and Responsibilities of each Stakeholder

Stakeholders	Roles and Responsibilities
Council	<p>Adopt and approve the process that will be followed in drafting, reviewing or amending the IDP in compliance with the prescribed legislation</p> <p>Tabling, approving and adopting the revised IDP</p> <p>Monitor the implementation of the IDP</p>
Mayor/Speaker	<p>Manage the drafting process & assign responsibilities</p> <p>Enforce implementation , monitoring and reporting</p> <p>Chairing the IDP Rep Forum</p> <p>Leads the Mayor imbizo's</p>
Ward Councillors	<p>Assist the Mayor as well as officials in problem solving,</p> <p>Facilitate public consultation and participation through local level representative structures.</p> <p>Link the planning process to their constituencies</p>
Municipal Manager/ IDP Manager	<p>Responsible for the preparation of Process plan and monitor that the timeframes are being adhered to.</p> <p>Responsible for the overall day to day management, co-ordination and monitoring of the planning process and promote that alignment takes place with provincial and national department's budget, planning activities and policies.</p> <p>Chairing the IDP Technical and Steering Committee meeting</p> <p>Provide technical support during stakeholders consultations meetings and that the outcomes are being documented</p> <p>Respond to comments on the draft IDP from the public and other spheres of government to the satisfaction of the municipal council</p> <p>Submit the IDP to the MEC Local Government and ensure that compliance is adhered to.</p>

Stakeholders	Roles and Responsibilities
Senior & Line Managers	<p>Provide technical expertise in the consideration and finalization of strategies and identification of projects based on the community needs</p> <p>Provide relevant technical support and financial information during stakeholders consultations meetings</p> <p>Provide a joint responsibility for overall management, co-ordination and monitoring of the planning process and reporting.</p> <p>Provide the departmental operational and capital budget information</p> <p>Screens the content of the IDP, consider and comment on the input from sub-committees, provincial sector department</p> <p>Comment on the draft output from each phase of the IDP</p> <p>Responsible for preparing any amendments to the draft IDP for submission to the municipal council for approval.</p>
District Municipality	<p>Prepare the IDP Framework</p> <p>To provide support and technical guidance to local municipalities and co-ordinates the implementation of capital projects funded by district.</p>
Community Members	<p>Participate and submit the input to the IDP process through ward councillors, ward committees and public consultation meetings</p> <p>Participate in the IDP Representative forum and have the opportunity to give input regarding targets, overall planning processes and reporting of the municipality</p>
IDP Steering Committee	<p>A working team of dedicated managers and councillors who, together with the Mayor, Municipal Manager and IDP Manager must ensure a smooth compilation and implementation of the IDP.</p> <p>The committees is responsible for:-</p> <p>To consider and comment on the input from sector department and support provided.</p> <p>Ensure the co-ordination and integration of sectoral plans and projects and oversee the compilation of the municipal budget to make sure that it's in line with the IDP</p>
IDP Technical Committee	<p>Provide terms of references for the various planning activities</p> <p>Consider and comment on:-</p> <p>Inputs from provincial sector department and support providers</p> <p>Prepare, submit departmental needs to be documented in the IDP</p>
IDP Project Task Teams	<p>A small operation team of managers, councillors and technical people who, together will take in consideration the input submitted by the communities through public participation/imbizo and identify and prioritize the projects to be implemented and align them with the municipal budget and sector department planning.</p>

Stakeholders	Roles and Responsibilities
IDP Rep Forum	<p>The role of the IDP Representative Forum is to represent the interests of the constituents on the IDP process;</p> <p>Provide organizational mechanisms for discussion, negotiation and decision making between the municipality and stakeholders</p> <p>Monitor the performance of the planning and implementation process; and ensure that the annual business plan and municipal budget are linked.</p> <p>Ensure the IDP is aligned with provincial and national department's budget</p> <p>Discuss and comment on the draft IDP</p>
IDP Ward Committees	<p>The IDP Ward Committee is where community participation really takes place. Ward committee act as formal communication channel between the community and Municipality; representation in the ward committee must be as inclusive as possible.</p> <p>The role of the IDP Ward Committee is to</p> <p>Identify the critical issues facing its area;</p> <p>Form a structure links between the IDP Representative Forum and the community of each area; and</p> <p>Monitor the performance of the planning and implementation process concerning its area.</p>
Sector Departments	<p>Contribute relevant information on the provincial sector departments' plans, programmes, budget, objectives, strategies and projects in a concise and accessible manner</p> <p>Participate in the IDP Rep Forum</p> <p>Contribute sector expertise and support to the formulation of municipal strategies and projects</p>

Phases and activities

IDP PHASES	ACTIVITIES
Preparatory Phase	Development of the IDP Process Plan
Phase 1: Analysis	Compilation of level of development and backlogs that suggest area of intervention
Phase 2: Strategies	Review the strategies and objectives
Phase 3: Projects	Identification and prioritizing of future projects
Phase 4: Integration	Sector plans summary inclusion and programmes of action
Phase 5: Approval	Submission of the draft IDP to Council, revised SBDIP

Activities for 2020/21 IDP, Budget and PMS Process Plan

PHASES	ACTIVITY.	RESPONSIBLE PERSON.	LEGISLATIVE MANDATE	TIME FRAME
PMS	Previous Year: 4 th Quarterly departmental and institutional performance reporting.	AO & All managers	Internal control mechanisms	July 2020
	Previous Year: hold departmental quarterly performance review session	All managers and their staff	Internal control mechanisms	July 2020
	Previous Year: hold institutional quarterly performance review session	AO, All managers, PMS Manager and line Managers.	Internal control mechanisms	July 2020
	Previous Year: Conduct individual Quarterly performance appraisals.	AO, All managers and their staff	2006 regulations	July 2020
	Previous Year: Audit of performance measurements and submission of internal audit quarterly report to PAC & Municipal Manager;	Internal Auditor	MFMA, sec 165 MSA, sec 45 (1)(a)	July 2021
	Previous Year: Audit of performance measurements and submission of internal audit quarterly report to PAC & Municipal Manager;	Internal Auditor	MFMA, sec 165 MSA, sec 45 (1)(a)	July 2021
	Previous Year: Presentation of Audit Committee's annual report to Municipal Council.	Chairperson PAC	MFMA, sec 166	July 2021
	Previous Year: 4 th Quarterly reporting to the Council	Mayor	MFMA, sec 52	July 2021
	Previous Year: Address PAC and Internal Audit queries	AO & All managers	2001 Regulations	July 2021
PREPARATORY PHASE (IDP)	Develop IDP, Budget and PMS Process Plan	Accounting Officer and IDP Manager	MSA, sec 27,28 and 41 MFMA, sec 21	Mid-August 2020
	IDP, Budget & PMS Management Meeting	Accounting Officer, all Managers and Line Managers	MSA, sec 27,28 and 41 MFMA, sec 21	September 2020
	Tabling of 2021/22 IDP, Budget & PMS Process Plan for Council approval	Mayor and AO	MSA, sec 28	August 2020
	Revision of strategies and objectives(Vision and Mission)	Speaker, Mayor, MMC's, AO & Managers	MSA, sec 17 and 28	September 2020
BUDGET	Planning for budget in accordance with budget process in terms of MFMA	Mayor , AO & Managers	MFMA, sec 53	July –August 2020
PMS	Make Public PA & ensure copies are provided to council, Provincial MEC for LG	AO, Mayor, PMS Manager	MFMA, sec 53(3)(b)	August 2020
	Make public PAs and ensure copies are provide to council and provincial MEC of Local Government	Mayor, AO, PMS Manager	MFMA, sec 53(b) MFMA , sec 75(1) (d) MSA, sec 21A & 21B	August 2020

PHASES	ACTIVITY.	RESPONSIBLE PERSON.	LEGISLATIVE MANDATE	TIME FRAME
	Place quarterly report(s.52) on budget implementation on municipal website	AO, PMS	MFMA, sec 75(1) (k)	August 2020
	Make public annual PAs and ensure copies are provide to Council and Provincial MEC for LG	Mayor, AO	MFMA, sec 53(3)(b)	August 2020
PMS	Finalisation & submission of Annual Performance Reports to AG's office on or before 31 st Aug and consolidate draft annual report in terms MFMA circular 63	MM, All managers, PMS Manager	MFMA, sec 126 (1) MSA, sec 46 MFMA, circular 63	August 2020
	Conduct departmental and institutional performance reviews	AO & All managers	Internal control mechanisms	September 2020
	Conducting the assessment of individual section 57 employees	EM & AO	Internal control mechanisms	September 2020
ANALYSIS PHASE(IDP)	IDP, Budget & PMS Steering Committee	Mayor, & AO	Internal control mechanisms	September 2020
	IDP, Budget & PMS Public Participation	Mayor & AO	MFMA, sec 21 and 24	October 2020
PMS	Current Year: 1 st Quarterly departmental and institutional performance reporting.	AO & All managers	Internal control mechanisms	October 2020
	Current Year: hold institutional 1 st quarterly performance review session and Conduct individual quarterly performance appraisals	AO, All managers, PMS Manager and Unit Managers.	Internal control mechanisms 2006 regulation	October 2020
	Audit of performance measurements and submission of internal audit quarterly report to PAC & Municipal Manager;	Internal Auditor	MFMA sec 165 & MSA sec 45 (1)(a)	October 2020
	Quarterly reporting to the Council	Mayor	MFMA sec 52	October 2020
STRATEGIES PHASE(IDP)	IDP Representative Forum	Mayor , AO & IDP Managers	MFMA, sec 21 MSA	November 2020
	Receive Auditor General's Reports.	AO	MFMA, sec 126(3)	November 2020
PMS MUNICIPAL FINANCE	Implement on remedial action plan to address AG's queries on the previous year annual report	AO & All managers	MFMA, sec 131(1)	December 2020
PROJECT PHASE(IDP)	Project Prioritization	All Councillors, AO & Managers	Internal control mechanisms	December 2020
	IDP Steering Committee	Mayor, All Councillors, AO and Dr KKDM	MSA, sec 17 and 28	Mid- December 2020
	Previous Year: Finalise first draft of annual report incorporating financial and non-financial information on performance, Audit reports and AFS, submit it to the mayor	AO	MFMA, sec 127(1)	December 2020
	Current Year: hold an institutional strategic planning session to: 1. Consider monthly (s.71and 72) reports, 2. Review SDBIP identify problems and amend or	AO, Mayor & All managers	MFMA, sec 54(1)	December 2020

PHASES	ACTIVITY.	RESPONSIBLE PERSON.	LEGISLATIVE MANDATE	TIME FRAME
	recommend appropriate amendments. 3. Submit report to council and make public any amendment to the SDBIP-due end of month Engage on the AG's report on PY annual reports.			
	Current Year: 2 nd Quarterly departmental and institutional performance reporting.	AO & All managers	Internal control mechanisms	January 2021
	Current Year: hold institutional 2 nd quarterly performance review session and Conduct individual quarterly performance appraisals	All managers and their staff	Internal control mechanisms	January 2021
	Previous Year: Audit of performance measurements and submission of internal audit quarterly report to PAC & Municipal Manager;	Internal Auditor	MFMA, sec 165 & MSA, sec 45 (1)(a)	January 2021
	Current Year: Quarterly reporting to the Council	Mayor	MFMA, sec 52	January 2021
PMS MUNICIPAL FINANCE	Previous Year: Tabling of Final Annual Report	AO & Mayor	MFMA, sec 127	January 2021
	Current Year: Tabling of Mid-term Report by 31 January	AO & Mayor	MFMA, sec 54(1)(f)	January 2021
	Previous Year: Publishing the municipal organisational annual report	AO	MFMA, sec 127 (5)(a) MSA 21A & 21B,	February 2021
	Previous Year: submit annual report to AG, NT, DLG&HS, PT immediately after tabling	AO	MFMA, sec 127 (5)(b)	Immediately after tabling
INTEGRATION PHASE(IDP)	IDP Technical Committee	Accounting Officer, Managers and Line Managers	Internal control mechanisms	February 2021
	IDP Steering Committee	Mayor, AO and Managers	MSA, sec 17 and 28	Mid- March 2021
MPAC	Previous Year: Adoption of Oversight Report	Council	MFMA, sec 129 (4)(b),	March 2021
	Previous Year: Publishing the Oversight Report	AO	MFMA, sec 129 (3) MSA, sec 21A & 21B,	March 2021

PHASES	ACTIVITY.	RESPONSIBLE PERSON.	LEGISLATIVE MANDATE	TIME FRAME
	Previous Year: submission of 40 copies oversight report to the Provincial Legislature	AO	MFMA, sec 132 (1) (b)	
PMS	Current Year: 3 rd Quarterly departmental and institutional performance reporting.	AO & All managers	Internal control mechanisms	April 2021
	Current Year: hold departmental quarterly performance review session	All managers and their staff	Internal control mechanisms	
	Current Year: hold institutional quarterly performance review session	AO, All managers, PMS Manager and line Managers.	Internal control mechanisms	
	Current Year: Conduct individual Quarterly performance appraisals.	AO, All managers and their staff	2006 regulations	April 2021
	Previous Year: Audit of performance measurements and submission of internal audit quarterly report to PAC & Municipal Manager;	Internal Auditor	MFMA, sec 165 MSA, sec 45 (1)(a)	
	Previous Year: Presentation of Audit Committee's annual report to Municipal Council.	Chairperson PAC	MFMA, sec 166	
	Current Year: Quarterly reporting to the Council	Mayor	MFMA, sec 52	
	Current Year: Address PAC and Internal Audit queries	AO & All managers	2001 Regulations	
	3 rd Quarterly reporting to the Council	Mayor	MFMA, sec 52	
APPROVAL PHASE(IDP)	IDP, Budget & PMS Public Participation(Feed-back)	Mayor, AO & all managers	MFMA, sec 21 and 24	April 2021
	Consolidation and alignment(Public Comments)	AO & IDP Manager	Internal control mechanisms	April 2021
	IDP Representative Forum	Mayor, & AO	MSA, sec 16,17 and 28 MFMA, sec 21	May 2021
	IDP Steering Committee	Mayor, AO and all Managers	MSA, sec 17 and 28	Mid- May 2021

PHASES	ACTIVITY.	RESPONSIBLE PERSON.	LEGISLATIVE MANDATE	TIME FRAME
	Advertise the tabling of Final IDP/Budget & Draft SDBIP	AO & IDP Manager	MSA, sec 32	May 2021
	Tabling of the final 2018/2019 IDP/Budget & Draft 2018/2019 SDBIP for Councils approval	Mayor & AO	MSA, sec 32	May 2021
	Submission of Approved IDP/Budget & SDBIP to DLG&HS	AO & IDP Manager	MSA, sec 32	June 2021
PMS	Next financial year: Service Delivery and Budget Implementation Plan (SDBIP)	PMS Manager; and HOD's and Line Managers	MFMA, sec 53 Regulation 2006	May 2021
	Next financial year: Technical Service Delivery and Budget Implementation Plans (SDBIPs);	All section 56 and 57 senior managers	Internal control mechanisms	June 2021
PMS	Adoption of Corporate Service Delivery and Budget Implementation Plan (SDBIP) and PA	Mayor	MFMA SEC53	June 2021

IDP /BUDGET Proposed Public Participation Schedule for 2021/22 Financial Year

Municipality	Town	Place
JB Marks Local Municipality	Ventersdorp	Office of the Municipal Manager & Community Library
	Tshing Location	Community Library
	Ventersdorp villages	MPCC & Cecilia's Home
	Potchefstroom	Office of the Municipal Manager & Community Library
	Ikageng	Community Library
	Promosa	Community Library
	Mohadin	Community Library

DATE	WARD	COUNCILLORS	VENUE	TIME
October 2020	01	KM. Maneli	Johnny's Place	17h30
October 2020	02,03,05,07 15,23,24,25	GG. Edwards, J. Venter AL. Combrink, P.J. Pienaar, A. V. Van Onselen, AA. Le Roux JJ.Esterhuysen, JM. Adriaanse	Town Hall	17h30
October 2020	04	L. Zerwick	Ikageng IAG Church	17H00
October 2020	09	BL. Ofentse	Mohadin Hall	17h30
October 2020	30	MM Mataboge	Roman Catholic Church	17H00
October 2020	10	XG.Chaka	Goven Mbeki Hall	17h30
October 2020	12	DP.Modise	Hervormde Kerk	17h30
October 2020	13	KA. Johnson	PS/ Nevelle Martins PPK Church	17H30
October 2020	27	MS. Mothopeng	Dan Tloome Primary	17H30
October 2020	30	MM. Mataboge	Tshing Ext 4 Community Hall	17H00
October 2020	31	AS. Motladiie	Goedgevonden Community Hall Boikhutsong Community Hall Ga-Mogopa Community Hall	10H00 13H00 16H00
October 2020	08	KEG. Mogoeemang	Goven Mbeki Hall	17H30
October 2020	32	Cllr DM. Morokeng	Toevlug Community Hall	10H00
October 2020	01	Cllr KM. Maneli	Majolas Place	17h30
October 2020	09	Cllr BL. Ofentse	Boitshoko Secondary	17H00
October 2020	11	Cllr KS. Montsho	Englican Church (borotho)	17H00
October 2020	20	Cllr KL. Mantsho	OR Tambo Hall	17H00
October 2020	21	Cllr RA. Makousa	Promosa Hall	17H30
October 2020	14	Cllr ML. Makoe	Gamatlabe Hall	17H30
October 2020	28	Cllr SP. Valiphatwa	Rysmierbuilt SASSA	10H00
October 2020	16	Cllr AJ. Malinga	Resolofetse Secondary	17H30
October 2020	17	Cllr KJ. Ngomezulu	Ngomezulu's Place	17H00
October 2020	22	Cllr S. Britz	Town Hall	17H30
October 2020	26	Cllr PT. Letshabo	OR Tambo Hall	17H00
October 2020	28	Cllr SP. Valiphatwa	Buffelsvlei Intermediate School	17H00
October 2020	34	Cllr I.Moiwa	Joko	14H00
October 2020	06	Cllr BJ. Monaisa	Dassierand	17H30
October 2020	33	Cllr DM. Matsapola	Tshing Ext 5 Community Hall	16H30
October 2020	18	Cllr SJ. Kganticoe	Chris Hani Hall	17h30
October 2020	06	Cllr BJ. Monaisa	Mokoko Church	17h30
October 2020	19	Cllr MP. Kgasane	Seiphemelo Sec School	17h30
October 2020	29	Cllr MM. Katees	Tshing Ext 2 Community Hall	17h00
October 2020	33	Cllr DM. Matsapola	Tsetse Community Hall Welgevonden Community Hall	10H00 13H00

Due to COVID-19 and regulations issued, the schedule below will be revisited and explore other means of communication in order to ensure that the community is kept abreast and their inputs are considered.

DATE	WARD	COUNCILLORS	VENUE	TIME
February 2021	34	Cllr I.Moiwa	Buffelvllei Hall	10H00
February 2021	34	Cllr I.Moiwa	Sterkstroom Shop	14H00
February 2021	34	Cllr I.Moiwa	Kromdraai	16H00
February 2021	18	Cllr SJ Kgantiecoe	Chris Hani Hall	17H00
February 2021	11	Cllr KS. Moncho	Tent (Open Space)	17H00
February 2021	20	Cllr KL Montsho	OR Tambo Hall	17H00
February 2021	19	Cllr MP Kgasane	Seiphemelo School	17H00
February 2021	4	Cllr L. Zerwick	Ikageng IAG Church	17H00
February 2021	8	Cllr KEG Mogoemang	Goven Mbeki Hall	17H00
February 2021	9	Cllr BL Ofentse	Mohadin Hall	17H00
February 2021	13	Cllr KA Johnson	PS/Nevelle Martins PPK Church	17H00
February 2021	9	Cllr BL Ofentse	Boitshoko School	17H00
February 2021	13	Cllr KA Johnson	At the Park – Aksie Park	17H00
February 2021	02,03,04,05,07 15,22,23,24,25	Cllr GG. Edwards, Cllr J.Venter Cllr A. Van Onselen -Viljoen Cllr L. Zerwick, Cllr AA. LeRoux Cllr AL. Combrink, Cllr PJ.Pienaar, Cllr S. Britz, Cllr JJ. Esterhuysen, Cllr JM. Adriaanse	Town Hall	17H00
February 2021	11	Cllr KS Moncho	Anglican Church	17H00
February 2021	27	Cllr MS. Mthopeng	Dan Tloome Primary School	17H00
February 2021	31	Cllr AS Mottadile	Goedgevonden Community Hall	17H00
February 2021	31	Cllr AS Mottadile	Boikhutsong Community Hall	17H00
February 2021	31	Cllr AS Mottadile	Ga-Mogopa Community Hall	17H00
February 2021	27	Cllr MS. Mthopeng	Matlwang Community Hall	17H00
February 2021	30	Cllr MM Mataboge	Roman Catholic Church	14H00
February 2021	30	Cllr MM Mataboge	Tshing Ext 4 Community Hall	17H00
February 2021	32	Cllr DM Morokeng	Toevlug Community Hall	10H00
February 2021	32	Cllr DM Morokeng	Boikhutso Community Hall	14H00
February 2021	32	Cllr DM Morokeng	Appeldraai Community Hall	16H00
February 2021	28	Cllr SP. Valipathwa	Rysmierbuilt SASSA	10H00
February 2021	31	Cllr AS Mottadile	Swartplass	10H00
February 2021	31	Cllr AS Mottadile	Syverfontein	13H00
February 2021	31	AS. Mottadile	Klippgat Hall	10H00
February 2021	1	Cllr KM Maneli	Johnny's Place	17H00
February 2021	17	Cllr KJ.Ngomezulu	Ngomezulu's Place	17H00
February 2021	21	Cllr RA Makousa	Promosa Hall	17H00
February 2021	26	Cllr PT. Letshabo	OR Tambo Hall	17H00
February 2021	1	Cllr KM Maneli	Majola's Place	17H00
February 2021	06	Cllr BJ. Monaisa	Mokoko Church	17H00
February 2021	12	Cllr DP Modise	Hervormde Kerk	17H00
February 2021	33	Cllr DM. Matsapola	Tshing Ext 5 Community Hall	16H30
February 2021	06	Cllr BJ. Monaisa	Dassierand	17H00
February 2021	17	Cllr KJ.Ngomezulu	Thabo's Car Wash	17H00
February 2021	33	Cllr DM. Matsapola	Tsetse Community Hall Wolgevonden Community Hall	10H00 13H00
February 2021	29	Cllr MM Katees	Tshing Ext 2 Hall	16H00
February 2021	10	Cllr XG Chaka	Goven Mbeki Hall	17H00
February 2021	14	Cllr ML Makoe	Ga-Matlabe Hall	17H00
February 2021	16	Cllr AJ Malinga	Resolofetse Secondary	17H00
February 2021	28	Cllr SP. Valipathwa	Buffelsvllei Intermediate School	17H00
February 2021	34	Cllr I.Moiwa	Tshing Location Ext 9	14H00
Community Consultations Schedule 2nd Session				
March – May 2021	All Wards	All Ward Cllrs	Venue to be confirmed	Date to be confirmed

MUNICIPAL INSTITUTIONAL ARRANGEMENT

Political Leadership

The Municipality is led by the Executive Mayor, the Speaker and the Single Whip. Council is represented by:

Executive Mayor	:	Cllr A M MATABOGE
Speaker	:	Cllr KEG MOGOEEMANG
Single Whip of Council	:	Cllr Ms DM MATSAPOLA

POLITICAL PARTY	NUMBER OF SEATS
ANC	34
DA	22
EFF	5
FF+	4
ID	2
Total	67 Cllrs

Administrative Leadership

The following top management positions are on the basis of fixed term performance based contracts and presently the status is as indicated

POSITION	NAME	GENDER
1. Acting Municipal Manager	Mr. O. Masibi	Black Male
2. Acting Chief Financial Officer	Mr. J Kgosiemang	Black Male
3. Director Corporate Services	Ms. B.M.B Mosepele	Black Female
4. Acting Director Community Services & LED	Mr. E. Modiakgotla	Black Male
5. Acting Director Community Safety	Mr. T. Khupari	Black Male
6. Director Technical Services	Mr. J.K. Monnakgothu	Black Male

The municipality has a strategic unit, with four managers reporting directly to the municipal manager, the positions are filled;

POSITION	NAME	GENDER
Manager: Office of the Municipal Manager	Ms. K.L Mokgoje	Black Female
Manager: Internal Audit	Ms. G. Van der Berg	White Female
Manager Risk Management	Vacant	Vacant
Manager: Performance Management System	Ms. S. Serobatse	Black Female
Acting Manager: IDP	Mr. J. Simango	Black Male

The new organogram that integrates the two erstwhile municipalities into one has been approved by council.

Council Committees

1. CORPORATE AND FINANCIAL MANAGEMENT SERVICES PORTFOLIO COMMITTEE

COMMITTEE	OFFICIALS	TERMS OF REFERENCE
<p>I Moilwa (Chairperson)</p> <p>IJ de Villiers JJ Esterhuysen SJ Kganticoe XD Kham PZ Lesomo MC Mosiane JM Venter JS Xaba</p>	<p>Chief Financial Officer</p> <p>Director Corporate Services</p> <p>Chief of Staff: Speaker's Office</p> <p>Chief of Staff: Executive Mayor's Office</p> <p>Other Director(s) will be invited as and when required</p> <p>Secretariat</p>	<ol style="list-style-type: none"> To consider the development of new policies and consider the review of existing policies which govern the constituency of the Municipality. To act as vehicle to submit reports on policies to Council and advise the Council on policy and proposed by-laws. To monitor the implementation and adherence to approved policy and by-laws of Council. To attend to IT issues. To attend to the Rules of Order. To consider all reports with regard to governance and administration, advise and make recommendations to Council.

2. SOCIAL AND POVERTY ALLEVIATION PORTFOLIO COMMITTEE

COMMITTEE	OFFICIALS	TERMS OF REFERENCE
<p>KL Montsho (Chairperson)</p> <p>Ald TG Kruger PT Letshabo C Mogwata LD Mokoena DM Morokeng JS Xaba SM Thulo</p>	<p>Director Municipal Services and Local Economic Development</p> <p>Chief of Staff: Executive Mayor's Office</p> <p>Other Director(s) will be invited as and when required</p> <p>Secretariat</p>	<ol style="list-style-type: none"> To consider the development of new policies and consider the review of existing policies which govern the constituency of the Municipality. To act as vehicle to submit reports on policies to Council and advise the Council on policy and proposed by-laws. To monitor the implementation and adherence to approved policy and by-laws of Council. To determine processes, procedure and policy in regards to management of Poverty Alleviation Fund and oversee and monitor disbursement to that effect. To alleviate poverty in line with the IDP and socio-economic needs of the constituency. To promote and sustain social livelihood of ordinary residents of the Municipality in an accountable, participative, transparent and fair manner in order to produce the maximum output.

COMMITTEE	OFFICIALS	TERMS OF REFERENCE
		<p>7. To report progressively to Council on the impact made by the Poverty Alleviation Fund.</p> <p>8. To consider all reports with regard to social affairs and poverty alleviation, advise and make recommendations to Council.</p>

MUNICIPAL SERVICES AND LOCAL ECONOMIC DEVELOPMENT PORTFOLIO COMMITTEE

COMMITTEE	OFFICIALS	TERMS OF REFERENCE
<p>Ald RH Mokgethi (Chairperson)</p> <p>MM Katees KR Kegontse XD Kham BJ Mokoena AS Motladile KJ Ngomezulu P Steyn</p>	<p>Assistant Director Housing Settlement</p> <p>Director Technical Services</p> <p>Other Director(s) will be invited as and when required</p> <p>Secretariat</p>	<p>1. To consider the development of new policies and consider the review of existing policies govern the constituency of the Municipality.</p> <p>2. To act as vehicle to submit reports on policies to Council and advise the Council on policy and proposed by-laws.</p> <p>3. To monitor the implementation and adherence to approved policy and by-laws of Council.</p> <p>4. To consider all reports with regard to housing and planning and infrastructure, advise and make recommendations to Council.</p>

TECHNICAL SERVICES PORTFOLIO COMMITTEE

COMMITTEE	OFFICIALS	TERMS OF REFERENCE
<p>MM Katees (Chairperson)</p> <p>Ald CJ Coetzer JJ de Villiers AJ Malinga LD Mokoena BL Ofentse SP Valiphathwa JS Xaba</p>	<p>Director Technical Services</p> <p>Director Town Planning, Human Settlement and Land Use Management</p> <p>Other Director(s) will be invited as and required</p> <p>Secretariat</p>	<p>1. To consider the development of new policies and consider the review of existing policies which govern the constituency of the Municipality.</p> <p>2. To act as vehicle to submit reports on policies to Council and advise the Council on policy and proposed by-laws.</p> <p>3. To monitor the implementation and adherence to approved policy and by-laws of Council.</p> <p>4. To act as a “one-stop shop” and troubleshooting forum and to manage, coordinate and stimulate growth, development and the marketing of Potchefstroom and Ventersdorp.</p> <p>5. To deal with the planning of the holiday project.</p> <p>6. To consider all reports with regard to growth, development and marketing, advise and make recommendations to Council.</p>

COMMUNITY SAFETY PORTFOLIO COMMITTEE

COMMITTEE	OFFICIALS	TERMS OF REFERENCE
<p>MC Mosiane (Chairperson)</p> <p>JM Adriaanse XG Chaka VC Clarke ML Makoe CL Moelets LD Mokoena KL Montsho</p>	<p>Representative at the Dr Kenneth Kaunda District Municipality</p> <p>Director Community Safety</p> <p>Public Safety Engineer</p> <p>Chief Traffic Officer</p> <p>Transport Manager</p> <p>Director Town Planning, Human Settlement and Land Use Management</p> <p>Director Technical Services</p> <p>Other stakeholders may be brought on board as the process unfolds.</p> <p>Other Director(s) will be invited as and when required</p> <p>Secretariat</p>	<ol style="list-style-type: none"> As per the National Land Transport Transitional Act, 2000. To consider the development of new policies and consider the review of existing policies which govern the constituency of the Municipality. To act as vehicle to submit reports on policies to Council and advise the Council on policy and proposed by-laws. To monitor the implementation and adherence to approved policy and by-laws of Council. To consider all reports with regard to transport and public safety, advise and make recommendations to Council.

SPORTS, ARTS AND CULTURE PORTFOLIO COMMITTEE

COMMITTEE	OFFICIALS	TERMS OF REFERENCE
<p>DM Morokeng (Chairperson)</p> <p><i>GML Fransman</i> Dr AA le Roux RO Matjila LG Molapisi LD Mokwena P Morulane BL Ofentse</p>	<p>Director Municipal Services and Local Economic Development</p> <p>Other Director(s) will be invited as and when required</p> <p>Secretariat</p>	<ol style="list-style-type: none"> To consider the development of new policies and consider the review of existing policies which govern the constituency of the Municipality. To acts as vehicle to submit reports on policies to Council and advise the Council on policy and proposed by-laws. To monitor the implementation and adherence to approved policy and by-laws of Council. To consider all reports with regard to sports and recreation, advise and make recommendations to Council. To advise the Executive Mayor on sports activities in Potchefstroom. <p>Duties:</p> <ol style="list-style-type: none"> Holistic approach to the maintenance and management of the existing sports facilities

COMMITTEE	OFFICIALS	TERMS OF REFERENCE
		<p>regarding standard of facilities.</p> <p>2. Holistic approach to the planning and the identification of new sports facilities.</p> <p>3. Assist Council in the sourcing of outside funding for the upgrading of existing and establishment of new sports facilities, e.g. Lotto.</p> <p>4. Liaising with different sports codes, clubs and stakeholders regarding events, facilities and general information.</p> <p>5. Assist with input regarding the planning, control, coordination and upgrading of sports facilities in Potchefstroom for the benefit of the community</p> <p>6. Liaise with the different spheres of sport, nationally as well as provincially.</p>

ENVIRONMENT PORTFOLIO COMMITTEE

COMMITTEE	OFFICIALS	TERMS OF REFERENCE
<p>AS Motladile (Chairperson)</p> <p>SF Du Toit SJ Kganticoe XD Kham CL Moeletsi I Moilwa MP Mosounyane SM Thulo</p>	<p>Director Municipal Services and Local Economic Development</p> <p>Representative from Environmental Services</p> <p>Representative from Rural, Environment and Agriculture Development</p> <p>Other Director(s) will be invited as and when required</p> <p>Secretariat</p>	<p>1. To consider the development of new policies and consider the review of existing policies which govern the constituency of the Municipality.</p> <p>2. To act as vehicle to submit reports on policies to Council and advice the Council on policy and proposed by-laws.</p> <p>3. To monitor the implementation and adherence to approved policy and by-laws of Council.</p> <p>4. To consider all reports with regard to the environment, advise and make recommendations to Council.</p>

NAMING PORTFOLIO COMMITTEE

COMMITTEE	OFFICIALS	TERMS OF REFERENCE
<p>KS Moncho (Chairperson)</p> <p>KP Kegontse Ald RH Mokgethi LD Mokoena P Molete DM Morokeng P Steyn</p>	<p>Director Town Planning, Human Settlement and Land Use Management</p> <p>Chief Town and Regional Planner</p> <p>Chief of Staff: Speaker's Office</p>	<p>As per Section 6.2 of the By-laws Pertaining to the Naming/Renaming of Streets, Public Open Spaces, Council and other Government-owned buildings and Council Facilities promulgated in North West Provincial Gazette 6827 dated 21 September 2010.</p> <p>(a) To facilitate the naming of new streets, the renaming of existing streets, public open spaces, Council and other Government-owned</p>

COMMITTEE	OFFICIALS	TERMS OF REFERENCE
<p>WN van Onselen LJ Zerwick</p>	<p>Other Director(s) will be invited as and when required</p> <p>Secretariat</p>	<p>buildings or Council facilities and new Township Establishments and submit recommendations to Council.</p> <p>(b) To revise the already existing approved list of street names to be used for new and future township developments/establishments, and submit recommendations to Council for consideration.</p> <p>(c) Any ad hoc instructions that may be issued by Council from time to time within the scope of the Committee's functions.</p> <p>(d) To act as conduit for individuals that would like to comment or object to naming of places by the Provincial or National Geographical Names Committee.</p>

Other Committees Established Per Legislation

	COMMITTEE	COUNCILLORS	OFFICIALS	TERMS OF REFERENCE
1.	Municipal Public Accounts Committee MPAC (Council Resolution SPC21(B)/2016-08-25)	RA Makousa (Chairperson) IJ de Villiers JJ Esterhuysen D Gwili XD Kham Ald JC Landsberg PZ Lesomo CL Moeletsi I Moilwa KS Moncho	Municipal Manager Assistant Director: MPAC All Directors Chief of Staff: Speaker's Office Chief of Staff: Executive Mayor's Office Chief Audit Executive Secretariat	Established in terms of guidelines issued by National Treasury, based on the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA).
2.	Audit Committee (Council Resolution C164/2014-09-28)	HB Mathibela (Chairperson) Du Toit, A (Prof) afgesterwe Mangoma, P (Ms) Motala, MI Simelane, SP RA Makousa (MPAC Chairperson)	Municipal Manager Provincial Treasury (MFMA Unit) Auditor-General Chairperson of MPAC Accounting Officer All Directors Chief Financial Officer/ Deputy Manager Finance Manager Office of the Municipal Manager Chief Audit Executive.	Established in terms of Section 166 of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA) - roles and responsibilities of the Audit Committee.

	COMMITTEE	COUNCILLORS	OFFICIALS	TERMS OF REFERENCE
			Consultants (as and when required to attend) – (Audit Committee Instruction AC2/2014-11-10) Secretariat	
3.	Local Labour Forum	BJ Monaisa (Chairperson) DP Modise XG Chaka Ms MC Mosiane DM Morokeng BL Ofentse ML Makoe G Mosenogi HJ Moolman JJ Esterhuysen XD Kham/LD Mokoena Ms JS Xaba	Manager Office of the Municipal Manager Directors will be invited as and when required Manager Office of the Speaker Labour Relations Manager Six delegates from trade unions on proportional representation to their members.	Established in terms of the Organisational Rights Agreement and Conditions of Service of the SALGBC.

	COMMITTEE	TERMS OF REFERENCE
4.	<p>Risk Management Committee</p> <p>Chief Financial Officer (Chairperson)</p> <p>KM Khumalo Executive Mayor</p> <p>RA Makousa Chairperson MPAC</p> <p>KA Johnson MMC Finance</p> <p>OTHER OFFICIALS</p> <p>Municipal Manager</p> <p>Manager in the Office of the Municipal Manager</p> <p>Assistant Director Risk Management</p> <p>Chief Audit Executive</p> <p>All Directors</p> <p>Manager Office of the Speaker</p> <p>Manager Office of the Executive Mayor</p> <p>Manager Office of the Single Whip</p>	<ol style="list-style-type: none"> 1. To manage enterprise risk management within the Council. 2. To review, improve and recommend to the Accounting Officer for approval the risk management strategy developed by the Chief Risk Officer and implementation plans. 3. To provide assurance to the Accounting Officer that all identified risks are being managed and oversee the risk management process of the Council, on behalf of the Accounting Officer. 4. To play an oversight role of the Council's risk management process and ensure compliance with all approved policies, procedures, and mitigation activities to address the overall risk profile in compliance with the department's risk strategy. 5. To act as a central, coordinating management group ensuring that all related groups and committees identified within this strategy are working effectively and in accordance with the agreed upon risk management philosophy. 6. To promote a culture in which risk management will continue to develop as an integral component of the department's activities by raising awareness and providing education on risk management throughout the Council. 7. To review and approve the risk registers and risk response strategies developed by management and ensure that the risk registers include – <ol style="list-style-type: none"> i) the risks identified; ii) the appropriate official and sub-group responsible for the monitoring of the risk; iii) the action plan to address the risks; and iv) the expected implementation date. <p>When risks identified have been addressed and mitigated, the Chief Risk Officer shall amend the register accordingly. The risk will be downgraded to lower levels.</p> 8. To review the developed framework which will ensure that the departments achieve compliance with all relevant statutory requirements. 9. To monitor the management of significant risks including the emerging and prospective impacts, and review risk information and assessment methodologies. 10. To challenge and examine the efficiency of the established risk, occupational health and safety processes, practices and locations.

	COMMITTEE	TERMS OF REFERENCE
		<p>11. To act as a central resource for the personnel for guidance on Risk Management, Fraud Prevention, Disaster Management, Emergency Planning, Business Continuity, Quality Assurance, Monitoring and Evaluation, Internal Controls, Safety, Health and Environment (SHE) compliance, and related issues.</p> <p>12. To oversee and maintain an effective system for the purchasing of new and used equipment to ensure adherence to SHE, risk management, controls and legislation.</p> <p>13. To review incident reporting statistics and investigation reports for possible impact on risk, and provide a proactive response to reported claims and incidents.</p> <p>14. To create a focus for all risk improvement activities leading where possible to improve terms on insured and self-insured risks.</p> <p>15. To ensure that minutes and resolutions of the Risk Management Committee is submitted on a regular basis to the Accounting Officer and Audit and Risk Committee.</p> <p>16. To take responsibility for effective and timely communication of risk management issues throughout the Departments.</p> <p>17. To ensure that adequate resources are allocated appropriately to address identified risk areas.</p> <p>18. To review and assess the integrity of the risk control systems and ensure that the risk management policies and strategies are effectively managed.</p> <p>19. To monitor external developments relating to the practice of corporate accountability and the reporting of specifically associated risk including emerging and prospective impacts.</p> <p>20. To provide an independent and objective oversight and review of the information presented by management on corporate accountability and specifically associated risks, also taking into account of reports by management and the Audit and Risk Committee to the Accounting Officer on financial, business and strategic risks.</p> <p>21. To set the risk appetite and tolerance for the Municipality and recommend for approval by the Accounting Officer.</p> <p>22. To review and approve any risk disclosures in the Annual Financial Statements.</p> <p>23. To review the Anti-Fraud Prevention Policy and recommend for approval by the Accounting Officer.</p> <p>24. To review any findings and recommendations of the external auditors, internal auditors or other parties in relation to risk management.</p>
5.	Naming Committee	As per Section 6.2 of the By-laws Pertaining to the Naming/Renaming of Streets, Public Open Spaces, Council and other Government-owned buildings and

	COMMITTEE	TERMS OF REFERENCE
		<p>Council Facilities promulgated in North West Provincial Gazette 6827 dated 21 September 2010.</p> <p>(a) To facilitate the naming of new streets, the renaming of existing streets, public open spaces, Council and other Government-owned buildings or Council facilities and new Township Establishments and submit recommendations to Council.</p> <p>(b) To revise the already existing approved list of street names to be used for new and future township developments/establishments, and submit recommendations to Council for consideration.</p> <p>(c) Any ad hoc instructions that may be issued by Council from time to time within the scope of the Committee's functions.</p> <p>(d) To act as conduit for individuals that would like to comment or object to naming of places by the Provincial or National Geographical Names Committee.</p>
6.	Whips Meeting (Whips of all political parties)	
6.	Council Resolution Monitoring Committee (SPC2/2014-10-28)	To monitor the implementation of Council Resolutions every two weeks in order to establish the reasons why the resolutions had not been implemented and recommend appropriate remedial action.
7.	Mayoral Committee (ex 17 September 2016)	Established in terms of Section 60 of the Local Government: Structures Act, Municipal Structures Act, 1998 (Act 117 of 1998)

SECTION B

SITUATIONAL ANALYSIS

The situational analysis update will be done after quality assurance conducted on the stats populated internally

Introduction

JB Marks Local Municipality is a Category B municipality situated within the Dr Kenneth Kaunda District in the North West Province. It is the largest municipality of three in the district, making up almost half its geographical area.

It was established by the amalgamation of the former Ventersdorp and Tlokwe City Council Local Municipalities in August 2016. It combines the following areas from the Tlokwe Region: Ikageng and its extensions, Potchefstroom town, Mohadin, Promosa, Matlwang, Leliespan/Baitshoki, Haaskraal, Turfvlei, Vyfhoek, Mooibank, Machavie, Buffeldoorn, Miederpark, Kopjeskraal, Wilgeboom, Lindequesdrift. (Agricultural Holdings) Rooipoortjie, Venterskroon, Buffelshoek. (Rural) Vredefort Dome. (World Heritage Site) Vaal River. (Tourism attraction) and the rural hinterland.

Ventersdorp Region consists of a vast rural / commercial farming area as well as the urban area of Ventersdorp, Tshing and Toevlug and has six (6) villages namely Goedgevonden, Welgevonden, Tsetse, Ga-Magopa, Boikhutso and Boikhutsong.

The N12 route that connects Johannesburg and Cape Town via the city of Kimberley runs through the municipality. The main railway route from Gauteng to the Northern and Western Cape also runs through one of the municipality's main cities, Potchefstroom. The City is 145km south-east of OR Tambo International Airport but has its own airfield, which can accommodate bigger aircraft and was formerly a military air base.

Gold mining is the dominant economic activity in the district, with Potchefstroom and Ventersdorp being the only exceptions. While Ventersdorp to the north-west of Potchefstroom focuses on agricultural activity, Potchefstroom's economic activity is driven by services and manufacturing.

A big role-player in the provision of services in Potchefstroom is the world-class North-West University, which has its main campus in Potchefstroom.

Potchefstroom's industrial zone has many companies, focusing mainly on the industries of steel, food and chemicals, with big entities such as King Korn, Kynoch, Naschem and the Nestle Company.

Within the city centre, the infrastructure of Potchefstroom supports roughly 600 businesses.

Ventersdorp's main economic Sectors includes: Agriculture, community services, manufacturing, trade, finance, transport and mining.

Demographic Profile

Population by Age

	JB Marks Local Municipality		
	Male	Female	Total
00-04	11859	11546	23405
05-09	12547	11596	24143
10-14	10251	10925	21176
15-19	10791	11310	22100
20-24	13340	12800	26141
25-29	10716	10471	21186
30-34	8923	9006	17929
35-39	8109	8360	16469
40-44	7770	7323	15093
45-49	7771	6337	14109
50-54	6124	5666	11790
55-59	5666	4878	10544
60-64	3532	4033	7566
65-69	1855	2388	4243
70-74	1625	1823	3448
75-79	943	1211	2154
80-84	501	591	1092
85+	344	596	940
Total	122666	120861	243527

	JB Marks Local Municipality		
	Male	Female	Total
Black african	96091	91565	187656
Coloured	6168	6820	12987
Indian/asian	949	671	1620
White	19458	21806	41264
Total	122666	120861	243527

Highest Levels of Education

	JB Marks Local Municipality		
	Male	Female	Total
No schooling	6893	6678	13571
Some secondary	30979	30585	61564
Completed secondary	27029	26270	53299
Higher Education	9561	10335	19896
Other	414	214	628

Main Sources of Energy

	JB Marks Municipality
Electricity from mains	70472
Other source of electricity (e.g. generator; etc.)	782
Gas	103
Paraffin	2837
Candles	5250
Solar	257
Other	195
None	536
Unspecified	140

Main dwellings

	JB Marks Municipality
Formal dwelling/house or brick/concrete block structure on a	50886
Traditional dwelling/hut/structure made of traditional mater	268
Flat or apartment in a block of flats	6124
Cluster house in complex	793
Townhouse (semi-detached house in a complex)	555
Semi-detached house	805
Formal dwelling/house/flat/room in backyard	6092
Informal dwelling/shack in backyard	4978
Informal dwelling/shack not in backyard (e.g. in an informal	8324
Room/flatlet on a property or larger dwelling/servants quart	839
Caravan/tent	70
Other	838
Unspecified	0

Analysis of the JB Marks Local Municipal Demographics

The population of JB Marks Municipality has increased from 219 463 to 243 527 between 2011 and 2016. The vast majority of the population is made up of black Africans followed by whites as reflected in 3 below.

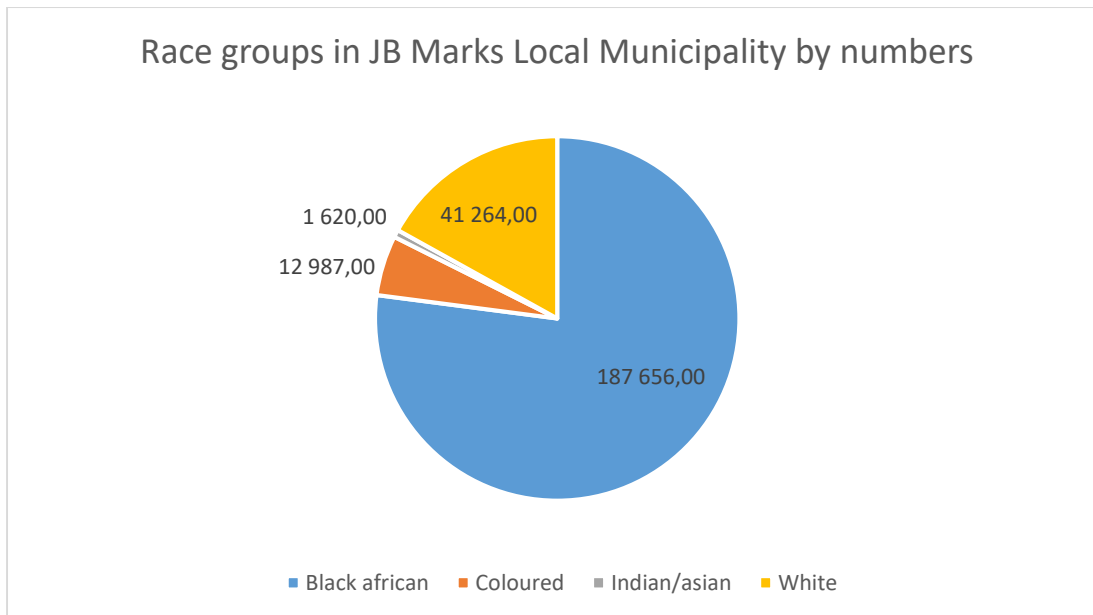


Figure 3: Race Groups in JB Marks Municipality

As can be seen from Figure 4, below, about 67 per cent of the population in the municipality is composed of the age group of 15-64. This age group is made up of the economically active members of the population and there has not been changes in this group between 2011 and 2016. There has also been a 1 per cent increase in the other two age groups of 0-14 and over 64.

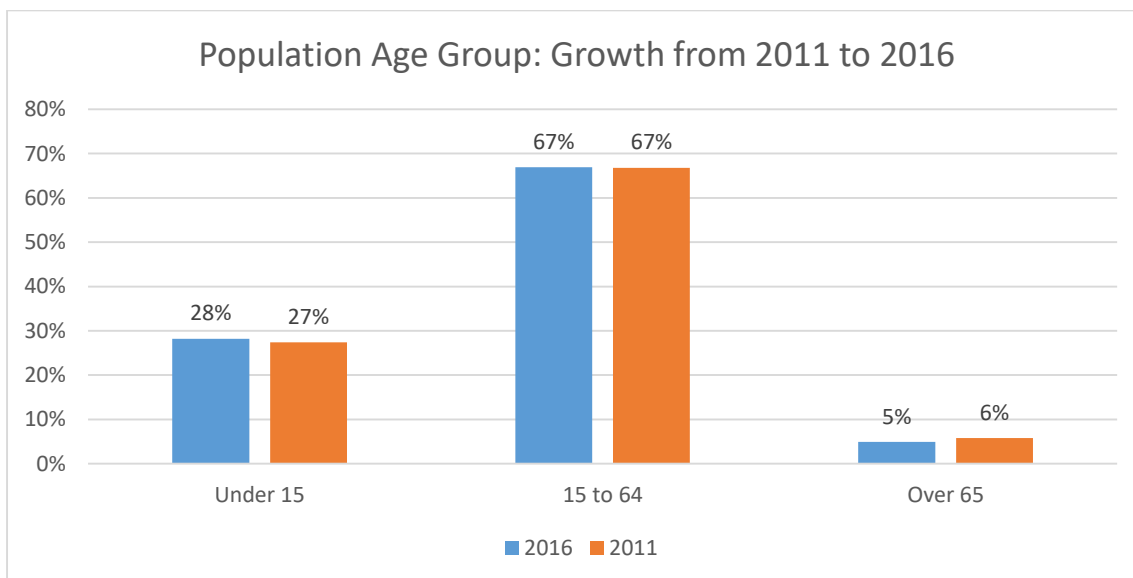


Figure 4: Population Age Groups 2011 and 2016:

Figure 5 below indicate the breakdown of the population of JB Marks Municipality into a number of age groups. The data also confirms that the economically active group forms the majority of members in the population.

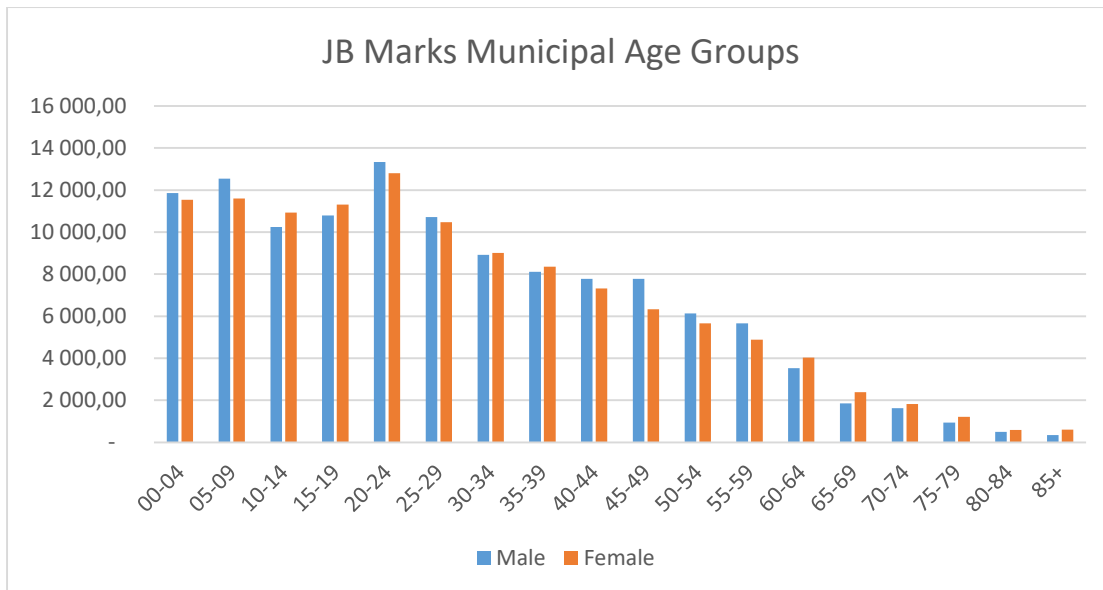


Figure 51: Population Ages structure JB Marks Municipality - 2011-2016

Figure below depicts the level of education in the municipality for the period 2011 and 2016. The figure shows that there was a drop of less than one per cent in the number of people without any schooling and a positive increase in those with matric from 27 per cent to 30 per cent. There was a one per cent drop in the number of people with higher education during the same period.

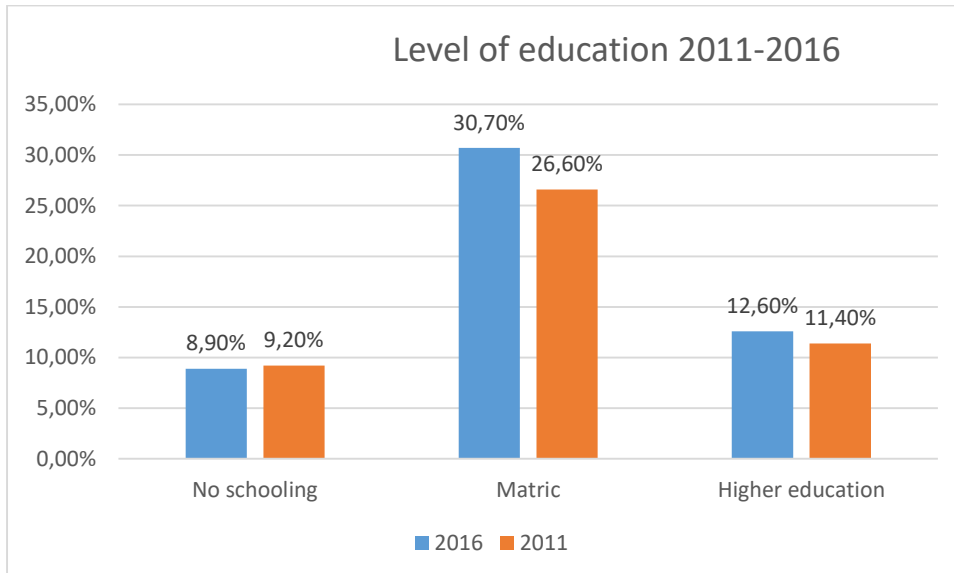


Figure 8: Level of Education - 2011-2016

Housing is one of the important service provided by the municipality, which is also an indicator of development. As reflected in Table 1, below, 63 per cent of houses in the municipal area are classified as formal while about 10 per cent of houses are located in

informal settlements. About 7 per cent of households reside in flats or apartments while the same percentage stays in backyards.

Table 1: Types of Dwellings

Table 1: Types of Dwellings

Type of Dwelling	%
Formal dwelling/house or brick/concrete block structure on a	63,16
Traditional dwelling/hut/structure made of traditional mater	0,33
Flat or apartment in a block of flats	7,60
Cluster house in complex	0,98
Townhouse (semi-detached house in a complex)	0,69
Semi-detached house	1,00
Formal dwelling/house/flat/room in backyard	7,56
Informal dwelling/shack in backyard	6,18
Informal dwelling/shack not in backyard (e.g. in an informal	10,33
Room/flatlet on a property or larger dwelling/servants quart	1,04
Caravan/tent	0,09
Other	1,04

Figure below indicate access to municipal services in JB Marks Municipality from 2011 to 2016. The data shows that there has been a steady increase in the number of household with access to flush toiled from 71 per cent in 2011 to 76% in 2016. Access to piped water has decreased from 49 per cent to 46 per cent in the same period due to the growth in population and allocation of unserviced stands in the municipal area. Access to electricity has not changed much for the period with the access standing at 87%. The highest increase in access to services has been in the removal of refuse removal which increased from 57 per cent to 71 per cent. As can be seen the municipality still needs to double its efforts in extending the provision of service to the entire municipal area.

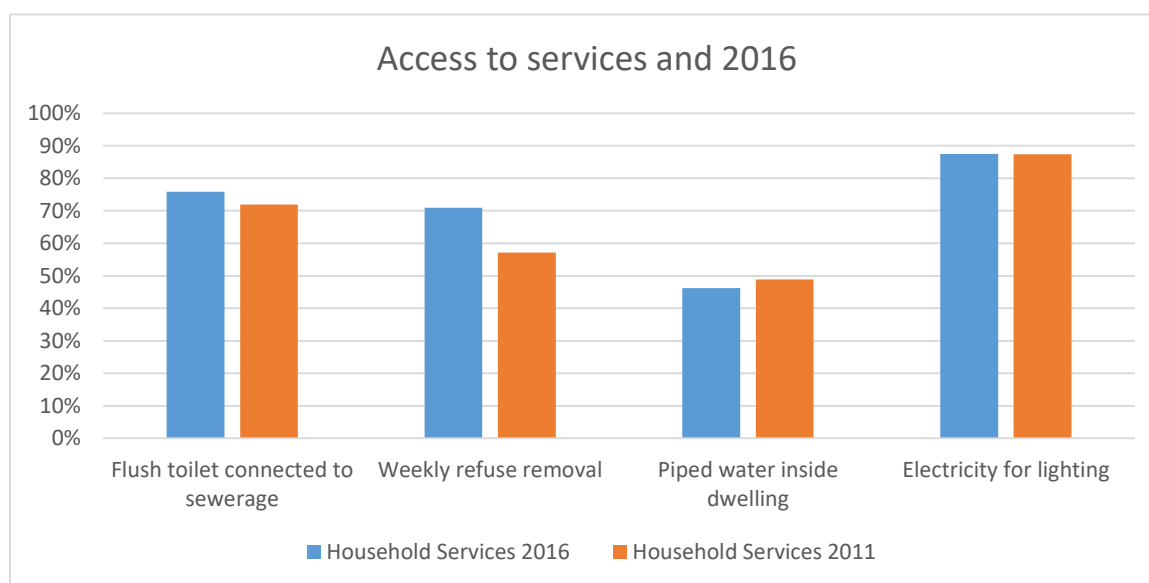


Figure 9: Access to service in JB Marks Municipality 2001 and 2016

Below indicate that the total number of households in the municipal area increased from 67 098 to 80 572 between 2011 and 2016. This is an increase of more than 12 000 households. An interesting finding is that 37 per cent of households are headed by females and this figure has not changed since 2011. About 52 per cent of houses are privately owned by residents.

Table 2: Household Dynamics

Household Dynamics		
Households	80 572	67 098
Average household size	3.0	3.1
Female headed households	37.1%	37.1%
Formal dwellings	82.0%	78.5%
Housing owned	52.6%	52.7%

Municipal Services

Water and sanitation Services

Water for Potchefstroom is treated and distributed from two separate water treatment plants namely the Old Water Treatment Works (WTW), and the Lakeside Water Treatment Works.

The Potchefstroom water treatment plants are believed to be operating close to maximum capacity to meet the consumer demand. The narrow margin between supply and demand recently caused a major water shortage.

The Bult, Ikageng, Promosa, Dassierand, Potchindustria, CBD and other residential areas often experienced water supply problems due to high demands. Due to this constraint, the Tlokwe City Council has embarked on a capital development project to augment bulk water supply as part of the Tlokwe City Council Regional Bulk Infrastructure Programme (RBIP) funded in part by DW&S.

It must be noted that the old water treatment plant is underlain by dolomite. It is required that a detailed Dolomite Stability Investigation must be done to quantify the dolomite risk. Pro-active measures in this regard are required in order to prevent a potential disaster.

On the other hand Ventersdorp Region relies heavily on underground boreholes as its source. Challenges in relation to boreholes include the following high population growth that outstrips the supply, increased informal settlements in sensitive dolomitic areas and infrastructure decay. The sewer pump needs in Ventersdorp needs augmentation.

The dolomite aquifers are a great source of underground water potential. It is however of critical importance that a regional hydro-geological investigation be conducted in order to determine the effect that water abstraction will have on the dolomite stability.

Water include challenges per area	
Water sources	Boreholes: 3 Boreholes and Rivers: Mooi River
Plants	Purification plant: 1. Potchefstroom Water Purification Water Plant. (New Purification Plant) & (Old Purification Plant.)
Storage	Reservoirs: 6 Concrete Reservoirs in Tlokwe Region1, Vyfhoek Reservoir (3 Conc Dams) 2. Ventersdorp Res (3 Dams) 3. Ikageng Res (2 dams) 4. Eerste Ranjies (2 Dams) 5. Promosa Res (1 Dam) 6. Mohadin Res (1 Small Dam)
Reticulation	Pipes(where possible)
Delivery	Number Household with access : 28 277, Without access :
Sanitation	
Plants	WWTPs: 1 Potchefstroom Treatment work and Pump stations : 27 Pump station in Tlokwe Region
Reticulation	Pipes and their state
Delivery	Pit latrines : 0 Bucket system : 25 @ Marikana
Current projects etc	Trenchless Technologies Slip lining of Sewer Asbestos Cement Pipeline on Lombard Street.

Water include challenges		Scope	Condition	Challenges	Ward
Water sources	Boreholes	Appeldraai Village has 2 boreholes	The boreholes condition is good for most of boreholes. Most of rural boreholes are equipped and fitted with both mechanical and electrical components. As for the remaining farms settlements are yet to be equipped. Still in good conditions. Still in good conditions.	Challenges in relation to boreholes include the following: - Population growth, informal settlements and financial constraints to address the decaying infrastructure.	Boreholes are in the following villages:- Ward 31 Ward 32 Ward 33 Ward 34
	Rivers	Boikhutso Village has 3 Borehole			
		Tsetse Village has 2 Boreholes			
		Wilgevonden Village has 3 Boreholes.			
		Gamogopa village has 2 Boreholes.			
		Goedgevonden village has 2 boreholes			
		Boikhutsong village has 3 Boreholes.			
		Rysmiersbuilt has 4 Borehole			
	Matwang settlement has 1 borehole				

Water include challenges		Scope	Condition	Challenges	Ward
		Farm settlements has >20 Boreholes. Schoonspruit River Mooirevier		Agricultural and mining activities upstream contaminates the rivers.	
Plants	Purification plant Pump Stations	Ventersdorp water treatment plant Potchefstroom treatment plant	Still in good condition. Still in good condition.	Budgetary constraints to address O&M activities and lack of human resource.	Ward 32 Ward 28
Storage	Reservoirs	23 Reservoir located in Ventersdorp region (7 concrete and 16 in the form of JoJo tanks)	Condition reservoirs are good for concrete and fair for others.	Growth in water demand and conservation, leading to less retention and rapid reduction, due to population growth. Aged infrastructure.	Ward 29, 30, 31, 32 , 33, 34
Reticulation	Pipes(where possible)	≤60% of network consist of Upvc pipe and ≤40% consist of A.C Pipe	30% Good 35% fair 35% poor	Lack of funding to address the vulnerable reticulation. Eminent development of Biofilm due to warn-out network.	Ward 29, 30, 31, 32 , 33, 34
Delivery	Number Household with access/no access	Number of Household with access to water is 80% of total population. With the 2.7% of population growth this translates to 11 964 household. Number of Household with lack of water translates to 2991	≥50% of settlements consist of yard connections ≤40% of settlements consist of water below 200m. ≤20% of settlements are receive water through tankering system.	Budgetary constraints to address O&M activities and lack of funding.	Ward 29, 30, 31, 32 , 33, 34

Water include challenges		Scope	Condition	Challenges	Ward
Sanitation					
Plants	WWTPs Pumps stations	Ventersdorp waste water treatment plant. Potchefstroom waste water treatment plant There are 5 sewer pump stations at Ventersdorp region.	Currently necessitate augmenting, since it has reached its maximum hydraulic capacity.	Funding for augmenting of sewer plants and pump stations	Ward 29, 30, 32 , 33,
Reticulation	Pipes and their state	Most of the reticulation collection system consist of earthenware ≤50% Remaining 50% consist of plastic material.	≤30% of the reticulation has aged and necessitate replacing.	Lack of funding	Ward 29, 30, 32 , 33

Electricity Services

JB Marks Local Municipality is committed to service delivery, thus requiring an updated Master Plan for their electrical distribution network to facilitate the constant growth that has been experienced in the jurisdiction area of the amalgamated municipality to take part in the National Development Plan and to assist Eskom Central Region Planning Department to produce Network Development Plans (NDPs) for all the areas within its boundaries. A consultant was previously appointed to assist the former Tlokwe Municipality to develop a Master plan, facilitate the future expansion, maintenance and refurbishment needs of the Tlokwe Region however due to the amalgamation process; there is a need to incorporate the Ventersdorp Region under the area on study to be able to get a comprehensive picture.

The requirements for installation of dry services within the dolomite affected area, as set out by SANS 1936 (2012), should be taken into consideration.

The main objective of this study is to create an Electrical Master Plan by taking the, Expansion, Strengthening, Refurbishment and Maintenance requirements into consideration of the electrical distribution network infrastructure required to support the envisaged demand growth (load forecast) in the Potchefstroom, Ventersdorp, Ikageng and villages by performing Network analysis (voltage, thermal, losses, fault level, etc.), Financial analysis (compare viability of the different alternatives)

Ventersdorp experiences a huge electricity loss due to poor maintenance, poor credit control and illegal connections. The matter is currently a priority risk in order to implement cost recovery measures which will include installation of pre-paid meters.

Currently electricity supply is from Eskom Potch DS (132/88kV, 2*80MVA) substation, where power is supplied to Ikageng via 1xBear OH Line to Ikageng (88/11kV, 2*10MVA) substation and the Potchefstroom area is supplied by 2xBear OH Line to Alpha (88/11kV, 6*5MVA) and Alpha (88/66kV, 2*40MVA) as well as a 1xBear OH Line from Ikageng (88/11kV, 2*10MVA). From Alpha (88/66kV, 2*40MVA) Potchefstroom is supplied with electricity via a 66kV network and 4 (Beta, Gamma, Delta & Epsilon) substations. Currently the 132kV distribution network is being expanded in the Ikageng area with the building of a new overhead power line to a new Lamdha 132/11kV substation which is planned to take over a large portion of Ikageng and in Potchefstroom with the building of a new overhead power line to a new CBD 132/11kV substation, which is planned to assist with the supply of the current Gamma 66/11kV and Delta 66/11kV substation areas.

There are several projects in the IDP that are now being implemented as part of the study to augment the current Bulk Electricity, all the more reason to expand the study to cover the Ventersdorp Area in order to promote investment in the area as well.

These are some of the projects identified for both Regions and whilst other form part of the current budget some unbudgeted for but targeted for implementation during the term of this council if funds become available.

Electrical Projects
Build switching substations to north east and N12 Industrial zone
Upgrade switchgear and metering kiosk at Checkers
Install new feeder cable at Chubby Chick
Upgrade Test Equipment
Electricity tariff adjustment and cost of supply study
Ikageng Main Replace old switchgear + 2 Battery Chargers
Ikageng Central Substation - Replace old switchgear + 2 Battery chargers
Poortjiedam - Replace old switchgear + 2 Battery chargers
Ikageng Main Replace old switchgear + 2 Battery Chargers
Ikageng Central Substation - Replace old switchgear + 2 Battery chargers
Poortjiedam - Replace old switchgear + 2 Battery chargers
Auto Reclosures
Scada - Marl substasie en Malva substasie
New second 132 kV infeed from Eskom to the north east

Electrical Projects
Ikageng West Substation Second Transformer
11 kV network expansion in the Alpha industrial region
11 kV network expansion in southern region of Ikageng
To install 11 kV cables from S2 (Ikageng X 7) Substation to Promosa and Mohadin
To build a new Substation in Promosa/Mohadin
Install 11 kV interconnecting cables in Promosa/Mohadin
Install High Mast Lights in Ikageng, Promosa, Mohadin and Matlwang
To install 11 kV connection cables to Grimbeekpark/Bailliepark new extension
To install 11 kV cable network to Mooivalleipark
To install new switchgear at Makou Substation
Refurbish obsolete 11 kV switchgear
Upgrade 66 kV switchgear
Install new switching substation Ikageng Road
Upgrade Pietersen and Cemenry Substation
Power Quality Management
Upgrade PPE Equipment
Replace tools
Office equipment - new air conditioners
Office equipment - upgrade drawing office electronically
Vehicles - 4 trucks with ladders
Trailer for Skidsteer
132 kV Electrical Network - Lekhele Substation in Ikageng
132 kV Electrical Network - Lekhele Substation second transformer
Energy Efficient
132 kV Electrical Network – Bult
Install and upgrade traffic light controllers
To install 11 kV connection cables to Ferdinand Postma (ABSA Project)
To install 11 kV ring feed cable to Tuscany Ridge
Upgrade 11 kV electrical cable network at New Bailliepark/Grimbeekpark
Upgrade low voltage electrical cable network and switchgear
Replace overhead network
Rural area - built new switch rooms and switchgear for auto reclosers
Rural Area - Upgrade overhead lines
Power Conservation Load Management
Remote metering meters/modems
Electrification of Tshing Ext 3
Electrification of Rysmierbult
Electrification of Boikhutso
Upgrade of Ventersdorp main intake Substation Building
Solar Water Heating Programme in NW 405
Capacity increase and main intake Substation Upgrade at Ventersdorp
SCADA installation in Ventersdorp
Analysis of consumption patterns quality of supply study in Ventersdorp
Upgrade MV cable between Steenbok mini-sub and AP Kerk muni-sub
Upgrade MV cable between Panel A and Doc Street mini-sub

Electrical Projects
Upgrade MV cable between Panel C and Steenbok mini-sub
Upgrade MV cable between Panel D and Hospitaal mini-sub
Upgrade MV cable between Yseelweg mini-sub and Toevleg mini-sub
Upgrade MV cable between Graaf mini-sub and Silos T1-switches
Replace Mark Street mini-sub - Ring main unit with a k4 ring main unit
Upgrade 4T1 switches at the silos to 4k1 switches
Upgrade the capacitated Alwyn mini-sub from 315 kV to 630 Kva
Upgrade of ring main units inside mini-substation from Magnifix switches to k3 switches

ELECTRICITY		
SERVICE	ASSETS	CHALLENGES
Distribution	88/66kV Substations: Alpha Beta Gamma Delta Epsilon 88/11kV Substation Main Sub Central Sub 132/11 kV substations: Ikageng West CBD	88/66kV infeed from Eskom does not have a firm capacity. There are 2 X 40MVA (80MVA) Transformers with a combined demand of 76MVA during winter season. Tlokwe Region only has an infeed supply from Eskom which comes from Klerksdorp through Potch DS for both 88/66kV and 132/11kV hence there's need to construct Zeta 132/11kV Substation from Carmel Substation in Carletonville direction. Budgetary constraints to implement projects as per the Electricity Master Plan.
Reticulation	Mini-Substations Building/Fenced Substations Auto-Reclosers Sectionalisers Switching Substations Pole Mounted Transformers	Budgetary constraints do not Ageing infrastructure Theft of copper Budgetary constraints and shortage of human resource to implement maintenance plan.
MV Overhead Lines	11kV	Ageing infrastructure Budgetary constraints and shortage of human resource to implement maintenance plan. Theft of copper cables
LV Overhead Lines	400V 220V	Ageing infrastructure Budgetary constraints and shortage of human resource to implement maintenance plan. Theft of copper cables
MV Underground Cables	11kV	Ageing infrastructure Budgetary constraints and shortage of human resource to implement maintenance plan. Theft of copper cables
LV Underground Cables	400V 220V	Ageing infrastructure Budgetary constraints and shortage of human resource to implement maintenance plan.

ELECTRICITY		
SERVICE	ASSETS	CHALLENGES
		Theft of copper cables
Public Lighting and Street lighting	High Masts Streetlights	Budgetary constraints to implement the Public Lighting Master Plan Insufficient funding allocated to install minimal High Mast Lights
Fleet and Plant	2.5 Ton Trucks Crane Trucks Cherry Pickers	Ageing fleet and plant which needs to be replaced Insufficient funding allocated to replace old fleet and plant

ROADS and STORM WATER

There is an urgent need to a proper roads master plan to incorporate both Regions. High traffic volumes on N12 through CBD area and traffic on Van Riebeeck Street as well as Nelson Mandela Drive (north-south through traffic and traffic from Potchefstroom / Krugersdorp to Rustenburg) and lack of truck inn facilities. Heavy vehicle traffic through urban area and damage the roads.

A proposed future road network was planned for the urban area in cooperation with SANRAL indicating the following proposed alignments:

Possible northern by-pass

Eastern ring road from R501 to the N12

Proposed ring road(s) for the southern areas (south of N12)

A proposed road classification of the main road network

Class 1 o Class 2 o Class 3 o Class 4

Regular Maintenance of N14 Ventersdorp Road

There is a huge need for tarred / paving roads with storm water in the townships and villages, including pedestrian sidewalks and bicycle lanes. The latter is even more acute in the built-up areas to promote mix uses and decrease traffic congestion.

Most of the wards indicated that they need paving example

STREET	LENGTH (KM)	ACTIVITY	WARD
Serwalo	0.61	To be paved (either asphalt or paving block)	1
Seithati	0.41	To be paved (either asphalt or paving block)	1
Serethe	0.51	To be paved (either asphalt or paving block)	1
Senwelo	0.57	To be paved (either asphalt or paving block)	1
Sebotha	0.35	To be paved (either asphalt or paving block)	1
Sehlathi	0.37	To be paved (either asphalt or paving block)	1
Thembeke	0.36	To be paved (either asphalt or paving block)	1
Masike	0.483	To be paved (either asphalt or paving block)	18

STREET	LENGTH (KM)	ACTIVITY	WARD
Sisulu	0.64	To be paved (either asphalt or paving block)	18
Mokwele	0.65	To be paved (either asphalt or paving block)	18
Kgotso	0.29	To be paved (either asphalt or paving block)	18
Bloemetjie	1.29	To be paved (either asphalt or paving block)	13
Danster	0.34	To be paved (either asphalt or paving block)	13
Thembi	0.58	To be paved (either asphalt or paving block)	1
Thembisile	0.21	To be paved (either asphalt or paving block)	1
Masike	0.483	To be paved (either asphalt or paving block)	18
Mohadin to Promosa	0.52	Bicycle lane/side walk	13
Manoe	≤0.5	Stormwater construction	18
Motlempa	≤0.2	Water meters operation and maintenance	18
Mogolodi	1	Stormwater channel to be replaced with pipes	9
Sisulu	0.64	Stormwater construction	18
Mokwele	0.65	Stormwater construction	18
Danster	0.34	Construction of speed hump	13
Matlwang village	Area	Communal taps installation	27
Gabalwe	0.45	To be paved (either asphalt or paving block)	1
Phomolong	0.32	To be paved (either asphalt or paving block)	1
Karabo	0.38	To be paved (either asphalt or paving block)	1
Dhlomo	0.4	To be paved (either asphalt or paving block)	1

WASTE MANAGEMENT

All general waste for the Municipal Area is disposed at the Potchefstroom and Ventersdorp Landfill. The new landfill site has been properly designed and engineered and can be considered a good example of a GMB- landfill establishment (Integrated Waste Management Plan, 2004). According to plan six cells will be developed, each estimated to have an approximate life of five (5) years, but actual life will be directly affected by the quality of operation and the implementation Municipal waste minimization strategies. The Municipality has jurisdiction over three landfills, all of which are permitted.

Household refuse, garden refuse and builders ramble is collected in the urban areas regularly and not in the rural parts of each region. This is a matter that will need urgent attention in the next 5 years. There is also a challenge with illegal dumping which is more rampant in the townships. Open spaces are abused by residents for illegal dumping and other sorts of crime. Poor maintenance of parks aggravate the situation.

CEMETERIES

Tlokwe Region		Ventersdorp Region	
Name	Status	Name	Status
Town Cemeteries	Full – burial only on reserved graves	Ventersdorp Town Cemeteries	Full – burial only on reserved graves
Hosking cemetery 1	Full	Tshing old Cemetery	Full
Hosking cemetery 2 (Muslim)	Active – burial of Muslims only	Tshing new Cemetery	Active
Hosking cemetery 3 (new)	Active		
Ikageng cemetery	Full – burial only on reserved graves		
Sarafina cemetery	Full – burial only on reserved graves		
Promosa Cemetery	Full – burial only on reserved graves		

Conclusion

Some of the institutional departments were merged and renamed after consideration and consultations made. Department of Public Safety was named Community Safety, Department of Sports, Arts and Culture was merged with Local Economic Development and renamed Community Services & LED. Amongst other challenges the following are also identified and cut across the community services departments:

Shortage of burial space in Tlokwe and Ventersdorp region – New land for cemetery need to be identified and feasibility study

Lack of green open space master plan (strategy)

Potchefstroom Aerodrome contract with DOD/DPW expired while council continue to maintain the facility

Standardization of household waste collection – procure wheelie bins to cut down number of collection per week.

Increase of illegal dumping on open spaces and pavements - create extra waste collection points

Lack of Policy and strategy for climate change

Lack of Energy efficient, transport systems – Bicycle lanes

Lack air quality monitoring stations

Lack Integrated Air Quality Management Plan (AQMP) (AQMP) and

Lack of Environmental Management Framework (EMF)

SECTION C

ORGANISATIONAL DEVELOPMENT STRATEGIES

Introduction

After analyzing the problems affecting the communities, it is necessary to formulate solutions to the problems on how human capital can be invested to ensure that service delivery rendered is as planned and budgeted and the municipality attracts capable and qualified individuals. Continuation of training and development of municipal councilors, officials. Training of unemployed groups trained through discretionary grants from LGSETA.

Vision

A transformed, leading, competitive and preferred world class city.

Mission

Provide quality sustainable services that are responsive to our communities' needs within a healthy, safe and green environment through good governance.

Core Values

Central to everything we do is our core values, which represent the set of behaviours that we expect our employees and councillors to embrace in the execution our mandate. Our core values are based on the principles of Batho Pele and the Basic values and principles governing public administration. Our core values are:

Accountable

Caring

Integrity

Respect

Proactive

Developmental Priorities

An assessment of the internal and external environment and the feedback from the communities it indicates that for the municipality to improve the lives of our people, the following issues should be prioritised:

Land and Housing

Job creation

Agriculture, Rural and economic development

Water and sanitation

Safe community

Vulnerable groups empowerment

Energy (electricity)
 Storm water drainage
 Sports and recreation
 Health and welfare
 Environment
 Quality sustainable service delivery

SWOT Analysis

MACRO ENVIRONMENT				
	Opportunities	Threats	How do we capitalize on the opportunities	Response to threats
Political	Politically Vibrant Community	Instability in council because of different interests Weak oversight role Disjointed government programmes	Involve all stakeholders Improve ability to do oversight Resource the MPAC Unit	Identify and understand stakeholders needs and develop strategy to engage Create Multiparty engagement forum through the Chief Whip Improve access to documents for opposition to play its meaningful role Improve IGR and cooperate governance
Economic	Stock and Crop farming	Drought Concerns on how council spends money(value for money)	Develop strategy to support farmers	Support farming community Arrange economic summit Establish commercial farmers Attract big business to create jobs Link with relevant department and institutions Relationship with learning institutions Improve value for money on the SCM processes
Social	Active community forums University within the municipality	Violent Marches and Demands	Involve the forums and identify their needs Use the University to strengthen governance	Develop their database, needs and strategies to respond Strengthen the Youth Desk
Technological	Access to technology	Abuse of technology to spread propaganda New electricity cables needed Substations operating to full capacity	Install free Wi-Fi in libraries Face Book and other forms to interact with the municipality Revive customer care service to improve communication	Media monitoring system to interact proactively Upgrade the electricity sub-stations and install new cables
Ecological	Dolomites	Sink holes Floods No future planning for graveyards Old water pipes Sewer full Extraction of underground water maybe dangerous	Drill boreholes to source ground water for portable use	Disaster management and recovery Plan Manage land allocation Relocate vulnerable communities Develop new plan for graveyards Conduct ground water studies to confirm the safety/toxicity of the ground water

MACRO ENVIRONMENT				
	Opportunities	Threats	How do we capitalize on the opportunities	Response to threats
Legal	Strong Legal system Impartial Judiciary Access to legal assistance	Continues legal challenges on every matter Abuse of the legal system to stall progress Agendas and documents distributed late Council not sitting regularly	Establish municipal courts Use Potch students to review cases and draft by-laws Use students for public participation (policies and by-laws)	Develop Good policies and rules, procedures Educate officials on the legal systems Develop calendar for council meetings

STRENGTHS AND WEAKNESSES

STRENGTHS	RESPONSE TO CAPITALIZE ON STRENGTHS
Skilled and experienced personnel	Skills audit, correct placement
MFMA compliant, financial system <i>(Disputed by Councilors)</i>	Extend to Ventersdorp region with same benefits
Financial viability <i>(Disputed by councilors)</i>	Utilization of funds to address backlogs
Service delivery	Need budget and manpower to maintain good service delivery
Stable Council and administration <i>(Disputed by councilors)</i>	Capacity building, continuous improvement
Stable labour force	Continuous engagement with unions
Stable relationship with national and provincial government	Continuously engage to improve relationships
WEAKNESSES	RESPONSE TO ELIMINATE OUR WEAKNESSES
Critical vacant posts not filled	Council to approve and expedite the filling of critical vacant posts All funded posts must be filled Contract workers must be absorbed
People appointed outside the staff establishment Staff establishment was never submitted to council	Organizational structure be adopted and funded posts filled
Outdated delegation of powers	Review and update delegated powers after every local election, strengthen internal controls, such as budget, signing of documents. Etc.
Council does not sit regularly as prescribed by legislation	The Speaker must bring council calendar of meetings and implement it
Poor communication with stakeholders	Funds to capacitate community and relevant officials
Poor communication between the departments(silo planning)	Implement integrated management approaches and planning
Poor service delivery (toilets, shacks, water ,housing etc)	Develop a proper service delivery improvement plan and monitor implementation
Lack of succession planning	Develop succession plan

STRENGTHS	RESPONSE TO CAPITALIZE ON STRENGTHS
Outdated IT resources, equipment and software	Update IT infrastructure and equipment
Low staff morale	Expedite the transformation process
Ageing infrastructure	Provide funds for research, upgrade and replacement (MIG)
Services not provided in an equitable manner between and among different settlements (townships, rural areas and town) Massive infrastructure needs in the townships Neglected current infrastructure(roads not sealed)	Develop and integrated system of service delivery system
Interference by ward councilors o the allocation of houses (RDP list)	Councilors should be barred from the allocation of houses but only play a monitoring role
Decline in consumer payment rate	Implement strict financial controls, Credit Control Policy, implement 95% collection rate
Lack of resources for development of entrepreneurs	Identify resources to support SMMEs
Supply Chain Management delays due to insufficient staff	Employ and capacitating staff
Corruption in the supply chain	Identify culprits and act decisively
No Value for money on the supply chain processes(council buying goods expensive from suppliers)	Council must check value for money when procuring goods
Council challenged on big contracts(contingent liabilities)	A full assessment on contingent liabilities be conducted to appreciate council's exposure and mitigating plans
Council not acting on AG's queries	Council approve an audit action plan and monitor implementation
MPAC is poorly resourced	Resource MPAC for it to be effective
PMS - Failure to adhere to policy	Cascade PMS to lower levels of employees
Poor marketing of JB Marks Local Municipality	Source funds to attract business opportunities and investments Going back to basics in implementing the Marketing strategy
Economic policies and strategies not updated	Update economic policies and strategies

Organisational Objectives

Alignment of 6 Key Performance Areas and strategic objectives:

Key Performance Area	Definition /Strategic Objectives
KPA 1: Municipal Transformation and Organizational Development	To improve organization stability and sustainability
KPA 2: Basic Service Delivery and Infrastructure Development	To eradicate backlog in order to improve access and ensure proper operation and maintenance to services and infrastructure development
KPA 3: Local Economic Development	To create an environment that promotes developments of local economy and facilitate job creation

KPA 4: Municipal Financial Viability and Management	To improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedure and system
KPA 5: Good Governance and Public Participation	To promote a culture of participatory and good governance
KPA 6: Spatial Rationale	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management (infrastructure investment & development)

Key Performance Areas Objectives

KEY PERFORMANCE AREA	OBJECTIVES
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	<ul style="list-style-type: none"> Promote cohesion and conducive Labour Environment Promote wellness and safety of council employees Achieve Employment Equity Increase Employee Knowledge, Skills and Abilities Contribute to community skills development Provide legal services To provide administrative support to council Improve Technology Related Capacities Enhance Workforce Retention and Recruitment Increase Employee Motivation and Satisfaction
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPEMENT	<ul style="list-style-type: none"> Provision municipal roads service Provide potable water Provide sanitation sewage service Provide electricity services Provide street lighting Provide and maintain burial facilities Provide and maintain municipal infrastructure Improve access to public facilities Improve and expand parks and open spaces, Provide accessible, convenient library services Provide and maintain cemeteries and burial services Promote clean environment Promote environmental sustainability Increase access to Recreational Opportunities Preserve and market heritage sites and Landmarks Promote arts sports and culture Increase Safety and Security of Residents Promote traffic safety Provide traffic management services Provide disaster management service Provide firefighting and rescue services
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	<ul style="list-style-type: none"> Improve SCM processes Promote revenue enhancement Promotion of sound financial viability Modernise financial management improve asset management Reduce costs Maintain positive credit rating Improve fiscal competency Increase value of procurement services
LOCAL ECONOMIC DEVELOPMENT	<ul style="list-style-type: none"> Increase community Self-Sufficiency Attract new investment through Public Private Partnership and other initiatives Promote SMMEs Growth Promote BBBEE Promote Tourism Coordinate EPWP Facilitate job creation
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	<ul style="list-style-type: none"> Enhance stakeholder participation Promote accountability and transparency Enhance communication Promote ethics and good governance Increase stakeholders' knowledge, skills and abilities Increase Citizen Awareness of council Responsibilities, Services & Results Increase Customer and Stakeholder Satisfaction
SPATIAL RATIONALE	<ul style="list-style-type: none"> Promote Planning and Performance Management System

KEY PERFORMANCE AREA	OBJECTIVES
	Provide access to sustainable land Create integrated planning Increase access to land Provide integrated housing opportunities Provide building control services Promote compact city and curb urban sprawl

DEPARTMENTAL DEVELOPMENT STRATEGIES

The section that follows consist of the municipal strategies aimed at addressing the developmental challenges and priorities of the municipality.

The strategies are divided into three main categories depending on their urgency and importance as follows:

Category	Period
Short Term	July 2017 to June 2018
Medium Term	July 2018 to June 2020
Long Term	July 2020 to June 2022

The short term outputs are intended to expedite the amalgamation process, while the medium and long term outputs are intended to stabilise the municipality once the issues of amalgamation are addressed.

DEPARTMENTS
Political Offices

Office of the Executive Mayor

KPA	Good Governance and Public Participation	Key Issues
Functions	Relevant Objectives	
Oversees administration coordinates the executive work of council Public participation Transversal programmes	Enhance communication Enhance stakeholder participation Promote ethics and good governance Increase stakeholders' knowledge, skills and abilities Increase Citizen Awareness of council Responsibilities, Services & Results	Vision and Mission of the Municipality Naming of the new municipality Rebranding and Repositioning of the new municipality Communication Strategy International Twinning Partnerships Reconstituting the Intergovernmental Forum Functioning of portfolio Committees and Mayoral Committee Public Participation (Mayoral Imbizo)

Office of the Speaker

KPA	Good Governance and Public Participation	Key Issues
Functions	Lead Objectives	
Public participation Establishment and functioning of ward committees Councillor support Adherence to the code of conduct	Enhance stakeholder participation Promote ethics and good governance Increase stakeholders' knowledge, skills and abilities Increase Citizen Awareness of council Responsibilities, Services & Results	Limited participation by stakeholders Non-submission of documents for archiving Management of council meetings Public Participation on the naming NW Development of Policies Non-signing of declaration of interests Council meetings often failing to meet (not forming a quorum) Lack of a comprehensive delegation system (outdated) No proper terms of references and delegations for portfolio committees Strengthening the role of MPAC

Office of the Single Whip

KPA	Good Governance and Public Participation	Key Issues
Functions	Lead Objectives	
<p>To maintaining order and discipline among political parties in council</p> <p>To create platform for multi-party interaction in council</p>	<p>Enhance stakeholder participation</p> <p>Promote accountability and transparency</p>	<p>No legislated role for Whip Office</p> <p>Lack of resources</p> <p>Insufficient budget</p>

Office of the Municipal Manager

KPA	Institutional Transformation and Institutional Development
Functions	Lead Objectives
<p>Integrated Development Planning</p> <p>Performance Management</p> <p>Internal Audit</p> <p>Minimum Security Information Standard</p>	<p>Promote good governance</p> <p>Enhance stakeholder participation</p> <p>Ensure compliance with legislation</p> <p>To promote accountability and transparency</p> <p>Ensure security to all municipal officials</p> <p>Ensure vetting and screening of service providers used and municipal officials</p> <p>Promote collaborative solutions</p> <p>Increase Customer and Stakeholder Satisfaction</p>

KEY ISSUES	STRATEGIES				
	SHORT TERM	PROGRESS TO DATE AS AT	PROGRESS TO DATE AS	MEDIUM TERM	LONG TERM
	2017 - 2018	MAY 2019	AT 2019/20 FY	2018 - 2020	2020 - 2022
No full public participation on the IDP	Integrated 2018/19 IDP Process Plan Adopted	Integrated 2018/19 IDP Process Plan Adopted Draft IDP 2019/20 noted, final to be approved before end June 2020	Integrated 2019/20 and 2020/21 IDP Process Plan Adopted Draft IDP 2020/21 drafted Growth & development strategy for the City not yet adopted	2019/20 and 2020/21 Reviewed IDP adopted by Council Growth & development strategy for the City adopted	2021/22 IDP adopted by Council Budget allocation for community empowerment
	Vision, mission, values, priorities, objectives and strategies adopted	Vision, mission, values, priorities, objectives and strategies adopted together with the IDP tabled for 2018/19	None		
	Integrated 5year IDP Adopted	Integrated 5year IDP Adopted by council	Integrated 5year IDP Adopted by council		
	Public participation on the IDP and Budget	Public Participation for conducted for 2018/19 and conducted for 2019/20 from May to June 2019	Public Participation for 2020/21 IDP not conducted in all wards		
	Public participation policy developed	Draft Public participation policy developed to be tabled to council by January 2019 Draft 2019/20 SDBIP to be tabled together with the 2019/20 Final IDP	Draft Public participation policy developed yet adopted by council Final 2019/20 SDBIP approved by the Executive Mayor		
SDBIPs KPIs to be well defined Technical indicator description compiled Standard Operating Procedure Manual developed	Revised 2018/19 Top Layer SDBIP approved	Revised 2018/19 Top Layer SDBIP approved	Revised 2019/20 SDBIP approved	2019/20 and 2020/21 SDBIPs approved 2019/20 and 2020/21 Technical Indicator Description compiled 2019/20 and 2020/21 Performance Agreements signed Final Standard Operating Procedure Manual developed	2020/21 SDBIP approved 2020/21 Performance Agreements signed
	Revised 2018/19 Performance agreements signed	Revised 2018/19 Performance agreements signed by Section 56 & 57 Senior Managers	2019/20 Technical Indicator Description compiled Draft 2020/21 SDBIP compiled		
	Draft Standard Operating Procedure Manual developed	Draft Standard Operating Procedure Manual developed to be tabled to council by January 2019	Draft Standard Operating Procedure Manual developed not yet tabled in council 2019/20 Performance Agreements signed		

KEY ISSUES	STRATEGIES				
	SHORT TERM	PROGRESS TO DATE AS AT MAY 2019	PROGRESS TO DATE AS AT 2019/20 FY	MEDIUM TERM	LONG TERM
	2017 - 2018			2018 - 2020	2020 - 2022
Lack of buy-in in cascading of Performance to the lower level employees	PMS Framework Policy Revised and Adopted	PMS Framework Policy Revised and Adopted	PMS not yet cascaded to 2nd lower reporting levels	PMS cascaded to 2nd lower reporting levels	Continuous improvement of reporting IDP and SDBIP implementation & monitoring and evaluation
	Consultations on cascading conducted	Consultations on cascading not yet conducted to unfold during the 2019/20 financial year for 2 nd lower reporting levels	Consultations on PMS cascading not yet done		
	PMS cascaded to 2nd lower reporting levels				
Timeous reporting	2017/18 and 2018/19 performance reports compiled and audited	All 2017/18 performance reports submitted to AGSA for auditing	Performance reports submitted to AGSA for auditing	Ongoing submission	Quarterly performance reports adopted Integrated annual performance reports adopted
		2018/19 performance reports submitted to Internal Audit and Audit Committee for quality assurance and will be submitted to AGSA for 2018/19 external auditing	2019/20 performance reports submitted to Internal Audit and Audit Committee for quality assurance		
	Quarterly performance reports adopted	Quarterly consolidated performance reports submitted to council for noting	2019/20 Quarterly consolidated performance reports submitted to council for noting		
Lack of a long term development plan in line with the NDP(City Development strategy) Alignment of Budget, IDP and SDBIP	Resuscitated IDP Steering Committee Established	Scheduled IDP/Budget Steering committee	Scheduled IDP/Budget Steering committee	Improve sitting of IDP/Budget steering committee	Continuous improvement
		Scheduled IDP REP Forum for 2019/20 IDP	Scheduled IDP REP Forum for 2020/21 IDP		
Consolidated reporting	Consolidated Annual Financial Statements and Annual Reports	2017/18 Annual Financial Statements and Annual Report consolidated and 2019/20 will be submitted as consolidated	2018/19 Annual Financial Statements and Annual Report consolidated and submitted as consolidated 2018/19 and 2019/20 Quarterly performance reports noted by	Quarterly performance reports noted by council Integrated annual performance reports adopted	Continuous improvement on reporting

KEY ISSUES	STRATEGIES				
	SHORT TERM	PROGRESS TO DATE AS AT MAY 2019	PROGRESS TO DATE AS AT 2019/20 FY	MEDIUM TERM	LONG TERM
	2017 - 2018			2018 - 2020	2020 - 2022
			council 2018/19 Integrated annual performance reports adopted		
Lack of Integrated Risk Management Strategy Lack of Integrated Fraud Prevention and anti-corruption Strategy and Whistleblowing policy.	Integrated Enterprise-wide Risk Management Strategy developed	Draft Integrated Enterprise-wide Risk Management Strategy developed to be tabled before council by January 2019	Draft Integrated Enterprise-wide Risk Management Strategy not yet adopted by council	Integrated Enterprise-wide Risk Management Strategy adopted and implemented Monitoring of fraud prevention and anti-corruption strategy	Review and monitoring of the Integrated Fraud and Prevention Policy, Strategy and Whistleblowing policy.
	Integrated Fraud and Prevention Policy, Strategy and Whistleblowing policy developed and implemented	Draft Integrated Fraud and Prevention Policy, Strategy and Whistleblowing policy developed before council by January 2019	Draft Integrated Fraud and Prevention Policy, Strategy and Whistleblowing policy not yet adopted by council		
	Ethics management programme developed	Ethics management programme developed before council by January 2019	Ethics management programme not yet developed		
Lack Risk Maturity model	Risk Maturity model, Conduct trainings and improvement plan developed	Continuous training on risk maturity model	Continuous training on risk maturity model	Plan implemented	Assessment, Review and monitoring of the maturity of the Municipality
Operation Clean Audit	Clean audit committee established	Clean audit committee meetings scheduled for Tuesdays of each week	Budget requested for 2020/21 financial year to implement Operation Clen Audit Campaign	Monitoring and evaluation of the clean audit action plan	Monitoring and evaluation of the clean audit action plan
	Clean audit action plan Developed and implemented	Clean audit action plan Developed and submitted to council	Clean audit action plan Developed and submitted to council		
		Clean audit action plan implemented and submitted to audit committee for quality assurance and submitted to council and other relevant sector departments.	Management sitting scheduled for once a week to deal with audit findings Clean audit action plan implemented and submitted to audit committee for quality assurance and submitted to council and other relevant sector		

KEY ISSUES	STRATEGIES				
	SHORT TERM	PROGRESS TO DATE AS AT MAY 2019	PROGRESS TO DATE AS AT 2019/20 FY	MEDIUM TERM	LONG TERM
	2017 - 2018			2018 - 2020	2020 - 2022
			departments.		

Corporate Services

KPA	Institutional Transformation and Institutional Development
Functions	Relevant Objectives
Human resources Fleet Management Council support Information technology Legal services Performance management system	Promote cohesion and conducive Labour Environment Promote wellness and safety of council employees Achieve Employment Equity Increase Employee Knowledge, Skills and Abilities Contribute to community skills development Provide legal services To provide administrative support to council Promote Planning and Performance Management System Improve Technology Related Capacities Enhance Workforce Retention and Recruitment Increase Employee Motivation and Satisfaction

KEY ISSUES	STRATEGIES				
	SHORT TERM	PROGRESS TO DATE AS AT MAY 2019	MEDIUM TERM	PROGRESS TO DATE AS AT 2019/20 FY	LONG TERM
	2017/18		2018-2020		2020-2022
Change not readily accepted and embraced by both councillors and officials	Change management strategy to be developed and implemented	Change Management Strategy not yet developed.	Review the change management strategy Appointment of a service provider to develop Change Management Strategy and hand it over for implementation	The advertisement to be made by June 2020 as a procedure to appoint a service provider.	Continuous improvements
Human resource capital not equitably deployed to ameliorate	Human Resources Strategy to be developed	Human Resources Strategy not yet developed To develop the draft before	Human Resources Strategy implemented	The draft plan is ready to be tabled to Local Labour Forum, Portfolio	Human Resources Strategy implemented and reviewed timeously.

KEY ISSUES	STRATEGIES				LONG TERM 2020-2022
	SHORT TERM	PROGRESS TO DATE AS AT MAY 2019	MEDIUM TERM	PROGRESS TO DATE AS AT 2019/20 FY	
	2017/18		2018-2020		
		end June 2020		Committee then presented to Council by end of June 2020	
service delivery pressures between the two regions	Human Resources Strategy adopted	Human Resources Strategy not yet developed To submit the final draft to council before end June 2020	Human Resources Strategy implemented	Draft Strategy ready to be presented to relevant stakeholders before it can be presented to Council.	Human resources strategy implemented
Delay in the finalization of the organogram Inadequate capacity in both human resource and budget Critical vacant posts not filled High vacancy rate	Developed and adopted the new organizational organogram	Not yet done. Currently using the transitional organogram Only one position is outstanding to be filled before end of September 2019	Critical posts filled Recruitment of Section 56 Managers is completed Internal recruitment in progress to fill vacant posts External posts to be advertised	Structure to be finalized by end of April 2020 and to be presented to Councillors by the end of June 2020. The position of the Chief Work Study Officer was advertised last in August and no progress was registered to date. Placement committee appointed by the Municipal Manager to deal with 3 employees that are not been placed during placement in	Monitoring
	Work Study investigation conducted and staff establishment completed	Work Study not yet conducted. To be done before end June 2020	Work study investigation not yet conducted.		
	All posts allocated and captured on the organisational structure	Not all post were allocated and captured in the organizational structure.			

KEY ISSUES	STRATEGIES				
	SHORT TERM	PROGRESS TO DATE AS AT MAY 2019	MEDIUM TERM	PROGRESS TO DATE AS AT 2019/20 FY	LONG TERM
	2017/18		2018-2020		2020-2022
	<p>Functions and purposes for each directorate / department are completed and job evaluation is done per different job categories</p> <p>All job titles and salary parity guidelines completed</p> <p>All posts in the approved Organizational structure per salary levels are costed and budgeted for</p>	<p>All directorate / department Functions and purposes</p> <p>Job Evaluation is not yet done and depends on the job description</p> <p>Job description to be finalized by December 2019</p> <p>The municipality is currently using the current organizational structure as a guideline</p> <p>Not all costed posts in the organizational structure are budgeted for</p>	<p>All directorate / department Functions and purposes to be completed by the end of June.</p> <p>Job evaluation to be conducted per job description by the end of June 2020.</p> <p>To prioritize budgeting for critical positions.</p>	<p>2017.</p> <p>All the departments / Directorates have clear purposes and functions as per the powers and functions of the municipality.</p> <p>Job descriptions not yet finalized as per the targeted timeframe of December 2019.</p> <p>All new proposed positions in the structure are costed but not budgeted for as there is no sufficient budget for this financial year.</p>	
<p>Lack of funds to drive some of the amalgamation cost i.e Salary Parity</p> <p>Grading of the new municipality for salary and 67 councillors allowance purposes</p> <p>Contracts of other Section 56 Managers still in force</p>	<p>A comprehensive amalgamation costing developed and submitted to province</p> <p>Retrenchment costs determined once placement is completed</p>	<p>Engage with MEC for Local Government for assistance before end July 2019</p> <p>Grading for councillor's and Section 56 officials was done, but not for the entire officials.</p>	<p>Implement salary parity</p> <p>Approve and pay new salary bands</p> <p>The grading of the Municipality to be done by end of December 2019.</p> <p>New salary bands and grading application to be done by end of December</p>	<p>Salary parity not yet resolved.</p> <p>The bands to be approved after SALGA reviews the salary bands</p> <p>The municipality grading will be finalized once the Job Evaluation</p>	Monitoring

KEY ISSUES	STRATEGIES				
	SHORT TERM	PROGRESS TO DATE AS AT MAY 2019	MEDIUM TERM	PROGRESS TO DATE AS AT 2019/20 FY	LONG TERM
	2017/18		2018-2020		2020-2022
		Retrenchment costs were not determined as there were not applicable.	2019.	process is concluded	
	New Salary bands approved after placement	Placements estimated to be concluded no later than June 2020 and approve salary bands in line with placements results			
	Grading application submitted to SALGBC	To submit grading application na later than June 2020			
Need to adopt new policies (recruitment, placement etc) Human resource planning and implementation not linked with the IDP	The Consolidated and comprehensive Policies and By-Laws are adopted	Schedule policy workshop by December 2019 Consolidated and comprehensive Policies and By-Laws to be adopted not later than June 2020	The Consolidated and comprehensive Policies and By-Laws to be adopted by end December 2019. A comprehensive Human Resource Development Strategy that is linked to the IDP to be adopted by end of September 2019.	5 draft HR related policies are ready to be presented to stakeholders: Recruitment and Selection Policy Overtime policy Leave policy Placement policy Acting Allowance policy Recruitment and Placement Policies that is linked to the HRD Strategy to be adopted.	To annually review policies.
	A comprehensive Human Resource Development Strategy that is linked to the IDP is adopted	To be conducted no later than June 2020	Comprehensive skills audit to be conducted by end of December 2019.		
	Comprehensive skills audit conducted				
	Recruitment and Placement Policies that is linked to the HRD Strategy is adopted	Schedule policy workshop by December 2019 Consolidated and comprehensive Policies and By-Laws to be adopted not later than	Recruitment and Placement Policies that is linked to the HRD Strategy to be		

KEY ISSUES	STRATEGIES				
	SHORT TERM	PROGRESS TO DATE AS AT MAY 2019	MEDIUM TERM	PROGRESS TO DATE AS AT 2019/20 FY	LONG TERM
	2017/18		2018-2020		2020-2022
		June 2020	adopted by end of December 2019.		
<p>Capacitation of middle managers</p> <p>Ageing Staff</p> <p>Training is not responsive to the organisational needs</p> <p>Lack of support of training and development of stakeholders</p>	WSP Strategy Reviewed	WSP Strategy Reviewed and not yet adopted to be finalized before end December 2019	<p>Taking managers for relevant management training competencies</p> <p>Develop and adopt a comprehensive work</p> <p>Skills audit to be conducted by end of December 2019.</p> <p>Skills retention policy adopted and implemented by end December 2019.</p> <p>Succession planning to be completed by end of December 2019.</p>	<p>Identify number of managers who still have to be capacitated and provide training for them.</p> <p>Questionnaires to be designed for skills audit by the end of June.</p> <p>Skills retention policy not yet adopted.</p> <p>Succession planning not yet completed, it will be completed by the end of June.</p>	<p>Continue to train staff</p> <p>Incentives for scarce skills implemented</p> <p>Implement exchange programmes with neighbouring institutions</p> <p>Continued learning and growth</p>
	Skills retention policy adopted and implemented	Schedule policy workshop by December 2019			
	Succession planning to be accelerated.	Policies to be adopted not later than June 2020			
	Proper delegation systems developed to empower supervisors to take decision				
	Regional service delivery teams developed and trained				
<p>Poor record keeping and document management system</p> <p>Manual record management system</p>	Council resolution on location of filing and archiving function	Continuous improvement on records management	Training of officials on record management	Training of officials on record management on going	Archiving of information
	Provincial Archives and Records Management has approached for support and guidance		New automated personnel system is adopted	New automated personnel system not yet adopted	

KEY ISSUES	STRATEGIES				
	SHORT TERM	PROGRESS TO DATE AS AT MAY 2019	MEDIUM TERM	PROGRESS TO DATE AS AT 2019/20 FY	LONG TERM
	2017/18		2018-2020		2020-2022
	New record management system in place for the municipality			Continuous improvement on records management	
Out-dated Employment Equity Plan Disproportionate Senior Management Team Lack of designated groups in the staff (Disabled) Buildings not user friendly	Employment Equity Plan to be approved Intervention to be made to ensure that there is balance in Snr management team Recruitment of disabled staff members. Improve Ergonomics.	Schedule policy workshop by December 2019. There is transformation in terms of gender balance within management team. Policies to be adopted not later than June 2020 OHS workshops to be introduced and training be given to staff members.	Targeted recruitment strategy implemented to address EEP Targets Targeted internal development plan Ensure development of user friendly buildings Review shortlisting criteria and other supporting recruitment measures Engage recruitment agencies and institutions for targeted recruitment OHS awareness campaigns to be rollout before end of June 2020. Staff members to be consulted about ergonomics.	EEP not yet updated as per the Requirement. There is gender balance on senior management team. Have OHS virtual OHS awareness program before end of June 2020. Consider disabled applicants in any for external positions which will be advertised after the finalization of internal ones.	100 % compliance with EEP All council building are OHS compliant
	Quarterly reports on recruitment of staff to monitor EEP Submission of the EEP to labour Occupational Health and safety Plan adopted and implemented	Continuous reporting of EEP to labour Schedule policy workshop by December 2019 Policies to be adopted no later than June 2020			
Outdated IT resources, equipment and software Unapproved Security Policy - The Information Communication Technology. Lack of risk management	Conduct IT infrastructure audit A comprehensive Master System Plan Adopted ICT Policy is adopted	IT infrastructure audit to be conducted by September 2019 Schedule policy workshop by December 2019 Policies to be adopted	Plan developed for IT community empowerment Engage schools to influence early child learning on ICT Support ABET programmes	1.No audit done yet will use assets register to beef up the audit to show how far back and old is jbmarks IT Infrastrature.	Fully automated internal business processes Systems link across the service points Paperless council and more use of ICT

KEY ISSUES	STRATEGIES			PROGRESS TO DATE AS AT 2019/20 FY	LONG TERM 2020-2022
	SHORT TERM	PROGRESS TO DATE AS AT MAY 2019	MEDIUM TERM		
	2017/18		2018-2020		
<p>strategy JB Marks Local Municipality (The Council) did not have a risk management strategy and policy that outlined how information technology risks are identified and managed. (Risk Manager). No controls to mitigate IT risks Lack of an approved IT Structure and Job Descriptions. Manual HR Systems The (SLA) between TCC and the service providers is out dated. Poor monitoring of ICT services provided by service providers (VESTA, CONLOG and Matsogotsaya Phoenix and Ultima system source codes)</p>	Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP).	not later than June 2020 (BCP) and Disaster Recovery Plan (DRP) to be finalized by September 2019	to have ICT as one of the learning outcomes Equipping Thusong Centres and libraries with basic ICT equipment for community use	<p>2.The security policy is dopted what is needed is to present them to council and inforce the implementation of all of them in jbmarks.</p> <p>3.Risk assement was done with the Risk Manager on IT systems regarding access control on jbmarks</p> <p>4. there is control over IT risk and its and ongoing improvements on all systems under IT as jbmarks for the first time in years is having the next gen firewall installed</p> <p>5.for automated system hr is using pad day that can be developed further for automation which it can take years</p> <p>6. more still needs to be done regarding the sla between the JBbmarks(IT)and the</p>	Bills send through emails and SMS
	IT Migration to Phoenix is completed and tested	Migration done and it is part of the learning outcomes on the WSP			
	Develop ICT maintenance strategy	Schedule policy workshop by December 2019 Policies to be adopted na not later than June 2020			
	New Firewall Management Strategy is developed				
	Customer service management system is centralised	Customer Help desk established			
	Customer Help desk established				
	Collaboration strategy with institutions of high learning to rollout ICT Training in different wards	The municipality has no financial muscle to implement the projects Source external funding in 2019/20 financial year			

KEY ISSUES	STRATEGIES				PROGRESS TO DATE AS AT 2019/20 FY	LONG TERM 2020-2022
	SHORT TERM	PROGRESS TO DATE AS AT MAY 2019	MEDIUM TERM	PROGRESS TO DATE AS AT 2019/20 FY		
	2017/18		2018-2020			
				<p>service provider , service providers most of them are they don't come to the table when is time to deliver on their contract.</p> <p>7. with the installation of the next gen firewall IT can control what service provider can do on jbmarks municipality which is an ongoing improvements as IT evolve drastically, while on that the jbmarks also need to come to the party when it comes to developing old system or do away with them and implement new systems</p>		

Municipal Finances

KPA	Municipal Financial Viability and Management
Functions	Lead Objectives
Budget planning and implementation in line with MFMA. Implement integrated financial system Finance governance in relation to the implementation of the MFMA. Sound expenditure management Asset management Supply chain management Support the statutory audit process Implement GRAP conversion Revenue enhancement Dora and mSCOA compliance	Promote revenue enhancement Promotion of sound financial viability Modernise financial management Improve SCM processes improve asset management Reduce costs Maintain positive credit rating Improve fiscal competency Increase value of procurement services

ISSUES	STRATEGIES				
	SHORT TERM	PROGRESS TO DATE AS	PROGRESS TO DATE AS	MEDIUM TERM	LONG TERM
	2017/18	AT MAY 2019	AT 2019/20 FY	2018-2020	2020- 2021
Lack of an integrated revenue enhancement strategy	Revenue enhancement strategy adopted	Revenue enhancement strategy available for electricity and revenue sections. In 2017. Adoption yet to be completed	Revenue enhancement strategy available for electricity and revenue sections. In 2017. Adoption yet to be completed	Awareness programmes implemented	Improved revenue and service delivery
Validation of Valuation Roll				Adopt the supplementary valuation roll for the entire municipality	Invest surpluses
Improve Tariff system and some are not cost reflective	Credit Control and Debt Collection Policy adopted	Policies adopted by council in 20 June 2018.	Policies adopted by council in 20 June 2018. See portfolio of evidence provided	Implement new tariffs	
Decline in consumer payment rate	Data cleansing and records updating completed (Consumer agreements)	Data cleansing is 75% done with changes continue during daily operations, customer changes are effected immediately. Ventersdorp	Data cleansing is 75% done with changes continue during daily operations, customer changes are effected immediately. Ventersdorp debtors master continues to be	Implement an integrated billing system	

ISSUES	STRATEGIES				
	SHORT TERM	PROGRESS TO DATE AS	PROGRESS TO DATE AS	MEDIUM TERM	LONG TERM
	2017/18	AT MAY 2019	AT 2019/20 FY	2018-2020	2020- 2021
		debtors master continues to be corrected for consumer agreements.	corrected for consumer agreements.		
	Migrate all the Venus data to Phoenix for a common consumer data	All consumer data for Ventersdorp was migrated on 1 July 2017. Billing is now being done from phoenix system	All consumer data for Ventersdorp was migrated on 1 July 2017. Billing is now being done from phoenix system		
	Rates policy to be adopted	Rates policy was adopted by council in March 2019	Rates policy was adopted by council in March 2019		
Billing data not updated Faulty Water and electricity meters to be replaced No access to meters Illegal connections are disconnected;	Recommended intervention for Ventersdorp region implemented	Interventions for Ventersdorp underway at 50% Corrections to customer balances made when customers come. Faulty meters are being replaced	Interventions for Ventersdorp underway at 50% Corrections to customer balances are made when customers come. Faulty meters are being replaced and	Collect outstanding debts Support the water conservation and management systems	Improve credit rating Implement revenue collection and management innovations
	Develop writing-off of arrears	All debtors over 3 years are written off in-line with the prescription act. However the collection rate has increased in 18/19 for Ventersdorp showing that old debt is slowly being collected due to the revenue enhancement strategy of 95/5 rule on the allocation of payments to service debt in arrears	All debtors over 3 years are written off in-line with the prescription act. However the collection rate has increased in 18/19 for Ventersdorp showing that old debt is slowly being collected due to the revenue enhancement strategy of 95/5 rule on the allocation of payments to service debt in arrears	Repair and install new meters Implement prepaid meters	
	policy to address outstanding and	Policy is available and was adopted in June 2018. See	Policy is available and was adopted in June 2018. See portfolio of		

ISSUES	STRATEGIES				
	SHORT TERM	PROGRESS TO DATE AS	PROGRESS TO DATE AS	MEDIUM TERM	LONG TERM
	2017/18	AT MAY 2019	AT 2019/20 FY	2018-2020	2020- 2021
	unrecoverable debts	portfolio of evidence.	evidence.		
	Review the indigent policy and adopt one for the municipality	Policy adopted on 20 June 2018	Policy adopted on 20 June 2018		
Distribution losses Consumer Debtors Lack of sufficient audit Evidence due to status of accounting records	Capacitate the revenue section of Ventersdorp region	Ventersdorp staff has been trained to utilize the phoenix system from August 2016. Revenue manager and assistant continue to perform duties at 2-3 days a work at Tlokwe in a bid to increase efficiencies at the Ventersdorp site. Progress in at 75%	Ventersdorp staff have been trained to utilize the phoenix system from August 2016. Revenue manager and assistant continue to perform duties at 2-3 days a work at Tlokwe in a bid to increase efficiencies at the ventersdorp site. Progress in at 75%	Develop incentive schemes for payment of services Recruit qualified staff and interns Implement automated metering system Increase revenue collection points and easy pay system Improve ICT systems to render accounts and attend to queries	revenue collection and management innovations
	Repair and install new meters	New meters are being installed when faulty meters are reported. Stores carries adequate pieces to replace faulty meters	New meters are being installed when faulty meters are reported. Stores carries adequate pieces to replace faulty meters		
	Implement prepaid meters	Prepaid meters for electricity have been implanted at 75%. Water prepaid meters are yet to be implemented for the whole municipality.	Prepaid meters for electricity have been implanted at 75%. Water prepaid meters are yet to be implemented for the whole municipality.		

ISSUES	STRATEGIES				
	SHORT TERM	PROGRESS TO DATE AS	PROGRESS TO DATE AS	MEDIUM TERM	LONG TERM
	2017/18	AT MAY 2019	AT 2019/20 FY	2018-2020	2020- 2021
	Appoint Revenue Managers per Region	Revenue managers for the region are present from the old structure's pre-merger. Rina assisting in Ventersdorp, Teresa at Potchefstroom and Marianne as the Revenue section head	Revenue managers for the region are present from the old structure's pre-merger. Rina assisting in Ventersdorp, Teresa at Potchefstroom and Marianne as the Revenue section head		
Budget not cash funded Annual Financial Statements to be finalized	Consolidated budget approved by Council	Approved budget was approved on 30 May2018	Approved budget was approved on 30 May2018	Consolidated budget approved	Clean audit opinion
	Establish the budget committee for monitoring purposes	No budget committee in place. The committee to be established by June 2020.	No budget committee in place.	Consolidated AFS submitted	Improved audit outcomes(report)
	Adjustment Budget to be reviewed and balanced (cut R200m shortfall)	Budget currently sitting at a surplus and no shortfalls in the 18/19 year	Budget currently sitting at a surplus and no shortfalls in the 18/19 year		
	Public participation on the budget done	Participation carried out annually for each year's budget	Participation carried out annually for each year's budget		
	AGs management letter attended to and queries addressed	Queries have been addressed with challenges relating to creditors, expenses and UIFW with improved efficiencies noted in document management after the acquisition of a document management system in March 2019.	Queries have been addressed with challenges relating to creditors, expenses and UIFW with improved efficiencies noted in document management after the acquisition of a document management system in March 2019.		

ISSUES	STRATEGIES				
	SHORT TERM	PROGRESS TO DATE AS	PROGRESS TO DATE AS	MEDIUM TERM	LONG TERM
	2017/18	AT MAY 2019	AT 2019/20 FY	2018-2020	2020- 2021
	Submission of AFS's for period ending August 2019 to AGSA	Annual financial statements preparation is underway with assistance from BDO advisory who assisted in 17/18 preparation leading to improved financial reporting. Submission for 31 August 2019 will be made.	Annual financial statements preparation is underway with assistance from BDO advisory who assisted in 17/18 preparation leading to improved financial reporting. Submission for 31 August 2019 will be made.		
Long Term Loans, contingent liabilities, and creditors owed	Comprehensive report on loans and contingent liabilities developed	Report of contingent liabilities is being prepared by corporate services every month and has been included in the portfolio of evidence. The municipality does not have any loans	Report of contingent liabilities is being prepared by corporate services every month and has been included in the portfolio of evidence. The municipality does not have any loans	Servicing loans Creditors paid	Servicing loans Creditors paid
	Loans repayment restructured	The municipality has no loans	The municipality has no loans		
	Credit rating conducted based on the current loan exposure	Credit rating has been carried out by the risk officer	Credit rating has been carried out by the risk officer		
	Payment of Creditors strategy developed and implemented	Payments are being made every week on Thursdays for creditors within the 30-day period to ensure continued service delivery. Though still lagging behind, the creditors days ratio has improved	Payments are being made every week on Thursdays for creditors within the 30-day period to ensure continued service delivery. Though still lagging behind, the creditors days ratio has improved		

ISSUES	STRATEGIES				
	SHORT TERM	PROGRESS TO DATE AS	PROGRESS TO DATE AS	MEDIUM TERM	LONG TERM
	2017/18	AT MAY 2019	AT 2019/20 FY	2018-2020	2020- 2021
Lack or poor internal controls (records management, evidence etc) Disclaimers Opinions Poor DORA reporting and other conditional grants	New record management system adopted and centralised	Document management has been acquired and training is on-going as all departments are being set-up to utilize the new record system called File direct. File direct is being implemented by	Document management has been acquired and training is on-going as all departments are being set-up to utilize the new record system called File direct. File direct is being implemented by	Training of staff Overhaul internal controls Train councilors and officials on audit requirements Improve reporting	Clean audit
	Audit Action Plan implemented	Audit action plan for 18/19 implemented. See evidence.	Audit action plan for 18/19 implemented. See evidence.		
	Monthly reporting to treasury and other done	Quarterly reports are being done and performance has revisited reports to align to budget monthly reports. These are being submitted monthly to provincial treasury.	Quarterly reports are being done and performance has revisited reports to align to budget monthly reports. These are being submitted monthly to provincial treasury.		
	Quarterly reporting to Council on grant funding from COGTA.	Reports for each quarter is being carried out	Reports for each quarter is being carried out		
Assets not yet consolidated	Review the asset policy	Asset policy is in place	Asset policy is in place	Training of staff and committees GRAP 17 compliance	Clean audits
	Develop a consolidated assets inventory	Asset inventories is in place and updated during the asset verification process and as and when need arises	Asset policy is in place	Ongoing update	Ongoing update
	Assets committees established	No committee in place yet	No committee in place	Asset committee to be established before end June 2020	Ongoing monitoring and improvements

ISSUES	STRATEGIES				
	SHORT TERM	PROGRESS TO DATE AS	PROGRESS TO DATE AS	MEDIUM TERM	LONG TERM
	2017/18	AT MAY 2019	AT 2019/20 FY	2018-2020	2020- 2021
	GRAP 17 fully compliant with	Assets policy is GRAP compliant and no qualifications have been raised on assets in the 17/18 year	Assets policy is GRAP compliant and no qualifications have been raised on assets in the 17/18 year	Ongoing monitoring and improvements	Ongoing monitoring and improvements
Need to improve supply chain turn around Alleged corruption in the SCM Processes Lack of value for money in the SCM	Training of SCM personnel Developed & approved SCM policy and manual	Approved policies for SCM is present dated 30 May 2018. Training still ongoing for compliance related matters with the assistance of BDO Advisory	Approved policies for SCM is present dated 30 May 2018. Training still ongoing for compliance related matters with the assistance of BDO Advisory	Ongoing monitoring and improvements	Ongoing monitoring and improvements
Annual procurement plan Centralized secretariat services throughout the municipality to improve efficiency and record keeping	Annual procurement plan adopted and implemented	Procurement plan was adopted together with the IDP for the 5 years	Procurement plan was adopted together with the IDP for the 5 years	Ongoing monitoring and improvements	Ongoing monitoring and improvements
Centralised fleet and equipment	Audit of current equipment conducted	Audit conducted by March 2019 Status quo report on municipal fleet to be submitted to Council before end September 2019 To revise the need analysis for fleet and budget in terms of priority by December 2019 Currently purchased 6 refuse trucks, 4 traffic patrol vehicle, 3 fire services 4x4, 1 bakkie for BTO, 1 bakkie for Environmental management, 1 grader for		Purchase of fleet and equipment according to the needs Purchase of Honey sucker truck.	Maintenance

ISSUES	STRATEGIES				
	SHORT TERM	PROGRESS TO DATE AS	PROGRESS TO DATE AS	MEDIUM TERM	LONG TERM
	2017/18	AT MAY 2019	AT 2019/20 FY	2018-2020	2020- 2021
		<p>Technical Services, 2 TLBs for Community Services</p> <p>Appointed a designated unit to attend to fleet management centralization</p> <p>Maintenance of fleet is on-going</p> <p>Urgent need for tracker system on municipal vehicles by 2019/20 financial year</p>			
Fleet Management Policy	Fleet management policy revised	<p>Draft Rationalized fleet policy currently being used</p> <p>The final Fleet management policy to be submitted to council for approval by December 2019</p>		Monitoring, Review and Implementation	Monitoring, Review and Implementation
Fleet management Business Plan	Business plans compiled for purchase of fleet and equipment.	<p>To resuscitate fleet management committee by September 2019</p> <p>Compile a consolidated fleet management business plan by December 2019</p>		Monitoring, Review and Implementation Ongoing maintenance	Monitoring, Review and Implementation Ongoing maintenance

Community Safety

KPA	Basic Service delivery and Infrastructure development
Functions	Relevant Objectives
<p> Fire Brigade Services Disaster Management Traffic Services Driver's License & Vehicle Testing Services Motor Vehicle Registration & Licensing Services Fire Brigade Services Firefighting, suppression & protection of life & property Rescue services- Motor Vehicle & Specialized Fire prevention and safety inspections Public Information Education and Relations Humanitarian Services Emergency Services Bylaws Enforcement Implementation of the fire breaks Review, comments and inputs on building plans Training & capacity building Issuing of fire investigation reports SASREA Disaster Management Institutional Capacity for disaster risk management Disaster risk assessment Disaster risk reduction Disaster response and relieve Disaster Management Information & Communication Centre SASREA Traffic Services By law enforcements, inspectorate & Municipal Court Municipal shooting range Traffic law enforcement Scholar patrols & road safety Point duties Traffic Engineering Municipal pound SASREA Escort of stray animals, marches, abnormal loads & road closures </p>	<p> Increase Safety and Security of Residents Promote traffic safety Provide traffic management services Provide disaster management service Provide firefighting and rescue services Provide fire safety compliance certificates Provide vehicles and drivers licenses services Provide vehicle roadworthy certificates </p>

KPA	Basic Service delivery and Infrastructure development
Functions	Relevant Objectives
<p>Road paint, signage & street names maintenance Accident bureau Driver's License & Vehicle Testing Services (EnaTIS) Application for leaners, drivers licenses appointments Testing, Issuing of learners, drivers licenses and PrDP Renewal of drivers licenses & PrDP Testing of vehicles for roadworthiness Application & Issuing of roadworthiness certificates Motor Vehicle Registration & Licensing Services (EnaTIS) Reregistration of motor vehicles Licensing of Motor Vehicles Application for duplications of registration certificates Issuing of temporary & Special Permits / motor trade number Issuing of business certificates Issuing of traffic registration certificates Introduction built up/trailers</p> <p>Traffic management Services Vehicle registration and testing services Security Services Provide social the protection of life and property against fire or threatening dangers Provide the rescue of life and property or other threatening danger. Provide preparedness, resilience, recovery and education for Disaster Management.</p>	

KEY ISSUES	STRATEGIES				
	SHORT TERM (Amalgamation) 2017/18	PROGRESS TO DATE AS AT MAY 2019	MEDIUM TERM (Stabilisation) 2018-2020	PROGRESS TO DATE AS AT 2019/20 FY	LONG TERM Consolidation 2020-2022
	High Vacancy Rate	Structure Revised Fill Positions	There is a need to revisits the structure Recruitment process is stagnant	None	Twenty seven position were advertised with only one filled.
Building of Mini Fire Station (s)	Business Plan finalized Business plan submitted to MIG	Municipal Land identified in 2014/15 Source funding through MIG and internal own funding. Business Plan to be submitted by end September 2019	Secure funding for 2020/21 Start with construction 2020/21	The project was put on hold due to funding.	Establishment of Mini Fire Stations
Extend operations of traffic service	Policy and procedures revised	Policy and procedures to be revised and submitted to council for approval before end June 2020	Extended hours during peak seasons (Traffic peak seasons) by June 2021	The 16 hour traffic services was extended to the Ventersdorp region which is adequate services for the municipality.	Ongoing implementation of Policies and procedures
Uniform operating hours for disaster and fire service	Establish satellite unit for disaster in all regions 3 Shift System at the VSD Fire Service is implemented	2 satellite offices (Ventersdorp and Lindequesdrift) to be established by June 2021 3 Shift System at the VSD Fire Service is implemented with effect from May 2019 24hr service implemented in all regions by May 2019	Engagements with sector departments for office space Ongoing Monitoring on 3 Shift System implemented	The three shift is operational and monitored regularly. Plans in an advanced stage for the development of the fourth shift in the Ventersdorp region.	Ongoing Monitoring on 3 Shift System implemented
Coordination of multi-sectoral by-laws enforcement	Municipal departments to participate optimally Sector departments engaged	Review By-laws and schedule public participation before council approval by June 2020 Ongoing participation on sector departments engagements	By-laws enforced	By law enforcement ongoing with additional reservist traffic warden.	Effective Integrated approach to by-law awareness & enforcement

KEY ISSUES	STRATEGIES				
	SHORT TERM (Amalgamation) 2017/18	PROGRESS TO DATE AS AT MAY 2019	MEDIUM TERM (Stabilisation) 2018-2020	PROGRESS TO DATE AS AT 2019/20 FY	LONG TERM Consolidation 2020-2022
			Weekly law enforcement programmes with multi-sectoral law enforcement is ongoing Improved joint inspection with sector departments		
Location of Disaster management center	Business plan for relocation of center Funding sourced from other sectors	Funding sourced through MIG The overall project is at 40% progress. Estimated to be complete by Dec 2019	Center relocation commences	No relocation can take place as the building remains in complete. Project to be re-advertised.	One stop center established
Re-instatement of the DLTC System in Ventersdorp Region	Establishment of office space in Ventersdorp region	System up and running. DLTC housed in the make shift structure(not purpose built) together with fire and rescue services Request internal funding for 2020/21 financial year to renovate the identified building destroyed during community protest	Province to re-instate the system in the space to be agreed upon	The DLTC service is operational, with limited services. The services to be extended to a full scale as soon all challenges are addressed. A community safety precinct building planned to address office space requirement.	Rendering of all Licensing and Registration Services
Building Capacity for the establishment of the Land Transportation Unit (Public Transport) within the Traffic Section.	Approval of the proposed structure.	Proposed filling of the vacancy to ensure compliance with the Land Transport Act before end June 2019	Filling of vacant positions in the proposed structure once approved.	The position of the Land Transport Officer filled. Ongoing plans on drafting a proposed structure for land transport functions.	Implementation for effective management of the Land Transportation matters

KEY ISSUES	STRATEGIES				
	SHORT TERM (Amalgamation) 2017/18	PROGRESS TO DATE AS AT MAY 2019	MEDIUM TERM (Stabilisation) 2018-2020	PROGRESS TO DATE AS AT 2019/20 FY	LONG TERM Consolidation 2020-2022
	Establishment of the Municipal Court and Expansion thereof to Ventersdorp region	Construction of the structure and resourcing of the structure	Request budget for 2020/21 for municipal services to be connected	Expansion to the Ventersdorp Region	The municipal court functions will only be based in the Tlokwe region, the Ventersdorp region will continue with the normal court utilisation.
Coordination of all Community Safety Programs in JB Marks	Induction of newly identified Forum members within the municipal area	Pilot project was launched, lapsed due to custodian/ ownership dispute.	Political buy-in to resuscitate the Community Forum	No progress to date. Plans in place to ensure establishment of community safety forum.	Establishment of Crime fighters/ community patrollers in all Wards of the municipality

Community Services & LED

KPA	Community Services & LED
Functions	Lead Objectives
Coordinate and implement LED strategies and programmes projects Promote and support SMME development Promote and market tourism development Promote stakeholder participation in the economy Promote and attract investment Promote and support job creation initiatives Coordination of Library and Information services Arts, Culture and heritage Management of Sports and Recreation Facilities Coordinate mass participation programmes	Increase community Self-Sufficiency Attract new investment Promote SMMEs Growth Promote BBBEE Promote Tourism Coordinate EPWP Facilitate Job creation Increase access to Recreational Opportunities Preserve and market Heritage Sites and Landmarks Promote Arts, Sports and Culture Provide accessible, convenient library services

KEY ISSUES	STRATEGIES			
	SHORT TERM (Amalgamation)	PROGRESS TO DATE AS AT MAY	MEDIUM TERM (Stabilisation)	LONG TERM Consolidation
	2017/18	2019	2018-2020	2020-2022
Underfunding of LED function	Business case for more funding developed	3 Business plans were submitted during 2018/19 financial year and not yet resolved	Business Plans for external funding to be developed	Hold LED Summit
Outdated LED Strategy	Strategy revised and adopted (summit)	Draft LED Strategy not yet developed for JB Marks (Currently in place for Tlokwe and Ventersdorp) JB Marks LED Strategy to be finalized and submitted to council by December 2019	Implementation	Monitoring
No enforcement of trading regulations	Trading regulations and by-laws revised and adopted	Draft Trading regulations and by-laws for JB Marks not yet submitted to council for public participation and council approval To be done by December 2019	Appointment of compliance officers	Implementation and reporting

KEY ISSUES	STRATEGIES			
	SHORT TERM (Amalgamation)	PROGRESS TO DATE AS AT MAY	MEDIUM TERM (Stabilisation)	LONG TERM Consolidation
	2017/18	2019	2018-2020	2020-2022
	Capacitating of the enforcement unit	Appointed 1 compliance officer out of 2 budgeted for There is a need to have 3 compliance officers		
Non-optimisation of mining opportunities	Stakeholders consulted	Currently there are 2 mines in the municipal land and no socio responsibilities are done	Strategy implemented Establish mining committee and labour spinoffs	Monitoring
	Strategy to optimise benefits developed	Currently legal process unfolding from 2015/16 financial year		
Participation in Agriculture sector	Stakeholders consulted	The municipality is currently assisting the emerging small farmers with equipment by lending Assisted corporatives in the agricultural sector to participate in the COOP 2020 event in Bloemfontein by June 2018	Strategy implemented	Monitoring
	Strategy to 83 optimize participation developed			
Lack / Improve of coordination between municipality, province and national departments	Liaison with province and national department of small businesses	During 2017/18 administration Muni-MEC meetings scheduled improved the coordination	Coordination Support	Monitoring
Implementation of the Business Act	Implementation extended to all municipal regions	Appointed 1 compliance officer out of 2 budgeted for There is a need to have 3 compliance officers Draft Trading regulations and by-laws for JB Marks not yet submitted to council for public participation and council approval To be done by December 2019	Gazetted also Ventersdorp Region	Workshops SMME development workshop
Clarity on Rural development function	Council resolution on Rural development function Function properly located / alignment and clustering with LED	Need for structure to be reviewed by December 2019	Recruitment of staff	Performance reviews
Jobs creation	Consolidated Reports: LED activities, capital projects opportunities and EPWP	434 EPWP workers for 2018/19 financial year and more than 500 for 2017/18 financial year	Reporting	Reporting

KEY ISSUES	STRATEGIES			
	SHORT TERM (Amalgamation)	PROGRESS TO DATE AS AT MAY	MEDIUM TERM (Stabilisation)	LONG TERM Consolidation
	2017/18	2019	2018-2020	2020-2022
		2019/20 Business plan for EPWP initiatives approved in May 2019. Estimated to employ at least 200 EPWP contract workers		
Action plan to liaise with service providers and businesses	Tap in Social responsibility funds for SMME's development	The municipality partnered with ABSA for funding and training of SMMEs from 2016/17 to date the program is ongoing NEDBANK partnered with the municipality to train SMMEs from 2014 to date SANRAL appointed 2 local contractors to cut grass on the N12 road for 2019/20 financial year	Training of SMMEs	Availing opportunities
Enterprise Development	Identify and develop local business for micro businesses	Collaborated with SEDA for training of at least 100 local business Department of Small Business for procurement of equipment for at least 15 local business	Create job opportunities at Sport facilities and events	Reporting
Illegal dumping	Vigorous Community awareness campaigns conducted	Ongoing Community awareness campaigns	Community awareness campaigns conducted Collaboration with law enforcements	Community awareness campaigns conducted Collaboration with law enforcements
	Collaboration with law enforcements	Schedule policy workshop by December 2019 Consolidated and comprehensive Policies and By-Laws to be adopted not later than June 2020		
	Anti-littering strategy developed			
Shortage of burial space and Licensing of cemeteries	An Audit of all burial sites conducted (This includes at the villages and at Lindequesdrift)	Audit was done in 2017/18 financial year 2 (New Hosking and Muslim) cemeteries are currently active as at 2018/19 financial year. The New Hosking cemetery is estimated to be full before end of 2019/20	Gradually extend the burial services to the rural areas in line with the Villages, Townships and Small Dorpies (VTSD) concept	Maintenance

KEY ISSUES	STRATEGIES			
	SHORT TERM (Amalgamation)	PROGRESS TO DATE AS AT MAY	MEDIUM TERM (Stabilisation)	LONG TERM Consolidation
	2017/18	2019	2018-2020	2020-2022
		<p>The old town cemetery, Kanana, Sarafina and Promosa Tlokwe regions are full</p> <p>In the Ventersdorp Region the old Tshing (Makweteng) and old Ventersdorp are full</p> <p>There is an urgent need for 30 to 40 hector for the new regional cemetery for JB Marks by June 2020</p> <p>There is a need for cemetery to be developed for Lindequesdrift by June 2021</p> <p>Matlwang and Ventersdorp Villages to be incorporated in the bylaws of the JB Marks by June 2021</p>		
	Community engagements on the alternative innovative burial methods	Public participation awareness program to unfold during the 2019/20 financial year		
	Exhumation and reburial of the Ventersdorp region 47	<p>Exhumation and reburial of the Ventersdorp region 47 completed in September 2018</p> <p>The space where exhumation done need to be fenced as the extension of the cemetery. To be budgeted for during the 2020/21 financial year</p>		
	Licensing of cemeteries	Submitted all necessary documentation with regard to Tshing Cemetery to province as		

KEY ISSUES	STRATEGIES			
	SHORT TERM (Amalgamation)	PROGRESS TO DATE AS AT MAY	MEDIUM TERM (Stabilisation)	LONG TERM Consolidation
	2017/18	2019	2018-2020	2020-2022
		requested. The municipality still response from Department of Environment		
Waste Management	<p>Refuse removal model revised</p> <p>establish the Street champions for refuse removal (Executive Mayor's project</p>	<p>The refuse removal model is in progress Currently rolled out the wheelie bins from 2017/18 financial year to date</p> <p>the project was rolled out during 2016/17 and 2017/18 financial years</p> <p>The municipality currently procured Skips and there is a need for sites, fencing, paving, amongst others for 25 identified sites (20 for Potchefstroom and 5 for Ventersdorp) to be conclude the process. The project is estimated to be finalized by June 2021.</p> <p>The municipality is currently part of the Phase 2 Flag Ship Program championed by Department of Environmental affairs from 2018/19 financial year an ongoing to date. The Business plan is developed and approved awaiting funding</p> <p>There is an ongoing process on maintenance of the street litter bins in the CBD</p> <p>The access road to the Felophepha landfill site is budgeted for 2019/20 financial year and for Ventersdorp is anticipated to be budgeted for 2020/21 financial year</p>	<p>Roll out plan for wheelie bins</p> <p>Transfer stations per ward (skips) and extend to rural areas</p> <p>Recycling</p> <p>Provide and maintain the street litter bins in the CBD</p>	Sustainable service provision

KEY ISSUES	STRATEGIES				
	SHORT TERM (Amalgamation)	PROGRESS TO DATE AS AT MAY		MEDIUM TERM (Stabilisation)	LONG TERM Consolidation
	2017/18	2019		2018-2020	2020-2022
Environmental Management	SLA to be signed with the District municipality	Municipal Health and Environmental Services championed by District and working together with the municipality		Enforce Environmental Impact Assessment regulations	Enforce legislative requirements
Water Quality	Monitor and Audit the quality of according to SANS 241-1 standards	Ongoing process. On annual basis results on status quo are published on local newspaper. JB Marks town and township areas are above 95%. The villages are below 90%		Lack of human capital, to assist in chlorinating the boreholes. Retain Blue and Green Drop status Forge compliance in Ventersdorp region	Sustain the Blue and Green Drop status
	Monitor and Audit the quality of according to water using license and general authorization	Departments of Water and Sanitation have not yet conducted audits of Green and Blue drops, therefore the municipality is still holding the status as at 2014/15 financial year. The municipality started internal auditing using the Blue and Green drop guidelines as from June 2019 Forge compliance in Ventersdorp region is currently being implemented and not fast-tracked due to insufficient personnel and ageing infrastructure		Ongoing monitoring	Ongoing monitoring
Landfill site	Source funding to develop cell 4 of the Felophepha landfill site	Develop business plan to be submitted to DLGHS by December 2019 Water Affairs has provided the municipality with the list of Compliance requirements for Ventersdorp to have the site operating by June 2021		Compliance at Ventersdorp to retain the license	

KEY ISSUES	STRATEGIES			
	SHORT TERM (Amalgamation)	PROGRESS TO DATE AS AT MAY	MEDIUM TERM (Stabilisation)	LONG TERM Consolidation
	2017/18	2019	2018-2020	2020-2022
Parks	Clean and greening	Properly source funding during the 2019/20 financial year	Urban greening	Continuous upkeep of parks
Maintenance of ageing facilities	Maintenance plan developed	Draft maintenance plan to be finalized by September 2019 There has been ongoing maintenance of Halls, libraries and swimming pools during 2017/18 & 2018/19 financial years	Agreements signed with provincial departments of sport development and culture	Implementation of agreements
	Facilities upgrade	Sarafina stadium upgraded during 2017/18 financial year		
	Allocate funds per guideline of 15% of MIG	15% allocated. Upgrade of Ikageng stadium for 2019/20 financial year budgeted for		
Non- compliance with sports and events act on structural engineering	Business plans for upgrading developed	The business plan for upgrading Ikageng stadium approved for 2019/20 financial year	Agreements with external funders e.g. Provincial and National Department of Sport and Recreation National Department of Arts and Culture	Implementation and monitoring of agreements
	Funds sourced for upgrading	Conditional grants and equitable share received for 2017/18 & 2018/19 financial years- upgrading of libraries The business plan for 2019/20 approved for upgrading of libraries		
Contract management of leases	All existing leases audited	Held engagement with all federations occupying municipal building concluded by June 2018	Implementation of council resolution/s	Ensure compliance with National Sport and Recreation plan
	Council resolutions status of leases	Report to be submitted to council by first quarter of 2019/20 financial year		
Uncoordinated funding of sports, arts	Funding model and policy developed	Appointed service provider to generate funding model to all sports, arts and culture	Prioritize activities for funding	Implementation and monitoring of funding model

KEY ISSUES	STRATEGIES			
	SHORT TERM (Amalgamation)	PROGRESS TO DATE AS AT MAY	MEDIUM TERM (Stabilisation)	LONG TERM Consolidation
	2017/18	2019	2018-2020	2020-2022
and culture programmes	Programmes funding centralised	programmes aligned to provincial and national programmes to be submitted to council by first quarter of 2019/20 financial year		
Renaming of sports and recreation facilities	Business plan for renaming of facilities	Public participation process to unfold by second quarter of 2019/20 financial year	Compliances with legal processes	Implementation of resolutions
	Stakeholders consultations			
Insufficient budget for sports, arts and culture programmes and library services	Business case for internal funding developed	Business plans have been developed for all programmes/ events	Source external funding from provincial department of sports development, arts and culture, national arts council, Mzansi Golden economy funding, department of trade and industry, SEDA and IDT	Implementation of Agreements
	Business plans for external funding developed			
	Development of a comprehensive outreach programme for library services			
Economic Enhancement programmes for SMME's	Partnership Agreements with organisers' of music and cultural festivals.	Currently the municipality has a once off contract in place	Oversee Collaborations between recognised national and local artist.	Implementation of partnership agreements.
	Developmental programmes for upcoming artists and groups SMME / Enterprise Development	The revised proposal to be submitted to council by second quarter of 2019/20 financial year. This includes the Collaborations between recognized national and local artist.		
Upgrading of Lakeside Recreation Resort	Development a business case model for upgrading and marketing. Agreement with grading authority in terms	Presentations were made by different companies on how to partner with municipality and upgrade the Lakeside Resort.	Compliance with all prescript and regulations for PPP initiatives	Implementation and monitoring

KEY ISSUES	STRATEGIES			
	SHORT TERM (Amalgamation)	PROGRESS TO DATE AS AT MAY	MEDIUM TERM (Stabilisation)	LONG TERM Consolidation
	2017/18	2019	2018-2020	2020-2022
	of requirements. Partnership Agreement with possible investment Community needs assessment.	The report to be submitted to Mayoral Committee by the next scheduled meeting during 2019/20 financial year		
Formalisation of Tourism Sector	Development of Terms of Reference for creating an Integrated Tourism Forum consisting of all Local Tourism Organisations in the Tlokwe and Ventersdorp Region.	Individual sector Local Tourism Associations and organisations were established before the amalgamation and now as one municipality the private sector is fragmented. Tourism needs to be Government Lead, Community Based and Private Sector Driven. In order to oversee the tourism private sector whilst still in line with the National Tourism Sector Strategy, a Forum needs to be established in order to lead the sector.	Establishment of inclusive JB Marks Tourism Forum with all local tourism organisations in the municipal area, in line with the National Tourism Sector Stratetegy by end June 2020.	Implementation and Monitoring

Technical Services

KPA		Basic Service delivery and Infrastructure development	
Functions		Lead Objectives	
Bulk Electricity Community lighting Electricity Reticulation High mast Lights Alternative Energy Services Maintenance Planning and structuring of the municipality	Bulk Water Supply water reticulations sewer reticulations roads and storm water, project and programme management on all capital civil engineering projects Mechanical services Coordination of housing services Building regulation and enforcement	Provide access to sustainable land Create integrated planning Increase access to land Provide integrated housing opportunities Provide building control services	Provision municipal roads service Provide potable water Provide sanitation sewage service Provide electricity services Provide street lighting Provide and maintain burial facilities Provide and maintain municipal infrastructure Improve water quality Improve access to public facilities Improve and expand parks and open spaces, Provide and maintain burial facilities Promote clean environment Promote environmental sustainability

KEY ISSUES	STRATEGIES				
	SHORT TERM (Amalgamation)	PROGRESS TO DATE AS AT MAY 2019	MEDIUM TERM (Stabilization)	PROGRESS TO DATE AS AT 2019/20 FY	LONG TERM Consolidation
	2017/18		2018-2020		2020-2022
Inadequate bulk supply of electricity Shortage of electricity in the rural areas Poor maintenance of high-mast lights	Update electricity Master Plan Business plan developed to access funding	Draft Master plan in place and not yet approved. To be submitted to council before end June 2020 The master plan informs the business plan Currently in the process of replacing old cables Funding on High-Mast lights to be sourced	Capacity upgraded across the infrastructure Finalization of Ventersdorp region Master Plan Re-metering of electricity infrastructure Upgrade electricity substations Replacement of old cables	The Consolidated master plans for all disciplines (Water, Electricity and Roads) a meeting was scheduled for presentation to the technical service management on the 31 March 2020, before a report could be tabled to council for adoption and approval. An audit is plan and to be completed by June 2020, to	Upgrade electricity substations Replace old cables Maintain and install new high mast lights

KEY ISSUES	STRATEGIES				
	SHORT TERM (Amalgamation)	PROGRESS TO DATE AS AT MAY 2019	MEDIUM TERM (Stabilization)	PROGRESS TO DATE AS AT 2019/20 FY	LONG TERM Consolidation
	2017/18		2018-2020		2020-2022
Loss of electricity	Introduce smart meters	in 2019/20 financial year and to be implemented in the 2020/2021 financial year Project to start in the beginning of 2019/20 financial year from Ventersdorp area and extended to Potchefstroom	Maintain and install new high mast lights	determine the exact number households in need for the smart meters and the number households for the illegal connections, before implementation of a project. Funding was requested through the Municipal Infrastructure Grant (MIG) for the installation of the high Mast lights in starting from the 2020/21 financial year. The upgrade of electricity substation and replacement of old cables where budgeted for the 2020/21/22.	
Inadequate bulk water and sanitation supply Ageing infrastructure Poor water reticulation Lack of sanitation services at some of the areas	Integrate water and sanitation policies and strategies	Integration of water and sanitation by-laws were developed and currently being implemented. The WSDP is currently being developed and to be finalized by June 2020 Develop the water Conservation and Demand Management Strategy by June 2020 Developed the Blue and green Drop	Develop the Water Service Development Plan (WSDP) Develop the water Conservation and Demand Management Strategy Develop the Blue Drop Strategy Develop the green drop improvement strategy Conduct underground water studies Revitalise and commission	The bylaws ready and submitted for approval by Council. The Water Service Development Plan (WSDP) is currently at a concept stage and plan for completion by end October 2020. The business plans has been	Replace old infrastructure Upgrade the water purification plant Upgrade the waste water treatment plants

KEY ISSUES	STRATEGIES				
	SHORT TERM (Amalgamation)	PROGRESS TO DATE AS AT MAY 2019	MEDIUM TERM (Stabilization)	PROGRESS TO DATE AS AT 2019/20 FY	LONG TERM Consolidation
	2017/18		2018-2020		2020-2022
		<p>Strategy. The improvement is ongoing</p> <p>Under ground water studies in progress to completed by June 2020</p> <p>Revitalize and commission some of the boreholes progress to completed by June 2020</p> <p>Ongoing progress in replacing old water infrastructure (i.e water pumps)</p> <p>The Ventersdorp Water purification plant is still need to be upgraded by June 2020</p> <p>Upgrade the waste water treatment plants process of is upgraded</p>	some of the boreholes	<p>developed for water demand and conservation strategy for funding.</p> <p>The Municipality to appoint a service provider to conduct the underground study and revitilation and commissioning of the boreholes.</p> <p>Water safety plan (WSP) – blue drop strategy</p> <p>Waste water risk abatement plan (W_2RAP) - green drop strategy.</p> <p>Is in place however the need to update to latest version.</p> <p>Tshing pump station has been refurbished.</p> <p>A developer has been appointed to upgrade the water treatment plant & waste water treatment and currently at the design stage.</p>	
	Develop maintenance plans Bulk water & reticulation of water system at Boikhutsong village	Currently implemented and to be finalized in the 2018/19 financial year			
	Water development at Rysmierbult settlement				
	Erection of 300 VIP toilets at Boikhutsong village	Currently ongoing and to be completed in the 2018/19 financial year			

KEY ISSUES	STRATEGIES				
	SHORT TERM (Amalgamation)	PROGRESS TO DATE AS AT MAY 2019	MEDIUM TERM (Stabilization)	PROGRESS TO DATE AS AT 2019/20 FY	LONG TERM Consolidation
	2017/18		2018-2020		2020-2022
<p>Submission of Business Plan to Sedibeng Water for support</p> <p>Ventersdorp region with upgrade of water system (Drought relief programme)</p> <p>Water development business plan at the following villages: Goedgevonden, Tsetse, Welgevonden, Joko, Ga-Mogopa and Rysmierbult</p>	<p>Not yet done. To be submitted in the 2019/20 financial year</p>		<p>The VIP 300 VIP toilets in Boikhutsong is completed.</p> <p>In the 2020/21 re-advertisement of service provider for the development of the reticulation.</p> <p>Rysmierbult has be completed in the 2018/19 financial year.</p> <p>(Tsetse & Gaamogopa and Welgevonden) a service provider would have to be appointed for implementation in the 2021/22 and outer years.</p>		

KEY ISSUES	STRATEGIES				
	SHORT TERM (Amalgamation)	PROGRESS TO DATE AS AT MAY 2019	MEDIUM TERM (Stabilization)	PROGRESS TO DATE AS AT 2019/20 FY	LONG TERM Consolidation
	2017/18		2018-2020		2020-2022
Poor roads maintenance Lack of internal roads	Develop and integrated road master plan Develop road maintenance plans	Draft in place to be finalized by June 2020	Upgrade roads Reseal roads	The Consolidated master plans for all disciplines (Water, Electricity and Roads) a meeting was scheduled for presentation to the technical service management on the 31 March 2020, before a report could be tabled to council for adoption and approval. Once the master plans are approved the priority list would be drawn from there. Furthermore the roads are being upgraded on the bases of the funds available.	Upgrade roads Reseal roads
	Develop new roads in accordance with the revised MIG programme Reseal and upgrade other roads in accordance with the approved programme	Funds need to be sourced. Request for funding to be done (MIG Application) in the 2019/20 financial year			
Vandalism of Infrastructure	Community awareness campaigns conducted	Ongoing Community awareness campaigns conducted	Community awareness campaigns conducted Collaboration with law enforcements	The ward counselors during the community meeting encouraged to continuously educate community on the consequences of the vandalism of infrastructure.	Community awareness campaigns conducted Collaboration with law enforcements
	Collaboration with law enforcements				
Maintenance plan	An updated or reviewed plan put in place	Updated the electricity maintenance plan Roads, water and waste maintenance plans to be finalized by June 2020	Budget for a Maintenance plan secured	Continuous maintenance of facilities. Will also be tabled to council with the master plan.	Continuous maintenance of facilities

KEY ISSUES	STRATEGIES				
	SHORT TERM (Amalgamation)	PROGRESS TO DATE AS AT MAY 2019	MEDIUM TERM (Stabilization)	PROGRESS TO DATE AS AT 2019/20 FY	LONG TERM Consolidation
	2017/18		2018-2020		2020-2022
Fragmented housing and planning strategies	SDF, HSP and LUS revised and adopted as a draft	SDF will be finalized during the 2019/20 financial year after the municipality partnered with District to finalise the review HSP and LUS to be finalized in 2019/20 financial year	Final document of the SDF, HSP and the LUS	Implementation of the SDF, HSP and LUS	Implementation of the SDF, HSP and LUS

SECTION D

PROJECTS

Development Projects

Chapter 4 of the Local Government: Municipal Systems Act. No 32 of 2000 discusses Public Participation process in detail and how it is imperative for the municipality to develop the culture of community participation. Section 16 states that:

A municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose: Encourage and create conditions for, the local community to participate in the affairs of the municipality including in-

The preparation, implementation and review of its integrated development plan in terms of Chapter 5;

The establishment, implementation and review of its performance, including the outcomes and impact of such performance in terms of Chapter 6;

The monitoring and review of its performance, including the outcomes and impact of such performance;

The preparation of its budget; and

Strategic decisions relating to the provision of municipal services in terms of Chapter 8

Contribute to building the capacity of-

The local community to enable it to participate in the affairs of the municipality; and

Councilors and staff to foster community participation; and

Use of its resources, annually allocate funds in its budget, as may be appropriate for the purpose of implementing paragraphs

There is a requirement that the municipality should consult with communities during the identification of needs, prioritisation of projects. The following is the outcome of the consultation process per ward. Wards needs have been identified followed by projects per Department.

With the above mentioned. The municipality held public participation where the status of the 2018/19 IDP was updated and community needs on projects revisited. It should be noted that not all community needs will be catered for on the financial year under review due to the limited resources the municipality has. Therefore, needs identified will be attended to through sourcing external funding and capacity from other sector departments if approved.

Projects are categories as follows:

Progress on projects identified implemented

Projects that were planned for but due to limited financial resources and reprioritization in terms of urgency could not be implemented

Proposed projects to be implemented in the 2019/20 financial year

Projects that are unfunded and still need to be implemented

COMMUNITY NEEDS

COMMUNITY NEEDS FROM 2017/18 FINANCIAL YEAR

It should be noted that Annexure on additional community needs for implementation 2020/21 financial year is attached.

WARD 1			
VILLAGE/AREA	NEEDS	PRIORITIZATION	RESPONSIBLE DEPARTMENT
JOHNNY'S PLACE, SARAFINA	<p>The following streets were identified in order of priority</p> <ol style="list-style-type: none"> 1. Gaabalwe Street 2. Karabo Street 3. Dlhomo Street 4. Phomolang Street 5. It was further emphasized that all other streets without paving should be graded so that they can be user friendly 	<p>Other issues that were raised as crucial were the following,</p> <p>The Thusong Centre Project should be revitalized because it now 7 years after the official launch of the projects.</p> <p>All the stands which only have the foundations should be dealt with as soon as possible.</p> <p>85 empty stands with no RDP houses</p> <p>Sarafina has two rooms and needs further upgrading to 4</p> <p>Roofs are in a state of decay and Council should assist.</p> <p>The community also requested the installation of Solar Geysers</p>	<p>Technical Services</p> <p>Community Services & LED</p> <p>Community Safety</p> <p>Housing Unit</p> <p>Relevant Sector Department</p>
MAJOLA'S PLACE, SARAFINA	<p>Paving of the following Streets: Sehlathi, Thembisile, Thembeka, Serethe, Sebotha, Seithati, Thembi, Thamaga, Senwelo, and Serwalo. By 2020 all streets must be paved.</p> <p>Sewerage: Poor plumbing in some of the RDP.</p> <p>Potholes and Streets must be graded</p> <p>Unemployment: Youth to be empowered</p> <p>Bath System and Binfilling especially at Thembi Street. Province to look on how they can assist.</p> <p>Incomplete RDPs.</p> <p>Open stands (Erf).</p> <p>Request for solar geyser and bath system.</p> <p>Building of Thusong Centre (Police station, Home Affairs, Clinic, Sassa). In three years' time it must be attended to and must be completed by 2020</p> <p>Repair of manhole and meters.</p> <p>Speed humps Wat Sereo, Stadium, Kopano, Sebone</p>	<p>PRIORITY COMMUNITY NEEDS OF 5 YEAR IDP</p> <p>Paving of the following Streets: Sehlathi, Thembisile, Thembeka, Serethe, Sebotha, Seithati, Thembi, Thamaga, Senwelo, Serwalo</p> <p>Building of Thusong Centre (Police station, Home Affairs, Clinic). In three years' time it must be attended to and must be completed by 2020</p> <p>High School</p> <p>Electricity.</p>	<p>Technical Services</p> <p>Community Services & LED</p> <p>Community Safety Housing Unit</p> <p>Relevant Sector Department</p>

WARD 1			
VILLAGE/AREA	NEEDS	PRIORITIZATION	RESPONSIBLE DEPARTMENT
	High School. Park for kids Mall. Toilets Floodline area.		
MAJOLA'S PLACE, SARAFINA	<p>Paving of the following Streets: Sehlathi, Thembisile, Thembeka, Serethe, Sebotha, Seithati, Thembi, Thamaga, Senwelo, Serwalo. By 2020 all streets must be paved.</p> <p>Sewerage: Poor plumbing in some of the RDP.</p> <p>Potholes and Streets must be graded</p> <p>Unemployment: Youth to be empowered</p> <p>Bath System and Binfilling especially at Thembi Street. Province to look on how they can assist.</p> <p>Incomplete RDPs.</p> <p>Open stands (Erf).</p> <p>Request for solar geyser and bath system.</p> <p>Building of Thusong Centre (Police station, Home Affairs, Clinic, Sassa). In three years' time it must be attended to and must be completed by 2020</p> <p>Repair of manhole and meters.</p> <p>Speed humps Wat Sereo, Stadium, Kopano, Sebone</p> <p>High School.</p> <p>Park for kids</p> <p>Mall.</p> <p>Toilets</p> <p>Floodline area.</p> <p>Gaabalwe Street</p> <p>2. Karabo Street</p> <p>3. Dlhomo Street</p> <p>4. Phomolang Street</p> <p>5. It was further emphasized that all other streets without paving should be graded so that they can be user friendly</p>	<p>PRIORITY COMMUNITY NEEDS OF 5 YEAR IDP</p> <p>Paving of the following Streets: Sehlathi, Thembisile, Thembeka, Serethe, Sebotha, Seithati, Thembi, Thamaga, Senwelo, Serwalo</p> <p>Building of Thusong Centre (Police station, Home Affairs, Clinic). In three years' time it must be attended to and must be completed by 2020</p> <p>High School</p> <p>Electricity.</p>	<p>Technical Services</p> <p>Community Services & LED</p> <p>Community Safety</p> <p>Housing Unit</p> <p>Relevant Sector Department</p>

WARD 2		
VILLAGE/AREA	NEEDS/PRIORITIZATION	RESPONSIBLE DEPARTMENT
	<p>SPATIAL ANALYSIS/issues</p> <p>Some illegal land uses in Wilgeboom and land uses in conflict with agricultural and residential land uses (area is earmarked for future residential development). Rather be pro-active than reactive. Should be managed properly. Most of the houses are also built within the 1:100 year flood line and without approvals and building plans. Spatial development must be in line with Spatial Development Framework's guidelines and proposals. Assessment of the 100 year Flood line (this is a major issue with rain)</p> <p>ENVIRONMENTAL MANAGEMENT</p> <p>Air quality management especially with piggeries and chicken farms / rendering plant Groundwater abstraction on farms and smallholdings needs Water Use License Applications and other relevant permissions Mining, agri-businesses must all comply with NEMA (environmental) and other legislation for sound environment and sustainable development.</p> <p>BASIC SERVICES & INFRASTRUCTURE</p> <p>Roads (especially gravel roads) are in poor conditions – not maintained and not correctly constructed with contours (should take gradient in consideration for water flow). Roads need attention especially after the heavy rains. Waste removal – currently no refuse removal in the area. Rates and taxes paid but no maintenance of roads, regular electricity outages during storms, no waste removal.</p> <p>SOCIAL PROFILE</p> <p>Few job opportunities and many immigrants working on the smallholdings Mobile clinics for farm workers and smallholdings Farm workers usually don't have means of transport – suggestion for public transport. Perhaps a route from Potch Hospital and/or the taxi rank to Groenewald's Residence at certain times during the day. Proper pipes for storm water on Water Street. And maintenance of the roads. See attached. We still need ROADS & REFUSE DUMP on the southern side of town for Wilgeboom and Mooibank Lindequesdrift.</p> <p>- Improved Service delivery to Dome Area:</p>	<p>Technical Services Community Services & LED Community Safety Housing Unit Relevant Sector Department</p>

WARD 2		
VILLAGE/AREA	NEEDS/PRIORITIZATION	RESPONSIBLE DEPARTMENT
	<p>Refuse. Road Maintenance</p> <p>- A Request would be that the IDP make provision for Marketing the Dome and that the approved budget is then used for that purpose (and that purpose only).</p> <p>Improved Rural Service Delivery:</p> <p>Skips / Refuse dumps in Ward 2 (Waste transfer station)</p> <p>Urgent assessment and upgrading of storm water system in Mooibank and Wilgeboom.</p> <p>Also, Need some form of refuse removal in Mooibank</p> <p>No info from Mayor on the Lindequesdrift Hall</p> <p>The Tar Roads need attentions (Potholes and resealing)</p> <p>- Most roads, but especially Govan Mbeki and Louw and Viljoen streets.</p> <p>- Control Illegal dumping!</p> <p>- Street lighting improvement in Small holdings (Wilgeboom / Mooibank)</p> <p>This is the feedback from the community as it stands.</p> <p>Reality is that Ward 2 needs better attention overall, with all aspects of service delivery. Electricity is unstable, refuse is not removed and the roads are terrible.</p>	

Ward 3		
Village/Area	Needs/Prioritization/Comments	Responsible Department
	<p>Tarring of the dirt road at the back of the Villas in Baillie Park between the new Total garage and De Wilge High School - Kanaalweg.</p> <p>Fencing of Maherry Park in Miederpark and demolition of the old bus stop building as well as a high mast light in the middle of the park.</p> <p>Water pressure and water supply in Hattingh Street, Weyers street, Gabru Street and other surrounding streets, Baillie Park.</p> <p>There is not sufficient water supply</p> <p>Re-sealing of the canal in Ditedu Street, Baillie Park.</p> <p>The water seeps through the canal and into all the properties in Ditedu Street</p> <p>Traffic circle in Parys avenue at Wynne Street (and including Erika Street in Grimbeekpark).</p> <p>Safety at all Schools in Ward 3. Insufficient amount of Zebra crossings at schools and speedbumps to ensure SLOWING down of vehicles in front of the schools in our ward. Especially at Woel en Werskaf nursery school in Baillie Park.</p> <p>Tar roads and street lights at Vyfhoek area.</p> <p>Replacement of the wooden barriers in Parys avenue – direction OUT of town on the left hand side.</p> <p>Recycling at Klipdrift area. - install the SKIPS and start a recycling project to uplift the area.</p> <p>Service delivery-</p> <p>The traffic signs, street names and lines on the roads need to be serviced more regularly.</p> <p>The roads need to be resealed.</p> <p>Patching of Potholes.</p> <p>Water pipes need to be replaced – especially in Baillie Park.</p> <p>Sewerage leaks and blockages are increasing.</p> <p>Beautify the entrance to our city at the N12 in between Tegniese Hoërskool and the Total garage.</p>	<p>Technical Services</p> <p>Community Safety</p> <p>Community Services &LED</p> <p>Planning and Housing unit</p> <p>Relevant Sector Department</p>

Ward 4		
Village/Area	Needs /Prioritization	Responsible Department
	Roads in Ext 9 and entrance houses from N12 Resurfacing of Paul street Streetlights or High mast light for Ext 9 / N12 Park for kids in Ext 9 and Kanana Mandela road extended and Eskom road re-done Toilets and water for Baipei in Ext 9 Dirt roads to be paved (short street out of Tlotlanang street) Resurfacing of roads in ward 4 – Tlotlang Repair of Cnr of Louw and Albert Nel Repair of stormwater gully's in town Community hall in Ikageng part of ward 4 Soccer & Netball field- Next to Sarafina road entrance Park at Sarafina Road entrance Parking at Potch Primary Street name boards Rubbish dump sites with skips in Ikageng ward 4 Upgrading of storm water and roads Additional needs The trimming and cutting of trees and bushes Roads all entry roads to mountain view are not accessible for cars Refuse removal in EXT 9 Street Lights or High Mast Lights Water, Toilets and Electricity Managing of storm water The pinning of stands Lease Agreements Filling and making safe of gwarry where children are swimming in Skoti area. EPWP Jobs	Technical Service Community Safety Community Services &LED Housing Infrastructure Safety / Parks

Ward 5		
Village/Area	Needs /Prioritization	Responsible Department
	<p>ROADS AND TRANSPORT. Widening of streets Serious attention needs to be given to some streets where there are many potholes Street humps needs to be painted Street signs and street names must be attended to urgently Resealing of streets</p> <p>PARKS The parks need to be attended to in terms of fences and gates.</p> <p>INFRASTRUCTURE Attend to water problems</p>	Technical Service Community Services & LED Housing unit Relevant Sector Department

Ward 6			
Village/Area	Needs	Prioritization/Comments	Responsible Department
Ikageng	Renovate and Maintain Ikageng Park Provide Skip and wheelie bins to eradicate illegal dumping Resealing and Maintenance of Roads Job Opportunities and youth empowerment Cutting of grass especially at the hostels. The Workshop/Store next to the Municipal building should be upgraded for business purposes. Speed humps at Mogotsi Street Upgrading of ageing infrastructure(Stormwater Drainage & Sewer pipes) Replace damaged electricity meters Maintenance of High mast lights Paving of Sidewalks. Fixing of roads Upgrading of sawage system Completion of lights in industrial park	The workshop/store should be upgraded for business purpose Provision of Skip and wheelie bins Resealing of Roads Speed humps Toilets Upgrading of Sewerage and storm water drainages Replacement of faulty electrical meters Paving of sidewalks Maintenance of high mast lights Upgrading of Ikageng Memorial park Youth empowerment Challenges Ikageng Park is in bad condition, not fenced and people use it to smoke dagga. Community members are attacked and robbed as they pass next to the park. Illegal dumping on the streets and next to Ikageng Crèche Faulty electrical meters	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department

Ward 7			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	<p>ROADS AND TRANSPORT. Widening of Albert Luthuli Street between Louise Le Grange Avenue and traffic circle constructed at the corner of Luthuli and Wilgen Street Serious attention needs to be given to some streets where there are many potholes (Vyncke Street is particularly bad). Street humps are not painted and are irregular anyway. Street signs and street names must be attended to urgently, especially stop streets, as they pose a serious danger. Most of the streets need resealing.</p> <p>PARKS The parks in Coetzee Street and Eleazer Street, while there has been an improvement, still need attention in terms of fences and gates. The Gunner's Memorial needs constant attention, although at present it is looking quite good.</p> <p>SPORTS FACILITIES The tennis courts in Coetzee Street need complete refurbishment. As they are also used for basketball, this would be a good opportunity to have them upgraded, together with the clubhouse. There are no other such facilities in the Ward.</p> <p>INFRASTRUCTURE The most worrisome water problem is at the corner of Meyer and Dwars Streets. It will require a major upgrade. Meyer Street needs widening from Thabo Mbeki Road to Louis Le Grange – it carries the heaviest traffic load in the city. It is partly in Ward 25 and partly in Ward 7</p>		<p>Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department</p>

Ward 8			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	<p>Fencing of passage between Thembalidanisi, Taung Side. Criminal activities are taking place and houses and old people next to the passage are being affected. Rooms and toilets at hostel are not in a good condition. Rooms are empty and people staying at Mathoteng can be allocated rooms in the hostel. Toilets are old. Need assistance and new toilet system. Street at Moeledi's is always full of water when it rains which is dangerous for children. New toilet system is still a problem. It has been</p>	<ol style="list-style-type: none"> 1. Toilets 2. Dumping Site (Mini dumping site/Skips) 3. Youth Development Centre (Next to Boiki Tlhapi Clinic). Address job creation, talent and Development of Skills. 4. High Mast Lights 5. Erven 6. Hostels to be renovated. 7. CCTV Cameras 8. Dustbins/Skips to be provided 9. EPWP 10. Re-constructing of Moeledi and Tsago Streets 11. Fencing of passage between Thembalidanisi, Taung Side 	<p>Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department</p>

Ward 8			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	<p>installed but the quality is not up to standard.</p> <p>Illegal dumping is taking place at the Indian Centre, land at Ndaba's place can be utilised as a mini dumping site.</p> <p>CCTV cameras to be installed in Ikageng at the entrance of Bathoeng Street.</p> <p>Youth development of Art: Recording Studios. Help with the arrangement of the studios e.g. usage of dilapidated area in front of Boiki Thapi.</p> <p>Dumping Site: Drums/Skips to be allocated for people to use to do away with illegal dumping.</p> <p>Allocation of housing and land, toilet facilities, houses are full of unemployed people.</p> <p>Requesting a proper house as a resident of Potchefstroom.</p> <p>Power light to be requested in the area of danger zone.</p> <p>Identify houses that need to be renovated so that our people must have decent houses.</p> <p>Allocation of land since we submitted out names.</p> <p>Rent is too high for pensioners.</p> <p>Unemployment of youth.</p> <p>How do you appoint people to clean our Wards?</p> <p>Each Ward must be cleaned by its own members.</p> <p>Illegal dumping site at Ndaba's place. (Open spaces are used for illegal dumping)</p> <p>Place between Ward 8 and Ward 12 is dangerous. People are going to be injured by criminals.</p> <p>Housing problem.</p> <p>Old houses of the municipality to be renovated.</p>		

Ward 9			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	<p>Dumping sites in Mohadin need to be cleaned Promosa Road to Mohadin must be cleaned. Bushes must be cut for safety of motorists Speed humps not visible. The road from Mogolodi Street that joints Lekhele Street in old Ikageng must be cleaned. Indigents in Mohadin need assistance from Council to register. Slabs Section needs basic services e.g., water, sanitation and electricity. Residents from Slabs Section transfer electricity from one yard to another and the cables are very dangerous High mast lights behind Sonderwater Speed humps Re-surfacing of roads Upgrading of sewer system High mast lights What is the Budget for Slabs Section? Slabs Section needs a Post Office. Upgrading of Poortjie Dam for recreational purposes Dumping sites in Mohadin can be converted to Sports Ground. Illegal dumping at the back of the Library needs cleaning. Mobile SAPS for Mohadin to combat crime Slabs Section needs to be re-pegged. We need a bicycle lane from the entrance of Mohadin at Promosa Road for safety to cyclists and pedestrians. Widening of road. As it is the same Government why can't the Ward Councillor just hand over the IDP of the previous year that are not finalised to the newly elected Councillors Members of the community are unable to use Mohadin Stadium because of cricket matches House breaking are rising in Mohadin Create sites for people who do not qualify for subsidies or housing loans</p>	<p>Basic services e.g., water, sanitation and electricity for Slabs Section. High Mast Lights Dumping sites in Mohadin can be converted to Sports Ground. Upgrading of Mohadin Park. High Mast Lights Upgrading of Poortjie Dam for recreational purposes. We need a bicycle lane from the entrance of Mohadin at Promosa Road for safety to cyclists and pedestrians. Widening of road</p>	<p>Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department</p>

Ward 9			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	Proclamation of Ext 12 (Sonderwater) Street Names Paving of Street Installation of communal taps across informal settlement Fixing of street lights Sites for Informa settlement (New) Paving of roadside (New) Sewer System (Mohadin) New		

Ward 10		
Village/Area	Needs/Prioritization/Comments	Responsible Department
	Unimplemented project and no feedback (complained about not receiving feedback on the previous projects that were identified during the IDP process as some of those projects are not done. He sighted the Batloung storm water drainage which was part of the previous identified projects. Maintanance of Roads and infrastructure in the ward There was a general complain about the ward having water being cut off and the quality of the water that comes out of the taps Maintenance of the parks in ward 10 Provision of jobs and bursaries for the youth Most of the street lights were not working and that there be bus/taxi shelters at most of the drop off zones Sewer problem which has been reported many times at Kubu Str and Madiehe str There is a call by the youth to have a sports ground in ward 10 The community complained about dumping sites making the township look Dirty There is a need for the repair of Old Houses, the roofs being dilapidated. The toilet project was also mentioned Speed Humps on Dithato Str The community requested that the unemployed woman and youth of the ward be given a project to clean the Graveyard	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department

Ward 11		
Village/Area	Needs /Prioritization	Responsible Department
	Open space of Mosidi Street from ward committee office to Nico's car wash to be turned into Community Park. Water drainage to be cleaned Fence the open space next to the sports ground Change of asbestos roof of old municipal houses Mainhallon each street	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department

	<p>Toilets to be fixed for the whole ward</p> <p>Resealing of the roads across the ward</p> <p>Job creation</p> <p>Maintenance of park next to shops on Magotsi street</p> <p>Fencing of hunter's soccer field, construction of changing rooms, toilets and installation of lights.</p> <p>Storm water</p> <p>Fixing sewage Drainage (New)</p> <p>Road marking (New)</p> <p>High mast lights to be fixed (New)</p>	
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Ward 12			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	<p>Adding two room to the existing two rooms</p> <p>Cover sports grounds of Keagile School to be upgraded</p> <p>Termites to be fumigated in residents houses</p> <p>Crime – Build a wall around the housed in Kgatelopele View</p> <p>Willie bins</p> <p>Illegal dumping – establish cooperatives</p> <p>To build old dilapidated toilets</p> <p>All streets to be paved/tarred road</p> <p>Street names and numbers to be finalised</p> <p>Asbestos roofing to be replaced with zinc</p> <p>Main hall to be extended</p> <p>Close open spaces</p> <p>Erect speed humps</p> <p>To upgrade meter reading</p> <p>Provide solar geysers</p> <p>Paving for the following: Lesego and Mmutle Street side walks</p> <p>Pave Marooganye and Mashao passage, next to the clinic</p> <p>Upgrade sewerage system in Bathoeng and Kolobe Street</p> <p>Upgrade stormwater drainage</p> <p>Pave Dundee Ntsoelengoe and Mampe Street</p> <p>Provide skips</p> <p>High mast lights to be fixed (New)</p>	<p><u>PRIORITITY COMMUNITY NEEDS SATION OF 5 YEAR PLAN</u></p> <p>Asbestos roofing to be replaced with zinc</p> <p>To build old dilapidated toilets</p> <p>Upgrade sewerage system</p> <p>Wall at Kgatelelopele Street</p> <p>Street name</p> <p>Humps in identified streets</p>	<p>Technical Services</p> <p>Community Services & LED</p> <p>Community Safety</p> <p>Housing unit</p> <p>Relevant Sector Department</p>
<p>Matlwang Section</p> <p>Two-line Section</p> <p>Vietnam Section</p> <p>Skoti-Phola Section</p> <p>Kgatelopele View Section</p>	<p>Toilets renewal</p> <p>Replacement of asbestos roofing</p> <p>Water bulk services pipeline system overhaul</p> <p>Building of a wall behind residential area at Kgatelopele View Section</p> <p>Upgrading of old power station at corner of tladi street and</p>		

Ward 12			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	mothabane street Roads and side-walks paving maintenance Speed humps Potholes and road signs Electrical circuit breaker unit systems replacements Highmastlights and street light maintenance Termites infestations Need for Erven Target Illegal dumpings in the ward Solar water geysers Street names Storm water drainage systems		

Ward 13			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	Upgrade of Storm water and Drainage System in Bloemetjie Street Do an inspection <i>in loco</i> in Bloemetjie Street and Danster Street to identify the need of speed humps. Illegal dumping is a big problem in Ward 13. Please do an inspection in loco and clean all illegal dumping in Ward 13. Establishment of a Recreational Park in Bloemetjie Street next to the Ward Committee Office building. Please put speed humps at every stop street. The open area at the back of 30 Danster Street need a high mast light to ensure the safety of the community. Recreational Park at the back of 30 Danster Street Upgrade of Sewer System and renovation of RDP Houses Paving of streets in Baipei Section No RDP houses were built since the previous two councillors' terms. Please provide RDP stands and allocation where it is due in Ward 13. Please assist people who did not qualify for RDP houses with toilets. They still use the bucket system. Confirmation of street names in Adolf Willemsse and Domestic Streets to enhance community safety and road signage. Please identify people from Ward 13 for the new EPWP Project that will unfold. Please look into the awarding tenders for projects? Residents from Promosa do not benefit. Only people from outside benefit from the projects. Please put potholes as a standing item on the IDP. Upgrade of Aksiepark Recreational Park Drop off zone at the entrance of the new school Cleaning of Promosa graveyard to ensure the safety of residence High Mast Light be erected at Promosa graveyard to ensure the safety of residence		Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department

Ward 13			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	Cut or trim trees at the back of Danster Street to ensure the safety of residents. Installation of high mast light Electrification of erected structures Sanitation of the infrastructure Secure stands Installation of running water and toilets Building of RDP houses There is a need for Parks and recreational facilities Allocating stands near Aksie park Allocation of all vacant stands Fixing of roads High mast lights Cleaning of parks Cleaning, marking and pegging of outstanding stands Refuse removal Encroachment of sites behind Aksiepark (New)		

Ward 14			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	Speed humps Toilets project RDP houses Whilly bins Side walks Solar geysers Street maintenance Street light maintenance High mass lights on dark spot Skips Replace asbestos roof with iron sheets		Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department

Ward 15			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	Roads Street lights Street signs Fixing of Potgholes Wheely Bins		Technical Services Community Services & LED Community Safety

Ward 16			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	Toilets Storm water at the Baptist Church Unemployment : Youth to be empowered with jobs to clean resorts and graves RDPs and paving sidewalks Manhole at Hala Street Renovation of damaged houses and streets Speedhumps Wheely Bins Bursaries Stand for job creation Solar Geysers Lights at the stadium be improved Bus stop shelter Grass cutting at Tlokwe High Schools	Grass cutting at Tlokwe High Schools Cleaning graveyards Speed humps Renovation of damaged houses and streets Stands and toilets Storm water drainage RDPs and paving sidewalks Lights at the stadium be improved Wheely Bins Bursaries	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department

Ward 17			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	Roads and wheelie bins. Over-crowding of shacks as well as an unhealthy environment they live in. Street names. Storm water pipes as the place is unbearable during rainy seasons. Forcefully occupy ervens if by June they are still not allocated any. Ervens. Playgrounds for their children General sports facilities Storm water drainage system Illegal dumping and lack of employment opportunities. Services neglected	Ervens Roads Refuse Removal Parks and sports fields Toilets (Baipei section) Unemployment	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department

Ward 17			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	Lack of sports facilities, especially soccer fields. Roads must be graded while waiting for proper roads. Lack of refuse removal in their area. Lack of toilets in the Baipei section. Apollo (High mast) lights due to high crime rate in their area. Sports facilities, repair to faulty lights, street names and maintenance of roads. Lack of pavement on Thatong road and high unemployment rate. Filth in the Baipei section. Lack of ervens and proper roads for taxis. Erven and playgrounds for kids. Lack of refuse removal in Marikana. Running water Sewage system Refuse removal Early childhood developmental centres Electricity supply (New) Storm water for all municipal roads Need for parks and recreational centres Housing Clinics		

Ward 18			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	Road construction – Kgotso Street to be paved and street to be gravelled. Stormwater drainage - required in Sisulu Street, Mokwele and Mokwepa Street People staying next to the canal are at risk Big street stormwater drainage to be unblocked Water canal in Manoe Street to be unblocked Long trees and shrubs be cleaned Stormwater problem in Masile Street Bushes be removed in Diphorotlo Street Unfinished houses to be addressed and new ones to be build Motlenfa Street - install new water meters, need outside toilets Street paving	Geysers to be serviced Agricultural support programme be provided for residents Canal be upgraded to allow water to flow Unblock stormwater drainage Paving of streets give street names Informal settlement be formalised Priorities RDP houses and those that have defects Clinic and School Illegal dumping be addressed. Need parks	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department

Ward 18			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	Electricity Clinic to be build High School to be build Low water pressure to be urgently addressed Need police station Geysers to be serviced Agricultural support programme be provided for residents Pavements and storm water for all streets High mast lights Clinic Completion of the stadium Completion of RDP houses Empolyment opportunities Maintanance of the infrastructure		

Ward 19			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	Construction of Roads and Stormwater Kagisano Str, Boseloe Str, Meriting Str, Mohapi Str, Boitshoko Str, Motsweding Str Storm water at the following streets Ratanang Str, Kearnogetswe, Thusanang, Ikaneng , Nthamane and Aganang Sports and Recreation facilities Fencing of Lusaka Hall, Revemping of Park near Top City Clinic and Sport ground near Lusaka Hall	Pavement of the following streets: Kagisano str Boseloe str Meriting str Mohapi str Boitshoko str Motsweding str High mass lights Fencing of Lusaka Hall Revemping of Park near Lusaka Hall	Infrastructure services Sports Arts and culture

Ward 20		
Village/Area	Needs/Prioritization/Comments	Responsible Department
	<p>Roads need to be paved Crime very high, due to streets that are too dark at night due to poor lighting – High Mast lights needed Complained about the short notice that was given to the community to attend the meeting as there were only requested to attend the meeting one hour before the meeting was scheduled to start. Matake then requested that notice should be given to the community in time but agreed that the meeting should proceed, as it is the third meeting called this year concerning the IDP. IGG forms also a challenge, due to the fact that the forms are not signed by the Cllr All needs that Mr. Matake Matake rise will be looked at Paving of streets Parks Sarafina Sport Complex Ward allocation must be used for something that benefit the community of Ward 20 and not for things that the government is already busy with Paving, RDP RDP not build at his plac Meter leaking and she did report but nothing is been done High Mast light is also needed High Mast light Paving in street roofing tiles are currently a big problem Storm water not on the right side Meter leaking Swimming pool to be erected near OR Tambo hall Improved power supply system A park is needed Refuse removal Bridge be erected across Mohadin road and sokweba</p>	<p>Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department</p>

Ward 21		
Village/Area	Needs/Prioritization/Comments	Responsible Department
	<p>High must lights x 5 Stands for people who stays in backyards Upgrading of the sewer system (Big Problem) Bins for dumping sides Upgrading of Poortjie dam Asbestos roof replacement Indoor sports facility Rebuild of old toilets</p>	<p>Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department</p>

Ward 21		
Village/Area	Needs/Prioritization/Comments	Responsible Department
	Ageing infrastructure replacements and repairs Humps Sidewalks Parks/ Upgrades and regular maintenance Stadium fencing and hockey pitch Youth centre Swimming pool Community hall upgrade Library Community safety office Bicycle lanes to town out of township	
EXT 7	Paving of the streets that are not paved High must light x 3 Parks x 2 Bins for dumping sites Storm water draining Electric cables to RDP houses Toilets Geysers Community Hall Infrastructure maintenance Old age home Bicycle lanes Sidewalke Removal of Explosives (New)	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department

Ward 22		
Village/Area	Needs/Priorities	Responsible Department
Town	Upgrading of the sub-station Address traffic congestion in the Bult area Pedestrian sidewalks Bicycle lanes Parking Replacement of aging infrastructure (Water and Sewer pipes) Patching of Potholes Maintenance of Storm water Drainages Cleaning of illegal dumping Maintenance of substation	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department

	Resealing of roads	
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Ward 23		
Village/Area	Needs Prioritization/Comments	Responsible Department
	<p>INFRASTRUCTURE & TECHNICAL SERVICES</p> <p>Upgrading of storm water and sewerage in Bult, Dam Old Baillie Park as well as Van der Hoff park Resealing of tarred roads and streets Replacement of worn out water pipes Gerrit Dekker and R501 Intersection improvements with speed humps or traffic circle Provision of speed humps in Govan Mbeki Provision of Traffic Circles in Govan Mbeki to calm traffic Widening of Meyer road from R501 to Carletonville road to relieve traffic congestion Provision of street lights in Hennie Bingle st and North Street as well internal roads Mooivallei Plotte Pedestrian bridges for safety Paved Walkways in Molen str, Bult area, Mooivallei plotte, Klinkenberg str Maintenance of streets and storm water Provision of street names</p> <p>COMMUNITY SERVICES</p> <ol style="list-style-type: none"> 1. Extensions & improvements to recreation facilities Trimpark as well as the vlei area left of Govan Mbeki. 2. Control of illegal refuse dumping 3. City beautification 4. Public notice board with locking facility at Recreational areas 5. Regular cutting of grass 6. City Development 7. Dam recreational development to 3-star status with Waterfront development 8. Land use management control and enforcement 	<p>Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department</p>

Ward 24			
Village/Area	Needs/Prioritization/Comments	Responsible Department	
Town	<p>Replacement of aging infrastructure (Water and Sewer pipes) Upgrading of Town Hall and Banquet Hall and fencing Patching of Potholes and resealing of streets Cleaning of Storm water Drainages Cleaning of illegal dumping near Du Plooy Street and Jasmyn Street Maintenance of Streets Lights and Substation Construction of traffic circles and Speed Humps to control traffic flow and minimise speed on Parys Road, Wynne Street, Herman Street and Erica Street</p>	<p>Challenges</p> <p>The trucks are parking on the N12 at night The toilets at the taxi rank are in bad condition Illegal stalls erected on the sidewalks Lack of capacity Infrastructure</p>	<p>Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department</p>

Ward 24		
Village/Area	Needs/Prioritization/Comments	Responsible Department
	<p>Traffic wardens to work 24 hours per day, shift of traffic warden Clearing of illegal Taxi Rank next to Saints School Pavement Maintenance of Trim Park toilets and provide payment and access control system Maintenance and Expansion of the Taxi Rank Upgrading of hawkers stalls at the taxi rank and fencing of the park Replace damaged pipes to prevent leaks</p> <p>Challenges The trucks are parking on the N12 at night The toilets at the taxi rank are in bad condition Illegal stalls erected on the sidewalks at taxi rank and clinic Lack of capacity Street names and traffic signs, as well as road marking</p>	

Ward 25		
Village/Area	Needs/Priorities	Responsible Department
Town	<p>Road safety enforcement(parking of trucks) Traffic congestion Upgrading of sub-station Replacement of ageing infrastructure Patching of potholes Resealing of roads</p>	<p>Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department</p>

Ward 26			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	<p>Sanitation in Greenfield area. Housing Infrastructure Defects: Cracked Walls, Leaking Roofs, Sewerage, Storm water and Drainage High Mast Lights Road Constructions Paving of Streets Crime High unemployment rate/Job opportunities for the youth No new houses</p>	<p>Housing Infrastructure Defects: Cracked Walls, Leaking Roofs, Sewerage, Stormwater and Drainage High Mast Lights Paving of Streets Open spaces be rezoned to human settlement Project assistance e.g., Food gardens Backyard tenants request to be considered first for erf allocations Baipei is a health hazardous environment</p>	<p>Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department</p>

Ward 26			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	<p>RDP Houses</p> <p>Open spaces be rezoned to human settlement</p> <p>Baipei be prioritised</p> <p>Contracts must also employ people from within the community and surrounding areas</p> <p>What is the Budget for the Integrated Development Plan (IDP) five year project? How much is available and what can be prioritised?</p> <p>The sewer system that is not connected to the Municipal Sewer System is a health risk</p> <p>Bursaries from Council for people who passed Grade 12</p> <p>Project assistance e.g., Food gardens</p> <p>Boreholes promised by Executive Mayor</p> <p>Church erven and stands</p> <p>Backyard tenants request to be considered first for erf allocations</p> <p>Baipei is a health hazardous environment</p>		

Ward 27 (as at 2017/18)			
Village/Area	Needs	Prioritization/Comments	Responsible Department
MATLWANG VILLAGE	<p>Water and electricity: Kgapamadi and Phalagomo, Transkei Section</p> <p>Toilets: Do away with pit toilet, assist to drain them and they need flush ones.</p> <p>High mast lights.</p> <p>ABET School.</p> <p>Clinic</p> <p>Recreational (Multi-purpose Centre)</p> <p>Tender 111/2014: Development of Matlwang Recreational Centre – Mar. Seleke to make a follow up with the Municipal Manager and Bid Committee to check how far the tender is.</p> <p>Grading of streets and cemetery and playgrounds: It must be done quarterly</p> <p>Bursaries for students.</p> <p>Post office container.</p> <p>Service center so that Matlwang residents can be assisted easily.</p> <p>RDP houses.</p> <p>Wi-Fi.</p>	<p>Water</p> <p>Electricity</p> <p>Toilets</p> <p>Roads & Grading of Roads</p> <p>Recreation Center (Multipurpose Center)</p> <p>School</p> <p>RDP Houses</p>	<p>Technical Services</p> <p>Community Services & LED</p> <p>Community Safety</p> <p>Housing unit</p> <p>Relevant Sector Department</p>

Ward 27 (as at 2017/18)			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	Fencing, volleyball poles Community park for the children. Street lights. Road construction. Police Station. Off ramp in Matlwang main entrance (Klerksdorp road		
DAN TLOOME	Baipei needs stands (erf) and toilets. High mast lights. Street lights are not working need flash lights. Mini Police station, the police takes too long to arrive at Ext 11. Speed humps Bophelong Street. Bushes at Baipei Section, Letladi Street there are snakes, Sanral wall - criminals stay at the bushes they rape, rob and harm community. Slippery road at Kagobe and Goitseone Streets Mobile Clinic. Paving Grading of streets. Storm water canal. Sewerage and sanitation Wi-Fi. Community park for the children Road construction.	Bushes to be cleaned Street lights and high mast lights Grading of roads Paving Storm water Sewerage and sanitation Speed humps Open stands (erf) and toilets Mini Police Station Mobile Clinic Recreation centre (Multi-purpose centre) High School	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department

Ward 28		
Village/Area	Needs/Prioritization/Comments	Responsible Department
	Four primary schools High schools Crèche Electricity RDP Houses Water Street lights Toilets Sports facilities and sports ground Sewer/sanitation	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department

Ward 28		
Village/Area	Needs/Prioritization/Comments	Responsible Department
	High mast lights Projects Identification of land (Map) Speed humps needed and road signs. Streets need to be repaired Many people without ID cards and birth Certificates. Unemployment is high	

Ward 29			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	Residential Stands Blocked housing projects Employment opportunities Special schools for slow learners Permanent office for dept. of labor and home affairs More bursaries for youth FET College Tarred roads in ext 3 Stop water and electricity cutoffs Recreational center for indoor games Poor security and maintenance of halls and stadiums Wheely Bins Water Shortage in some Blocks especially Ext 3 Block and Unfinished RDP Houses Waste Removal and Illegal dumping Sports Facilities Potholes Speed Humps needed High mass Lights	Residential Stands Blocked housing projects Good Quality roads: Roads ext 3 & 2 Recreational center for indoor games Security at Halls Water and sanitation and electricity cutoffs Renovation of Stadium Employment opportunities Special schools for slow learners Permanent office for dept. of labor and home affairs More bursaries for youth FET College Clearing of dumping sites Tarred roads in ext 3	Infrastructure Department SPORTS Arts and Culture Housing and LED

Ward 30			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	<p>Housing was an issue. Last term there were unfinished houses (RDPs), toilets and roofs.</p> <p>Community in Ward 30 said that they needed roads.</p> <p>Community in Ward 30 said they need a FET College or University.</p> <p>Parents want their children to have higher education but they struggle with money for transport and accommodation because they are unemployed</p> <p>Sewer System needs to be updated because they are using old infrastructure</p> <p>Sportsground need to be maintained.</p> <p>Secondary School in the community.</p> <p>Fixing of old RDP Houses</p> <p>Fixing of Internal Roads</p> <p>Fixing of Youth Centre and the Community Hall</p> <p>Fixing of the Spots ground</p> <p>RDP Houses</p> <p>Fixing of High mass lights</p> <p>Waste removal and illegal dumping wheely bins</p> <p>Solar geysers</p>	<p>Need a school Stands</p> <p>Community in Ward 30 said they need a FET College or University. Parents want their children to have higher education but they struggle with money for transport and accommodation because they are unemployed.</p> <p>Need another Secondary School in the community.</p> <p>Maintaining the High Mast Light and Sports Facilities by converting the old fields</p> <p>They need a park in Ward 30 which will assist with family outings</p>	<p>Technical Services</p> <p>Community Services & LED</p> <p>Community Safety</p> <p>Housing unit</p> <p>Relevant Sector Department</p>

Ward 31			
Village/Area	Needs/Prioritization/Comments		Responsible Department
GOEDGEVONDEN	<p>High mast lights</p> <p>Toilets - need flush ones</p> <p>Speed humps on the main road and pavement next to the community hall</p> <p>Water extension and water engine be fixed</p> <p>Fencing of the dam</p> <p>Water for livestock and must be fenced</p> <p>Pavement of the internal roads</p> <p>Storm water drainage on the main road</p> <p>Policy must be established</p> <p>RDP houses are cracking</p> <p>Water and toilets at Sonderwater needed</p> <p>Bill Board on the road signs that direct the area</p> <p>Fence on tarred road and gates to prevent animals</p>		<p>Technical Services</p> <p>Community Services & LED</p> <p>Community Safety</p> <p>Housing unit</p> <p>Relevant Sector Department</p>

Ward 31		
Village/Area	Needs/Prioritization/Comments	Responsible Department
	<p>Information be available and accessible to learners such as internship/learnership</p> <p>Incomplete RDP houses since 2015</p> <p>Provision of land survivor to allocate sites</p> <p>Bursaries for matric students</p> <p>Sanitation</p> <p>Community library</p> <p>Community park for the children</p> <p>Need 2 to 3 boreholes on standby</p> <p>Develop new boreholes on top of 8</p> <p>ABET School</p> <p>Street lights</p> <p>Need new pattern when building RDP houses - must do away with the old one.</p> <p>Road Paving</p> <p>Electricity</p> <p>Library</p> <p>Facing of the Village Dam For Goadgevonden Village</p> <p>Housing(RDP)</p> <p>Wi-Fi</p>	
Boikhutsong	<p>High School For Boikhutsong Village</p> <p>School Transport</p> <p>Toilets</p> <p>RDP Houses</p> <p>Streets at phase two be improved</p> <p>Pavement of the internal roads</p> <p>Supply of water</p> <p>Electricity</p> <p>Maintenance of Streets lights</p> <p>High Mast Lights</p> <p>Community library</p> <p>Street lights</p> <p>Build Clinic</p> <p>Big Water Tank</p> <p>Crèche</p> <p>Fencing of boundaries</p> <p>Primary schools</p> <p>ABET school</p> <p>Community Park</p>	<p>Technical Services</p> <p>Community Services & LED</p> <p>Community Safety</p> <p>Housing unit</p> <p>Relevant Sector Department</p>

Ward 32		
Village/Area	Needs/Prioritization/Comments	Responsible Department
	<p>High must lights x 5 Stands for people who stays in backyards Upgrading of the sewer system (Big Problem) Bins for dumping sites Upgrading of Poortjie dam Asbestos roof replacement Indoor sports facility Rebuild of old toilets Ageing infrastructure replacements and repairs Humps Sidewalks Parks/ Upgrades and regular maintenance Stadium fencing and hockey pitch Youth centre Swimming pool Community hall upgrade Library Community safety office Bicycle lanes to town out of township Flooding TAR Roads e Boikhutso Village Installation/ Fixing of High Mass Lights in Appeldraai, Boikhutso, Toevlug and Town Renovations of Boikhutso Community Hall Paving of 1 Meter Road from Motaung Primary School Internat Development-Road and Storm Water Phase 2 of Toevlug Issuing of Electrical Meter Boxes Internal Development Phsase 3-Roeds and storm water at Appeldraai Vikllage Cleaning of Illegal Dumpingsand Removals rubbles at : Ventersdorp Town, Toevlug, Boikhutso Village and Appeldraai Village.</p>	<p>Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department</p>
Ext 7 VD	<p>Paving of the streets that are not paved High must light x 3 Parks x 2 Bins for dumping sites Storm water draining Electric cables to RDP houses Toilets Geysers Community Hall Infrastructure maintenance</p>	<p>Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department</p>

Ward 32		
Village/Area	Needs/Prioritization/Comments	Responsible Department
	Old age home Bicycle lanes Sidewalks	

Ward 33			
Village/Area	Needs	Prioritization/Comments	Responsible Department
Tsetse/Welgevonden	Upgrading of water supply system SASSA Pay point Community Clinic Electricity supply Registration of Electrical Meter Boxes (New) 12m high mast lights CPF Satellite Office Upgrading of internal roads RDP Houses Reservoir and water stands pipes Water pump engine to be fixed (New) Fixing gravel streets Sports ground Water extension High school Recreational facilities Sewer tank Fixing of gravels roads Installing street lights Empowering early childhood developmental centres Need surfaced road Cleaning of grave sites Clinic Maintenance of internal roads (grading) Paving of the main road inside the village Renovating of the community hall Sports ground to be upgraded Erection of another bore hole	Electricity supply RDP Houses Upgrading of Water supply system Community Clinic Job opportunities Paved internal roads Fencing for the cemetery RDP houses Grading & Maintance of the internal roads Vegetable garden	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department
TSHING EXTENSION 5	Residential sites Unblocking of RDP projects Completing of Unfinished RDP Houses High mast lights	Toilets Unblocking of RDP Houses Completion of unfinished RDP Houses Special School	Technical Services Community Services & LED Community Safety Housing unit

Ward 33			
Village/Area	Needs	Prioritization/Comments	Responsible Department
	Toilets Job creation Speed humps on tarred road Upgrading of internal roads College (FET) Special School Removal of Waste Internal roads Stands High Mass Light Ext 8 (New) Street lights Storm water High School Closing of illegal dumping site behind ext 11 Job opportunities Fixing of Ext 5 Sports facilities (New) Ext 5 road drainage system (new) Ext 5 Library free wifi (New) Cleaning of Dumping Site ext 8 (new) Unfinish RDP houses Ext 8 (New) Scholar transport (New)	High Mast Lights Residential Sites College Waste removal Upgrading of internal roads	Relevant Sector Department
BORETH FARMS	Electricity Water supply Toilets Mobile Clinic Land ownership Job opportunities (CWP and EPWP)	Electricity Water supply Toilets Mobile Clinic Land ownership Job creation (CWP and EPWP)	Infrastructure Department Community Services Public Safety SPORTS Arts and Culture Housing and LED Relevant Sector Department
Mogopa	Upgrading of water Upgrading of internal roads Upgrading of community hall (Security, painting, chairs and tables) Bulk electricity Number of new stands		Technical Services Community Services & LED Community Safety Housing unit

Ward 34		
Village/AREA	NEEDS/PRIORITIES	Responsible Departments
TSHING EXT 9 And Doornkop	Township establishment Water & sanitation Electricity High mass light Housing development Tarred roads Paving of streets Community hall Recreational park School Ward committee office Building of a clinic Building of school Upgrading sports ground Paving of streets Building of RDP houses Support for Local Economy by funding SMMEs Building of community hall	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department
GAIRO	Electricity - re-installation Water - maintenance of water pump & pipe lining. Water & sanitation Village farm Grading of sports field Maintenance of community hall Maintenance of houses Fencing of graveyard	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department
TRESSENG/KLIPPLAAT DRIFT	Village farm establishment Water & sanitation Housing development Electricity Fencing of graveyard	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department
BUFFELSVLEI	Village farm establishment Maintenance of water borehole Housing development Community hall	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department
OPRAAP (5)	Re-installation of electricity Maintenance of water borehole	Technical Services Community Services & LED

Ward 34		
Village/AREA	NEEDS/PRIORITIES	Responsible Departments
	Maintenance of houses Sanitation - pit toilet Fencing of graveyard	Community Safety Housing unit Relevant Sector Department
KLIPPLAN	Re-installation of electricity Maintenance of houses Maintenance of water pipes Sanitation - pit toilets Fencing of graveyard Maintenance of clinic	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department
RIETFONTEIN (TUIS FARM)	Re-installation of electricity Maintenance of houses Water installation Sanitation - pit toilets Grading of sports field Fencing of graveyard	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department
CECILIA'S HOME	Establishment of village farm Water installation Sanitation - pit toilets Grading of sports field Fencing of graveyard Housing development	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department
MAKOKSKRAAL	Establishment of village farm Re-installation of electricity Sanitation - pit toilets Grading of sports field Fencing of grave yard Housing development	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department
BLESBOKFONTEIN	Re-installation of electricity Establishment of village farm Sanitation - pit toilets Water pipe lining Housing development	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department
KROOMDRAAI	Establishment of village farm Water & sanitation Electricity Housing development	Technical Services Community Services & LED Community Safety Housing unit Relevant Sector Department

SECTION E

CAPITAL PROJECTS

PROJECTS IDENTIFIED COMPLETED IN 2017/18, 2018/19, 2019/20 & 2020/21

No.	Project Description	Start	End	Total Households benefiting/ Kilometre	Project Value		Source of Funding	Status of the Projects and Comments
					(Construction Cost + Consultant cost)	Expenditure to date		
1	Construction of Ikageng Ext 7 Taxi Rank & Hawker Stalls	06-Feb-18	07-Dec-19	10 Hawker stalls and 1 taxi Rank	R16 676 403.51	R 15 061 827.38	MIG	Project Completed.
2	Rysmierbult Bulk water Supply	09-Feb-19	11-Dec-18	227 households	R 6 913 027.78	R 6 913 027.78	MIG	Project Completed.
3	Construction of Appeldraai Access Road Phase 3.	19-Mar-19	21-Oct-19	1.1 km	R 6 445 486.30	R6 445 486.30	MIG	Project Completed. (Link road Boikhutso to Appeldraai was divided in to phases 1,2 & 3 and is completed.)
4	Construction of water reticulation in extension 13 phase 1	15-Apr-19	13-Sep-19	388 households	R 12 803 978.96	R11 679 715.54	MIG	Project Completed and in retention period of 12 Months defects liability reports & close report has been submitted.
5	Construction of Boikhutso bulk water supply.	20-Feb-19	12-Dec-19	878 households	R 14 898 520.29	R12, 191,996.93	MIG	Project Completed and in retention period. Phase 1.
6	Upgrading of Tshing Sewer Pump Station	22-May-19	15-Dec-20	950 Households	R 10 000 000.00	R 7 776 194.70	PIG	Project Completed and in defects liability period.
7	Upgrading of Sewer Network in Ikageng (Top City)	30-Oct-17	10-May-18	751 households	R 7,307,634.45	R 7 145 142.79	MIG	Project Completed.
8	Upgrading of Paved Roads in Promosa ext. 3 with Construction of Storm water Management Systems	04 th Sept 2017	05-Jul-18	560 Households	R 8 572 501.57	R 7 231 706.30	MIG	Project Completed.
9	Construction of Roads & Storm Water at Toevug Phase 1	01 August 207	02-Mar-18	1.1 km	R 7, 388, 070.60	R7,129,247.68	MIG	Project Completed
10	Upgrading of the Waste Water treatment Works	13-Sep-19	30-May-19	14 562 households	R 20 000 000.00	R 20 164 837.15	WSIG	Project Completed
11	Upgrading of water treatment works (Extension of Asbestos Cement Pipeline in Potchefstroom)	30-Sep-19	30-May-19	7.2 km Pipeline	R 48 358 930.27	48 358 930.27	RBIG	Project completed and Overall project is implemented in phases. (Phase A & B completed) Close out report pending submission.
12	Electrification of Ikageng Ext 13-Phase 1	23-Mar-19	16-Dec-19	670 households	R 10 385 000.00	R 10 385 000.00.	INEP	Project Completed.
13	Electrification of Ikageng Ext 9	12-Jun-18	15-Nov-19	694 households	R 9 458 562.69	R 9 458 562.69	INEP	Project Completed.
14	Energy Efficiency Street Lighting NW 405	01-Jul-17	30-Jun-18	810 lights	R8 000 000.00	R 8 000 000.00	EEDSM	Projects Completed. (2017/18)
15	Energy Efficiency Street Lighting NW 405	01-Jul-19	01-Jun-20	402 Lights	R 6 000 000.00	R 600 000.00	EEDSM	Projects Completed. (2019/20)
16	Rehabilitation of existing road from Dassierand to Phelophepha	04-Oct-19	14-Aug-20	8.6km	R 40 012 075.03	R 39 613 575.91	MIG/Internal	Projects Completed.
17	Upgrading of Ikageng Sports fields.	01-Jul-19	01-Sep-21	26245 households	R 12 957 248.62	R 12 915 520.38	MIG	Projects Completed.
18	Construction of Toevug sewer rising main.	31-Jul-20	31-Mar-21	1.58 km	R 13 983 050.75	R 12 983 050.75	WSIG	Projects Completed.
19	Construction of Bulk Sewer Line Tshing Phase 2	30-Jun-20	2021/02/29	1, 770km	R 17 103 646.91	R 16 619 285.53	PIG	Projects Completed.
20	Electrification of Rysmierbult	12-Mar-19	12-Aug-20	303 h/h	R 5 000 000.00	R 5 000 000.00	INEP	Projects Completed.
21	Electrification of matlwang phalalgomo	12-Mar-19	21-Sep-20	156 h/h	R 10 000 000.00	R 10 000 000.00	INEP	Projects Completed.
22	Electrification of Boikhutso phase 2	12-Mar-19	22-Aug-19	214 h/h	R 3 317 000.00	R 10 000 000.00	INEP	Projects Completed.
23	Electrification of Boikhutso	01-Jul-16	01-Jun-17	142 h/h	R 2 060 000.00	R 2 060 000.00	INEP	Projects Completed.
24	Electrification of Boikhutsong Phase 2	01-Jul-18	01-Jun-19	214 h/h	R 3 317 000.00	R 3 317 000.00	INEP	Projects Completed.
25	Deslugging of VIP toilets	21-Oct-19	26-Aug-20	2700h/h	R 2 998 160.00	R 2 998 160.00	INEP	Projects Completed.

MULTI PROJECTS YEAR PROJECTS PLANNED FOR, FROM 2017/18 TO 2021/22 FINANCIAL YEAR

KPA: Basic Service Delivery and Infrastructure Development											
Objectives : Provide Basic Municipal Services , Maintain Infrastructure, Provide Disaster and Risk Management Services											
DEPT/ UNIT	PROJECT DESCRIPTION	SOURCE OF FUNDING	WARD/ AREA	5 YEAR TARGET	STATUS QUO AS AT MAY 2019	STATUS QUO AS AT DEC 2019	BUDGET ESTIMATES				
							2017/18	2018/19	2019/20	2020/21	2021/22
LED	Upgrading of Light Industrial park in Ikageng	MIG	6	Upgraded Light Industrial Park in ward 6 by 30 June 2023	Design completed at June 2018 Total Spent R3 966 399.33 In progress	Construction progress is at 13% Budget Spent R4 138 458 on professional fees, construction, sub-contractors and material costs at 58% The contractor withdrew from the contract. Re-advertise the project after council's approval for the 2020/21 financial year.	1 500 000	12 00 000	8 000 000	5 000 000	6 000 000
							Design completed by June 2018	Upgrading of Light Industrial Park	Upgrading of Light Industrial Park	Upgrading of Light Industrial Park	Upgrading of Light Industrial Park
TECH SERVICE	Construction of Roads & Storm Water at Ikageng Ext 7 in Tlokwe Region- Phase 1 & 2 by June 2022	MIG	20; 21; 26	Constructed of Roads & Storm Water at Ikageng Ext 7- Phase 1 & 2 by June 2022	Design completed at June 2018 Construction progress at 20% as at April 2019 Total Spent R1 499 999.99	The physical progress is at 87%. The delay in completion is due to rain delays and disruptions by community members based on high demand	1 500 000	6 500 000	7 802 696	3 745 000	6 000 000
							Design completed by June 2018	Construction of Roads & Storm Water at Ikageng Ext 7-phase 1 by June 2019	Construction of Roads & Storm Water at Ikageng Ext 7-phase 1 completed by June 2020	Construction of Roads & Storm Water at Ikageng Ext 7-phase 2 by June 2021	Construction of Roads & Storm Water at Ikageng Ext 7-phase 2 completed by June 2022

KPA: Basic Service Delivery and Infrastructure Development

Objectives : Provide Basic Municipal Services , Maintain Infrastructure, Provide Disaster and Risk Management Services

DEPT/ UNIT	PROJECT DESCRIPTION	SOURCE OF FUNDING	WARD/ AREA	5 YEAR TARGET	STATUS QUO AS AT MAY 2019	STATUS QUO AS AT DEC 2019	BUDGET ESTIMATES				
							2017/18	2018/19	2019/20	2020/21	2021/22
						in subcontracting. The anticipated completion of Phase 1 is by end of February 2020.					
TECH SERVICE	Construction Water Reticulation in Ikageng Ext 13 (Phase 1,2&3)	MIG	26	Constructed Water Reticulation in Ikageng Ext 13 (Phase 1, 2&3) by June 2023	Multiyear project from 2017/18 Roll Over project	Project is completed. The total households serviced is 388 households Total expenditure is at R12 108 530 (Exclusive of retention).	0 Designs completed by June 2018	8 500 000 Construction of Water reticulation in Ikageng Ext 13 - phase 1	8 517 744 Construction of Water reticulation in Ikageng Ext 13 - phase 1	5 000 000 Construction of Water reticulation in Ikageng Ext 13 - phase 2&3	4 000 000 Construction of Water reticulation in Ikageng Ext 13 -phase 2&3
TECH SERVICE	construction of Sewer Reticulation Phase 1&2 in Ikageng Ext 13	MIG	26	Constructed Sewer Reticulation Phase 1&2 in Ikageng Ext 13 by June 2023	Multiyear project from 2017/18 financial year	The physical progress is at 32% Total expenditure is at R 4,727,461.97 (Exclusive of retention).	0 Designs completed by June 2018	1 405 310 construction of Sewer Reticulation Phase 1 in Ikageng Ext 13	4 580 865 construction of Sewer Reticulation Phase 1 in Ikageng Ext 13	3 885 750 construction of Sewer Reticulation Phase 1&2 in Ikageng Ext 13	5 000 000 construction of Sewer Reticulation Phase 1&2 in Ikageng Ext 13
TTECH SERVICE	Upgrading of Bulk Water Supply in Goedgevonden	MIG	31	Bulk Water Supply in Goedgevonden upgraded by June	Recommended for advert	The project is a multiyear project and based on the tender	0 N/A	1 493 556 Upgrade of Bulk Water	12 948 850 Upgrade of Bulk Water	5 000 000 Upgrade of Bulk Water	5 000 000 Upgrade of Bulk Water Supply in

KPA: Basic Service Delivery and Infrastructure Development

Objectives : Provide Basic Municipal Services , Maintain Infrastructure, Provide Disaster and Risk Management Services

DEPT/ UNIT	PROJECT DESCRIPTION	SOURCE OF FUNDING	WARD/ AREA	5 YEAR TARGET	STATUS QUO AS AT MAY 2019	STATUS QUO AS AT DEC 2019	BUDGET ESTIMATES				
							2017/18	2018/19	2019/20	2020/21	2021/22
				2020		functionality it is recommended that the project be re-advertised.		Supply in Goedgevonden	Supply in Goedgevonden	Supply in Goedgevonden	Goedgevonden
TECH SERVICE	Upgrading of 352 households and construction of phase 2 of bulk water supply in Boikhutso	MIG	32	352 households upgraded and constructed Phase 2 of bulk water supply in Boikhutso by June 2022	Appointed services providers and contractor on site Roll Over Project	Project is completed. (Retention period). The total households serviced is 878 households Total expenditure is at R14 272 217.39 (Exclusive of retention).	0 N/A	10 000 000 Upgrading of bulk water supply in Boikhutso for 352 households	9 889 913 Upgrading of bulk water supply in Boikhutso for 352 households	5 000 000 Upgrading of bulk water supply in Boikhutso for 352 households	5 000 000 Construction of Phase 2 bulk water supply in Boikhutso completed by June 2022
TECH SERVICE	Construction of Roads & Storm Water at Ikageng Ext 7 in Tlokwe Region- Phase 2	MIG	20; 21; 26	Constructed Roads & Storm Water at Ikageng Ext 7-phase 2 by June 2022	Design completed at June 2018 Construction progress at 20%	Contractor appointed by 22 October 2019). Material has been purchased	1 500 000	6 500 000	7 500 000	3 745 000	6 000 000

KPA: Basic Service Delivery and Infrastructure Development

Objectives : Provide Basic Municipal Services , Maintain Infrastructure, Provide Disaster and Risk Management Services

DEPT/ UNIT	PROJECT DESCRIPTION	SOURCE OF FUNDING	WARD/ AREA	5 YEAR TARGET	STATUS QUO AS AT MAY 2019	STATUS QUO AS AT DEC 2019	BUDGET ESTIMATES				
							2017/18	2018/19	2019/20	2020/21	2021/22
					Total Spent R1 499 999.99	and community consultation in terms of labour recruitment was underway before the contractor can physical construction. The total expenditure is at R8, 315, 747.89. (Exclusive of retention)	Designs completed by June 2018	Phase 1 completed by June 2019	Construction of Roads & Storm Water at Ikageng Ext 7 phase 2	Construction of Roads & Storm Water at Ikageng Ext 7 phase 2	Construction of Roads & Storm Water at Ikageng Ext 7 phase 2 completed by June 2022
TECH SERVICE	Construction of 1.1km road & Stormwater in Toevlug - Phase 2	MIG	32	Roads & stormwater constructed in Toevlug by June 2022	Completed phase 1 at June 2018	The designs are completed.	6 500 000	0	500 000	5 000 000	4 000 000
					Total Spent R6 306 010.30		Construction of roads & stormwater in Toevlug phase 1 completed by June 2018	N/A	Designs competed by June 2020	Construction of roads & stormwater in Toevlug phase 2	Construction of roads & stormwater in Toevlug phase 2 completed by June 2022
TECH SERVICE	Construction of road & Stormwater in Tshing - Phase 2	MIG	29	constructed Roads & stormwater Phase 2 in Tshing by June 2022	Phase 1 completed	The designs are completed.	0	0	500 000	5 000 000	4 000 000
							N/A	N/A	Designs competed by June 2020	Construction of roads & stormwater Phase 2 in Tshing	Construction of roads & stormwater Phase 2 in Tshing completed by June 2022

KPA: Basic Service Delivery and Infrastructure Development

Objectives : Provide Basic Municipal Services , Maintain Infrastructure, Provide Disaster and Risk Management Services

DEPT/ UNIT	PROJECT DESCRIPTION	SOURCE OF FUNDING	WARD/ AREA	5 YEAR TARGET	STATUS QUO AS AT MAY 2019	STATUS QUO AS AT DEC 2019	BUDGET ESTIMATES				
							2017/18	2018/19	2019/20	2020/21	2021/22
TECH SERVICE	Construction of sewer reticulation and Top Structures in Ext 11 (Erven 15581, 16653)	MIG		Construction of sewer retification and Top Structures in Ext 11 (Erven 15581, 16653) completed by June 2020	Construction in process	The projects started in the 2015/16 FY, whereby it could not be completed as result of the beneficiaries that where lying on the line of servitude. Extension 9, 13 and Promosa ext 2 where made available	0	1 695 431	0	0	0
							N/A		Construction of sewer retification and Top Structures in Ext 11 (Erven 15581, 16653) completed by June 2020		
TECH SERVICE	Construction of water reticulation and Top Structures in Ext 11 (Erven 15581, 16653)	MIG		Construction of water retification and Top Structures in Ext 11 (Erven 15581, 16653) competed by June 2020	Construction in process	to relocate beneficiaries, the areas where full before the overall backlog could be addressed. In the 2019/20 only 55 beneficiaries can be serviced from the approved business plan of 170 household the Consultant is busy with the investigation as a result of				0	0

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DEPT/ UNIT	PROJECT DESCRIPTION	SOURCE OF FUNDING	WARD/ AREA	5 YEAR TARGET	STATUS QUO AS AT MAY 2019	STATUS QUO AS AT DEC 2019	BUDGET ESTIMATES				
							2017/18	2018/19	2019/20	2020/21	2021/22
						vandalism and illegal connections. Construction is scheduled to resume in February 2020					
TECH SERVICE	Electrification of households in Tshing Ext 9	INEP	34	1176 households electrified in Tshing Ext 9 by June 2020	Project under planning phase	The Contractor appointed on the 07 th Feb 2020 and assumed site on 19 th Feb 2020. Project in Progress. Expenditure to date R 5 578 519.38	0 N/A	0 N/A	18 630 000 Electrification of 1176 households in Tshing Ext 9	0 N/A	0 N/A
TECH SERVICE	Electrification of households in Ikageng Ext 13-Phase 2	INEP	26	455 households electrified in Ikageng Ext 13-Phase 2 by June 2020	Project in progress as continuation of Phase 1	The Contractor appointed on the 07 th Feb 2020 and assumed site on 19 th Feb 2020. Project in Progress. Expenditure to date R 5 371 215.98	0 N/A	0 N/A	6 564 648 Electrification of 455 households in Ikageng Ext 13-Phase 2	0 N/A	0 N/A
TECH SERVICE	Electrification of 156 houses in Matlwang (Radimo) (Ward 27)	INEP	27	156 houses electrified in Matlwang (Radimo) by June 2020	Project in progress	Project is at 45% progress Total expenditure to date		R 2 500 000 Project in progress	Roll over 156 houses electrified in Matlwang (Radimo) by June 2020	0 N/A	0 N/A

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DEPT/ UNIT	PROJECT DESCRIPTION	SOURCE OF FUNDING	WARD/ AREA	5 YEAR TARGET	STATUS QUO AS AT MAY 2019	STATUS QUO AS AT DEC 2019	BUDGET ESTIMATES				
							2017/18	2018/19	2019/20	2020/21	2021/22
						R1 112 079					
TECH SERVICE	Installation of 3460 Energy Efficiency Street Lights in the greater JB Marks Municipal area	EEDSM	4; 6; 8; 9; 12; 13; 14 15; 18; 23; 24; 27	3460 energy efficient street lights installed by June 2022	760 energy efficient street lights installed at June 2019 Total Spent R7 262 723 .50	Project is at a progress of 50%. Total expenditure is at R 2 995 980	R 8 000 000 760 energy efficient street lights installed at June 2018	0 N/A	R 6 000 000 500 energy efficient street lights installed at June 2020	5 000 000 1500 energy efficient street lights installed at June 2021	5 000 000 3460 energy efficient street lights installed by June 2022
TECH SERVICE	Upgrade of Ikageng pump station phase C	RBIG		Phase C of Pump station in Ikageng upgraded by June 2021	Upgrade in progress	The project has been handed over to the Contractor on the 29th November 2019	0 N/A	0 SCM process	15 000 000 Upgrading of Phase C of Pump station in Ikageng	10 000 000 Phase C of Pump station in Ikageng upgraded by June 2021	0 N/A
TECH SERVICE	New clarifiers and filters replaced – Phase D within Tlokwe Region WTW Water Treatment Works	RBIG	All wards within the Tlokwe Region	New clarifiers and filters replaced – Phase D within Tlokwe Region WTW by June 2022	Funding secured for project to start in 2019/20 FY	The project has been handed over to the Contractor on the 29th November 2019.	0 N/A	0 N/A	25 000 000 Replacement of new clarifiers and filters replaced – Phase D within Tlokwe Region WTW	10 375 000 Replacement of new clarifiers and filters replaced – Phase D within Tlokwe Region WTW completed by June 2021	0 N/A
TECH SERVICE	Desludging of	PIG		Desludging of	SCM Process	Delay in	0	0	3 000 000	0	0

KPA: Basic Service Delivery and Infrastructure Development

Objectives : Provide Basic Municipal Services , Maintain Infrastructure, Provide Disaster and Risk Management Services

DEPT/ UNIT	PROJECT DESCRIPTION	SOURCE OF FUNDING	WARD/ AREA	5 YEAR TARGET	STATUS QUO AS AT MAY 2019	STATUS QUO AS AT DEC 2019	BUDGET ESTIMATES				
							2017/18	2018/19	2019/20	2020/21	2021/22
	4000 toilets in Ventersdorp region			4000 toilets in Ventersdorp region completed by June 2020	completed	submission of beneficiary list. A community disruption as result of a confusion that was caused by the local SMME who falsely informed the community that he was appointed in the project.	N/A	N/A	Desludging of 4000 toilets in Ventersdorp region completed by June 2020	N/A	N/A
COMMUNITY SERVICES	Upgrading of Matlwang, Tshing, Potchefstroom library	LIBRARY GRANT	Tikokwe and Ventersdorp Region	Upgrading of Matlwang, Tshing, Potchefstroom library	Libraries not yet upgraded. To be included in the 2019/20 planning	Libraries not yet upgraded	0	200 000	0	0	0
							N/A	Library furniture at Matlwang procured by June 2020	N/A	N/A	N/A
							200 000	Upgrade of Tshing Library roof completed by June 2020	N/A	N/A	N/A
							400 000		N/A	N/A	N/A

KPA: Basic Service Delivery and Infrastructure Development

Objectives : Provide Basic Municipal Services , Maintain Infrastructure, Provide Disaster and Risk Management Services

DEPT/ UNIT	PROJECT DESCRIPTION	SOURCE OF FUNDING	WARD/ AREA	5 YEAR TARGET	STATUS QUO AS AT MAY 2019	STATUS QUO AS AT DEC 2019	BUDGET ESTIMATES					
							2017/18	2018/19	2019/20	2020/21	2021/22	
								Upgrade of waterproofing Potchefstroom Library completed by June 2020				
TECH SERVICE	Flood Canal constructed in N12 Potchefstroom	INTERNAL	Tlokwe region	Construction of Flood Canal on the N12 Potchefstroom completed by June 2021	Construction in progress.	The budget is insufficient to address the whole scope of the project. Whereas it is not advisable to start and stop construction. An application submitted to MIG for funding.	0 N/A	8 000 000 Construction of Flood Canal on the N12 Potchefstroom by June 2021	3 000 000 Construction of Flood Canal on the N12 Potchefstroom	5 000 000 Construction of Flood Canal on the N12 Potchefstroom completed by June 2021	0 N/A	
TECH SERVICE	Upgrade of dolomite infrastructure-rehabilitation of Rev Phetlu Sinkhole Rehabilitation (existing sinkhole) Kanana sinkhole (stabilization)	INTERNAL	Tlokwe region	Dolomite infrastructure upgraded for rehabilitation of Rev Phetlu Sinkhole Rehabilitation (existing sinkhole) Kanana sinkhole (stabilization) by June 2020	Service provider appointed to rehabilitate dolomite sinkholes identified	Project is at a progress of 90%.The total expenditure is at R 6,754,008.88. (Exclusive of retention).	0 N/A	4 000 000 SCM Process completed by June 2019	8 000 000 Dolomite infrastructure upgraded for rehabilitation of Rev Phetlu Sinkhole Rehabilitation (existing sinkhole)	0 N/A	0 N/A	

KPA: Basic Service Delivery and Infrastructure Development

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DEPT/ UNIT	PROJECT DESCRIPTION	SOURCE OF FUNDING	WARD/ AREA	5 YEAR TARGET	STATUS QUO AS AT MAY 2019	STATUS QUO AS AT DEC 2019	BUDGET ESTIMATES				
							2017/18	2018/19	2019/20	2020/21	2021/22
									Kanana sinkhole (stabilization) by June 2020		
COMMUNITY SERVICE	Rehabilitation of road from Dassierand – Phelophepha Landfill site	MIG		Rehabilitated road from Dassierand – Phelophepha Landfill site by June 2022	SCM process in process. Roll over project	Project is at a progress of 24%. The total expenditure is at R 11, 560,776.49(Retention Exclusive).	0 N/A	6 500 000 SCM processes completed by June 2019	12 000 000 Rehabilitation of road from Dassierand – Phelophepha Landfill site	5 000 000 Rehabilitation of road from Dassierand – Phelophepha Landfill site	5 000 000 Rehabilitation of road from Dassierand – Phelophepha Landfill site completed by June 2022
TECH SERVICE	Construction of water, sewer reticulation and Top Structures in Ikageng Ext 6 (Ervin 10569, 10857, 10580, 10858)C/O Mogolodi and Sarafina (181)	INTERNAL		Constructed water, sewer reticulation and Top Structures in Ikageng Ext 6 (Ervin 10569, 10857, 10580, 10858)C/O Mogolodi and Sarafina (181) by June 2021	Multiyear project ending June 2021	Project is at a progress of 76%. However, The Contractor has been terminated due to non-performance. However the is a meeting scheduled on the 23rd January 2019 in discussion of the possible remedial action to ensuring the completion of the project.	Construction of water, sewer reticulation and Top Structures in Ikageng Ext 6 (Ervin 10569, 10857, 10580, 10858)C/O Mogolodi and Sarafina (181)	5 728 028 Construction of water, sewer reticulation and Top Structures in Ikageng Ext 6 (Ervin 10569, 10857, 10580, 10858)C/O Mogolodi and Sarafina (181)	Roll over Construction of water, sewer reticulation and Top Structures in Ikageng Ext 6 (Ervin 10569, 10857, 10580, 10858)C/O Mogolodi and Sarafina (181)	2 000 000 Construction of water, sewer reticulation and Top Structures in Ikageng Ext 6 (Ervin 10569, 10857, 10580, 10858)C/O Mogolodi and Sarafina (181) completed by June 2021	0 N/A

KPA: Basic Service Delivery and Infrastructure Development

Objectives : Provide Basic Municipal Services , Maintain Infrastructure, Provide Disaster and Risk Management Services

DEPT/ UNIT	PROJECT DESCRIPTION	SOURCE OF FUNDING	WARD/ AREA	5 YEAR TARGET	STATUS QUO AS AT MAY 2019	STATUS QUO AS AT DEC 2019	BUDGET ESTIMATES				
							2017/18	2018/19	2019/20	2020/21	2021/22
						Furthermore a report will be sent to council with inputs from legal on back listing the service provider and the consequence management to that effect The total expenditure is at R90 014.50					
TECH SERVICE	Rehabilitation of Rural Overhead lines in Ventersdorp	INTERNAL	32	Rehabilitated Rural Overhead lines in Ventersdorp by June 2020	Funds redirected from Supply and delivery of Ready boards to attend to an emergency need to Rehabilitation of Rural Overhead lines in Ventersdorp.	225 KM of Medium Voltage line had been stabilized. 138 new Medium Voltage poles had been replaced. Expenditure is R 3 826 316.35	0	0	R 6 086 956	0	0
							N/A	N/A	Rehabilitation of Rural Overhead lines in Ventersdorp	N/A	N/A
COMMUNITY SERVICES	Establishment of new cemetery	MIG	Tlokwe region	New cemetery established by June 2023	Urgent need to establish a new cemetery	Designs are completed. Application for funding to MIG has been approved.	0	0	1 000 000	5 000 000	5 000 000
							N/A	N/A	Establishment of new cemetery	Establishment of new cemetery	Establishment of new cemetery
COMMUNITY	Fencing of	INTERNAL	Venters	Ventersdorp	Need identified to		0	0	500 000	0	0

KPA: Basic Service Delivery and Infrastructure Development

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DEPT/ UNIT	PROJECT DESCRIPTION	SOURCE OF FUNDING	WARD/ AREA	5 YEAR TARGET	STATUS QUO AS AT MAY 2019	STATUS QUO AS AT DEC 2019	BUDGET ESTIMATES				
							2017/18	2018/19	2019/20	2020/21	2021/22
SERVICE	Ventersdorp cemetery	AL	dorp	Cemetery fenced by June 2020	fence the Ventersdorp cemetery		N/A	N/A	Ventersdorp Cemetery fenced by June 2020	N/A	N/A
COMMUNITY SERVICE&LED	Upgrading of Ikageng Sports fields	MIG		Ikageng Sports Filed upgraded by June 2022	Contractor and Consultant appointed Multiyear project	The physical progress is at 48% Total expenditure is at R 6 736 558.05. (Exclusive of retention).	0	0	12 000 000	0	0
							N/A	N/A	Upgrading of Ikageng Sports field by June 2020	N/A	N/A
COMMUNITY SAFETY	Disaster Management Centre	MIG	All	Disaster management centre completed by end June 2023	The overall project is at 40% progress. Phase 1 estimated to be complete by Dec 2019		0	11 246 000	Roll over	4 500 000	4 000 000
							N/A	Construction in progress	first phase of the disaster management centre completed by December 2019	Construction of Disaster management centre	Construction of Disaster management centre

HOUSING SETTLEMENT AND TOWN PLANNING PROJECTS REPORTED PROGRESS

STRATEGIC SPATIAL PLANNING TOOLS

TOWN PLANNING TLOKWE REGION

No.	KEY ISSUES	LOCATION	BASELINE	STATUS	ESTIMATED COMPLETION DATE
1.	Develop Integrated JB Marks Spatial Development Framework	JB Marks Local Municipality	Tlokwe Spatial Development Framework 2014 Ventersdorp Spatial Development Framework 2010	Service Provider appointed, review and integration in process, inception meeting held. 2 nd Stakeholder & status quo meeting on the 21 st Oct 2019. Service Provider presented the status quo report at the strategic planning on 22/01/2020.	June 2020
2.	Develop Integrated JB Marks Town Planning Scheme	JB Marks Local Municipality	Tlokwe Town Planning Scheme 2015 and Ventersdorp Land use management scheme 2007	Supply Chain Management Process	No time frame
3.	Dolomite Stability Investigation Report	Marikana Precinct & Top City - Sarafina	Dolomite Risk Management Strategy, 2014	AGES Pty LTD appointed Desktop study completed	31 December 2020 - Preliminary Report – Investigation on the extent of dolomite stability

TOWNSHIP ESTABLISHMENT COMMISSIONED BY JB MARKS LOCAL MUNICIPALITY

No.	KEY ISSUES	LOCATION	Total No. of erven	Baseline	Status	Due Date	Challenges
1.	Klipdrift Township Establishment	Ward 3	114	Vacant Informal dwellers next to railway line	Consultant appointed Township Application submitted to Municipality Environmental Authorization granted Municipal Planning Tribunal Approval Pegging needed	June 2020	None
2.	Proposed Extension 5 Promosa Portion 448 of Farm Town and Townlands 435 IQ Township Establishment	Ward 17	1645	Vacant with Marikana Informal Settlement on the South	Consultant appointed Draft layout complete Draft scoping report submitted to READ Final layout amended Final Report will be submitted to READ on the 12 th October 2019 Environmental Authorization granted Municipal Planning Tribunal Approval Pegging needed	December 2020	None

No.	KEY ISSUES	LOCATION	Total No. of erven	Baseline	Status	Due Date	Challenges
3.	Portion 333 of Farm Town and Townlands 448 IQ	Ward 9	118	vacant	Consultant appointed Draft layout complete Draft scoping report submitted Phase 2 Dolomite Stability Investigation outstanding.	December 2020	Geotechnical Report detected dolomite, Phase 2 dolomite stability Investigation required.
4.	Portion of Remainder of Erf 10 Mohadin		35	vacant	Draft layout completed Determination of Flood line completed Environmental Authorization granted To be pegged	June 2020	None
5.	Dassierand Extension 1 Township Establishment	Ward 11	757	vacant	Environmental Authorization granted Municipal Planning Tribunal Approval To be pegged	December 2020	None

TOWNSHIP ESTABLISHMENT COMMISSIONED BY HOUSING DEVELOPMENT AGENCY (HDA)

No.	KEY ISSUES	LOCATION	BASELINE	STATUS	CHALLENGES
1	Ferdinand Postmapark (Vyfhoek)	Ward 3	vacant	HDA process Application on advertising period	None
2	Mooibank Potchefstroom Extension 32	Ward 2	vacant	HDA process	No Environmental Authorization, costs of bulk infrastructure, access
3	Lindequesdrift	Ward 2	vacant	Township to be established Holding 232 – 1.28 ha Holding 35 – 4.32 ha Holding 275 – 1.71 ha	None
4	Extension 12 (Sonderwater)	Ward 9	Occupied	The layout plan not finalized due to the outcome of the Dolomite investigation and non-availability of the compliance certificates for the existing services.	Dolomite and SANS compliance

Ventersdorp Region

	Project	Ward	Status	Funding
1	Tshing ext 10 (N14 development)	30, 32 & 34	Township establishment is being completed and internal infrastructure is being installed	Provincial Human Settlements
2	Tshing ext 9	34	Township establishment is being completed and internal infrastructure is being installed	Provincial Human Settlements
3	Tshing ext 3 erf 2168, 2169 & 2984 (consolidation and subdivision)	29 & 34	Maxim has submitted all the documents	Municipal funded (R 200 000)
4	Tshing erf 726 subdivision	34	The erf is next to Tshing ext 9 and needs to be subdivided	Municipal funded (R 400 000)
5	National upgrading of Settlements Plan	29, 32 & 33	Ten (10) settlements have been identified and studies are being conducted	National Human Settlements
6	Alphen 515 IP	33	This farm has been identified to be purchased for future development	Provincial Human Settlements and Housing Development Agency
7	Bulk infrastructure upgrades	All wards	With all of the Township establishments and the growth of the Ventersdorp region. The Bulk infrastructure will have to be upgraded. This is the Water Treatment Works, Reservoirs, Bulk water and sewer lines, Waste water treatment works and the construction of pump stations. The electricity network along with the Substation will need to be upgraded	
8	Title deed registration	All wards	The registration of Title deeds for houses build before 1994	Municipal funded

NEWLY IDENTIFIED STRATEGIC RESIDENTIAL DEVELOPMENT

KEY ISSUES				
FUNDING REQUEST FOR PURPOSE OF INITIATING DETAILED TECHNICAL STUDY FOR TOWNSHIP ESTABLISHMENT ON IDENTIFIED LAND PORTIONS				
No.	Description	Zoning	Extent	
1.	The remaining extent of farm Wilgeboom 458 IQ	Municipal	123 ha	
2.	Portion 239 of Farm Klipdrift 422 IQ	Agricultural	50 ha	
3.	Portion 11 of Farm Rietfontein 434 IQ	Agricultural	586 ha	
4.	The remaining extent of portion 2 of Farm town and townlands 435 IQ	Municipal	1023 ha	
5	The Remaining Extent of Portion 46, Portions 58 and 59 of the farm Elandsheuvell 436 IQ measuring approximately in extent		82,6673 ha	

INFRASTRUCTURE DOLOMITE PROJECTS COSTS ESTIMATES

INFRASTRUCTURE DOLOMITE BUDGET ESTIMATES											
PROJECT NAME	RISK	SOURCE OF FUNDING			2017/18	STATUS QUO AS AT April 2019	2018/19	2019/2020	2020/2021	2021/2022	TOTAL
Rev Phetlu Sinkhole Rehabilitation (existing sinkhole)	High	Internal	Once-off	Emergency	R 6,812,079.12	Regulation 36 Appointment	4 000 000	8 000 000	R 0.00	R 0.00	R 6,812,079.12
Kanana sinkhole stabilisation (after resettlement; no occupation of earmarked 82 sites permitted)	High	Internal	Once-off	Emergency	R 2,000,000.00	Regulation 36 Appointment			R 0.00	R 0.00	R 2,000,000.00
Sarafina sinkhole stabilisation (after resettlement; no occupation on-site permitted)	High	Internal	Once-off	Emergency	R 500,000.00	Not yet done	R 0.00	R 0.00	R 0.00	R 0.00	R 500,000.00
Sonderwater sinkholes initial assessment and stabilisation	High	Internal	Once-off	Emergency	R 3,000,000.00	Project completed. 2 reservoirs were decommissioned	R 0.00	R 0.00	R 0.00	R 0.00	R 3,000,000.00
3 Sinkhole Detail Risk Assessments (3 sinkholes are expected annually in JB Marks)	High	Internal	Annual	Operational	R 6,000,000.00	3 Risk assessment were concluded for Tlokwe region in 2014. Monitoring ongoing	R 6,600,000.00	R 7,260,000.00	R 7,986,000.00	R 8,784,600.00	R 36,630,600.00
3 Sinkhole Infrastructure Upgrades (site-specific around a sinkhole) ²	High	Internal	Annual	Capital	R 9,000,000.00	Completed Total Spent R189 099.59	R 9,900,000.00	R 10,890,000.00	R 11,979,000.00	R 13,176,900.00	R 54,945,900.00

INFRASTRUCTURE DOLOMITE BUDGET ESTIMATES											
PROJECT NAME	RISK	SOURCE OF FUNDING			2017/18	STATUS QUO AS AT April 2019	2018/19	2019/2020	2020/2021	2021/2022	TOTAL
Infrastructure Upgrade (prioritise high risk measured areas in the Tlokwe Area) ⁴ move to unfunded	High	MIG	Once-off	Capital	R 106,765,873.15		R 117,442,460.47	R 129,186,706.51	R 142,105,377.16	R 156,315,914.88	R 651,816,332.17
On-going Dolomite Specialist review on infrastructure projects	High	Internal	Annual	Operational	R 2,000,000.00	Completed Total Spent R1 928 284	R 2,200,000.00	R 2,420,000.00	R 2,662,000.00	R 2,928,200.00	R 12,210,200.00
Site-specific DRMP's (Tlokwe Area) Move to unfunded	Medium	Internal	Once-off	Operational	R 780,00		R 858,000.00	R 943,800.00	R 1,038,180.00	R 1,141,998.00	R 4,761,978.00
INFRASTRUCTURE DOLOMITE SUB-TOTAL					R 160,857,952.27		R 163,400,460.47	R 179,740,506.51	R 197,714,557.16	R 217,486,012.88	R 919,199,489.29

PROPOSED CAPITAL PROJECTS FOR 2021/21, 2022/23 and 2023/24

DORA ALLOCATIONS

PROPOSED DRAFT BUDGET			
2021/22, 2022/23 and 2023/24 FINANCIAL YEAR DORA ALLOCATIONS			
GRANT	2021/22	2022/23	2023/24
Municipal Infrastructure Grant.	R 70 475 000.00	R 76 186 000.00	R 79 595 000.00
EEDMS.	R 4 000 000.00	R 5 000 000.00	R -
Intergrated National Electricifaction Programme.	R 10 000 000.00	R 11 000 000.00	R 12 000 000.00
Water Service Infrastructure Grant.	R 15 000 000.00	R 15 000 000.00	R 15 675 000.00
Neighbourhood Development Partnership Grant (Capital)(LED)	R -	R 4 700 000.00	R 7 000 000.00
Regionl Bulk Infrastructure Grant	R 44 493 000.00	R 50 000 000.00	R 52 937 000.00
OTHERS			
PROVINCIAL INFRASTRUCTURE GRANT (PIG)	R 47 048 600.00	R -	R -
Internally Generated	R 92 500 000.00	R 80 000 000.00	R 15 000 000.00
TOTAL	283 516 600	241 886 000	182 207 000

**PROPOSED PROJECTS
MUNICIPAL INFRASTRUCTURE GRANT (MIG)**

DESCRIPTION			FINANCIALS		
NO.	PROJECT NAME	PROJECT TYPE	PROPOSED 2021/2022 BUDGET	PROPOSED 2022/2023 BUDGET	PROPOSED 2023/2024 BUDGET
1	Light Industrial Park in Ikageng	Community Facility	R 10 000 000.00	R 22 885 079.12	R -
2	Construction of Roads and Storm Water in Toevlug phase 2	Road & Storm Water	R 12 304 690.50	R -	R -
3	Construction of Roads and Storm Water in Tshing Phase 2	Road & Storm Water	R 11 939 569.04	R -	R -
5	Constructoin of NW405 Disaster Management Center	Community Facility	R 5 000 000.00	R 15 000 000.00	R -
6	Construction of Boikhutso Village Bulk Water Supply (Phase 2)	Water	R 2 706 990.46	R -	
7	Construction of Bulk Water Supply at Goedgevoeden	Water	R 7 000 000.00	R 12 429 392.27	R -
8	Development of New Cemeteries at Tlokwe Region	Community Facility	R 10 000 000.00	R 11 000 000.00	R -
9	Construction of Ikageng Ext 13 Water Reticulation Phase 2	Water	R 5 000 000.00	R 6 062 228.61	R 16 000 000.00
10	Installation of High Mast High Lights at Ikageng	Community Lighting	R 3 000 000.00	R 5 000 000.00	R 5 000 000.00
11	PMU.	n/a	R 3 523 750.00	R 3 809 300.00	R 3 979 750.00
12	Installation of VIP Toilets at Various Villages	Sanitation	R -	R -	R 6 000 000.00
13	Construction of Sewer Reticulation at ext 13 phase 2 & 3	Sanitation	R -	R -	R 6 000 000.00
14	Installation of water reticulation at Promosa ext 5	Water	R -	R -	R 15 000 000.00
15	Installation of sewer reticulation promosa ext 5	Sanitation	R -	R -	R 1 000 000.00
16	Construction of Buffelsvallei Village Bulk Water Supply	Water	R -	R -	R 5 000 000.00
17	Construction of Roads and Stormwater	Road & Storm Water	R -	R -	R 15 000 000.00
18	Completion of Phase 4 & 5 of the Sarafina Stadium	Community Facility	R -	R -	R 6 615 250.00
TOTALS			R 70 475 000.00	R 76 186 000.00	R 79 595 000.00

**PROPOSED PROJECTS
INTERGRATED NATIONAL ELECTRICIFICATION PROGRAM & ENERGY EFFICIENCY DEMAND MANAGEMENT SYSTEM
(INEP & EEDMS)**

DESCRIPTION				FINANCIALS		
INEP						
NO.	PROJECT NAME	WARD NO.	REGION	2021/2022 BUDGET	2022/2023 BUDGET	2024/2024 BUDGET
1	Electrification of Promosa Ext. 5	13	Tlokwe	R10 000 000.00	R0.00	R -
2	Electrification of Tshing Ext. 10	31	Ventersdorp	R0.00	R11 000 000.00	R 12 000 000.00
Total				R 10 000 000.00	R 11 000 000.00	R 12 000 000.00
EEDMS						
3	Installation of Energy Efficient Street Lights: 2020/2021 EEDSM Programme	All Wards	Tlokwe & Ventersorp	R4 000 000.00	R5 000 000.00	R -
Total				R 4 000 000.00	R 5 000 000.00	R -

**PROPOSED PROJECTS
WATER SANITATION INFRASTRUCTURE GRANT (WSIG)**

DESCRIPTION		FINANCIALS		
NO.	PROJECT NAME	2021/2022 BUDGET	2022/2023 BUDGET	2023/2024 BUDGET
1	Augmenting Tshing elevated water storage and extension of bulk services	R 15 000 000.00		
2	Upgrading of Pumpstations In JB Marks (Ventersdorp)		R 10 000 000.00	R -
3	Upgrading of Pumpstations In JB Marks (Potchefstroom)			R 15 675 000.00
4	Installation of Zonal Meters		R 5 000 000.00	
Totals		R 15 000 000.00	R 15 000 000.00	R 15 675 000.00

**PROPOSED PROJECTS
NEIGHBOURHOOD DEVELOPMENT GRANT (NDP)**

No.	PROJECT NAME	PROJECT TYPE	NO. HOUSEHOLD / KM	WARD NO.		PROPOSED 2021/2022 BUDGET	PROPOSED 2022/2023 BUDGET	PROPOSED 2023/24	COMMENTS
1	Neighbourhood Grant- (NODE 1) In accordance with the precinct plan that is under development.	TBA	TBA	TBA		R -	R 4 700 000.00	R 7 000 000.00	this is based on the precinct plan that was submitted to treasury former tlokwe as development of Node 1.
0						R -	R 4 700 000.00		

**PROPOSED PROJECTS
PROVINCIAL INFRASTRUCTURE GRANT (PIG)**

No.	PROJECT NAME	PROJECT TYPE	PROPOSED 2020/21 BUDGET	PROPOSED 2021/2022 BUDGET	PROPOSED 2022/2023 BUDGET
1	Replacement of Asbestos Pipeline with uPVC pipe. (Ventersdorp)	Water	R 47 048 600.00	R -	R -
			R 47 048 600.00	R -	R -

**PROPOSED PROJECTS
INTERNAL**

No.	PROJECT NAME	PROJECT TYPE	PROPOSED 2021/2022 BUDGET	PROPOSED 2022/2023 BUDGET	PROPOSED 2023/2024 BUDGET
1	Construction Road & stormwater JB Marks LM	Roads	R 15 000 000.00	R 33 000 000.00	R 15 000 000.00
2	Construction of Promosa Road	Roads	R -	R -	R -
3	Upgrade of the Promosa road towards Dassierand.	Roads	R -	R 12 000 000.00	R -
4	Development of Cell 4 at the Phelphepa land fill site.	Community Fascility	R 15 000 000.00	R 20 000 000.00	R -
5	Water and Sewer Reticulation in Greenfield	Water & Sewer	R 6 000 000.00	R -	R -
6	Desludging and upgrade of the Sludge lagoon	Sanitation	R 3 500 000.00	R -	R -
7	Refurbishment of the botha Pump station'	Sanitation	R 6 000 000.00	R -	R -
8	Upgrade of sewer line mohadin poortjie dam	Sanitation	R 12 000 000.00	R -	R -
9	Emergency upgrade of Promosa and Baipei Pump Station	Sanitation	R 10 000 000.00	R 15 000 000.00	R -
10	Emergency upgrade of Top City and ext 9 ewr line towards N12 and Berts Bricks.	Sanitation	R 13 000 000.00	R -	R -
11	Construction of a bridge at Promosa (Poortjie Dam)	Roads and Stormwater.	R 12 000 000.00	R -	R -
Total			R 92 500 000.00	R 80 000 000.00	R 15 000 000.00

2019/20 LED PROPOSED PROJECTS

NO	PROJECT DESCRIPTION	STRATEGIC OBJECTIVE	LOCATION/WARD	PROJECT STATUS	ANNUAL TARGET 2019/2020	FUNDING SOURCE	BUDGET
	New Dawn Riverfront	Community Fair Project		New Project	2019/20	SANDF	R80 000
	Cachet Park				2019/20		
	Diplomatic and Executive Network	DENC Centre	To be determined	New project	2019/22	PPP	R300 000 000
	Practice Testing Ground				2020/21	MIG	
	Neighbourhood Development		20		2019/20	National Treasury	R500 000
	Light Industrial Park				2019/21	MIG	R32 000 000
	Taxi Rank Renovation Phase 2	Extension of parking bays, paving, fencing, electrification CBD	32		2019/20	MIG	9 500 000
	Rejuvenation of Vine yard	Wine production	32		2019/20	DRKK	
	Ventersdorp Brick Marking	Bricking marking	32		2019/20	Public works	
	Mogopa Brick Making Project	Brick making	31			Mogopa Mining	1 000 000
	Mathobela Agro processing project	Fish Farming	33		2019/20	READ	2 500 000
	Sorghum Processing plan	This project will use sorghum to produce a non-alcoholic fortified drink as alternative to maize mageu	33			PPP	80 000 000
	Agricultural and Enterprise Hub(Farmers Support Centre)	Centre to help farmers with products, markets, products packaging implements and inputs	32		2018/21	READ	16 000 000
	Farmers Development Programme	20 farmers were identified for support and commercialise mostly are land reform beneficiaries	All		2019/21	PPP	18 000 000

NO	PROJECT DESCRIPTION	STRATEGIC OBJECTIVE	LOCATION/WARD	PROJECT STATUS	ANNUAL TARGET 2019/2020	FUNDING SOURCE	BUDGET
	Chicken Abattoir – Moosa Park	Construction of medium size chicken hatchery, abattoir and broilers and animal feeds. Seven villages will have roll out of 500 chicken broiler houses for women and youth	all		2019/21	PPP	18 000 000
	Small Towns Programme	Planning and Precinct Development	CBD	New project	2019/20	National treasury	To be determine
	Integrated Urban Development Framework	Urbanization in the global context		New project	2019/20	National treasury	To be determine
	Thusanong Services Centre	Community and Government Services Centre	All	Revive Project	2019/22	MIG	Tobe determine
	Ikageng Tourism attraction centre	To give information about tourism in Ikageng	Ward 6	New project	2019/20	JB Marks Municipality	R 300 000
	One stop shop Labour Search Centre	Assist young people with access to network and computer access to seek employment and business skills	Ward 6	New Project	2019/20	JB Marks Municipality	R 500 000
	Mechanization Programme 2 tractors	Enhancing food security by stimulating small farmer production	All Ventersdorp	New project	2019/20	JB Marks Municipality	R1 000 000

PROPOSED PROJECTS

2021/22 LED PROJECTS

NO.	DESCRIPTI ON	BUDGET ALLOCATION- REQUEST	USAGE	INTERNAL / EXTERNAL
1.	SMME Development Fund	R 1 000 000.00	To support local SMMES's	Internal
	Business license Vehicle - Bakkie	R 600 000.00	Inspection for business licenses and outdoor advertising.	Internal
	Ikageng Memorial park Development/ Ventersdorp JB Marks Memorial Parks	R 1 500 000.00	Development of the memorial park, including the purchasing of shipping containers.	Internal
	Development of the JB Marks LED Strategy	R1 500 000.00	To develop a comprehensive strategy for the whole JB Marks Municipality.	
	NDGP	R 12 000 000.00	Creation of Job opportunities	External
	Light Industrial Park	R 6 000 000.00	Upgrading of Light Industrial Park	Internal
	Training Centre	R 500 000.00	Creation of Job opportunities	External
	The R53 Development: <ul style="list-style-type: none"> • Aviation Academy • Medical Step Down Centre for Chemo, dialysis, pain clinic • Agricultural Training Centre • Retirement Village • Student Accomodation • GAP Housing • Mall, Garage and Truck Stop 	To be determined	Creation of Job opportunities.	External
	TOTAL	R 23 100 000.00		
RURAL, ENVIRONMENT AND AGRICULTURAL DEVELOPMENT				
NO.	DESCRIPTIO N	BUDGET ALLOCATION- REQUEST	USAGE	INTERNAL / EXTERNAL
	Farners Development Programme	R 500 000.00	To support local Farmers	Internal
	Commonage farms (Reitfontein and Eleazer)	R 600 000.00	Farm Maintenance	Internal
	Mechanization Programme 1 tractors	R 2 000 000.00	Ehancing food security by stimulating small	Internal

	and a Baler		farmer production.	
	Farmers Support Centre	R 5 000 000.00	To to help farmers with products, markets	Internal
TOTAL:		R 8 100 000.00		
TOURISM DEVELOPMENT AND MARKETING				
NO.	DESCRIPTIO N	BUDGET ALLOCATION- REQUEST	USAGE	INTERNAL / EXTERNAL
	Formalisation of the Tourism Sector	R50 000.00	Establishment of inclusive JB Marks Tourism Forum with all local tourism organisations in the municipal area, in line with the National Tourism Sector Strategy. National Depart. Of Tourism commenced with 3 years programme in April 2021. JB Marks Tourism forum will be established as prescribed by the National Tourism sector strategy in collaboration with the National Dept. of Tourism.	Internal
	Capacity Building and Training Programmes	R50 000.00	To empower aspiring, emerging and existing Tourism Product Owners, as well as job creation.	Internal
	Tourism Awareness Programmes	R50 000.00	To create tourism awareness in the community to improve community based tourism job creation.	Internal
	Tourism SMME Grant Funding	R300 000.00	Recovery Plan after the Covid-19 Pandemic – Tourism Awards can be put on hold and money used as Grant Funding.	Internal
	National and International Tourism Marketing JB Marks	R300 000.00	Exhibitions and participation in national and Tourism Exhibitions and Events to market the tourism potential of JB Marks Local Municipality.	Internal
	Marketing Material	R100 000.00	Needed for tourism marketing of JB Marks Local Municipality.	Internal
	Development of Tourism Strategy with sector recovery plan	R1 500 000.00	To develop a comprehensive Tourism strategy and sector recovery plan for the whole JB Marks Municipality.	Internal
TOTAL:		R 2 350 000.00		
GRAND TOTAL:		R 33 550 000.00		

UNFUNDED CAPITAL PROJECTS 2017-2022

PROJECT NO.	PROJECT DESCRIPTION	SOURCE OF INCOME	CURRENT ESTIMATED VALUE INCLUDING PROFESSIONAL FEES	CURRENT FINANCIAL YEAR (2016/2017)	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
1	132/11 kV New Zeta substation East for the North/East development and N12 development nodes	Internal	80,000,000.00	0.00	80,000,000.00	0.00	0.00	0.00	0.00
2	Build switching substations to north east and N12 Industrial zone	Internal	500,000.00	0.00	500,000.00	0.00	0.00	0.00	0.00
3	Upgrade switchgear and metering kiosk at Checkers	Internal	1,000,000.00	0.00	1,000,000.00	0.00	0.00	0.00	0.00
4	Install new feeder cable at Chubby Chick	Internal	1,300,000.00	0.00	1,300,000.00	0.00	0.00	0.00	0.00
5	Upgrade Test Equipment	Internal	1,300,000.00	0.00	400,000.00	200,000.00	200,000.00	500,000.00	0.00
6	Electricity tariff adjustment and cost of supply study	Internal	10,000,000.00	0.00	10,000,000.00	0.00	0.00	0.00	0.00
7	Ikageng Main Replace old switchgear + 2 Battery Chargers	Internal	10,000,000.00	0.00	10,000,000.00	0.00	0.00	0.00	0.00
8	Ikageng Central Substation - Replace old switchgear + 2 Battery chargers	Internal	10,000,000.00	0.00	10,000,000.00	0.00	0.00	0.00	0.00
9	Poortjiedam - Replace old switchgear + 2 Battery chargers	Internal	10,000,000.00	0.00	10,000,000.00	0.00	0.00	0.00	0.00
10	Ikageng Main Replace old switchgear + 2 Battery Chargers	Internal	10,000,000.00	0.00	10,000,000.00	0.00	0.00	0.00	0.00
11	Ikageng Central Substation - Replace old switchgear + 2 Battery chargers	Internal	10,000,000.00	0.00	10,000,000.00	0.00	0.00	0.00	0.00
12	Poortjiedam - Replace old switchgear + 2 Battery chargers	Internal	2,000,000.00	0.00	2,000,000.00	0.00	0.00	0.00	0.00
13	Auto Reclosures	Internal	1,000,000.00	0.00	1,000,000.00	0.00	0.00	0.00	0.00
14	Auto Reclosures	Internal	300,000,000.00	0.00	0.00	100,000,000.00	100,000,000.00	100,000,000.00	0.00
15	Scada - Marl substation en Malva substation	DOE	24,000,000.00	0.00	0.00	24,000,000.00	0.00	0.00	0.00
16	New second 132 kV in feed from Eskom to the north east	Internal	35,000,000.00	0.00	0.00	0.00	25,000,000.00	0.00	10,000,000.00
17	Ikageng West Substation Second Transformer	Internal	10,000,000.00	0.00	0.00	10,000,000.00	0.00	0.00	0.00

PROJECT NO.	PROJECT DESCRIPTION	SOURCE OF INCOME	CURRENT ESTIMATED VALUE INCLUDING PROFESSIONAL FEES	CURRENT FINANCIAL YEAR (2016/2017)	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
18	11 kV network expansion in the Alpha industrial region	DOE	18,000,000.00	0.00	6,000,000.00	0.00	6,000,000.00	0.00	6,000,000.00
19	11 kV network expansion in southern region of Ikageng	DOE	14,000,000.00	0.00	0.00	10,000,000.00	4,000,000.00	0.00	0.00
20	To install 11 kV cables from S2 (Ikageng X 7) Substation to Promosa & Mohadin	DOE	12,000,000.00	0.00	0.00	0.00	0.00	6,000,000.00	6,000,000.00
21	To build a new Substation in Promosa/Mohadin	MIG	36,000,000.00	6,000,000.00	6,000,000.00	6,000,000.00	6,000,000.00	6,000,000.00	6,000,000.00
22	Install 11 kV interconnecting cables in Promosa/Mohadin	Internal	15,000,000.00	0.00	5,000,000.00	0.00	5,000,000.00	0.00	5,000,000.00
23	Install High Mast Lights in Ikageng, Promosa, Mohadin and Matlwang	Internal	9,000,000.00	0.00	6,000,000.00	3,000,000.00	0.00	0.00	0.00
24	To install 11 kV connection cables to Grimbeekpark/Bailliepark new extension	Internal	9,000,000.00	0.00	0.00	3,000,000.00	3,000,000.00	3,000,000.00	0.00
25	To install 11 kV cable network to Mooivalleipark	Internal	40,000,000.00	0.00	8,000,000.00	8,000,000.00	8,000,000.00	8,000,000.00	8,000,000.00
26	To install new switchgear at Makou Substation	Internal	21,000,000.00	0.00	0.00	5,000,000.00	5,000,000.00	6,000,000.00	5,000,000.00
27	Refurbish obsolete 11 kV switchgear	DOE	5,000,000.00	0.00	0.00	3,000,000.00	0.00	2,000,000.00	0.00
28	Upgrade 66 kV switchgear	Internal	4,000,000.00	0.00	0.00	0.00	2,000,000.00	0.00	2,000,000.00
29	Install new switching substation Ikageng Road	Internal	6,000,000.00	0.00	0.00	2,000,000.00	2,000,000.00	2,000,000.00	
30	Upgrade Pietersen and Cemetery Substation	Internal	6,200,000.00	0.00	200,000.00	300,000.00	300,000.00	400,000.00	5,000,000.00
31	Power Quality Management	Internal	400,000.00	0.00	100,000.00	100,000.00	100,000.00	100,000.00	0.00
32	Upgrade PPE Equipment	Internal	10,000.00	0.00	10,000.00	0.00	0.00	0.00	0.00
33	Replace tools	Internal	4,000,000.00	0.00	2,000,000.00	2,000,000.00	0.00	0.00	0.00
34	Office equipment - new air conditioners	Internal	8,000,000.00	0.00	2,000,000.00	3,000,000.00	0.00	0.00	3,000,000.00
35	Office equipment - upgrade drawing office electronically	Internal	700,000.00	0.00	700,000.00	0.00	0.00	0.00	0.00

PROJECT NO.	PROJECT DESCRIPTION	SOURCE OF INCOME	CURRENT ESTIMATED VALUE INCLUDING PROFESSIONAL FEES	CURRENT FINANCIAL YEAR (2016/2017)	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
36	Vehicles - 4 trucks with ladders	Internal	90,000,000.00	0.00	0.00	0.00	80,000,000.00	10,000,000.00	0.00
37	Trailer for Skidsteer	Internal	25,000,000.00	0.00	0.00	0.00		25,000,000.00	0.00
38	132 kV Electrical Network - Lekhele Substation in Ikageng	DOE	30,000,000.00		8,000,000.00	10,000,000.00	12,000,000.00		
39	132 kV Electrical Network - Lekhele Substation second transformer	Internal	80,000,000.00	0.00	20,000,000.00	20,000,000.00	20,000,000.00	20,000,000.00	0.00
40	Energy Efficient	Internal	5,000,000.00	0.00	1,000,000.00	1,000,000.00	1,500,000.00	1,500,000.00	0.00
41	132 kV Electrical Network - Bult	Internal	4,000,000.00	0.00	0.00	4,000,000.00	0.00	0.00	0.00
42	Install and upgrade traffic light controllers	Internal	2,000,000.00	0.00	2,000,000.00	0.00	0.00	0.00	0.00
43	To install 11 kV connection cables to Ferdinand Postma (ABSA Project)	Internal	9,600,000.00	300,000.00	300,000.00	3,000,000.00	3,000,000.00	3,000,000.00	0.00
44	To install 11 kV ring feed cable to Tuscany Ridge	Internal	11,000,000.00	0.00		5,000,000.00	6,000,000.00		0.00
45	Replace batteries at Substation	Internal	23,000,000.00	0.00	4,000,000.00	4,000,000.00	5,000,000.00	5,000,000.00	5,000,000.00
46	Upgrade 11 kV electrical cable network at New Bailliepark / Grimbeekpark	Internal	19,500,000.00	0.00	3,500,000.00	4,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00
47	Upgrade low voltage electrical cable network and switchgear	Internal	1,000,000.00	0.00	1,000,000.00	0.00	0.00	0.00	0.00
48	Replace overhead network	Internal	29,000,000.00	0.00	6,000,000.00	5,000,000.00	5,000,000.00	6,000,000.00	7,000,000.00
49	Rural area - built new switch rooms and switchgear for auto reclosers	Internal	2,000,000.00	0.00	500,000.00	500,000.00	500,000.00	500,000.00	0.00
50	Rural Area - Upgrade overhead lines	Internal	5,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	0.00
51	Power Conservation Load Management	Internal	200,000.00	0.00	0.00	200,000.00	0.00	0.00	0.00
52	Remote metering meters/modems	Internal	9,000,000.00	0.00	1,500,000.00	2,000,000.00	2,500,000.00	3,000,000.00	0.00
53	Installation Division Test Equipment	Internal	6,000.00	0.00	6,000.00	0.00	0.00	0.00	0.00
54	Assets (new equipment)	Internal	30,000.00	0.00	30,000.00	0.00	0.00	0.00	0.00
55	Water Pump	Internal	7,000.00	0.00	7,000.00	0.00	0.00	0.00	0.00

PROJECT NO.	PROJECT DESCRIPTION	SOURCE OF INCOME	CURRENT ESTIMATED VALUE INCLUDING PROFESSIONAL FEES	CURRENT FINANCIAL YEAR (2016/2017)	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
56	Soil compactor	Internal	60,000.00	0.00	60,000.00	0.00	0.00	0.00	0.00
57	12 Volt oil pump	Internal	40,000.00	0.00	40,000.00	0.00	0.00	0.00	0.00
58	Industrial vacuum cleaner	Internal	40,000.00	0.00	40,000.00	0.00	0.00	0.00	0.00
59	7.5 kVA Generator for emergency meetings	Internal	900,000.00	0.00	300,000.00	0.00	300,000.00	0.00	300,000.00
60	1 x Wheel Balancing Machine	DOE	60,000,000.00	0.00	30,000,000.00	30,000,000.00	0.00	0.00	0.00
61	10 x New Toolboxes with tools	DOE	20,000,000.00	0.00	10,000,000.00	10,000,000.00	0.00	0.00	0.00
62	Electrification of Tshing Ext 3	DOE	7,086,000.00	0.00	2,086,000.00	5,000,000.00	0.00	0.00	0.00
63	Electrification of Rysmierbult	Internal	1,000,000.00	0.00	1,000,000.00	0.00	0.00	0.00	0.00
64	Electrification of Boikhutso	DOE	15,000,000.00	0.00	5,000,000.00	5,000,000.00	5,000,000.00	0.00	0.00
65	Upgrade of Ventersdorp main intake Substation Building	Internal	0.00	0.00	0.00	0.00	0.00	0.00	0.00
66	Solar Water Heating Programme in NW 405	Internal	15,000,000.00	0.00	5,000,000.00	5,000,000.00	5,000,000.00	0.00	0.00
67	Capacity increase and main intake Substation Upgrade at Ventersdorp	Internal	1,000,000.00	0.00	1,000,000.00	0.00	0.00	0.00	0.00
68	SCADA installation in Ventersdorp	Internal	3,000,000.00	0.00	3,000,000.00	0.00	0.00	0.00	0.00
69	Analysis of consumption patterns quality of supply study in Ventersdorp	Internal	3,000,000.00	0.00	3,000,000.00	0.00	0.00	0.00	0.00
70	Upgrade MV cable between Steenbok mini-sub and AP Kerk muni-sub	Internal	3,000,000.00	0.00	3,000,000.00	0.00	0.00	0.00	0.00
71	Upgrade MV cable between Panel A and Doc Street mini-sub	Internal	3,000,000.00	0.00	3,000,000.00	0.00	0.00	0.00	0.00
72	Upgrade MV cable between Panel C and Steenbok mini-sub	Internal	3,000,000.00	0.00	3,000,000.00	0.00	0.00	0.00	0.00
73	Upgrade MV cable between Panel D and Hospitaal mini-sub	Internal	3,000,000.00	0.00	3,000,000.00	0.00	0.00	0.00	0.00
74	Upgrade MV cable between Yseelweg mini-sub and Toevleg mini-sub	Internal	3,000,000.00	0.00	1,000,000.00	0.00	0.00	0.00	0.00
75	Upgrade MV cable between Graaf mini-sub and Silos T1-switches	Internal	1,000,000.00	0.00	500,000.00	0.00	0.00	0.00	0.00

PROJECT NO.	PROJECT DESCRIPTION	SOURCE OF INCOME	CURRENT ESTIMATED VALUE INCLUDING PROFESSIONAL FEES	CURRENT FINANCIAL YEAR (2016/2017)	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
76	Replace Mark Street mini-sub - Ring main unit with a k4 ring main unit	Internal	500,000.00	0.00	500,000.00	0.00	0.00	0.00	0.00
77	Upgrade 4T1 switches at the silos to 4k1 switches	Internal	500,000.00	0.00	1,000,000.00	0.00	0.00	0.00	0.00
78	Upgrade the capacitated Alwyn mini-sub from 315 kV to 630 kVA	Internal	80,000,000.00	0.00	80,000,000.00	0.00	0.00	0.00	0.00
79	Upgrade of ring main units inside mini-substation from Magnifix switches to k3 switches	Internal	500,000.00	0.00	500,000.00	0.00	0.00	0.00	0.00
80	Electrification of Boikhutso	Internal	1,000,000.00	0.00	1,000,000.00	0.00	0.00	0.00	0.00
81	Upgrade of Ventersdorp main intake Substation Building	Internal	1,300,000.00	0.00	1,300,000.00	0.00	0.00	0.00	0.00
82	Solar Water Heating Programme in NW 405	Internal	1,300,000.00	0.00	400,000.00	200,000.00	200,000.00	500,000.00	0.00
83	Capacity increase and main intake Substation Upgrade at Ventersdorp	Internal	10,000,000.00	0.00	10,000,000.00	0.00	0.00	0.00	0.00
84	SCADA installation in Ventersdorp	Internal	10,000,000.00	0.00	10,000,000.00	0.00	0.00	0.00	0.00
85	Analysis of consumption patterns quality of supply study in Ventersdorp	Internal	10,000,000.00	0.00	10,000,000.00	0.00	0.00	0.00	0.00
86	Upgrade MV cable between Steenbok mini-sub and AP Kerk muni-sub	Internal	10,000,000.00	0.00	10,000,000.00	0.00	0.00	0.00	0.00
87	Upgrade MV cable between Panel A and Doc Street mini-sub	Internal	10,000,000.00	0.00	10,000,000.00	0.00	0.00	0.00	0.00
88	Upgrade MV cable between Panel C and Steenbok mini-sub	Internal	10,000,000.00	0.00	10,000,000.00	0.00	0.00	0.00	0.00
89	Upgrade MV cable between Panel D and Hospitaal mini-sub	Internal	2,000,000.00	0.00	2,000,000.00	0.00	0.00	0.00	0.00
90	Upgrade MV cable between Yseelweg mini-sub and Toevleg mini-sub	Internal	1,000,000.00	0.00	1,000,000.00	0.00	0.00	0.00	0.00
91	Upgrade MV cable between Graaf mini-sub and Silos T1-switches	Internal	300,000,000.00	0.00	0.00	100,000,000.00	100,000,000.00	100,000,000.00	0.00
92	Replace Mark Street mini-sub - Ring main unit with a k4 ring main unit	DOE	24,000,000.00	0.00	0.00	24,000,000.00	0.00	0.00	0.00

PROJECT NO.	PROJECT DESCRIPTION	SOURCE OF INCOME	CURRENT ESTIMATED VALUE INCLUDING PROFESSIONAL FEES	CURRENT FINANCIAL YEAR (2016/2017)	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
93	Upgrade 4T1 switches at the silos to 4k1 switches	Internal	35,000,000.00	0.00	0.00	0.00	25,000,000.00	0.00	10,000,000.00
94	Upgrade the capacitated Alwyn mini-sub from 315 kV to 630 kVA	Internal	10,000,000.00	0.00	0.00	10,000,000.00	0.00	0.00	0.00
95	Upgrade of ring main units inside mini-substation from Magnifix switches to k3 switches	DOE	18,000,000.00	0.00	6,000,000.00	0.00	6,000,000.00	0.00	6,000,000.00
96	Rehabilitation of 1.5km roads in Meadow & Spruit Street & Kanaal Weg				8000000	12000000			
	SUBTOTAL		1,212,879,000.00	27,300,000.00	306,579,000.00	330,800,000.00	353,900,000.00	213,000,000.00	72,300,000.00
	SECTION: MIG								
	Installation and Commissioning of High Mast Lights at Ikageng	MIG	22,111,288.47	0.00	0.00	3,000,000.00	0.00	0.00	0.00
	Installation and Commissioning of High Mast Lights at Promosa	MIG	7,592,731.12	0.00	0.00	2,000,000.00	0.00	0.00	0.00
	Installation and Commissioning of High Mast Lights at Mohadin	MIG	13,490,652.95	0.00	0.00	4,000,000.00	0.00	0.00	0.00
	Installation and Commissioning of High Mast Lights at Matlwang	MIG	5,389,867.71	0.00	0.00	3,000,000.00	0.00	0.00	0.00
	Construction of Promosa Extension 4 Sewer Network & Pump Station	MIG	9,482,500.00	3,500,000.00	0.00	0.00	0.00	0.00	0.00
	Ikageng Extension 6 Sewer Reticulation & Top Structures (Erven 10569, 10857, 10580, 105858)	MIG	5,134,211.40		0.00	0.00	0.00	0.00	0.00
	Internal Road Development - Tshing Ext 3 - 2 km	MIG	6,000,000.00	3,140,619.50	0.00	0.00	0.00	0.00	0.00
	Internal Road Development Tshing Proper & Ext 4	MIG	7,500,000.00	3,582,271.80	0.00	0.00	0.00	0.00	0.00
	Access Road to Appeldraai - 1 km	MIG	7,500,000.00	2,555,861.20	0.00	0.00	0.00	0.00	0.00
	Three High Mast Development Tshing Ext 2	MIG	1,000,000.00	533,402.50	0.00	0.00	0.00	0.00	0.00

PROJECT NO.	PROJECT DESCRIPTION	SOURCE OF INCOME	CURRENT ESTIMATED VALUE INCLUDING PROFESSIONAL FEES	CURRENT FINANCIAL YEAR (2016/2017)	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	Storm water Drainage next to JB Marks ,Clinic - 1km, Tshing Ext 2	MIG	2,000,000.00	1,613,994.00	0.00	0.00	0.00	0.00	0.00
	Construction of VIP Toilets in various villages	MIG	3,513,400.00	2,685,713.23	0.00	0.00	0.00	0.00	0.00
	Construction of Appeldraai Internal Road Development Phase 3	MIG	5,500,000.00	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of Roads and Storm water in Tshing Phase 3	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of Roads and Storm water in Tsetse	MIG	4,940,000.00	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of Roads and Storm water in Ga-Mogopa Phase 1	MIG	9,500,000.00	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of Roads and Storm water in Ga-Mogopa Phase 2	MIG	11,400,000.00	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of Ikageng Ext 6 Roads and Storm water Phase 1	MIG	13,343,865.97	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of Ikageng Ext 6 Roads and Storm water Phase 2	MIG	13,471,168.23	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of Ikageng Ext 7 Roads and Storm water Phase 3	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of Storm water Management in Promosa Ext. 3	MIG	8,240,317.31	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of Roads and Storm Water In Promosa Ext. 3 - Phase 1	MIG	15,244,312.78	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of Ikageng Ext 6 (ERVEN 9813) and Ikageng Ext 7 (ERF 12552) Water Reticulation	MIG	4,739,751.21	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of Buffelsvallei Village Bulk Water Supply	MIG	3,389,859.99	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of Ikageng Ext 13 Sewer and Top Structures	MIG	55,091,594.63	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of Ikageng Ext 6 (ERVEN 9813) and Ikageng Ext 7 (ERF 12552) Sewer Network and Top Structures	MIG	12,438,887.76	0.00	0.00	0.00	0.00	0.00	0.00

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	Construction of a Satellite Fire Station	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of Bulk Water supply at Welgevonden	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of Bulk Water supply at Tsetse	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of Bulk Water supply at Doornkop	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of Bulk Water supply at Rysmierbult and Klipgat	MIG	5,362,819.99	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of 340 VIP Toilets at Goedgevonden	MIG	6,577,177.60	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of VIP Toilets at Boikhutso	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of VIP Toilets at Rysmierbult and Klipgat	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of 100 VIP Toilets at Gamogopa	MIG	1,934,464.00	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of 100 VIP Toilets at Boikhutsong	MIG	1,934,464.00	0.00	0.00	0.00	0.00	0.00	0.00
	Installation and Decommissioning of High Mast Lights at Toevlug	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Installation and Decommissioning of High Mast Lights at Boikhutsong	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of Appeldraai Community Hall	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of water channel bridge near Lossie Stadium	MIG	0.00	300,000.00	0.00	0.00	0.00	0.00	0.00
	Upgrading of Ventersdorp Fire Station	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Paved Internal Roads Tshing Ext 5	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Paved Internal Roads Tshing Proper	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	High Mast Lights all Villages	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Upgrading of Sewer Plant (WWTP)	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Internal Development Tshing Ext 6	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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	Storm water drainage development at Boikhutso	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Rehabilitation of all access roads to all Villages and Farms	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Upgrading and Construction of Storm water drainages in Ventersdorp CBD	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Internal Road Development in Various Villages	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Internal Road Development at Tshing	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Internal Road Development at Toevlug	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Construction of Tsetse VIP toilets	MIG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	(PMU) Management Fees	MIG	10,265,200.00	3,240,600.00	3,414,250.00	3,610,350.00	0.00	0.00	0.00
	SUBTOTAL		431,815,813.35	44,132,440.60	3,414,250.00	30,610,350.00	0.00	0.00	0.00
	SEWER: BULK WATER SUPPLY								
	Refurbishment of the Potchefstroom WTW	Internal	52,000,000.00	45,419,378.00	0.00	6,580,622.00	0.00	0.00	0.00
	Connecting line between the Ikageng distribution main and the N12 South developments/Potch South	Internal	30,802,715.44	0.00	0.00	0.00	30,802,715.44	0.00	0.00
	Internal Bulk for Eden Development	Internal	8,455,000.00	0.00		2,701,000.00	5,754,000.00	0.00	0.00
	Upgrading of two pumping mains to Vyfhoek reservoirs	Internal	35,699,441.23	0.00		0.00	0.00	35,699,441.23	0.00
	Upgrading of the 675mm steel pumping line from WTW	Internal	22,631,250.00	0.00	0.00	22,631,250.00	0.00	0.00	0.00
	Upgrading of the 225mm Concrete line to the Bult area	Internal	11,715,000.00	0.00	0.00	11,715,000.00	0.00	0.00	0.00
	Upgrading of the 315mm line in Meyer Street to the Bult Area	Internal	5,325,000.00	0.00	0.00	5,325,000.00	0.00	0.00	0.00
	Upgrading of the 600mm steel pumping line to Ikageng	Internal	85,009,696.45	0.00	0.00	0.00	0.00	41,166,923.22	43,842,773.23
	New line from Vyfhoek reservoirs to upgrade the existing 375mm bulk	Internal	31,406,690.25	0.00	0.00	0.00	31,406,690.25	0.00	0.00

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	distribution line (east of Mooi River)								
	Bulk water supply and ring feed constructed for Eden Development and adjacent developments on Mooibank Agricultural Holdings	Internal	56,934,734.00		2,577,000.00	0.00	54,357,734.00		
	Asbestos pipe replacement programme	Internal	99,974,552.78	0.00	0.00	22,684,500.00	24,158,992.50	25,729,327.01	27,401,733.27
	SUBTOTAL		439,954,080.15	45,419,378.00	2,577,000.00	71,637,372.00	146,480,132.19	102,595,691.46	71,244,506.50
	SEWER: STORM WATER								
	Upgrading of Existing Storm water system	Internal	6,951,498.25	1,184,927.75	1,279,721.97	1,382,099.72	1,492,667.70	1,612,081.12	0.00
	Drainage of the N12	Internal	101,119,533.59	22,891,146.48	24,722,438.20	16,481,625.47	17,800,155.50	19,224,167.94	0.00
	Louis Le Grange Culvert	Internal	17,935,250.20	0.00	0.00	0.00	0.00	17,935,250.20	0.00
	Hecter Pietersen / Kynoch Street Culvert	Internal	20,729,275.72	0.00	0.00	0.00	9,965,997.94	10,763,277.78	0.00
	Promosa Road / Bathoeng Street Culvert	Internal	4,515,613.87	0.00	0.00	0.00	4,515,613.87	0.00	0.00
	Robert Street / Mohadin, Promosa Access Road	Internal	6,942,702.07	0.00	6,942,702.07	0.00	0.00	0.00	0.00
	Upgrading the existing storm water infrastructure inside the dolomite areas to comply with the newly reformed dolomitic standards that was done by others	Internal	7,321,138.77	0.00	0.00	7,321,138.77	0.00	0.00	0.00
	Closing of Channel in Ext 6 to Ext 11 with Concrete Slab	Internal	59,322,240.00	10,800,000.00	23,328,000.00	25,194,240.00	0.00	0.00	0.00
	N12/Chris Hani Bridge	Internal	69,695,219.40	11,880,000.00	12,830,400.00	13,856,832.00	14,965,378.56	16,162,608.84	0.00
	Aksie Park: Allen Hendrikse / Blommetjie intersection	Internal	68,936.04	68,936.04	0.00	0.00	0.00	0.00	0.00
	Baillie Park Extension 24,25 & 26	Internal	2,084,893.34	0.00	2,084,893.34	0.00	0.00	0.00	0.00
	Baillie Park Extension 7 & 22	Internal	3,090,949.29	0.00	0.00	0.00	3,090,949.29	0.00	0.00
	Potch Industria	Internal	232,974.12	0.00	0.00	232,974.12	0.00	0.00	0.00

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	Berm east of Promosa and Mohadin – this is seen as a basic service and could be subsidized	Internal	3,350,993.69	0.00	0.00	0.00	0.00	3,350,993.69	0.00
	Ferdinand Postma/ Eastern Suburbs	Internal	1,685,264.88	0.00	1,685,264.88	0.00	0.00	0.00	0.00
	Revise and Update of Storm water Master Plan	Internal	2,528,035.69	430,920.00	465,393.60	502,625.09	542,835.10	586,261.90	0.00
	Primary Channels ± 7420 m	Internal	152,834,024.71	0.00	12,690,375.08	27,411,210.18	29,604,107.00	39,965,544.44	43,162,788.00
	Secondary Channels ± 12 453 m	Internal	103,544,937.33	0.00	8,597,719.62	18,571,074.38	20,056,760.33	27,076,626.44	29,242,756.56
	Cleaning and removing all obstructions (Spruits)	Internal	2,861,488.65	0.00	237,600.00	513,216.00	554,273.28	748,268.93	808,130.44
	Channel Road Crossing (15)	Internal	13,317,184.78	0.00	1,105,775.17	2,388,474.37	2,579,552.32	3,482,395.63	3,760,987.28
	Forming of Drifts (11)	Internal	2,289,190.92	0.00	190,080.00	410,572.80	443,418.62	598,615.14	646,504.35
	Upgrading of Existing Natural Channels	Internal	37,069.28	0.00	3,078.00	6,648.48	7,180.36	9,693.48	10,468.96
	Entrance of Existing/Plots	Internal	6,244,945.35	0.00	518,540.94	1,120,048.43	1,209,652.30	1,633,030.61	1,763,673.06
	Upgrading of culverts (Provincial Roads)	Internal	26,013,533.18	0.00	2,160,000.00	4,665,600.00	5,038,848.00	6,802,444.80	7,346,640.38
	Retention Ponds	Internal	32,516,916.48	0.00	2,700,000.00	5,832,000.00	6,298,560.00	8,503,056.00	9,183,300.48
	SUBTOTAL		683,233,809.62	62,255,930.27	122,541,982.87	5,832,000.00	118,165,950.18	158,454,316.97	95,925,249.53
	SECTION: SEWER								
	Pipeline Four: 735 m - Hoffman, Rissik, Molen and Spruit Str	Internal	7,068,974.79	0.00	7,068,974.79	0.00	0.00	0.00	0.00
	Pipeline Two: 1623 m - Venter and Molen str, Jooste str, Meyer and Borcherd str	Internal	17,154,893.96	0.00	0.00	8,247,545.17	8,907,348.79	0.00	0.00
	Pipeline one 1141 m - Loop, Langenhoven and Spruit str	Internal	13,769,759.32	0.00	0.00	0.00	0.00	6,620,076.59	7,149,682.72
	SUBTOTAL		37,993,628.07	0.00	7,068,974.79	8,247,545.17	8,907,348.79	6,620,076.59	7,149,682.72
	SECTION: BICYCLE & PEDESTRIAN WALKWAYS								
	Construction of bicycle and pedestrian	Internal	20,000,000.00	0.00	2,000,000.00	2,000,000.00	2,000,000.00	0.00	0.00

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	walkways - Ventersdorp Region - Urban								
	Construction of bicycle and pedestrian walkways - Ventersdorp Region - Rural	Internal	6,000,000.00	0.00	2,000,000.00	2,000,000.00	2,000,000.00	0.00	0.00
	Construction of bicycle and pedestrian walkways - Tlokwe Region - Urban	Internal	6,000,000.00	0.00	2,000,000.00	2,000,000.00	2,000,000.00	0.00	0.00
	Construction of bicycle and pedestrian walkways - Tlokwe Region - Rural	Internal	6,000,000.00	0.00	2,000,000.00	2,000,000.00	2,000,000.00	0.00	0.00
	Construction of Herman Street	Internal	15,000,000.00	0.00	0.00	15,000,000.00	0.00	0.00	0.00
	Resurfacing of Road to Felophepha Landfill Site	Internal	26,000,000.00	0.00	3,000,000.00	3,000,000.00	20,000,000.00	0.00	0.00
	SUBTOTAL		79,000,000.00	0.00	13,000,000.00	26,000,000.00	28,000,000.00	0.00	0.00
	SECTION: EQUIPMENT, VEHICLES & MACHINERY								
	2 x 10000 L Water Tankers	Internal	3,600,000.00	0.00	1,000,000.00	2,600,000.00	0.00	0.00	0.00
	2 x 4ton Roller	Internal	2,000,000.00	0.00	1,000,000.00	1,000,000.00	0.00	0.00	0.00
	2 x Wacker	Internal	40,000.00	0.00	40,000.00	0.00	0.00	0.00	0.00
	4 x Bomag	Internal	560,000.00	0.00	560,000.00	0.00	0.00	0.00	0.00
	4 x Plate compactors	Internal	18,000.00	0.00	18,000.00	0.00	0.00	0.00	0.00
	6 x Portable generator	Internal	36,000.00	0.00	36,000.00	0.00	0.00	0.00	0.00
	4 x Air industrial compressor	Internal	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	1 x Premix plant	Internal	4,200,000.00	0.00	4,200,000.00	0.00	0.00	0.00	0.00
	1 x 20 Ton tilting low bed	Internal	2,500,000.00	0.00	2,500,000.00	0.00	0.00	0.00	0.00
	3 x Grader	Internal	4,400,000.00	0.00	0.00	4,400,000.00	0.00	0.00	0.00
	6 x LDV	Internal	2,500,000.00	0.00	1,000,000.00	1,500,000.00	0.00	0.00	0.00
	12 x 6 seater LDV	Internal	3,600,000.00	0.00	2,100,000.00	1,500,000.00	0.00	0.00	0.00
	5 x Jack hammer	Internal	17,500.00	0.00	17,500.00	0.00	0.00	0.00	0.00

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	2 x Ride on lawn mowers	Internal	60,000.00	0.00	30,000.00	30,000.00	0.00	0.00	0.00
	14 x complete plumbing tool box	Internal	112,000.00	0.00	112,000.00	0.00	0.00	0.00	0.00
	12 x 3 inch Diaphragm water pumps	Internal	120,000.00	0.00	120,000.00	0.00	0.00	0.00	0.00
	6 x Power rodders	Internal	150,000.00	0.00	150,000.00	0.00	0.00	0.00	0.00
	4 x 300Kv Generator	Internal	4,000,000.00	0.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	0.00
	1 x High pressure jetting machine	Internal	1,500,000.00	0.00	1,500,000.00	0.00	0.00	0.00	0.00
	2 x JCB	Internal	2,800,000.00	0.00	0.00	2,800,000.00	0.00	0.00	0.00
	2 x Vacuum tankers	Internal	3,500,000.00	0.00	1,500,000.00	2,000,000.00	0.00	0.00	0.00
	2 x 6 ton flatbed drop side truck	Internal	2,000,000.00	0.00	0.00	2,000,000.00	0.00	0.00	0.00
	4 x 6 ton tipper	Internal	2,500,000.00	0.00	1,300,000.00	1,200,000.00	0.00	0.00	0.00
	2 x 6 ton construction tanker	Internal	4,000,000.00	0.00	2,000,000.00	2,000,000.00	0.00	0.00	0.00
	2 x 10 ton Crane trucks	Internal	4,500,000.00	0.00	2,000,000.00	2,500,000.00	0.00	0.00	0.00
	4 x Cherry pickers	Internal	3,500,000.00	0.00	750,000.00	2,750,000.00	0.00	0.00	0.00
	14 x 3 ton truck with built up ladder	Internal	15,600,000.00	0.00	5,200,000.00	7,700,000.00	5,200,000.00	0.00	0.00
	2 x Cable fault locating machine	Internal	200,000.00	0.00	100,000.00	100,000.00	0.00	0.00	0.00
	2 x Infrared scanners	Internal	120,000.00	0.00	60,000.00	60,000.00	0.00	0.00	0.00
	Tools - small tools	Internal	500,000.00	0.00	500,000.00	0.00	0.00	0.00	0.00
	Hydraulic crimpers	Internal	100,000.00	0.00	100,000.00	0.00	0.00	0.00	0.00
	Tester - Pressure tester	Internal	1,700,000.00	0.00	1,700,000.00	0.00	0.00	0.00	0.00
	Tester -cable fault finder	Internal	1,700,000.00	0.00	1,700,000.00	0.00	0.00	0.00	0.00
	Replacement of office furniture & equipment	Internal	120,000.00	0.00	50,000.00	70,000.00			
	3 x 360 PTZ Night vision Security System	Internal	160,000.00	0.00	160,000.00	0.00	0.00	0.00	0.00
	Headphones	Internal	150,000.00	0.00	150,000.00	0.00	0.00	0.00	0.00
	SUBTOTAL		64,763,500.00	0.00	31,403,500.00	70,000.00	0.00	0.00	0.00

PROJECT NO.	PROJECT DESCRIPTION	SOURCE OF INCOME	CURRENT ESTIMATED VALUE INCLUDING PROFESSIONAL FEES	CURRENT FINANCIAL YEAR (2016/2017)	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	SECTION: VENTERSDORP								
	JB marks museum sewer Connection	Internal	300,000.00	300,000.00	0.00	0.00	0.00	0.00	0.00
	Upgrading of sewer plant and Related Pump stations	WSIG	24,000,000.00	0.00	0.00	21,000,000.00	3,000,000.00	0.00	0.00
	Refurbishment of Sewer Plant (WWTP)	WSIG	8,802,812.25	0.00	8,802,812.25		0.00	0.00	0.00
	Refurbishment of Tshing X8 Sewer Pump Station	WSIG	3,132,000.00	0.00	3,132,000.00		0.00	0.00	0.00
	Sewer Network maintenance in Ventersdorp	Internal	12,000,000.00	2,400,000.00	2,400,000.00	2,400,000.00	2,400,000.00	2,400,000.00	0.00
	Sewer Material	Internal	10,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	0.00
	Refurbishment of Toevlug Sewer Pump Station	WSIG	1,957,500.00	0.00	1,957,500.00	0.00	0.00	0.00	0.00
	Installation of bulk water meters WCDM	WSIG	12,741,889.02	0.00	12,741,889.02	0.00	0.00	0.00	0.00
	Installation of telemetry system	Internal	6,000,000.00	0.00	1,000,000.00	0.00	0.00	5,000,000.00	0.00
	Water network maintenance in greater Ventersdorp	Internal	9,600,000.00	0.00	2,400,000.00	2,400,000.00	2,400,000.00	2,400,000.00	0.00
	Water Material	Internal	10,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	0.00
	De-sludging of toilets	Int/Pig	5,000,000.00	0.00	5,000,000.00	0.00	0.00	0.00	0.00
	Replacement of sewer out-fall	Internal	10,000,000.00	0.00	5,500,000.00	1,500,000.00	1,500,000.00	1,500,000.00	0.00
	Pumps and Motors procurement	Internal	1,500,000.00	0.00	1,500,000.00	0.00	0.00	0.00	0.00
	JB marks museum water Connection	Internal	69,000.00	69,000.00	0.00	0.00	0.00	0.00	0.00
	Water metering	Internal	7,500,000.00	0.00	3,000,000.00	1,500,000.00	1,500,000.00	1,500,000.00	0.00
	Assets (new equipment)	Internal	17,000,000.00	0.00	9,500,000.00	2,000,000.00	2,500,000.00	3,000,000.00	0.00
	Chemicals Dosing Pumps	Internal	2,500,000.00	0.00	1,000,000.00	500,000.00	500,000.00	500,000.00	0.00
	Quarry Rehabilitation and establishment	Internal	3,200,000.00	0.00	800,000.00	800,000.00	800,000.00	800,000.00	0.00
	Rehabilitation of all access roads in Ventersdorp, Villages and Farms	Internal	12,500,000.00	2,500,000.00	2,500,000.00	2,500,000.00	2,500,000.00	2,500,000.00	0.00

PROJECT NO.	PROJECT DESCRIPTION	SOURCE OF INCOME	CURRENT ESTIMATED VALUE INCLUDING PROFESSIONAL FEES	CURRENT FINANCIAL YEAR (2016/2017)	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	Upgrading of internal roads storm water	Internal	15,000,000.00	3,000,000.00	3,000,000.00	3,000,000.00	3,000,000.00	3,000,000.00	0.00
	Road signage	Internal	400,000.00	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	0.00
	Upgrading of Sewer connections (Sewer Mid Blocks) Phase D - in Ikageng Proper in Tlokwe Region	Internal							
	Plant hiring	Internal	2,150,000.00	430,000.00	430,000.00	430,000.00	430,000.00	430,000.00	0.00
	Water tanks and related structures	Internal	625,000.00	25,000.00	150,000.00	150,000.00	150,000.00	150,000.00	0.00
	Gravel roads blading and maintenance	Internal	1,020,000.00	0.00	180,000.00	180,000.00	180,000.00	180,000.00	300,000.00
	Survey and Design Resources	Internal	127,954,555.84	0.00	300,000.00	300,000.00	300,000.00	300,000.00	126,754,555.84
	SUBTOTAL		304,952,757.11	12,804,000.00	69,374,201.27	42,740,000.00	25,240,000.00	27,740,000.00	127,054,555.84

SECTION F

PROJECT ALIGNMENT AND INTEGRATION

This phase deals with harmonization of the identified plans and projects with the municipality's objectives and strategies, the resource framework and legal requirements. It will examine the different sector plans and how they integrate to drive the municipality's development programme and other sector department's programmes such as the Local Economic Development, Spatial Development Framework, Disaster Management Plan, Institutional Plan, water and Electricity Sector Plans etc.

Since the municipality will be amalgamating, the attempt will be to harmonize the existing plans starting with internal administrative plans followed by Sector Plans

SECTOR DEPARTMENT PROJECTS

Payments of infrastructure by category

DEPARTMENT OF HEALTH

Project No.	Project name	Project Status (FIDPM)	Municipality / Region	Project duration		Total project cost	Expenditure to date from previous years	MTEF 2020/21	MTEF Forward estimates	
				Date: Start	Date: Finish				MTEF 2021/22	MTEF 2022/23
Upgrades and additions										
NWDoH/PS/08/18	Potchefstroom Hospital Upgrade (Casualty)	Design Documentation	Tlokwe (NW402)	01 Sep 2018	31 May 2022	48,000	2,487	10,000	28,100	-
NWDoH/PS/08/18 HT	Potchefstroom Hosp. Upgrade (Casualty) HT	Design Documentation		01 Sep 2018	31 May 2022	5,000	-	5,000	-	-
NWDoH/PS/11/18	Potchefstroom Hospital Upgrade (Archives)	Design Development		01 Sep 2018	31 Oct 2022	24,000	-	1,900	10,200	11,900
NWDoH/PS/11/18 HT	Potchefstroom H. Upgrade (Archives) HT	Design Development		27 Dec 2018	31 Oct 2022	1,000	-	-	1,000	-
DPW238/06	Ventersdorp Bulk Pharmacy - Upgrade Pharmacy	Design Documentation	Ventersdorp (NW401)	6 Aug 2016	31 Mar 2022	42,500	4,000	7,189	21,550	-
DPW238/06 HT	Ventersdorp Bulk Pharmacy - Upgrading HT	Design Documentation		19 Dec 2018	31 Mar 2022	2,000	-	1,000	500	-
DPW238/06 QA/OD	Ventersdorp Bulk Pharmacy - Upgrading QA/OD	Initiation		19 Dec 2018	31 Mar 2022	-	-	-	-	-
NWDoH/PS/004/15	Marcus Zenzile - Upgrade of Clinic	Design Documentation	Tlokwe (NW402)	01 Jun 2016	30 Jun 2021	14,500	1,000	7,350	4,900	-
NWDoH/PS/004/15	Marcus Zenzile - Upgrade of Clinic HT	Design Documentation		18 Jan 2019	30 Jun 2021	1,000	-	500	500	-
NWDoH/PS/004/15	Steve Tshwete - Upgrade Clinic	Design Documentation	Tlokwe (NW402)	01 Jun 2016	30 Jun 2021	16,000	2,000	500	5,400	-
NWDoH/PS/004/15	Steve Tshwete - Upgrade Clinic HT	Design Documentation	Tlokwe (NW402)	18 Jan 2019	30 Jun 2021	1,000	-	7,350	500	-
NWDoH/PS/002/17	Promosa - Upgrade of Clinic	Concept	Tlokwe (NW402)	01 Apr 2017	31 Mar 2024	36,000	-	-	1,000	11,427
NWDoH/PS/002/17 HT	Promosa - Upgrade of Clinic HT	Concept		01 Sep 2018	31 Mar 2024	2,000	-	-	-	500
NWDoH/PS/002/17 OD/QA	Promosa - Upgrade of Clinic OD/QA	Initiation		01 Sep 2018	31 Mar 2024	-	-	-	-	-
NWDoH/PS/74/19	Witrand Hospital Mental Unit - Upgrading	Concept	Tlokwe (NW402)	16 Oct 2019	31 Mar 2021	5,000	300	4,700	-	-

Project No.	Project name	Project Status (FIDPM)	Municipality / Region	Project duration		Total project cost	Expenditure to date from previous years	MTEF 2020/21	MTEF Forward estimates	
				Date: Start	Date: Finish				MTEF 2021/22	MTEF 2022/23
Refurbishment and rehabilitation										
NWDoH/PS/59/19	Statutory compliance of UV lights at Hospitals and assessment of OHS Compliance	Concept	Dr Kenneth Kaunda	16 Oct 2019	31 Jul 2020	200	50	150	-	-
NWDoH/PS/106/19	Refurbish Medical Gas Systems	Design Documentation	Dr Kenneth Kaunda	29 Oct 2019	31 Mar 2021	3,100	300	3,000	100	-
Maintenance and repairs										
NWDoH/007/12	Statutory Maintenance - DR KK	Works	Dr Kenneth Kaunda	01 Apr 2016	31 Mar 2023	29,052	19,745	3,177	2,250	2,939
NWDoH/PS/25/19	Generators Term Contract Phase 2 - DR KK	Works	Dr Kenneth Kaunda	14 Jan 2019	31 May 2023	4,000	1,050	1,620	1,620	2,500
NWDoH/PS/008/17	HVAC Term Contract - DR KK	Works	Dr Kenneth Kaunda	01 Jul 2017	31 Mar 2023	10,334	1,125	1,560	1,620	1,540
NWDoH/PS/80/19	Transformer and Switchgear Term Contract - DR KK	Concept	Dr Kenneth Kaunda	17 Oct 2019	31 May 2023	5,000	-	1,000	1,500	2,000
NWDoH/PS/87/19	Fire equipment Term Contract	Concept	Dr Kenneth Kaunda	17 Oct 2019	31 May 2023	3,000	-	400	1,300	1,300
NWDoH/PS/15/16	Day to day maintenance - DR KK	Works	Dr Kenneth Kaunda	01 Apr 2016	31 Mar 2023	15,643	10,632	2,787	2,662	2,850
NWDoH/PS/17/16 - 1	Maintenance on Witrand Hospital	Works	Tlokwe (NW402)	22 Sep 2016	31 Mar 2021	16,250	8,597	5,400	-	-
NWDoH/PS/110/19	Maintenance on prioritized clinics	Design Development	Dr Kenneth Kaunda	5 Nov 2019	31 Mar 2021	30,000	-	2,500	2,500	25,000
NWDoH/PS/45/19	Minor Maintenance of 18 clinics by Public Works	Works	Various	01 Apr 2019	30 Mar 2021	10,000	5,478	4,522	-	-

DEPARTMENT OF EDUCATION

Project No.	Project name	Project Status (FIDPM)	Municipality / Region	GPS Coordinates		Total project cost	Expenditure to date from previous years	MTEF 2020/21	MTEF Forward estimates	
				Longitude	Latitude				MTEF 2021/22	MTEF 2022/23
New infrastructure assets										
46	Phire Secondary	Works	JB Marks	26.8090960788201	-26.2162254445411	77,000	55,158	18,000	2,457	
52	Rysmierbult Mega Farm	Concept	JB Marks	27.13411111	-26.3493611	150,000	-	10,000	20,000	58,000
63	Tlokwe Primary	Design Documentation	JB Marks			78,000	8,330	20,000	28,000	9,670
Upgrades and additions										
81	Bokamoso Intermediate	Handover	JB Marks	27.1418086012891	-26.3196081052262	4,270	3,968	302		
82	Bokamoso Intermediate	Initiation	JB Marks	27.1418086012891	-26.3196081052262	13,960	-	-	-	8,170
108	Ikalafeng Special	Initiation	JB Marks	27.031196	-26.741337	30,000	-	-	3,000	12,000
114	Kgololosego Intermediate	Concept	JB Marks	26.8229229321576	-26.3180372707935	3,500	-	350	3,150	
115	Khayaletu Primary	Works	JB Marks	26.5934552244529	-26.8957518946431	4,445	1,801	2,644		
133	Mamoratwa Combined	Works	JB Marks	25.80277	-26.80456	5,614	1,549	4,065		
166	Padi Intermediate	Handover	JB Marks	27.165167	-26.7265	3,500	-	-	-	3,000
Refurbishment and rehabilitation										
207	Promosa Primary	Initiation	JB Marks	27.0353111506553	-26.70457986447	4,000	-	-	-	4,000
211	Refurbishment programme	Initiation				120,000	-	-	-	30,000
212	Replacement of asbestos roofs	Works				10,000	9,360	640		
216	Storm damaged schools	Works				84,400	64,400	20,000		
Maintenance and repairs										
220	Corporate	Works				60,000	-	16,000	20,000	20,000
221	Dr. Kenneth Kaunda	Works				30,000	-	8,000	10,000	10,000

DEPARTMENT OF CORPORATIVE GOVERNANCE & TRADITIONAL AFFAIRS

Project No.	Project name	Project Status (FIDPM)	Municipality / Region	GPS Coordinates		Total project cost	Expenditure to date from previous years	MTEF 2020/21	MTEF Forward estimates	
				Longitude	Latitude				MTEF 2021/22	MTEF 2022/23
Infrastructure transfers – current										
13	DR KK Procurement of Fire Engine	Works	Dr Kenneth Kaunda DM			4,000	-	-	1,055	1,055
27	Dr KK Capacity Building	Design Documentation	Dr Kenneth Kaunda DM			-	640	467	493	517
7	JB Marks Procurement of Fire engine	Design Development	JB Marks			4,000	2,000	-	-	-
16	Replacement of asbestos pipes with UPVC pipes in Ventersdorp Town and surrounding areas for their water reticulation networks	Works	JB Marks			39,000	-	5,000	10,000	8,000
30	Desludging of 4000 toilet in Ventersdorp	Design Documentation	JB Marks			4,000	2,000	3,000	-	-

DEPARTMENT OF PUBLIC WORKS & ROADS (PUBLIC WORKS SECTOR)

Project No.	Project name	Project Status (FIDPM)	Municipality / Region	GPS Coordinates		Total project cost	Expenditure to date from previous years	MTEF 2020/21	MTEF Forward estimates	
				Longitude	Latitude				MTEF 2021/22	MTEF 2022/23
Upgrades and additions										
2.20	Potchefstroom Agriculture cluster A (FA)	Initiation	JB Marks	26.513800	-26.861790	2,500	2,413,338	1,000	-	-
2.21	Potchefstroom Agriculture cluster B (Completion Contract)	Works	JB Marks	26.513800	-26.861790	9,000	8,466,091	7,000	-	-
2.22	Perimeter Walls Ventersdorp Sub-District Office	Initiation	JB Marks	26.78034	-26.30285	700	-	700	-	-

Project No.	Project name	Project Status (FIDPM)	Municipality / Region	GPS Coordinates		Total project cost	Expenditure to date from previous years	MTEF 2020/21	MTEF Forward estimates	
				Longitude	Latitude				MTEF 2021/22	MTEF 2022/23
2.23	Extension of Office 12 Rivier Street Klerksdorp	Initiation	JB Marks	26.6601996	- 26.8747129	350	-	350	-	-
2.25	Perimeter Walls 131 Kruis Street, Potchefstroom	Initiation	JB Marks	27.08307	-26.73547	800	-	800	-	-
2.26	Convert offices into Computer Lab, 149 Kruis Street	Initiation	JB Marks	27.0828	-26.73802	1,000	-	1,000	-	-
2.27	Construction of false roof at 149 Kruis Street	Initiation	JB Marks	27.0828	-26.73802	5,000	-	2,000	3,000	-
2.28	Installation of fences at Unit M Official Residences	Initiation	JB Marks	27.0828	-26.73802	1,500	-	-	1,500	3,000
2.29	Additional Carports 131 Kruis street Potchefstroom	Initiation	JB Marks	27.08307	-26.73547	200	-	200	-	-
Refurbishment and rehabilitation										
3.1	Information Technology Infrastructure throughout the province	Ongoing	NW Province	N/A	N/A	39,000	17,032	5,000	5,500	6,000
Maintenance and repairs										
4.19	Day to Day Maintenance of all government facilities in JB Marks	Ongoing	JB Marks	N/A	N/A	5,300	-	1,433	933	1,033
4.20	Services and maintenance of electrical and Mechanical Equipment	Ongoing	Dr Kenneth Kaunda District	N/A	N/A	1,000	-	1,000	1,000	1,000
4.23	Maintenance of PWR workshop at Potchefstroom Hospital	Initiation	JB Marks	27.0844	-26.727000	1,500	-	500	-	-
4.25	Maintenance at main store at DPWR offices 149 Kruis Street Potchefstroom	Initiation	JB Marks	27.0828	-26.738020	1,000	-	-	1,000	-
4.26	Maintenance of parking area 149 Kruis Street Potchefstroom	Initiation	JB Marks	27.0828	-26.738020	500	-	500	-	-
4.27	Maintenance at main store at DPWR offices 129 Kruis Street Potchefstroom	Initiation	JB Marks	27.08311	-26.735200	1,000	-	-	1,000	-

DEPARTMENT OF PUBLIC WORKS & ROADS (ROADS SECTOR)

Project No.	Project name	Project Status (FIDPM)	Municipality / Region	GPS Coordinates		Total project cost	Expenditure to date from previous years	MTEF 2020/21	MTEF Forward estimates	
				Latitude	Longitude				MTEF 2021/22	MTEF 2022/23
Refurbishment and rehabilitation										
PWRT 85/13	Rehabilitation of Road P175/1 from Potchefstroom to Vanderbijlpark Road (Gauteng border) of approx 35km	Works	JB Marks	26.71453	27.09705	144,550	47,570	30,000	40,000	38,000
Maintenance and repairs										
NEW	Road Routine Maintenance	On-going	Dr Kenneth Kaunda District	26.71453	27.09705			15,000		
NEW	Household road routine maintenance(ITIRELE)	On-going	Dr Kenneth Kaunda District	26.71453	27.09705			15,000		
NEW	Contractor Development Programme	On-going	Dr Kenneth Kaunda District	26.71453	27.09705			10,000		
NEW	Special maintenance	On-going	Dr Kenneth Kaunda District	26.71453	27.09705				36,250	25,000
NEW	Re-gravelling in all districts	On-going	Dr Kenneth Kaunda District	26.71453	27.09705			7,500		25,000
PWR 09/17C - FA06	Sectional reseal, fog spray of road D1535 from Wilgeboom to Rooipoort approximately 3,5km	Close-Out	JB Marks	25.8793	27.48792	3,407	-	3,407	-	-
PWR09/17B- FA28	Regravelling of road Z627 & D625) from Tlounane to Welgelegen (Z620) to Zwartboom D612 and road Z620 to road D627, Z641 and Z642	Design Documentation	JB Marks	26.4521	27.25478	13,000	-	10,000	650	-
PWR 09/17C – FA11	Special maintenance of road P20/4 in Potchefstroom	Design Documentation	JB Marks	25.23	26.2256	15,000	-	14,250	750	-
PWR 09/17C – FA12	Repair and sectional reseal four Vaal river bridges on road D860, D836, D642, P89/2	Design Documentation	JB Marks	26.86179	26.5138	15,000	-	14,250	750	-

DEPARTMENT OF SOCIAL DEVELOPMENT

Project No.	Project name	Project Status (FIDPM)	Municipality / Region	GPS Coordinates		Total project cost	Expenditure to date from previous years	MTEF 2020/21	MTEF Forward estimates	
				Longitude	Latitude				MTEF 2021/22	MTEF 2022/23
Maintenance and repairs										
22	JB Marks Service Point	Design Development	JB Marks	-26.69825	25.07675	900	423	300	300	300
48	Boikhutso CCC	Design Development	JB Marks	-26.22246	26.81065	900	-	300	300	300
51	JB Marks InPatient Treatment Centre	Design Development	JB Marks	-26.68793	27.07343	1,100	-	500	300	300

DEPARTMENT OF HUMAN SETTLEMENT

Project No.	Project name	Project Status (FIDPM)	Municipality / Region	GPS Coordinates		Total project cost	Expenditure to date from previous years	MTEF 2020/21	MTEF Forward estimates	
				Longitude	Latitude				MTEF 2021/22	MTEF 2022/23
Infrastructure transfers – current										
64	2016/17 Ventersdorp Ventersdorp 3200	Works	JB Marks	-26.3215478	26.7997308	1,000	1,000	7,465	10,000	10,000
65	2017/18 Tlokwe Ext 9 481	Works	JB Marks	-26.7256594	27.0499859	9	-	1,344	6,720	1,344
66	2017/18 Tshing Ext 9	Concept	JB Marks	-26.31800833	18:47:04	2,497	2,407	1,075	-	-
67	2017/18 Ventersdorp Ext 8,11,12 Infills	Works	JB Marks	-26.3215478	26.7997308	6	-	3,629	2,688	-
68	JB Marks Ikageng Ext 13	Initiation	JB Marks	-26.729483	27.021628	18	-	-	9,197	9,197
69	JB Marks Toevlug 360 Topstructures	Works	JB Marks	-26.32417	26.81083	53,311	16,804	10,752	6,720	-
70	JB Marks Ventersdorp Tshing 404	Works	JB Marks	-26.318221	26.798022	52,107	27,393	10,752	6,720	-
71	Potchefstroom Ikageng Promosa (1000 Subs)	Works	JB Marks	-26.7041952	27.0352732	35,511	24,215	1,344	-	-

Project No.	Project name	Project Status (FIDPM)	Municipal City / Region	GPS Coordinates		Total project cost	Expenditure to date from previous years	MTEF 2020/21	MTEF Forward estimates	
				Longitude	Latitude				MTEF 2021/22	MTEF 2022/23
72	Potchefstroom Ikageng Promosa (1000 Subs)	Works	JB Marks	-26.7041952	27.0352732	38,026	21,098	1,344	-	-
73	Potchefstroom L M Ikageng/Promosa 2 (1000 Subs)	Works	JB Marks	-26.7041952	27.0352732	20,905	12,487	1,344	-	-
74	Potchefstroom-Sonderwater	Works	JB Marks	-26.7145297	27.0970475	24,337	19,552	1,344	-	-
75	Tlokwe Ikageng Ext 11 200 Mp Constr	Works	JB Marks	-26.74668511	27.027:12	19,564	18,739	1,344	-	-
76	Ventersdorp Fikile Housing Project	Works	JB Marks	-26.162502	27.21:35:06	89,038	85,260	1,266	-	-
77	Ventersdorp Tshing Proper (432 Subs)	Works	JB Marks	-26.3215478	26.7997308	36,683	11,989	638	-	-
78	Ventersdorp, Tshing Ext 8, 219, Andisa	Works	JB Marks	-26.3215478	26.7997308	26,679	8,763	1,266	-	-
79	Ventersdorp, Ventersdorp Villages, Ra Gweba, 800	Concept	JB Marks	-26.321445	27.19:11:40	111,291	111,284	3,500	-	-
244	2017/18 Tshing Ext 9	Initiation	JB Marks	-26.3215478	26.7997308	27	-	-	13,440	13,440
245	JB Marks Ikageng Ext 13	Initiation	JB Marks	-26.729483	27.27:02:1628	13	-	-	-	13,440
246	JB Marks Grimbeek Park Land Purchase	Concept	JB Marks	-26.7249049	27.27.1132388	4	-	4,000	-	-
247	JB Marks Lindequesdrift - township Establishment	Concept	JB Marks	-26.758292	27.27.556817	3	-	2,500	-	-
248	JB Marks Promosa Ext 2 (305)	Works	JB Marks	-26.691854	27.27.039114	14	-	5,978	4,599	3,449
249	JB Marks Modhadin	Works	JB Marks	-26.749420	27.27.183740	11	-	5,978	2,299	2,299
250	JB Marks Ikageng Ext 11	Works	JB Marks	27.38.417180	27.-79.781160	11	-	5,978	2,299	2,299
252	JB Marks Alphane Farm Land Purchase	Concept	JB Marks	-26.749420	27.27.183740	4	-	4,000	-	-
253	JB Marks Roodepoort Portion 474	Concept	JB Marks	-26.314	27.26.8222	4	-	-	-	4,000
254	JB Marks Doring Pan -feasibility Study	Concept	JB Marks	27.35.124300	27.-85.276270	1	-	1,000	-	-
255	JB Marks Remainder Tshing Ext 9 (170)	Initiation	JB Marks	-26.31800833	27.18:47:04	11	-	-	2,500	8,737

Project No.	Project name	Project Status (FIDPM)	Municipality / Region	GPS Coordinates		Total project cost	Expenditure to date from previous years	MTEF 2020/21	MTEF Forward estimates	
				Longitude	Latitude				MTEF 2021/22	MTEF 2022/23
285	JB Marks Tlokwe Military Vets 49	Works	JB Marks	NULL	NULL	1	-	1,200	-	-

SECTION F1

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Section 24(1) of the MFMA states that the Council must at least 30 days before the start of the budget year consider approval of the annual budget.

Section 24(2) further states that an annual budget-

Must be approved before the start of the budget year

Is approved by the adoption by the council of a resolution referred to in section 17(3)(a)(is); and

Must be approved together with the adoption of resolution as may be necessary-

Imposing any municipal tax for the budget year;

Setting any municipal tariffs for the budget year;

Approving measurable performance objectives for revenue from each source and for each vote of the budget;

Approving any changes to the municipality's integrated development plan; and

Approving any changes to the municipality's budget-related policies.

The main challenges experienced during the compilation of the 2021/22 MTREF can be summarized as follows:

The ongoing difficulties in the national and local economy;

Aging and poorly maintained water, roads and electricity infrastructure;

The need to reprioritize projects and expenditure within the existing resource basket given the slow recovery of the cash flow from the merger.

The increased cost of bulk water and electricity;

Wage bill as well as overtime payment that is increasing. The Municipal Manager has put measures in place to curb unnecessary overtime and where there is a need consequence management will be implemented accordingly.

Lack of purpose built facilities in the previous Ventersdorp region

In view of the aforementioned, the following table is a consolidated overview of the proposed 2021/22 Medium-term Revenue and Expenditure Framework:

PART 1 – ANNUAL BUDGET

OVERVIEW OF BUDGET ASSUMPTIONS

PROPOSED TARIFF STRUCTURE OVER MTREF (2020/21 – 2022/23)

Executive Summary

The application of sound financial management principles for the compilation of the Municipalities' Financial Plan is essential and critical to ensure that the Municipality remains Financially Viable and that Municipal Services are provided sustainably, economically and equitably to all communities.

The Municipalities' business and service delivery priorities were reviewed as part of this year's Planning and Budget process. Where appropriate, funds were transferred from low- to high-priority programmes so as to maintain sound financial stewardship. A critical review was also undertaken of Expenditures on noncore and 'nice to have' items. Key areas where savings were realized were on telephone and internet usage, printing, workshops, overseas and national travel, accommodation, and catering.

The Municipality has embarked on implementing a range of Revenue collection strategies to optimize the collection of debt owed by consumers. Furthermore, the Municipality has undertaken various customer care initiatives to ensure the Municipality truly involves all citizens in the process of ensuring a people lead government.

National Treasury's MFMA Circular No. 107,108 as well as the Municipal Cost Containment Measures (Circular 97) were used to guide the compilation of the 2021/22 MTREF.

The main challenges experienced during the compilation of the 2021/22 MTREF can be summarized as follows:

- The ongoing difficulties in the National and Local Economy;
- Ageing and poorly maintained Water, Roads, Sewerage and Electricity Infrastructure;
- The need to reprioritise projects and expenditure within the existing resource envelope given the Cash Flow realities and declining cash position of the Municipality;
- The increased cost of Electricity (due to tariff increases from Eskom), which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable - as a point will be reached where services will no longer be affordable;
- Wage increases for Municipal Staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies;
- Affordability of Capital Projects - original allocations had to be reduced and the Operational Expenditure associated with prior year's Capital Investments needed to be factored into the Budget as part of the 2021/22 MTREF process; and

Operating Expenditure Framework

The following budget principles and guidelines directly informed the compilation of the 2021/22 MTREF:

- The 2021/2022 Adjustment Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2021/22 Annual Budget;
- Intermediate service level standards were used to inform the measurable objectives, targets and backlog eradication goals;
- Tariff and Property Rate increases should be affordable and should generally not exceed inflation as measured by the CPIX, except where there are price increases in the inputs of services that are beyond the control of the Municipality, for instance the cost of Bulk Water and Electricity. In addition, tariffs need to remain or move towards being cost reflective, and should take into account the need to address infrastructure backlogs;

In view of the aforementioned, the following table is a consolidated overview of the proposed 2021/22 Medium-term Revenue and Expenditure Framework:

TABLE 3: CONSOLIDATED OVERVIEW OF THE 2021/22 MTREF

R thousand	Adj Budget	Budget Year	Budget Year	Budget Year
	2020/21	2021/22	2022/23	2023/24
Total Operating Revenue	1 843 535	2 075 429	2 193 790	2 368 635
Total Operating Expenditure	2 102 114	2 201 501	2 343 144	2 498 064
(Surplus)/Deficit	267 579	126 072	149 354	129 428
Total Capital Expenditure	288 635	258 563	215 284	170 204

Total Operating Revenue has grown by 11.17% or R331.8 million for the 2021/2022 Financial Year. For the two outer years, Operational Revenue will increase by 5.40% and 7.38% respectively.

Total Operating Expenditure for the 2021/2022 Financial Year has been appropriated at R2.201 billion and translates into a Budgeted Deficit of R126 million. When compared to the 2020/21 Adjustment Budget, Operational Expenditure has increased by R99 million. The deficits of the previous financial years as well as the Budgeted Operating Deficit for the 2021/2022 Financial Year are due to the high provision of Depreciation and also high provision on Traffic Impairment. The Deficit is reduced from R267 million to R126 million in the 2021/2022, a reduction of 112% compared to the current Financial Year.

The Capital Budget of R258 million for 2021/22 is 11.63% less than the 2020/21 Adjustment Budget. The Capital Programme will reduce to R215, 2 million in the 2022/2023 Financial Year and to R170, 2 million in 2023/2024. A substantial portion of the Capital Budget, R119 million will be funded from Internal Funds. The balance will be funded from Government Grants and Transfers.

The following table is a summary of the 2021/2022 MTREF (Classified by main Revenue Source):

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, Capital Transfers and Contributions are excluded from the Operating Statement, as inclusion of these Revenue sources would distort the calculation of the Operating Surplus/Deficit.

Description Thousand	Current Year 2020/2021			2021/22 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source						
Property Rates	191,774	193,105	197,500	213,902	226,315	236,919
Service charges - Electricity Revenue	814,000	814,000	895,600	981,101	1,062,903	1,188,649
Service charges - Water Revenue	108,250	108,250	92,881	96,871	103,302	115,181
Service charges - Sanitation Revenue	67,700	67,700	66,425	70,845	77,877	81,309
Service charges - Refuse Revenue	44,768	44,768	45,890	48,102	51,717	54,534
Other Revenue/Grants	490,032	484,704	428,927	477,177	509,490	524,536
Total Revenue	1,716,524	1,712,527	1,727,223	1,887,998	2,031,604	2,201,128

Revenue generated from Rates and Service charges forms a significant percentage of the Revenue basket for the Municipality. Rates and Services Charge Revenues comprise more than two thirds of the Total Revenue mix.

TABLE : OPERATING TRANSFERS AND GRANT RECEIPTS

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
RECEIPTS:	1, 2	2018	2019	2020	2021	2021	2021	2022	2022	2022
Operating Transfers and Grants										
National Government:		-	1,947	2,097	2,262	2,262	2,262	305,085	327,803	334,542
Local Government Equitable Share		-	-	-	-	-	-	299,881	324,803	331,442
Expanded Public Works Programme Integrated Grant		-	1,947	2,097	2,262	2,262	2,262	2,204	-	-
Integrated National Electrification Programme Grant		-	-	-	-	-	-	-	-	-
Local Government Financial Management Grant		-	-	-	-	-	-	3,000	3,000	3,100
Neighbourhood Development Partnership Grant		-	-	-	-	-	-	-	-	-
Other transfers/grants [insert description]		-	-	-	-	-	-	-	-	-
Provincial Government:		-	-	-	-	-	-	-	-	-
Specify (Add grant description)		-	-	-	-	-	-	-	-	-
Other transfers/grants [insert description]		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Specify (Add grant description)		-	-	-	-	-	-	-	-	-
Other transfers/grants [insert description]		-	-	-	-	-	-	-	-	-
Other grant providers:		222,900	258,860	260,937	290,802	329,863	329,863	-	-	-
Specify (Add grant description)		-	-	-	-	-	-	-	-	-
Other transfers/grants [insert description]		222,900	258,860	260,937	290,802	329,863	329,863	-	-	-
Total Operating Transfers and Grants	5	222,900	260,807	263,034	293,064	332,125	332,125	305,085	327,803	334,542
Capital Transfers and Grants										
National Government:		86,860	-	-	-	-	-	135,168	162,186	167,507
Municipal Infrastructure Grant		-	-	-	-	-	-	70,475	76,186	79,595
Energy Efficiency and Demand Side Management Grant		-	-	-	-	-	-	4,000	5,000	-
Integrated National Electrification Programme Grant		-	-	-	-	-	-	-	-	-
Neighbourhood Development Partnership Grant		-	-	-	-	-	-	-	4,700	7,000
Regional Bulk Infrastructure Grant		-	-	-	-	-	-	44,493	50,000	52,937
Water Services Infrastructure Grant		-	-	-	-	-	-	15,000	15,000	15,675
Specify (Add grant description)		-	-	-	-	-	-	-	-	-
Electricity		-	-	-	-	-	-	200	11,000	12,000
Neighbourhood Development Partnership Grant		-	-	-	-	-	-	1,000	300	300
Other capital transfers/grants [insert desc]		86,860	-	-	-	-	-	-	-	-
Provincial Government:		-	-	-	-	-	-	52,264	-	-
Specify (Add grant description)		-	-	-	-	-	-	52,264	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Electricity		-	-	-	-	-	-	-	-	-
Other transfers/grants [insert description]		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Electricity		-	-	-	-	-	-	-	-	-
Other transfers/grants [insert description]		-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	5	86,860	-	-	-	-	-	187,432	162,186	167,507
TOTAL RECEIPTS OF TRANSFERS & GRANTS		309,760	260,807	263,034	293,064	332,125	332,125	492,517	489,989	502,049

The above table gives a breakdown of the various Operating Grants and Subsidies allocated to the Municipality over the medium term.

Tariff-setting is a pivotal and strategic part of the compilation of any Budget. When Rates, Tariffs and other Charges were revised, Local Economic conditions, input costs and the affordability of services were taken into account to ensure the financial sustainability of the Municipality.

National Treasury continues to encourage Municipalities to keep increases in Rates, Tariffs and other Charges as low as possible. Municipalities must justify in their Budget documentation all increases in excess of the 6 per cent upper boundary of the South African Reserve Bank's inflation target. Excessive increases are likely to be counterproductive, resulting in higher levels of non-payment.

The Municipality's Electricity tariffs are largely outside the control of the outside factors (NERSA and ESKOM). Discounting the impact of these price increases in lower consumer tariffs will erode the Municipalities future financial position and viability.

It must also be appreciated that the consumer price index, as measured by CPI, is not a good measure of the cost increases of goods and services relevant to Municipalities. The basket of goods and services utilised for the calculation of the CPI consist of items such as food, petrol and medical services, whereas the cost drivers of a Municipality are informed by items such as the cost of Remuneration, Bulk Purchases of Electricity and Water, Petrol, Diesel, Chemicals, Cement etc. The current challenge facing the Municipality is managing the gap between cost drivers and tariffs levied, as any shortfall must be made up by either operational efficiency gains or service level reductions. Within this framework, the Municipality has undertaken the tariff setting process relating to service charges as follows.

Property Rates

The categories of rateable properties for purposes of levying rates and the proposed rates for the 2021/22 Financial Year based on the new valuation roll from 1 July 2021 is contained below:

TABLE: COMPARISON OF PROPOSED RATES TO BE LEVIED FOR THE 2021/22 FINANCIAL YEAR

Category	Proposed Tariff (1 July 2020/21)	Proposed tariff (from 1 July 2021/22)
	c in the Rand	c in the Rand
Residential properties	0.038264	0.0405597128
Commercial Properties	1.14794	1.216813856
Industrial Properties	1.14794	1.216813856
State properties	0.	1.230915
Agricultural	0.09567	0.1014049
Public Service Infrastructure	0.09567	0.1014049
Public Benefit Organizations	0.09567	0.1014049
Public Service Purpose	1.14794	1.216813856
Places of Worship	0.38264	0.405597128
Mining	1.14794	1.216813856

Sale of Water and Impact of Tariff Increases

South Africa faces similar challenges with regard to water supply as it did with Electricity, since demand growth outstrips supply. Consequently, National Treasury is encouraging all municipalities to carefully review the level and structure of their water tariffs to ensure:

- Water tariffs are fully cost-reflective - including the cost of maintenance and renewal of purification plants, water networks and the cost associated with reticulation expansion;
- Water tariffs are structured to protect basic levels of service and ensure the provision of free water to the poorest of the poor (indigent); and
- Water tariffs are designed to encourage efficient and sustainable consumption.

JB Marks Local Municipality has undertaken an assessment of its Capital Infrastructure requirements. The assessment indicates that the current infrastructure regarding the water purification and sewerage works is unlikely to sustain its long-term ability to supply clean water and to clean the sewerage to be released in the Mooi River.

The JB Marks Local Municipality is striving to retain its Blue Drop and Green Drop Status in the future. A tariff increase of 6% from 1 July 2021 for water is proposed. In addition 6 kℓ Water per month will be granted free of charge to all Indigent households as per Council Policy.

A summary of the proposed tariffs for households (residential) and non-residential are as follows:

TABLE: PROPOSED WATER TARIFFS

CATEGORY	CURRENT TARIFFS 2020/21	PROPOSED TARIFFS 2021/22
	Rand per kℓ	Rand per kℓ
RESIDENTIAL		
(i) 7 to 12 kℓ per month	7.34	7.78
(ii) 13 to 32 kℓ per month	7.73	8.19
(iii) 33 to 52 kℓ per month	8.12	8.61
(iv) 53 to 76 kℓ per month	8.53	9.04
(v) More than 76 kℓ per month	9.19	9.74
NON-RESIDENTIAL		
(i) 0 - 5 000 kℓ per month	7.73	8.19
(ii) More than 5 000 kℓ per month	7.73	8.19
(iii) Schools, University and Colleges	7.73	8.19

Sale of Electricity and Impact of Tariff Increases

NERSA has announced the revised Bulk Electricity pricing structure. A 14.59 % increase in the Eskom Bulk Electricity tariff to municipalities will be effective from 1 July 2021.

Considering the Eskom increases, the consumer tariff had to be increased by 14.59% to offset the additional Bulk Purchase cost from 1 July 2021. Furthermore, it should be noted that given the size of the tariff increase, it is expected to depress growth in Electricity consumption, which will have a negative impact on the Municipality's Revenue from Electricity. Registered indigents will be granted 80 kWh per month Free of charge.

The following table shows the impact of the proposed increases in Electricity tariffs on domestic customers:

TABLE: DOMESTIC BLOCK TARIFFS (SINGLE AND 3 PHASE)

Monthly Consumption kWh	CURRENT TARIFFS 2020/21	PROPOSED TARIFFS 2021/22
0 - 50	1.26	1.4439
51 - 350	1.41	1.615
351 - 600	1.99	2.280
>601	2.34	2.6814

The fixed Charge levied in the 2020/2021 Financial Year amounted to **R68.86**. This fixed Charge increases to **R73.43** per month in the 2021/2022 Financial Year.

Sanitation and Impact of Tariff Increases

A tariff increase of 6% for sanitation from 1 July 2021 is proposed. This is based on the input cost assumptions related to Water. It should be noted that Electricity costs contributes approximately 18% of Waste Water Treatment input costs, but taken the economy in consideration, the increase of Sanitation Tariffs is capped at 6% for 2021/2022. In the future, these tariffs need to be increased also to fund the upgrading of the sewerage works and sewerage network. The following factors also contribute to the proposed tariff increase:

- The total Revenue expected to be generated from rendering this service amounts to R70.8 million for the 2021/22 financial year.

Table 10: Comparison between Current Sanitation charges and increases

Category	Current Tariff 2020/2021		Proposed Tariff 2021/2022	
Residential	Standard rate	R147.99	Standard Rate	R 156.87

Waste Removal and Impact of Tariff Increases

Currently Solid Waste Removal is Operating at a deficit. It is widely accepted that the rendering of this service should at least break even, which is currently not the case. The Municipality will have to implement a Solid Waste Strategy to ensure that this Service can be rendered in a sustainable manner over the medium to long-term. The main contributors to this deficit are Repairs and Maintenance on Vehicles, increases in General Expenditure such as Petrol and Diesel and the Cost of Remuneration. Considering the deficit, it is recommended that a comprehensive investigation into the cost structure of Solid Waste function be undertaken, and that this include investigating alternative Service Delivery Models.

The outcomes of this investigation will be incorporated into the next planning cycle. A 4% increase in the Waste Removal tariff is proposed from 1 July 2021. Higher increases will not be viable in 2021/22 owing to the significant increases implemented in previous Financial Years as well as the overall impact of higher than inflation increases of other services. Any increase higher than 4% would be counter-productive and will result in affordability challenges for individual Rates Payers raising the risk associated with Bad Debt.

Table: Comparison between current waste removal fees and increases

DESCRIPTION	Current Tariffs 2020/2021	Proposed Tariffs 2021/2022
	Waste Removal R	Waste Removal R
240 ℓ container removed once a week	156.00	162.24
85 ℓ container removed twice a week	156.00	162.24
Business	292.00	303.68

Overall impact of tariff increases on households

The attached tables show the overall expected impact of the tariff increases on a large and small household, as well as an indigent household receiving free basic services. See attached tables:

Description			
	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Rand/cent			
Monthly Account for Household - 'Middle Income Range'			
Rates and services charges:			
Property rates	311.45	330.14	349.95
Electricity: Basic levy			
Electricity: Consumption	2439.03	2736.58	2951.13
Water: Basic levy	49.40	52.38	55.52
Water: Consumption	23.20	24.60	26.08
Sanitation	117.20	124.24	131.70
Refuse removal	124.02	131.47	139.36
Other			
sub-total	3,064.30	3,399.41	3,653.74
VAT on Services	385.40	429.70	462.53

Total large household bill: % increase/-decrease	3,449.70 7.48%	3,829.11 11.00	4,116.27 7.50%
Monthly Account for Household - 'Affordable Income Range'			
Rates and services charges:			
Property rates	113.40	120.21	127.43
Electricity: Basic levy			
Electricity: Consumption	1043.53	1,125.35	1,213.58
Water: Basic levy	49.40	53.37	55.52
Water: Consumption	238.25	252.55	267.71
Sanitation	117.23	124.27	131.73
Refuse removal	124.02	131.47	139.36
sub-total	1,685.83	1,807.22	1,935.33
VAT on Services	220.14	236.19	253.11
Total small household bill: % increase/-decrease	1,905.97 7.16%	2,043.41 7.21%	2,188.44 7.10%

The following table is a High level Summary of the 2021/22 Budget and MTREF (classified per Main Type of Operating Expenditure):

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand	1										
Revenue By Source		2018	2019	2020	2021	2021	2021	2021	2022	2022	2022
Property rates	2	170,826	184,183	188,182	191,817	191,817	191,817	191,817	213,902	226,315	236,920
Service charges - electricity revenue	2	682,448	304,944	682,536	822,347	822,347	822,347	822,347	981,101	1,062,903	1,188,649
Service charges - water revenue	2	114,253	115,358	90,189	108,540	108,540	108,540	108,540	96,872	103,303	115,182
Service charges - sanitation revenue	2	62,008	65,000	68,663	67,701	67,701	67,701	67,701	70,846	77,877	81,310
Service charges - refuse revenue	2	49,761	49,761	52,954	44,768	44,768	44,768	44,768	48,102	51,717	54,534
Rental of facilities and equipment		3,693	4,934	3,900	4,289	4,261	4,261	4,261	3,626	3,717	3,844
Interest earned - external investments		21,599	27,349	19,532	28,498	28,498	28,498	28,498	20,000	21,000	21,400
Interest earned - outstanding debtors		2,290	519,663	-	42,000	42,000	42,000	42,000	36,200	37,500	38,600
Dividends received		4	4	4	3	3	3	3	3	3	-
Fines, penalties and forfeits		33,150	40,066	32,835	90,705	90,705	90,705	90,705	92,187	98,897	105,250
Licences and permits		11,948	16,139	11,511	12,123	12,123	12,123	12,123	11,328	11,480	11,644
Agency services		41	-	-	-	-	-	-	1,308	1,308	1,308
Transfers and subsidies		222,900	260,807	263,034	293,064	332,125	332,125	332,125	305,085	327,803	334,542
Other revenue	2	10,689	5,916	9,691	9,241	9,241	9,241	9,241	7,439	7,780	7,946
Gains		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		1,385,611	1,594,125	1,423,031	1,715,095	1,754,128	1,754,128	-	1,887,998	2,031,604	2,201,129
Expenditure By Type											
Employee related costs	2	410,708	457,423	504,166	547,068	547,068	547,068	547,068	589,791	620,243	656,091
Remuneration of councillors		26,068	26,461	28,112	31,667	31,667	31,667	31,667	32,844	34,068	35,341
Debt impairment	3	225,959	274,874	69,313	305,153	305,153	305,153	305,153	239,000	248,000	253,000
Depreciation & asset impairment	2	230,902	235,992	220,371	265,557	265,557	265,557	265,557	274,469	283,005	291,221
Finance charges		3,267	1,818	4	40	40	40	40	5	5	5
Bulk purchases - electricity	2	447,244	477,527	545,548	617,777	617,777	617,777	617,777	707,906	791,061	884,087
Inventory consumed	8	-	-	(22,496)	25,442	37,633	37,633	37,633	19,474	20,360	21,083
Contracted services		215,585	185,867	227,365	216,092	215,482	215,482	215,482	244,247	251,497	259,369
Transfers and subsidies		3,795	755	1,457	1,020	1,020	1,020	1,020	6,248	6,248	6,348
Other expenditure	4, 5	84,727	94,719	88,242	82,149	82,759	82,759	82,759	87,519	88,658	91,520
Losses		24,148	17,392	-	-	-	-	-	-	-	-
Total Expenditure		1,672,403	1,772,828	1,662,082	2,091,965	2,104,157	2,104,157	-	2,201,502	2,343,144	2,498,065
Surplus/(Deficit)		(286,792)	(178,703)	(239,050)	(376,870)	(350,028)	(350,028)	-	(313,504)	(311,540)	(296,936)
Provincial and District		91,298	107,593	146,490	106,308	123,008	123,008	123,008	187,432	162,186	167,507
Transfers and subsidies - capital (monetary allocations)	6	1,440	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		119,490	574	3,157	1,308	1,308	1,308	1,308	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)
Share of surplus/ (deficit) of associate	7	9,835	233	99	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		(64,730)	(70,304)	(89,305)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)

TABLE: SUMMARY OF OPERATING EXPENDITURE BY STANDARD CLASSIFICATION ITEM

The Budgeted allocation for **Employee Related Costs** for the 2021/22 financial year totals to R 589 million, which equals 26.75% of the Total Operating Expenditure, there is agreement in place as yet on Salary increases, and circular 108 guided Municipalities on Budgeting for Employee Related Costs, A 6% provision was made in the 2021/22 Budget.

The cost associated with the **Remuneration of Councillors** is determined by the Minister of Local Government and Human Settlement in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the Municipality's Budget.

Free Basic Services: Basic Social Services Package

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy.

The cost of the Social Package of the registered Indigent Households is largely financed by National Government through the Local Government Equitable Share received in terms of the Annual Division of Revenue Act.

Current indigent Grant 2020/2021

Basic Services (VAT included)	67.06
Sewerage (VAT included)	159.16
Refuse Removal (VAT included)	167.80
Total	394.02

Property Rates (50% of property rate levied)
6kl water free of charge
80kwh free Electricity

Proposed Indigent Grant 2021/2022

Basic Services (VAT included)	71.08
Sewerage (VAT included)	168.70
Refuse Removal (VAT included)	174.51
Total	414.29

Property Rates (50% of property rate levied)
6kl water Free of charge
80kwh free Electricity

Free Basic Services: Basic Social Services Package

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy.

The cost of the Social Package of the registered Indigent Households is largely financed by National Government through the Local Government Equitable Share received in terms of the Annual Division of Revenue Act.

Current indigent Grant 2020/2021

Basic Services (VAT included)	67.06
Sewerage (VAT included)	159.16
Refuse Removal (VAT included)	167.80
Total	394.02

Property Rates (50% of property rate levied)
6kl water free of charge
80kwh free Electricity

Proposed Indigent Grant 2021/2022

Basic Services (VAT included)	71.08
Sewerage (VAT included)	168.70
Refuse Removal (VAT included)	174.51
Total	414.29

Property Rates (50% of property rate levied)
6kl water Free of charge
80kwh free Electricity

Capital expenditure

The allocation for Projects in the Capital Budget in the 2021/22 Financial Year is indicated per Municipal Vote in the following table:

Table: Capital as per Municipal Vote

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Single-year expenditure to be appropriated	2										
Vote 1 - Executive and Council		2,507	-	-	2,280	2,298	2,298	-	1,919	-	-
Vote 2 - Finance and Administration		3,032,849	427,397	28,007	4,364	5,046	5,046	-	2,226	-	-
Vote 3 - Internal Audit		-	-	-	-	-	-	-	-	-	-
Vote 4 - Community and Social Services		945	-	1,661	14,524	12,724	12,724	-	16,281	11,304	-
Vote 5 - Sport and Recreation		4	-	10,740	5,000	6,898	6,898	-	11,304	-	-
Vote 6 - Public Safety		9,082	57	111	3,250	3,861	3,861	-	14,652	4,348	-
Vote 7 - Housing		-	-	-	-	-	-	-	-	-	-
Vote 8 - Health		-	-	-	-	-	-	-	-	-	-
Vote 9 - Planning and Development		6,852	-	1,684	7,030	2,030	2,030	-	13,043	18,870	6,087
Vote 10 - Road Transport		23,054	3,454	55,710	39,000	39,757	39,757	-	31,913	78,426	20,870
Vote 11 - Environmental Protection		753	-	-	-	-	-	-	-	-	-
Vote 12 - Energy Sources		6,457	-	101,072	5,000	9,221	9,221	-	11,478	19,781	14,783
Vote 13 - Water Management		48,879	375	26,931	55,871	99,053	99,053	-	79,103	56,033	59,952
Vote 14 - Waste Water Management		57,729	12,144	80,933	41,581	96,748	96,748	-	69,339	26,522	68,513
Vote 15 - Waste Management		877	-	-	11,000	11,000	11,000	-	7,304	-	-
Capital single-year expenditure sub-total		3,189,988	443,428	306,849	188,900	288,635	288,635	-	258,564	215,284	170,205
Total Capital Expenditure - Vote		3,189,988	443,428	306,849	188,900	288,635	288,635	-	258,564	215,284	170,205

For 2021/22 an amount of R258.5 million has been appropriated for the Development of Infrastructure and the Assets for Operation purposes. In the Outer Years this amount totals R215.2 million and R170 million, for each of the financial Years. Infrastructure receives the highest allocation of R191 million in 2021/22. Some of the salient projects to be undertaken over the Medium-Term Includes, amongst others:

- Development of new Cemetery - R9 million;
- Ikageng Light Industrial Park - R8.5 million;
- Bulk Water Supply Boikhutso - R6 million;
- Bulk Water Supply Goegevonden - R4.4 million;
- New Ikageng Reservoir- R38.6 million;
- Upgrading of Electricity Network - R5.2 million;
- Upgrading of Waste Water Treatment Works R15 million
- Replacement of Asbestos Pipes in Ventersdorp R45 million

- Rehabilitation of Rural Overheads Lines R171 million
- Construction of Promosa Pump Station- R8.6 million;
- Roads and StormWater JB Marks- R13 million;
- Development of Cell 4 at the Phelophepa land Fill Site- R13 million;

Description	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousands										
Financial Performance										
Property rates	164,374	177,751	185,182	188,117	188,117	188,117	–	213,902	226,315	236,920
Service charges	902,004	888,772	831,342	979,855	979,855	979,855	–	1,196,921	1,295,800	1,439,675
Investment revenue	21,599	27,349	19,532	28,498	28,498	28,498	–	20,000	21,000	21,400
Transfers recognised - operational	222,900	260,807	263,034	293,064	332,125	332,125	–	305,085	327,803	334,542
Other own revenue	67,548	621,794	57,941	158,360	158,332	158,332	–	152,090	160,686	168,592
Total Revenue (excluding capital transfers and contributions)	1,378,425	1,976,473	1,357,031	1,647,895	1,686,928	1,686,928	–	1,887,998	2,031,604	2,201,129
Employee costs	410,800	424,770	504,166	547,068	547,068	547,068	–	589,791	620,243	656,091
Remuneration of councillors	26,068	26,461	28,112	31,667	31,667	31,667	–	32,844	34,068	35,341
Depreciation & asset impairment	229,839	235,992	220,371	265,557	265,557	265,557	–	274,469	283,005	291,221
Finance charges	3,267	1,818	4	40	40	40	–	5	5	5
Inventory consumed and bulk purchases	447,244	477,527	523,052	643,219	655,411	655,411	–	727,380	811,421	905,170
Transfers and grants	3,795	755	1,457	1,020	1,020	1,020	–	6,248	6,248	6,348
Other expenditure	550,419	572,851	384,919	603,394	603,394	603,394	–	570,766	588,155	603,889
Total Expenditure	1,671,431	1,740,175	1,662,082	2,091,965	2,104,157	2,104,157	–	2,201,502	2,343,144	2,498,065
Surplus/(Deficit)	(293,007)	236,297	(305,050)	(444,070)	(417,228)	(417,228)	–	(313,504)	(311,540)	(296,936)
District	91,298	107,593	146,490	106,308	123,008	123,008	–	187,432	162,186	167,507
Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies -	120,930	574	3,157	1,308	1,308	1,308	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(80,779)	344,464	(155,404)	(336,454)	(292,913)	(292,913)	–	(126,072)	(149,354)	(129,429)
Share of surplus/ (deficit) of associate	9,835	233	99	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(70,944)	344,697	(155,305)	(336,454)	(292,913)	(292,913)	–	(126,072)	(149,354)	(129,429)
Capital expenditure & funds sources										
Capital expenditure	178,327	157,153	306,539	188,900	288,635	288,635	–	258,564	215,284	170,205
Transfers recognised - capital	143,959	94,063	103,667	110,471	203,186	203,186	–	139,549	116,588	124,835
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	34,368	63,090	32,795	78,429	85,449	85,449	–	119,015	98,696	45,370
Total sources of capital funds	178,327	157,153	136,462	188,900	288,635	288,635	–	258,564	215,284	170,205
Financial position										
Total current assets	1,103,697	1,425,331	1,784,535	936,368	1,486,439	1,025,474	–	1,326,505	1,060,746	788,963
Total non current assets	3,683,936	4,009,389	3,919,955	3,717,772	3,759,752	3,759,752	–	3,642,942	3,648,108	3,602,193
Total current liabilities	717,714	381,334	475,201	354,248	339,191	224,491	–	314,856	289,861	254,866
Total non current liabilities	73,067	54,745	57,088	57,069	57,088	57,088	–	57,329	57,329	57,329
Community wealth/Equity	4,163,709	4,074,293	3,949,750	3,837,455	3,869,652	3,869,652	–	4,109,418	3,960,064	3,830,635
Cash flows										
Net cash from (used) operating	198,170	200,717	127,889	107,959	235,720	207,114	–	313,404	307,727	339,136
Net cash from (used) investing	(155,490)	(157,158)	(164,903)	(188,400)	(287,500)	(212,000)	–	(258,564)	(215,284)	(170,205)
Net cash from (used) financing	–	(20,000)	–	–	–	–	–	–	–	–
Cash/cash equivalents at the year end	220,024	239,795	202,780	122,340	151,001	197,895	196,250	251,090	343,533	512,465
Cash backing/surplus reconciliation										
Cash and investments available	316,025	327,831	307,321	324,941	332,421	333,421	265,908	445,995	448,595	450,895
Application of cash and investments	17,045	(93,617)	(543,789)	(8,160)	(36,471)	(36,471)	–	59,240	84,892	121,341
Balance - surplus (shortfall)	298,980	421,448	851,111	333,101	368,892	369,892	265,908	386,755	363,703	329,554
Asset management										
Asset register summary (WDV)	3,631,856	3,532,656	10,505,378	3,563,148	3,756,780	3,756,780	3,756,780	10,762,352	10,864,940	10,921,763
Depreciation	–	235,992	220,371	265,557	265,557	265,557	265,557	274,469	283,005	291,221
Renewal and Upgrading of Existing Assets	156,094	16,031	130,516	33,500	59,274	59,274	59,274	3,478	14,522	6,087
Repairs and Maintenance	871	219	561	500	455	455	455	400	400	400
Free services										
Cost of Free Basic Services provided	51,000	56,000	59,000	59,000	59,000	59,000	65,000	65,000	69,500	73,700
Revenue cost of free services provided	27,000	27,000	27,000	28,200	28,200	28,200	66,105	66,105	68,431	70,997
Households below minimum service level										
Water:	–	–	–	–	–	–	–	–	–	–
Sanitation/sew erage:	–	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–	–	–	–

Explanatory notes to MBRR Table A1 - Budget Summary

- Table A1 is a Budget summary and provides a concise overview of the JB Municipality's Budget from all of the major financial perspectives (Operating, Capital Expenditure, Financial Position, Cash Flow, and MFMA Funding Compliance).
- The table provides an overview of the amounts approved by Council for Operating Performance, Resources deployed to Capital Expenditure, Financial Position, Cash and Funding compliance, as well as the Municipality's commitment to eliminating Basic Service Delivery backlogs.
- Financial Management reforms emphasizes the importance of the Municipal Budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
 - The Operating Surplus/Deficit (after Total Expenditure) is negative over the MTREF
 - Capital Expenditure is balanced by Capital Funding sources, of which

- i. Transfers Recognized is reflected on the Financial Performance Budget;
 - ii. Borrowing is incorporated in the net Cash from Financing on the Cash Flow Budget
 - iii. Internally Generated Funds is financed from accumulated Cash-Backed Surpluses from previous years. The amount is incorporated in the Net Cash from Investing on the Cash Flow Budget. The fact that the Municipality's Cash Flow remains positive, and is improving indicates that the necessary Cash resources are available to fund the Capital Budget.
4. The Cash backing/Surplus reconciliation shows that in previous financial years the Municipality was not paying much attention to managing this aspect of its finances, and consequently many of its obligations are not cash-backed. This places the Municipality in a very vulnerable Financial Position, as the recent slow-down in Revenue collections highlighted. Consequently Council has taken a deliberate decision to ensure adequate Cash-Backing for all material obligations in accordance with the recently adopted Funding and Reserves Policy. This cannot be achieved in one Financial Year. But over the MTREF there is progressive improvement in the level of Cash-Backing of obligations. It is anticipated that the goal of having all obligations Cash-back will be achieved by 2021/22, when a small Surplus is reflected.
5. Even though the Council is placing great emphasis on securing the financial sustainability of the Municipality, this is not being done at the expense of services to the poor. The section of Free Services shows that the amount spent on Free Basic Services and the Revenue Cost of Free Services provided by the Municipality continues to increase. In addition, the Municipality continues to make progress in addressing service delivery backlogs. It is anticipated that by 2021/22 the Water backlog will have been very nearly eliminated.

Functional Classification Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue - Functional										
Governance and administration		458,199	489,127	487,304	560,028	599,089	599,089	575,548	615,292	634,201
Executive and council		(883)	(1,079)	(1,028)	-	-	-	-	-	-
Finance and administration		459,083	490,206	488,332	560,028	599,089	599,089	575,548	615,292	634,201
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		96,314	167,444	13,851	95,378	95,350	95,350	95,100	101,863	108,250
Community and social services		8,367	4,335	5,143	3,048	3,048	3,048	2,673	2,721	2,749
Sport and recreation		2,827	2,094	1,734	1,410	1,382	1,382	39	39	39
Public safety		85,138	161,014	6,974	90,920	90,920	90,920	92,389	99,104	105,462
Housing		-	-	-	-	-	-	-	-	-
Health		(18)	-	-	-	-	-	-	-	-
Economic and environmental services		107,310	81,770	90,467	85,494	85,494	85,494	86,741	94,463	100,361
Planning and development		95,332	65,896	79,067	73,502	73,502	73,502	75,561	83,133	88,871
Road transport		11,978	15,874	11,400	11,992	11,992	11,992	11,180	11,330	11,490
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		935,973	963,903	961,622	1,081,751	1,098,451	1,098,451	1,317,979	1,382,106	1,525,753
Energy sources		674,075	699,615	708,395	823,523	823,023	823,023	988,495	1,082,257	1,204,061
Water management		150,048	149,466	112,482	145,715	145,715	145,715	158,225	170,203	185,794
Waste water management		62,089	65,060	87,792	67,745	84,945	84,945	123,157	77,929	81,364
Waste management		49,761	49,761	52,954	44,768	44,768	44,768	48,102	51,717	54,534
Other	4	42	48	52	60	60	60	63	66	71
Total Revenue - Functional	2	1,597,838	1,702,292	1,553,296	1,822,711	1,878,444	1,878,444	2,075,430	2,193,790	2,368,636
Expenditure - Functional										
Governance and administration		567,697	544,785	300,508	585,113	585,106	585,106	562,691	582,548	596,369
Executive and council		96,820	75,889	80,217	89,665	89,665	89,665	96,778	98,754	100,135
Finance and administration		469,702	465,908	218,049	491,297	491,289	491,289	461,569	479,635	491,881
Internal audit		1,175	2,988	2,241	4,152	4,152	4,152	4,344	4,160	4,353
Community and public safety		217,751	237,171	222,927	260,867	273,104	273,104	282,366	294,989	307,304
Community and social services		58,137	61,828	46,694	72,139	72,139	72,139	74,095	77,399	80,644
Sport and recreation		56,411	59,147	50,924	45,812	45,812	45,812	66,905	70,723	73,975
Public safety		94,276	104,341	122,131	137,935	150,183	150,183	137,588	143,089	148,907
Housing		-	4,572	-	-	-	-	-	-	-
Health		8,927	7,282	3,179	4,981	4,971	4,971	3,779	3,779	3,779
Economic and environmental services		210,650	190,244	152,705	317,562	317,578	317,578	315,252	325,840	341,388
Planning and development		52,849	37,304	41,988	51,837	51,837	51,837	61,475	64,591	65,264
Road transport		153,626	149,327	104,007	259,401	259,417	259,417	250,648	257,975	272,709
Environmental protection		4,174	3,613	6,710	6,324	6,324	6,324	3,129	3,275	3,415
Trading services		683,488	764,624	981,625	928,193	928,138	928,138	1,040,978	1,139,549	1,252,783
Energy sources		511,028	559,477	593,678	689,176	689,156	689,156	780,940	867,032	962,167
Water management		61,335	81,708	292,383	106,871	106,881	106,881	120,057	127,849	132,901
Waste water management		64,864	73,496	30,544	84,562	84,562	84,562	86,258	89,345	101,667
Waste management		46,261	49,944	65,019	47,584	47,539	47,539	53,723	55,323	56,047
Other	4	34	26	43	230	230	230	215	218	220
Total Expenditure - Functional	3	1,679,620	1,736,850	1,657,807	2,091,965	2,104,157	2,104,157	2,201,502	2,343,144	2,498,065
Surplus/(Deficit) for the year		(81,781)	(34,559)	(104,511)	(269,254)	(225,713)	(225,713)	(126,072)	(149,354)	(129,429)

Explanatory notes to MBRR Table A2 - Budgeted Financial Performance

1. **Table A2** is a view of the Budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into 15 functional areas. Municipal Revenue, Operating Expenditure and Capital Expenditure are then classified in terms of each of these functional areas which enables the National Treasury to compile 'whole of government' reports.
2. Note the Total Revenue on this table includes Capital Revenues (Transfers Recognised - Capital) and so does not balance to the operating revenue shown on Table A4.
3. Note that as a general principle the Revenues for the Trading Services should exceed their Expenditures. The table highlights that this is the case for Electricity, Water and Waste water functions, but not the Waste Management function. As already noted above, the Municipality will be undertaking a detailed study of this function to explore ways of improving efficiencies and provide a basis for re-evaluating the function's Tariff Structure.

4. Other functions that show a deficit between Revenue and Expenditure are being financed from Property Rates Revenues and Other Revenue Sources reflected.

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue by Vote	1									
Vote 1 - Executive and Council		(883)	(1,079)	(1,028)	-	-	-	-	-	-
Vote 2 - Finance and Administration		459,083	490,206	488,332	560,028	599,089	599,089	575,548	615,292	634,201
Vote 3 - Internal Audit		-	-	-	-	-	-	-	-	-
Vote 4 - Community and Social Services		8,367	4,335	5,143	3,048	3,048	3,048	2,673	2,721	2,749
Vote 5 - Sport and Recreation		2,827	2,094	1,734	1,410	1,382	1,382	39	39	39
Vote 6 - Public Safety		85,180	161,063	7,026	90,980	90,980	90,980	92,451	99,170	105,533
Vote 7 - Housing		-	-	-	-	-	-	-	-	-
Vote 8 - Health		(18)	-	-	-	-	-	-	-	-
Vote 9 - Planning and Development		95,332	65,896	79,067	73,502	73,502	73,502	75,561	83,133	88,871
Vote 10 - Road Transport		11,978	15,874	11,400	11,992	11,992	11,992	11,180	11,330	11,490
Vote 11 - Environmental Protection		-	-	-	-	-	-	-	-	-
Vote 12 - Energy Sources		674,075	699,615	708,395	823,523	823,023	823,023	988,495	1,082,257	1,204,061
Vote 13 - Water Management		150,048	149,466	112,482	145,715	145,715	145,715	158,225	170,203	185,794
Vote 14 - Waste Water Management		62,089	65,060	87,792	67,745	84,945	84,945	123,157	77,929	81,364
Vote 15 - Waste Management		49,761	49,761	52,954	44,768	44,768	44,768	48,102	51,717	54,534
Total Revenue by Vote	2	1,597,838	1,702,292	1,553,296	1,822,711	1,878,444	1,878,444	2,075,430	2,193,790	2,368,636
Expenditure by Vote to be appropriated	1									
Vote 1 - Executive and Council		96,820	75,889	80,217	89,665	89,665	89,665	96,778	98,754	100,135
Vote 2 - Finance and Administration		469,702	465,908	218,049	491,297	491,289	491,289	461,569	479,635	491,881
Vote 3 - Internal Audit		1,175	2,988	2,241	4,152	4,152	4,152	4,344	4,160	4,353
Vote 4 - Community and Social Services		58,137	61,828	46,694	72,139	72,139	72,139	74,095	77,399	80,644
Vote 5 - Sport and Recreation		56,411	59,147	50,924	45,812	45,812	45,812	66,905	70,723	73,975
Vote 6 - Public Safety		94,310	104,367	122,174	138,165	150,413	150,413	137,803	143,307	149,127
Vote 7 - Housing		-	4,572	-	-	-	-	-	-	-
Vote 8 - Health		8,927	7,282	3,179	4,981	4,971	4,971	3,779	3,779	3,779
Vote 9 - Planning and Development		52,849	37,304	41,988	51,837	51,837	51,837	61,475	64,591	65,264
Vote 10 - Road Transport		153,626	149,327	104,007	259,401	259,417	259,417	250,648	257,975	272,709
Vote 11 - Environmental Protection		4,174	3,613	6,710	6,324	6,324	6,324	3,129	3,275	3,415
Vote 12 - Energy Sources		511,028	559,477	593,678	689,176	689,156	689,156	780,940	867,032	962,167
Vote 13 - Water Management		61,335	81,708	292,383	106,871	106,881	106,881	120,057	127,849	132,901
Vote 14 - Waste Water Management		64,864	73,496	30,544	84,562	84,562	84,562	86,258	89,345	101,667
Vote 15 - Waste Management		46,261	49,944	65,019	47,584	47,539	47,539	53,723	55,323	56,047
Total Expenditure by Vote	2	1,679,620	1,736,850	1,657,807	2,091,965	2,104,157	2,104,157	2,201,502	2,343,144	2,498,065
Surplus/(Deficit) for the year	2	(81,781)	(34,559)	(104,511)	(269,254)	(225,713)	(225,713)	(126,072)	(149,354)	(129,429)

Explanatory notes to MBRR Table A3 - Budgeted Financial Performance (Revenue and Expenditure by Municipal Vote)

1. **Table A3** is a view of the Budgeted Financial Performance in relation to the Revenue and Expenditure per Municipal Vote. This table facilitates the view of the Budgeted Operating performance in relation to the Organisational structure of the JB Marks Local Municipality. This means it is possible to present the Operating Surplus or Deficit of a Vote.

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
		2018	2019	2020	2021	2021	2021	2021	2022	2022	2022
Revenue By Source											
Property rates	2	170,826	184,183	188,182	191,817	191,817	191,817	-	213,902	226,315	236,920
Service charges - electricity revenue	2	682,448	304,944	682,536	822,347	822,347	822,347	-	981,101	1,062,903	1,188,649
Service charges - water revenue	2	114,253	115,358	90,189	108,540	108,540	108,540	-	96,872	103,303	115,182
Service charges - sanitation revenue	2	62,008	65,000	68,663	67,701	67,701	67,701	-	70,846	77,877	81,310
Service charges - refuse revenue	2	49,761	49,761	52,954	44,768	44,768	44,768	-	48,102	51,717	54,534
Rental of facilities and equipment		3,693	4,934	3,900	4,289	4,261	4,261	-	3,626	3,717	3,844
Interest earned - external investments		21,599	27,349	19,532	28,498	28,498	28,498	-	20,000	21,000	21,400
Interest earned - outstanding debtors		2,290	519,663	-	42,000	42,000	42,000	-	36,200	37,500	38,600
Dividends received		4	4	4	3	3	3	-	3	3	-
Fines, penalties and forfeits		33,150	40,066	32,835	90,705	90,705	90,705	-	92,187	98,897	105,250
Licences and permits		11,948	16,139	11,511	12,123	12,123	12,123	-	11,328	11,480	11,644
Agency services		41	-	-	-	-	-	-	1,308	1,308	1,308
Transfers and subsidies		222,900	260,807	263,034	293,064	332,125	332,125	-	305,085	327,803	334,542
Other revenue	2	10,689	5,916	9,691	9,241	9,241	9,241	-	7,439	7,780	7,946
Gains		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		1,385,611	1,594,125	1,423,031	1,715,095	1,754,128	1,754,128	-	1,887,998	2,031,604	2,201,129
Expenditure By Type											
Employee related costs	2	410,708	457,423	504,166	547,068	547,068	547,068	-	589,791	620,243	656,091
Remuneration of councillors		26,068	26,461	28,112	31,667	31,667	31,667	-	32,844	34,068	35,341
Debt impairment	3	225,959	274,874	69,313	305,153	305,153	305,153	-	239,000	248,000	253,000
Depreciation & asset impairment	2	230,902	235,992	220,371	265,557	265,557	265,557	-	274,469	283,005	291,221
Finance charges		3,267	1,818	4	40	40	40	-	5	5	5
Bulk purchases - electricity	2	447,244	477,527	545,548	617,777	617,777	617,777	-	707,906	791,061	884,087
Inventory consumed	8	-	-	(22,496)	25,442	37,633	37,633	-	19,474	20,360	21,083
Contracted services		215,585	185,867	227,365	216,092	215,482	215,482	-	244,247	251,497	259,369
Transfers and subsidies		3,795	755	1,457	1,020	1,020	1,020	-	6,248	6,248	6,348
Other expenditure	4, 5	84,727	94,719	88,242	82,149	82,759	82,759	-	87,519	88,658	91,520
Losses		24,148	17,392	-	-	-	-	-	-	-	-
Total Expenditure		1,672,403	1,772,828	1,662,082	2,091,965	2,104,157	2,104,157	-	2,201,502	2,343,144	2,498,065
Surplus/(Deficit) and District)		(286,792)	(178,703)	(239,050)	(376,870)	(350,028)	(350,028)	-	(313,504)	(311,540)	(296,936)
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises,	6	91,298	107,593	146,490	106,308	123,008	123,008	-	187,432	162,186	167,507
Transfers and subsidies - capital (in-kind - all)		1,440	-	-	-	-	-	-	-	-	-
		119,490	574	3,157	1,308	1,308	1,308	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)
Share of surplus/ (deficit) of associate	7	9,835	233	99	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		(64,730)	(70,304)	(89,305)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)

Explanatory notes to Table A4 - Budgeted Financial Performance (Revenue and Expenditure)

- Total Revenue is R2.billion in 2021/22 and escalates to R2.2 billion by 2021/22. This represents a year-on-year increase of 5.4 per cent for the 2022/23 financial year and 7.38 per cent for the 2023/24 financial year.
- Revenue to be generated from Property Rates is R213 million in the 2021/22 Financial Year and increases to R236.9 million by 2023/24 which represents 19.9 per cent of the operating revenue base of the City and therefore remains a significant funding source for the municipality. It remains

relatively constant over the medium-term and tariff increases have been factored in at 6 per cent for each of the respective financial years of the MTREF.

3. Services Charges relating to Electricity, Water, Sanitation and Refuse Removal constitutes the biggest component of the Revenue basket of the JB Marks Local Municipality totalling R1.1 billion for the 2021/22 financial year and increasing to R1.4 billion by 2023/24. For the 2021/22 financial year services charges amount to 57.67 per cent of the total Revenue base and grows by 1.40 per cent per annum over the Medium-Term. This growth can mainly be attributed to the increase in the Bulk prices of Electricity and Water.
4. Transfers Recognised - Operating includes the Local Government Equitable Share and other Operating Grants from National and Provincial Government. It needs to be noted that in real terms the Grants receipts from National Government are decreasing over the MTREF by 8.86 per cent and an increase of 6.93 per cent and 2.04.
5. Bulk Purchases increases over the 2021/22 to 2023/24 period escalating from R707 million to R 884 million. These increases can be attributed to the substantial increase in the cost of Bulk Electricity from Eskom and water from Department of Water.
6. Employee Related Costs and Bulk Purchases are the main cost drivers within the Municipality and alternative Operational gains and efficiencies will have to be identified to lessen the impact of wage and Bulk tariff increases in future years.

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand	1										
Single-year expenditure to be appropriated	2										
Vote 1 - Executive and Council		2,507	–	–	2,280	2,298	2,298	–	1,919	–	–
Vote 2 - Finance and Administration		3,032,849	427,397	28,007	4,364	5,046	5,046	–	2,226	–	–
Vote 3 - Internal Audit		–	–	–	–	–	–	–	–	–	–
Vote 4 - Community and Social Services		945	–	1,661	14,524	12,724	12,724	–	16,281	11,304	–
Vote 5 - Sport and Recreation		4	–	10,740	5,000	6,898	6,898	–	11,304	–	–
Vote 6 - Public Safety		9,082	57	111	3,250	3,861	3,861	–	14,652	4,348	–
Vote 7 - Housing		–	–	–	–	–	–	–	–	–	–
Vote 8 - Health		–	–	–	–	–	–	–	–	–	–
Vote 9 - Planning and Development		6,852	–	1,684	7,030	2,030	2,030	–	13,043	18,870	6,087
Vote 10 - Road Transport		23,054	3,454	55,710	39,000	39,757	39,757	–	31,913	78,426	20,870
Vote 11 - Environmental Protection		753	–	–	–	–	–	–	–	–	–
Vote 12 - Energy Sources		6,457	–	101,072	5,000	9,221	9,221	–	11,478	19,781	14,783
Vote 13 - Water Management		48,879	375	26,931	55,871	99,053	99,053	–	79,103	56,033	59,952
Vote 14 - Waste Water Management		57,729	12,144	80,933	41,581	96,748	96,748	–	69,339	26,522	68,513
Vote 15 - Waste Management		877	–	–	11,000	11,000	11,000	–	7,304	–	–
Capital single-year expenditure sub-total		3,189,988	443,428	306,849	188,900	288,635	288,635	–	258,564	215,284	170,205
Total Capital Expenditure - Vote		3,189,988	443,428	306,849	188,900	288,635	288,635	–	258,564	215,284	170,205
Capital Expenditure - Functional											
Governance and administration		3,035,355	427,397	27,735	6,644	7,344	7,344	–	4,145	–	–
Executive and council		2,507	–	–	2,280	2,298	2,298	–	1,919	–	–
Finance and administration		3,032,849	427,397	27,735	4,364	5,046	5,046	–	2,226	–	–
Internal audit		–	–	–	–	–	–	–	–	–	–
Community and public safety		10,031	57	12,474	33,804	34,513	34,513	–	42,238	15,652	–
Community and social services		945	–	1,661	21,000	23,200	23,200	–	16,281	11,304	–
Sport and recreation		4	–	10,740	4,524	5,222	5,222	–	11,304	–	–
Public safety		9,082	57	74	8,250	6,061	6,061	–	14,652	4,348	–
Housing		–	–	–	30	30	30	–	–	–	–
Health		–	–	–	–	–	–	–	–	–	–
Economic and environmental services		30,659	3,454	57,394	46,000	41,757	41,757	–	44,957	97,296	26,957
Planning and development		6,852	–	1,684	7,000	2,000	2,000	–	13,043	18,870	6,087
Road transport		23,054	3,454	55,710	39,000	39,757	39,757	–	31,913	78,426	20,870
Environmental protection		753	–	–	–	–	–	–	–	–	–
Trading services		113,943	12,520	208,935	102,452	205,021	205,021	–	167,224	102,336	143,248
Energy sources		6,457	–	101,072	5,000	9,221	9,221	–	11,478	19,781	14,783
Water management		48,879	375	26,931	55,871	99,053	99,053	–	79,103	56,033	59,952
Waste water management		57,729	12,144	80,933	41,581	96,748	96,748	–	69,339	26,522	68,513
Waste management		877	–	–	–	–	–	–	7,304	–	–
Other		–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure - Functional	3	3,189,988	443,428	306,539	188,900	288,635	288,635	–	258,564	215,284	170,205
Funded by:											
National Government		91,755	–	94,701	108,452	183,389	183,389	–	94,103	116,588	124,835
Provincial Government		–	5,853	8,966	1,100	19,797	19,797	–	45,447	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental)		–	–	–	919	–	–	–	–	–	–
Transfers recognised - capital	4	91,755	5,853	103,667	110,471	203,186	203,186	–	139,549	116,588	124,835
Borrowing	6	–	–	–	–	–	–	–	–	–	–
Internally generated funds		65,662	10,177	32,795	78,429	85,449	85,449	–	119,015	98,696	45,370
Total Capital Funding	7	157,417	16,031	136,462	188,900	288,635	288,635	–	258,564	215,284	170,205

1. **Table A5** is a breakdown of the Capital Program in relation to Capital Expenditure by Municipal Vote (Multi-Year and Single-Year Appropriations); Capital Expenditure by Standard Classification; and the funding sources necessary to fund the Capital Budget, including information on Capital transfers from National and Provincial Departments.
2. The MFMA provides that a Municipality may approve Multi-year or Single-Year Capital Budget appropriations. In relation to Multi-Year appropriations, for 2021/22 R258 million has been allocated. Single-year Capital Expenditure has been appropriated at R258 million for the 2021/22 Financial Year and decreases relatively constant over the MTREF at levels of R215 million and R170 million respectively for the two outer years
3. The Capital program is funded from Capital and Provincial Grants and Transfers and Internally Generated Funds from Cash Backed Surpluses. For 2021/22, Capital Transfers totals R187 million and decreases to R162 million by 2022/23 and then increases to R167 million in 2023/24.

R thousand	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
ASSETS		2018	2019	2020	2021	2021	2021	2021	2022	2022	2022
Current assets											
Cash		88,525	(70,079)	(135,965)	90,879	487,109	487,109	-	715,976	902,706	1,168,381
Call investment deposits	1	142,415	221,379	176,710	91,825	176,943	176,943	-	180,087	180,087	180,087
Consumer debtors	1	861,971	927,359	1,155,357	980,303	1,031,520	1,031,520	-	1,200,952	1,200,952	1,200,952
Other debtors		10,293	(31,088)	(120,122)	(465,191)	(435,494)	(435,494)	-	(284,421)	(532,421)	(785,421)
Current portion of long-term receivables		-	-	-	-	-	-	-	-	-	-
Inventory	2	492	117,745	263,994	238,552	226,361	226,361	263,994	206,888	186,528	165,446
Total current assets		1,103,697	1,165,316	1,339,974	936,368	1,486,439	1,486,439	263,994	2,019,481	1,937,852	1,929,445
Non current assets											
Long-term receivables		55	87	104	79	104	104	-	128	128	128
Investments		52,025	57,281	62,821	57,281	62,821	62,821	-	62,821	62,821	62,821
Investment property		53,690	53,690	63,182	53,690	53,690	53,690	-	63,182	63,182	63,182
Investment in Associate		-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	3	3,460,939	3,350,381	3,262,461	3,478,136	3,514,551	3,514,551	-	3,400,654	3,405,820	3,359,905
Biological		-	-	-	(66,910)	(66,910)	(66,910)	-	(80,941)	(153,827)	(228,929)
Intangible		9,314	13,448	7,214	13,448	13,448	13,448	-	7,214	7,214	7,214
Other non-current assets		107,913	115,138	108,943	115,138	115,138	115,138	-	108,943	108,943	108,943
Total non current assets		3,683,936	3,590,024	3,504,726	3,650,863	3,692,843	3,692,843	-	3,562,001	3,494,281	3,373,264
TOTAL ASSETS		4,787,633	4,755,340	4,844,700	4,587,231	5,179,282	5,179,282	263,994	5,581,482	5,432,133	5,302,709
LIABILITIES											
Current liabilities											
Bank overdraft	1	-	-	-	40	40	40	-	5	10	15
Borrowing	4	5,347	-	(1,634)	(458)	(1,624)	(1,624)	-	(2,872)	(2,872)	(2,872)
Consumer deposits		607	(1,512)	(2,984)	(2,960)	(2,984)	(2,984)	-	(3,951)	(3,951)	(3,951)
Trade and other payables	4	686,285	614,506	698,810	590,101	1,146,652	1,146,652	-	1,360,498	1,360,498	1,360,498
Provisions		25,475	11,508	61,056	10,507	12,440	12,440	-	61,056	61,056	61,056
Total current liabilities		717,714	624,502	755,248	597,230	1,154,524	1,154,524	-	1,414,735	1,414,740	1,414,745
Non current liabilities											
Borrowing		23,439	(0)	(0)	(0)	(0)	(0)	-	(0)	(0)	(0)
Provisions		49,628	54,745	57,088	57,069	57,088	57,088	-	57,329	57,329	57,329
Total non current liabilities		73,067	54,745	57,088	57,069	57,088	57,088	-	57,329	57,329	57,329
TOTAL LIABILITIES		790,781	679,247	812,335	654,299	1,211,612	1,211,612	-	1,472,064	1,472,069	1,472,074
NET ASSETS	5	3,996,851	4,076,093	4,032,365	3,932,932	3,967,670	3,967,670	263,994	4,109,418	3,960,064	3,830,635
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		4,150,921	4,058,006	3,933,463	3,821,168	3,853,365	3,853,365	-	4,093,130	3,943,777	3,814,348
Reserves	4	12,788	16,287	16,287	16,287	16,287	16,287	-	16,287	16,287	16,287
TOTAL COMMUNITY WEALTH/EQUITY	5	4,163,709	4,074,293	3,949,750	3,837,455	3,869,652	3,869,652	-	4,109,418	3,960,064	3,830,635

Explanatory notes to Table A6 - Budgeted Financial Position

1. **Table A6** is consistent with International Standards of good Financial Management practice, and improves understandability for Councilors and Management of the impact of the Budget on the Statement of Financial Position (Balance Sheet).
2. This format of presenting the Statement of Financial Position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as

“Accounting” Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to Cash, or Liabilities immediately required to be met from Cash, appear first.

3. **Table 6** is supported by an extensive table of notes (SA3) providing a detailed analysis of the major components of a number of items, including:
 - Call Investments Deposits;
 - Consumer Debtors;
 - Property, Plant and Equipment;
 - Trade and Other Payables;
 - Provisions Non-Current;
 - Changes in Net Assets; and
 - Reserves
4. The Municipal Equivalent of Equity is Community Wealth/Equity. The justification is that ownership and the Net Assets of the Municipality belong to the Community.
5. Any movement on the Budgeted Financial Performance or the Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the Collection Rate assumption will impact on the cash position of the Municipality and subsequently inform the level of Cash and Cash Equivalents at year end. Similarly, the Collection Rate assumption should inform the Budget appropriation for Debt Impairment which in turn would impact on the provision for Bad Debt. These Budget and Planning assumptions form a critical link in determining the applicability and relevance of the Budget as well as the determination of Ratios and Financial indicators. In addition the funding compliance assessment is informed directly by forecasting the Statement of Financial Position.

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue &		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CASH FLOW FROM OPERATING ACTIVITIES		2018	2019	2020	2021	2021	2021	2021	2022	2022	2022
Receipts											
Property rates		169,867	180,149	184,846	164,926	164,926	167,003	-	180,003	191,672	201,768
Service charges		665,022	725,923	795,909	889,857	943,857	968,436	-	1,196,921	1,295,800	1,439,675
Other revenue		132,678	60,935	24,183	33,830	33,830	35,160	-	112,261	119,465	126,148
Transfers and Subsidies - Operational	1	241,373	260,807	265,549	294,453	337,433	337,433	-	306,085	328,103	334,842
Transfers and Subsidies - Capital	1	127,593	108,167	147,132	106,227	122,008	122,008	-	187,432	162,186	167,507
Interest		54,002	67,359	52,317	39,498	54,498	39,498	-	20,000	21,000	21,400
Dividends		4	4	4	3	3	3	-	-	-	-
Payments											
Suppliers and employees		(1,188,339)	(1,200,809)	(1,340,258)	(1,410,872)	(1,410,872)	(1,462,387)	-	(1,681,780)	(1,805,887)	(1,947,491)
Finance charges		(3,267)	(1,818)	(1,792)	-	-	(40)	-	(5)	(5)	(5)
Transfers and Grants	1	(763)	-	-	(9,963)	(9,963)	-	-	(7,512)	(4,608)	(4,708)
NET CASH FROM/(USED) OPERATING ACTIVITIES		198,170	200,717	127,889	107,959	235,720	207,114	-	313,404	307,727	339,136
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		-	-	-	500	500	-	-	-	-	-
Decrease (increase) in non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		(155,490)	(157,158)	(164,903)	(188,900)	(288,000)	(212,000)	-	(258,564)	(215,284)	(170,205)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(155,490)	(157,158)	(164,903)	(188,400)	(287,500)	(212,000)	-	(258,564)	(215,284)	(170,205)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		-	(20,000)	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	(20,000)	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		42,680	23,559	(37,014)	(80,440)	(51,780)	(4,886)	-	54,840	92,443	168,932
Cash/cash equivalents at the year begin:	2	177,344	216,235	239,795	202,780	202,780	202,780	196,250	196,250	251,090	343,533
Cash/cash equivalents at the year end:	2	220,024	239,795	202,780	122,340	151,001	197,895	196,250	251,090	343,533	512,465

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
		R thousand									
Cash and investments available		2018	2019	2020	2021	2021	2021	2021	2022	2022	2022
Cash/cash equivalents at the year end	1	21,000	24,000	28,000	33,000	35,000	36,000	6,837	6,837	205,687	207,987
Other current investments > 90 days		243,000	246,550	216,500	234,660	234,600	234,600	196,250	196,250	180,087	180,087
Non current assets - Investments	1	52,025	57,281	62,821	57,281	62,821	62,821	62,821	62,821	62,821	62,821
Cash and investments available:		316,025	327,831	307,321	324,941	332,421	333,421	265,908	265,908	448,595	450,895
Application of cash and investments											
Unspent conditional transfers		30,436	12,945	20,690	-	-	-	-	15,000	9,000	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2							-			
Other working capital requirements	3	(88,494)	(172,815)	(682,623)	(75,735)	(105,998)	(105,998)	-	(163,760)	(144,665)	(123,660)
Other provisions		75,103	66,253	118,143	67,576	69,527	69,527	-	208,000	220,557	245,001
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5							-			
Total Application of cash and investments:		17,045	(93,617)	(543,789)	(8,160)	(36,471)	(36,471)	-	59,240	84,892	121,341
Surplus(shortfall)		298,980	421,448	851,111	333,101	368,892	369,892	265,908	206,668	363,703	329,554

Explanatory notes to Table A7 - Budgeted Cash Flow Statement

1. The Budgeted Cash Flow Statement is the first measurement in determining if the Budget is funded.
2. It shows the expected level of Cash in-Flow versus Cash Out-Flow that is likely to result from the implementation of the Budget.
3. It can be seen that the Cash levels of the JB Marks Local Municipality decreases over the 2019/20 to 2021/22 period owing directly to a Net Decrease in Cash.

Explanatory notes to Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

1. The Cash Backed Reserves/Accumulated Surplus Reconciliation is aligned to the requirements of MFMA Circular 42 - Funding a Municipal Budget.
2. In essence the table evaluates the funding levels of the Budget by firstly forecasting the Cash and Investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist.
3. The outcome of this exercise would either be a Surplus or Deficit. A deficit would indicate that the applications exceed the Cash and Investments available and would be indicative of non-compliance with the MFMA requirements that the Municipality's Budget must be "funded".
4. Non-compliance with section 18 of the MFMA is assumed because a shortfall would indirectly indicate that the Annual Budget is not appropriately funded.

ASSET REGISTER SUMMARY - PPE (WDV)	5	3,631,856	3,532,656	10,505,378	3,563,148	3,756,780	3,756,780	10,762,352	10,864,940	10,921,763
<i>Roads Infrastructure</i>		1,442,380	1,342,700	4,482,087	1,372,691	1,407,190	1,407,190	4,526,261	4,587,130	4,597,565
<i>Storm water Infrastructure</i>		0	5,546	31,031	31,081	59,118	59,118	81,537	90,399	100,833
<i>Electrical Infrastructure</i>		511,175	515,939	3,531,789	508,953	513,683	513,683	3,550,709	3,562,977	3,576,795
<i>Water Supply Infrastructure</i>		520,580	541,309	551,077	500,157	542,224	542,224	520,752	458,198	397,086
<i>Sanitation Infrastructure</i>		438,041	422,804	449,974	410,631	370,339	370,339	462,205	441,097	446,532
<i>Solid Waste Infrastructure</i>		18,872	47,995	47,995	45,132	45,132	45,132	44,512	41,355	37,979
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		2,931,047	2,876,293	9,093,954	2,868,645	2,937,686	2,937,686	9,185,976	9,181,156	9,156,790
Community Assets		419,716	345,221	944,578	295,547	373,967	373,967	975,721	1,005,895	1,011,982
Heritage Assets		107,913	115,138	108,943	115,138	115,138	115,138	108,943	108,943	108,943
Investment properties		53,690	53,690	63,182	53,690	53,690	53,690	63,182	63,182	63,182
Other Assets		32,767	61,968	200,994	63,840	63,929	63,929	201,056	201,056	201,056
Biological or Cultivated Assets		-	-	-	66,910	66,910	66,910	80,941	153,827	228,929
Intangible Assets		9,314	13,448	7,214	13,448	13,448	13,448	7,214	7,214	7,214
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		20,988	15,824	16,766	16,871	21,764	21,764	22,972	22,972	22,972
Machinery and Equipment		10,524	9,226	17,585	16,896	30,651	30,651	34,098	34,098	34,098
Transport Assets		45,896	41,849	52,163	52,163	79,598	79,598	82,250	86,598	86,598
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	3,631,856	3,532,656	10,505,378	3,563,148	3,756,780	3,756,780	10,762,352	10,864,940	10,921,763
EXPENDITURE OTHER ITEMS		871	236,211	220,932	266,057	266,012	266,012	274,869	283,405	291,621
Depreciation	7	-	235,992	220,371	265,557	265,557	265,557	274,469	283,005	291,221
Repairs and Maintenance by Asset Class	3	871	219	561	500	455	455	400	400	400
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	165	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	165	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
<i>Revenue Generating</i>		-	-	-	-	-	-	-	-	-
<i>Non-revenue Generating</i>		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
<i>Operational Buildings</i>		871	219	396	500	455	455	400	400	400
<i>Housing</i>		-	-	-	-	-	-	-	-	-
Other Assets		871	219	396	500	455	455	400	400	400
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
<i>Servitudes</i>		-	-	-	-	-	-	-	-	-
<i>Licences and Rights</i>		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		871	236,211	220,932	266,057	266,012	266,012	274,869	283,405	291,621
<i>Renewal and upgrading of Existing Assets as % of total capex</i>		67.7%	63.1%	60.3%	20.6%	30.1%	30.1%	1.3%	6.7%	3.6%
<i>Renewal and upgrading of Existing Assets as % of deprec</i>		0.0%	6.8%	59.2%	12.6%	22.3%	22.3%	1.3%	5.1%	2.1%
<i>R&M as a % of PPE</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Renewal and upgrading and R&M as a % of PPE</i>		4.0%	0.0%	1.0%	1.0%	2.0%	2.0%	0.0%	0.0%	0.0%

Explanatory notes to Table A9 - Asset Management

1. **Table A9** provides an overview of Municipal Capital allocations to building new Assets and the Renewal of Existing Assets, as well as spending on Repairs and Maintenance by Asset Class.
2. National Treasury has recommended that Municipalities should allocate at least 40 per cent of their Capital Budget to the renewal of existing assets, and allocations to Repairs and Maintenance should be 8 per cent of PPE. The Municipality cannot at this stage meet this recommendation.

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
		2018	2019	2020	2021	2021	2021	2022	2022	2022
Household service targets	1									
Water:										
Piped water inside dwelling		-	-	-	-	-	-	-	-	-
Piped water inside yard (but not in dwelling)		-	-	-	-	-	-	-	-	-
Using public tap (at least min.service level)	2	-	-	-	-	-	-	-	-	-
Other water supply (at least min.service level)	4	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)	4	-	-	-	-	-	-	-	-	-
No water supply		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		-	-	-	-	-	-	-	-	-
Flush toilet (with septic tank)		-	-	-	-	-	-	-	-	-
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)		-	-	-	-	-	-	-	-	-
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Bucket toilet		-	-	-	-	-	-	-	-	-
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Energy:										
Electricity (at least min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Electricity (< min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Refuse:										
Removed at least once a week		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Removed less frequently than once a week		-	-	-	-	-	-	-	-	-
Using communal refuse dump		-	-	-	-	-	-	-	-	-
Using own refuse dump		-	-	-	-	-	-	-	-	-
Other rubbish disposal		-	-	-	-	-	-	-	-	-
No rubbish disposal		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kw h per household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kw h per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed once a week for indigent households)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)										
Total cost of FBS provided		-	-	-	-	-	-	-	-	-
Highest level of free service provided per household										
Property rates (R value threshold)										
Water (kilolitres per household per month)										
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)										
Refuse (average litres per week)										
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissable values per section 17 of MPRA)										
Property rates exemptions, reductions and rebates and impermissable values in excess of section 17 of MPRA		-	3,198	-	-	-	-	4,325	4,400	4,516
Water (in excess of 6 kilolitres per indigent household per month)		-	7,841	-	-	-	-	8,200	8,450	8,500
Sanitation (in excess of free sanitation service to indigent households)		-	13,399	-	-	-	-	15,399	16,400	16,800
Electricity/other energy (in excess of 50 kw h per indigent household per month)		-	13,635	-	-	-	-	18,635	19,635	21,635
Refuse (in excess of one removal a week for indigent households)		-	19,546	-	-	-	-	19,546	19,546	19,546
Municipal Housing - rental rebates										
Housing - top structure subsidies	6									
Other										
Total revenue cost of subsidised services provided		-	57,619	-	-	-	-	66,105	68,431	70,997

Explanatory notes to Table A10 - Basic Service Delivery Measurement

- Table A10 provides an overview of Service Delivery levels, including backlogs (below minimum service level), for each of the main services.
- It is anticipated that these Free Basic Services will cost the Municipality R65 million in 2021/22, increasing to R73.7 million in 2023/34. This is covered by the Municipality's Equitable Share allocation from National Government.

3. In addition to the Free Basic Services, the Municipality also 'gives' households R66.1 million in Free Services in 2021/22, and it increases to R70.9 million in 2021/22. This 'tax expenditure' needs to be seen within the context of the municipality's overall Revenue Management Strategy - the more the Municipality gives away, the less there is available to fund other services. Currently, the 'free services' represent about 3 per cent of total Operating Revenue.

Table 4: Consolidated Overview of the 2021/22 MTREF

R thousand	Adj Budget	Budget Year	Budget Year	Budget Year
	2020/21	2021/22	2022/23	2023/24
Total Operating Revenue	1 843 535	2 075 429	2 193 790	2 368 635
Total Operating Expenditure	2 102 114	2 201 501	2 343 144	2 498 064
(Surplus)/Deficit	267 579	126 072	149 354	129 428
Total Capital Expenditure	288 635	258 563	215 284	170 204

Total Operating Revenue has grown by 11.17% or R331.8 million for the 2021/2022 Financial Year. For the two outer years, Operational Revenue will increase by 5.40% and 7.38% respectively.

Total Operating Expenditure for the 2021/2022 Financial Year has been appropriated at R2.201 billion and translates into a Budgeted Deficit of R126 million. When compared to the 2020/21 Adjustment Budget, Operational Expenditure has increased by R99 million. The deficits of the previous financial years as well as the Budgeted Operating Deficit for the 2021/2022 Financial Year are due to the high provision of Depreciation and also high provision on Traffic Impairment. The Deficit is reduced from R267 million to R126 million in the 2021/2022, a reduction of 112% compared to the current Financial Year.

The Capital Budget of R258 million for 2021/22 is 11.63% less than the 2020/21 Adjustment Budget. The Capital Programme will reduce to R215, 2 million in the 2022/2023 Financial Year and to R170, 2 million in 2023/2024. A substantial portion of the Capital Budget, R119 million will be funded from Internal Funds. The balance will be funded from Government Grants and Transfers.

The following table is a summary of the 2021/2022 MTREF (Classified by main Revenue Source):

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, Capital Transfers and Contributions are excluded from the Operating Statement, as inclusion of these Revenue sources would distort the calculation of the Operating Surplus/Deficit.

Description	Current Year 2020/2021			2021/22 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source						
Property Rates	191,774	193,105	197,500	213,902	226,315	236,919
Service charges - Electricity Revenue	814,000	814,000	895,600	981,101	1,062,903	1,188,649
Service charges - Water Revenue	108,250	108,250	92,881	96,871	103,302	115,181
Service charges - Sanitation Revenue	67,700	67,700	66,425	70,845	77,877	81,309
Service charges - Refuse Revenue	44,768	44,768	45,890	48,102	51,717	54,534
Other Revenue/Grants	490,032	484,704	428,927	477,177	509,490	524,536
Total Revenue	1,716,524	1,712,527	1,727,223	1,887,998	2,031,604	2,201,128

Revenue generated from Rates and Service charges forms a significant percentage of the Revenue basket for the Municipality. Rates and Services Charge Revenues comprise more than two thirds of the Total Revenue mix.

TABLE : OPERATING TRANSFERS AND GRANT RECEIPTS

Description	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year	Budget Year 2021/22	Budget Year 2022/23	Budget Year 2023/24
R thousand						
Receipts:						
Operating Transfers and Grants						
National Government:	263,034	263,034	263,034	306,085	330,803	342,542
Local Government Equitable Share	257,937	257,937	257,937	299,881	324,803	331,442
Finance Management	3,000	3,000	3,000	3,000	3,000	3,100
Municipal Systems Improvement	–	–	–	–	–	2,000
EPWP Incentive	2,097	2,097	2,097	2,204	–	–
Neighbourhood Grant	–	–	–	1,000	3,000	6,000
Provincial Government:	389	389	389	1,308	1,308	1,308
Sport and Recreation	389	389	389	1,308	1,308	1,308
Operating Transfers and Grants	263,423	263,423	263,423	307,393	332,111	343,850

The above table gives a breakdown of the various Operating Grants and Subsidies allocated to the Municipality over the medium term.

Tariff-setting is a pivotal and strategic part of the compilation of any Budget. When Rates, Tariffs and other Charges were revised, Local Economic conditions, input costs and the affordability of services were taken into account to ensure the financial sustainability of the Municipality.

National Treasury continues to encourage Municipalities to keep increases in Rates, Tariffs and other Charges as low as possible. Municipalities must justify in their Budget documentation all increases in excess of the 6 per cent upper boundary of the South African Reserve Bank's inflation target. Excessive increases are likely to be counterproductive, resulting in higher levels of non-payment.

The Municipality's Electricity tariffs are largely outside the control of the outside factors (NERSA and ESKOM). Discounting the impact of these price increases in lower consumer tariffs will erode the Municipalities future financial position and viability.

It must also be appreciated that the consumer price index, as measured by CPI, is not a good measure of the cost increases of goods and services relevant to Municipalities. The basket of goods and services utilised for the calculation of the CPI consist of items such as food, petrol and medical services, whereas the cost drivers of a Municipality are informed by items such as the cost of Remuneration, Bulk Purchases of Electricity and Water, Petrol, Diesel, Chemicals, Cement etc. The current challenge facing the Municipality is managing the gap between cost drivers and tariffs levied, as any shortfall must be made up by either operational efficiency gains or service level reductions. Within this framework, the Municipality has undertaken the tariff setting process relating to service charges as follows.

Property Rates

TABLE: COMPARISON OF PROPOSED RATES TO BE LEVIED FOR THE 2021/22 FINANCIAL YEAR

Category	Proposed Tariff (1 July 2020/21)	Proposed tariff (from 1 July 2021/22)
	c in the Rand	c in the Rand
Residential properties	0.038264	0.405597128
Commercial Properties	1.14794	1.216813856
Industrial Properties	1.14794	1.216813856
State properties	0.	1.230915
Agricultural	0.09567	0.1014049
Public Service Infrastructure	0.09567	0.1014049
Public Benefit Organizations	0.09567	0.1014049
Public Service Purpose	1.14794	1.216813856
Places of Worship	0.38264	0.405597128
Mining	1.14794	1.216813856

Sale of Water and Impact of Tariff Increases

South Africa faces similar challenges with regard to water supply as it did with Electricity, since demand growth outstrips supply. Consequently, National Treasury is encouraging all municipalities to carefully review the level and structure of their water tariffs to ensure:

- Water tariffs are fully cost-reflective – including the cost of maintenance and renewal of purification plants, water networks and the cost associated with reticulation expansion;
- Water tariffs are structured to protect basic levels of service and ensure the provision of free water to the poorest of the poor (indigent); and
- Water tariffs are designed to encourage efficient and sustainable consumption.

JB Marks Local Municipality has undertaken an assessment of its Capital Infrastructure requirements. The assessment indicates that the current infrastructure regarding the water purification and sewerage works is unlikely to sustain its long-term ability to supply clean water and to clean the sewerage to be released in the Mooi River.

The JB Marks Local Municipality is striving to retain its Blue Drop and Green Drop Status in the future. A tariff increase of 6% from 1 July 2021 for water is proposed. In addition 6 kℓ Water per month will be granted free of charge to all Indigent households as per Council Policy.

A summary of the proposed tariffs for households (residential) and non-residential are as follows:

TABLE: PROPOSED WATER TARIFFS

CATEGORY	CURRENT TARIFFS 2020/21	PROPOSED TARIFFS 2021/22
	Rand per kℓ	Rand per kℓ
RESIDENTIAL		
(i) 7 to 12 kℓ per month	7.34	7.78
(ii) 13 to 32 kℓ per month	7.73	8.19
(iii) 33 to 52 kℓ per month	8.12	8.61
(iv) 53 to 76 kℓ per month	8.53	9.04
(v) More than 76 kℓ per month	9.19	9.74
NON-RESIDENTIAL		
(i) 0 – 5 000 kℓ per month	7.73	8.19
(ii) More than 5 000 kℓ per month	7.73	8.19
(iii) Schools, University and Colleges	7.73	8.19

Sale of Electricity and Impact of Tariff Increases

NERSA has announced the revised Bulk Electricity pricing structure. A 14.59 % increase in the Eskom Bulk Electricity tariff to municipalities will be effective from 1 July 2021.

Considering the Eskom increases, the consumer tariff had to be increased by 14.59% to offset the additional Bulk Purchase cost from 1 July 2021. Furthermore, it should be noted that given the size of the tariff increase, it is expected to depress growth in Electricity consumption, which will have a negative impact on the Municipality's Revenue from Electricity. Registered indigents will be granted 80 kWh per month Free of charge.

The following table shows the impact of the proposed increases in Electricity tariffs on domestic customers:

TABLE: DOMESTIC BLOCK TARIFFS (SINGLE AND 3 PHASE)

Monthly Consumption kWh	CURRENT TARIFFS 2020/21	PROPOSED TARIFFS 2021/22
0 - 50	1.26	1.4439
51 - 350	1.41	1.615
351 - 600	1.99	2.280
>601	2.34	2.6814

The fixed Charge levied in the 2020/2021 Financial Year amounted to **R68.86**. This fixed Charge increases to **R73.43** per month in the 2021/2022 Financial Year.

Sanitation and Impact of Tariff Increases

A tariff increase of 6% for sanitation from 1 July 2021 is proposed. This is based on the input cost assumptions related to Water. It should be noted that Electricity costs contributes approximately 18% of Waste Water Treatment input costs, but taken the economy in consideration, the increase of Sanitation Tariffs is capped at 6% for 2021/2022. In the future, these tariffs need to be increased also to fund the upgrading of the sewerage works and sewerage network. The following factors also contribute to the proposed tariff increase:

- The total Revenue expected to be generated from rendering this service amounts to R70.8 million for the 2021/22 financial year.

Table 10: Comparison between Current Sanitation charges and increases

Category	Current Tariff 2020/2021		Proposed Tariff 2021/2022	
	Residential	Standard rate	R147.99	Standard Rate

Waste Removal and Impact of Tariff Increases

Currently Solid Waste Removal is Operating at a deficit. It is widely accepted that the rendering of this service should at least break even, which is currently not the case. The Municipality will have to implement a Solid Waste Strategy to ensure that this Service can be rendered in a sustainable manner over the medium to long-term. The main contributors to this deficit are Repairs and Maintenance on Vehicles, increases in General Expenditure such as Petrol and Diesel and the Cost of Remuneration. Considering the deficit, it is recommended that a comprehensive investigation into the cost structure of Solid Waste function be undertaken, and that this include investigating alternative Service Delivery Models.

The outcomes of this investigation will be incorporated into the next planning cycle. A 4% increase in the Waste Removal tariff is proposed from 1 July 2021. Higher increases will not be viable in 2021/22 owing to the significant increases implemented in previous Financial Years as well as the overall impact of higher than inflation increases of other services. Any increase higher than 4% would be counter-productive and will result in affordability challenges for individual Rates Payers raising the risk associated with Bad Debt.

Table: Comparison between current waste removal fees and increases

DESCRIPTION	Current Tariffs 2020/2021	Proposed Tariffs 2021/2022
	Waste Removal R	Waste Removal R
240 l container removed once a week	156.00	162.24
85 l container removed twice a week	156.00	162.24
Business	292.00	303.68

Overall impact of tariff increases on households

The attached tables show the overall expected impact of the tariff increases on a large and small household, as well as an indigent household receiving free basic services. See attached tables:

Description			
	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Rand/cent			
Monthly Account for Household - 'Middle Income Range'			
Rates and services charges:			
Property rates	311.45	330.14	349.95
Electricity: Basic levy			
Electricity: Consumption	2439.03	2736.58	2951.13
Water: Basic levy	49.40	52.38	55.52
Water: Consumption	23.20	24.60	26.08
Sanitation	117.20	124.24	131.70
Refuse removal	124.02	131.47	139.36
Other			
sub-total	3,064.30	3,399.41	3,653.74
VAT on Services	385.40	429.70	462.53
Total large household bill:	3,449.70	3,829.11	4,116.27
% increase/-decrease	7.48%	11.00	7.50%
Monthly Account for Household - 'Affordable Income Range'			
Rates and services charges:			
Property rates	113.40	120.21	127.43
Electricity: Basic levy			
Electricity: Consumption	1043.53	1,125.35	1,213.58
Water: Basic levy	49.40	53.37	55.52
Water: Consumption	238.25	252.55	267.71
Sanitation	117.23	124.27	131.73
Refuse removal	124.02	131.47	139.36
sub-total	1,685.83	1,807.22	1,935.33
VAT on Services	220.14	236.19	253.11
Total small household bill:	1,905.97	2,043.41	2,188.44
% increase/-decrease	7.16%	7.21%	7.10%

The following table is a High level Summary of the 2021/22 Budget and MTREF (classified per Main Type of Operating Expenditure):

TABLE: SUMMARY OF OPERATING EXPENDITURE BY STANDARD CLASSIFICATION ITEM

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand	1	2018	2019	2020	2021	2021	2021	2021	2022	2022	2022
Revenue By Source											
Property rates	2	170,826	184,183	188,182	191,817	191,817	191,817	–	213,902	226,315	236,920
Service charges - electricity revenue	2	682,448	304,944	682,536	822,347	822,347	822,347	–	981,101	1,062,903	1,188,649
Service charges - water revenue	2	114,253	115,358	90,189	108,540	108,540	108,540	–	96,872	103,303	115,182
Service charges - sanitation revenue	2	62,008	65,000	68,663	67,701	67,701	67,701	–	70,846	77,877	81,310
Service charges - refuse revenue	2	49,761	49,761	52,954	44,768	44,768	44,768	–	48,102	51,717	54,534
Rental of facilities and equipment		3,693	4,934	3,900	4,289	4,261	4,261	–	3,626	3,717	3,844
Interest earned - external investments		21,599	27,349	19,532	28,498	28,498	28,498	–	20,000	21,000	21,400
Interest earned - outstanding debtors		2,290	519,663	–	42,000	42,000	42,000	–	36,200	37,500	38,600
Dividends received		4	4	4	3	3	3	–	3	3	–
Fines, penalties and forfeits		33,150	40,066	32,835	90,705	90,705	90,705	–	92,187	98,897	105,250
Licences and permits		11,948	16,139	11,511	12,123	12,123	12,123	–	11,328	11,480	11,644
Agency services		41	–	–	–	–	–	–	1,308	1,308	1,308
Transfers and subsidies		222,900	260,807	263,034	293,064	332,125	332,125	–	305,085	327,803	334,542
Other revenue	2	10,689	5,916	9,691	9,241	9,241	9,241	–	7,439	7,780	7,946
Gains		–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		1,385,611	1,594,125	1,423,031	1,715,095	1,754,128	1,754,128	–	1,887,998	2,031,604	2,201,129
Expenditure By Type											
Employee related costs	2	410,708	457,423	504,166	547,068	547,068	547,068	–	589,791	620,243	656,091
Remuneration of councillors		26,068	26,461	28,112	31,667	31,667	31,667	–	32,844	34,068	35,341
Debt impairment	3	225,959	274,874	69,313	305,153	305,153	305,153	–	239,000	248,000	253,000
Depreciation & asset impairment	2	230,902	235,992	220,371	265,557	265,557	265,557	–	274,469	283,005	291,221
Finance charges		3,267	1,818	4	40	40	40	–	5	5	5
Bulk purchases - electricity	2	447,244	477,527	545,548	617,777	617,777	617,777	–	707,906	791,061	884,087
Inventory consumed	8	–	–	(22,496)	25,442	37,633	37,633	–	19,474	20,360	21,083
Contracted services		215,585	185,867	227,365	216,092	215,482	215,482	–	244,247	251,497	259,369
Transfers and subsidies		3,795	755	1,457	1,020	1,020	1,020	–	6,248	6,248	6,348
Other expenditure	4, 5	84,727	94,719	88,242	82,149	82,759	82,759	–	87,519	88,658	91,520
Losses		24,148	17,392	–	–	–	–	–	–	–	–
Total Expenditure		1,672,403	1,772,828	1,662,082	2,091,965	2,104,157	2,104,157	–	2,201,502	2,343,144	2,498,065
Surplus/(Deficit)		(286,792)	(178,703)	(239,050)	(376,870)	(350,028)	(350,028)	–	(313,504)	(311,540)	(296,936)
Provincial and District		91,298	107,593	146,490	106,308	123,008	123,008	–	187,432	162,186	167,507
Transfers and subsidies - capital (monetary allocations)		1,440	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)		119,490	574	3,157	1,308	1,308	1,308	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	–	(126,072)	(149,354)	(129,429)
Taxation		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after taxation		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	–	(126,072)	(149,354)	(129,429)
Attributable to minorities		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	–	(126,072)	(149,354)	(129,429)
Share of surplus/ (deficit) of associate	7	9,835	233	99	–	–	–	–	–	–	–
Surplus/(Deficit) for the year		(64,730)	(70,304)	(89,305)	(269,254)	(225,713)	(225,713)	–	(126,072)	(149,354)	(129,429)

The Budgeted allocation for **Employee Related Costs** for the 2021/22 financial year totals to R 589 million, which equals 26.75% of the Total Operating Expenditure, there is agreement in place as yet on Salary increases, and circular 108 guided Municipalities on Budgeting for Employee Related Costs, A 6% provision was made in the 2021/22 Budget.

The cost associated with the **Remuneration of Councillors** is determined by the Minister of Local Government and Human Settlement in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the Municipality's Budget.

Provision for Depreciation and Asset impairment has been informed by the Municipality's Asset Management By-Law. Depreciation is widely considered a proxy for the measurement of the rate Asset Consumption. Budget appropriations in this regard total R239,0 million for the 2021/22 financial and equates to 10.86.% of the Total Operating Expenditure. Note that the implementation of GRAP 17 Accounting Standard has meant bringing a range of Assets

previously not included in the Assets Register onto the register. This has resulted in a significant increase in Depreciation relative to previous years.

Bulk Purchases are directly informed by the Purchase of Electricity from Eskom and Water from Department of Water Affairs. The annual price increases have been factored into the Budget appropriations and directly inform the Revenue provisions. The Expenditures include Distribution losses.

Inventory Consumed amounts to R19.4 million for the 2021/22 Financial Year.

Contracted Services and **Repairs and Maintenance** amounts to R224.2 million for the Financial Year 2021/22.

Administrative Expenditure comprises of various line items relating to the daily operations of the Municipality. This group of Expenditure has also been identified as an area in which cost savings and efficiencies can be achieved. The Remuneration of councillors is also included in this expenditure category.

Priority given to Repairs and Maintenance

Aligned to the priority being given to preserving and maintaining the Municipality's current Infrastructure, the 2021/22 Budget and MTREF provide for extensive growth in the area of Asset Maintenance, as informed by the Asset Renewal Strategy and Repairs and Maintenance Plan of the Municipality. In terms of the Municipal Budget and Reporting Regulations, Operational Repairs and Maintenance is not considered a direct Expenditure driver but an outcome of certain other Expenditures, such as Remuneration, Purchases of Materials and Contracted Services. The 224 million is inclusive of Remuneration for Employees who will be directly involved in maintenance of those Assets.

Free Basic Services: Basic Social Services Package

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy.

The cost of the Social Package of the registered Indigent Households is largely financed by National Government through the Local Government Equitable Share received in terms of the Annual Division of Revenue Act.

Current indigent Grant 2020/2021

Basic Services (VAT included)	67.06
Sewerage (VAT included)	159.16
Refuse Removal (VAT included)	167.80
Total	394.02

Property Rates (50% of property rate levied)
6kl water free of charge
80kwh free Electricity

Proposed Indigent Grant 2021/2022

Basic Services (VAT included)	71.08
Sewerage (VAT included)	168.70
Refuse Removal (VAT included)	174.51
Total	414.29

Property Rates (50% of property rate levied)
6kl water Free of charge
80kwh free Electricity

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Sewerage (VAT included)	168.70
Refuse Removal (VAT included)	174.51
Total	414.29

Property Rates (50% of property rate levied)
6kl water Free of charge
80kwh free Electricity

Capital expenditure

The allocation for Projects in the Capital Budget in the 2021/22 Financial Year is indicated per Municipal Vote in the following table:

Table: Capital as per Municipal Vote

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand	1										
Single-year expenditure to be appropriated	2										
Vote 1 - Executive and Council		2,507	-	-	2,280	2,298	2,298	-	1,919	-	-
Vote 2 - Finance and Administration		3,032,849	427,397	28,007	4,364	5,046	5,046	-	2,226	-	-
Vote 3 - Internal Audit		-	-	-	-	-	-	-	-	-	-
Vote 4 - Community and Social Services		945	-	1,661	14,524	12,724	12,724	-	16,281	11,304	-
Vote 5 - Sport and Recreation		4	-	10,740	5,000	6,898	6,898	-	11,304	-	-
Vote 6 - Public Safety		9,082	57	111	3,250	3,861	3,861	-	14,652	4,348	-
Vote 7 - Housing		-	-	-	-	-	-	-	-	-	-
Vote 8 - Health		-	-	-	-	-	-	-	-	-	-
Vote 9 - Planning and Development		6,852	-	1,684	7,030	2,030	2,030	-	13,043	18,870	6,087
Vote 10 - Road Transport		23,054	3,454	55,710	39,000	39,757	39,757	-	31,913	78,426	20,870
Vote 11 - Environmental Protection		753	-	-	-	-	-	-	-	-	-
Vote 12 - Energy Sources		6,457	-	101,072	5,000	9,221	9,221	-	11,478	19,781	14,783
Vote 13 - Water Management		48,879	375	26,931	55,871	99,053	99,053	-	79,103	56,033	59,952
Vote 14 - Waste Water Management		57,729	12,144	80,933	41,581	96,748	96,748	-	69,339	26,522	68,513
Vote 15 - Waste Management		877	-	-	11,000	11,000	11,000	-	7,304	-	-
Capital single-year expenditure sub-total		3,189,988	443,428	306,849	188,900	288,635	288,635	-	258,564	215,284	170,205
Total Capital Expenditure - Vote		3,189,988	443,428	306,849	188,900	288,635	288,635	-	258,564	215,284	170,205

For 2021/22 an amount of R258.5 million has been appropriated for the Development of Infrastructure and the Assets for Operation purposes. In the Outer Years this amount totals R215.2 million and R170 million, for each of the financial Years. Infrastructure receives the highest allocation of R191 million in 2021/22. Some of the salient projects to be undertaken over the Medium-Term Includes, amongst others:

- Development of new Cemetery – R9 million;
- Ikageng Light Industrial Park – R8.5 million;
- Bulk Water Supply Boikhutso – R6 million;
- Bulk Water Supply Goegevonden – R4.4 million;
- New Ikageng Reservoir – R38.6 million;
- Upgrading of Electricity Network – R5.2 million;
- Upgrading of Waste Water Treatment Works R15 million
- Replacement of Asbestos Pipes in Ventersdorp R45 million
- Rehabilitation of Rural Overheads Lines R171 million
- Construction of Promosa Pump Station – R8.6 million;
- Roads and Storm Water JB Marks – R13 million;
- Development of Cell 4 at the Phelophepa land Fill Site – R13 million;

Annual Budget

The Budget comprises of the Following Tables which will be included in the Budget Book:

Consolidated Operating and Capital Budget (A1-A10)

Description	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousands										
Financial Performance										
Property rates	170,826	184,183	188,182	191,817	191,817	191,817	-	213,902	226,315	236,920
Service charges	908,470	535,064	894,342	1,043,355	1,043,355	1,043,355	-	1,196,921	1,295,800	1,439,675
Investment revenue	21,599	27,349	19,532	28,498	28,498	28,498	-	20,000	21,000	21,400
Transfers recognised - operational	222,900	260,807	263,034	293,064	332,125	332,125	-	305,085	327,803	334,542
Other own revenue	61,816	586,722	57,941	158,360	158,332	158,332	-	152,090	160,686	168,592
Total Revenue (excluding capital transfers and contributions)	1,385,611	1,594,125	1,423,031	1,715,095	1,754,128	1,754,128	-	1,887,998	2,031,604	2,201,129
Employee costs	410,708	457,423	504,166	547,068	547,068	547,068	-	589,791	620,243	656,091
Remuneration of councillors	26,068	26,461	28,112	31,667	31,667	31,667	-	32,844	34,068	35,341
Depreciation & asset impairment	230,902	235,992	220,371	265,557	265,557	265,557	-	274,469	283,005	291,221
Finance charges	3,267	1,818	4	40	40	40	-	5	5	5
Inventory consumed and bulk purchases	447,244	477,527	523,052	643,219	655,411	655,411	-	727,380	811,421	905,170
Transfers and grants	3,795	755	1,457	1,020	1,020	1,020	-	6,248	6,248	6,348
Other expenditure	550,419	572,851	384,919	603,394	603,394	603,394	-	570,766	588,155	603,889
Total Expenditure	1,672,403	1,772,828	1,662,082	2,091,965	2,104,157	2,104,157	-	2,201,502	2,343,144	2,498,065
Surplus/(Deficit)	(286,792)	(178,703)	(239,050)	(376,870)	(350,028)	(350,028)	-	(313,504)	(311,540)	(296,936)
and District	91,298	107,593	146,490	106,308	123,008	123,008	-	187,432	162,186	167,507
Transfers and subsidies - Capital (Municipal, Provincial, National, Provincial, Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies -	120,930	574	3,157	1,308	1,308	1,308	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)
Share of surplus/ (deficit) of associate	9,835	233	99	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	(64,730)	(70,304)	(89,305)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)
Capital expenditure & funds sources										
Capital expenditure	3,189,988	443,428	306,539	188,900	288,635	288,635	-	258,564	215,284	170,205
Transfers recognised - capital	91,755	5,853	103,667	110,471	203,186	203,186	-	139,549	116,588	124,835
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	65,662	10,177	32,795	78,429	85,449	85,449	-	119,015	98,696	45,370
Total sources of capital funds	157,417	16,031	136,462	188,900	288,635	288,635	-	258,564	215,284	170,205
Financial position										
Total current assets	1,103,697	1,165,316	1,339,974	936,368	1,486,439	1,486,439	263,994	2,019,481	1,937,852	1,929,445
Total non current assets	3,683,936	3,590,024	3,504,726	3,650,863	3,692,843	3,692,843	-	3,562,001	3,494,281	3,373,264
Total current liabilities	717,714	624,502	755,248	597,230	1,154,524	1,154,524	-	1,414,735	1,414,740	1,414,745
Total non current liabilities	73,067	54,745	57,088	57,069	57,088	57,088	-	57,329	57,329	57,329
Community wealth/Equity	4,163,709	4,074,293	3,949,750	3,837,455	3,869,652	3,869,652	-	4,059,536	3,910,181	3,780,752
Cash flows										
Net cash from (used) operating	(1,192,369)	(1,202,627)	422,248	73,198	145,756	145,756	-	158,253	186,677	210,092
Net cash from (used) investing	-	-	8,842	(163,652)	(199,782)	(199,782)	-	73,202	124,871	180,685
Net cash from (used) financing	-	-	-	-	-	-	-	-	-	-
Cash/cash equivalents at the year end	(1,192,369)	(2,394,996)	(1,963,907)	(90,453)	(54,026)	(54,026)	(54,026)	979,205	1,290,753	1,681,530
Cash backing/surplus reconciliation										
Cash and investments available	282,966	208,582	103,566	239,945	726,833	726,833	-	958,879	1,145,605	1,411,274
Application of cash and investments	761,388	680,759	(803,218)	69,417	518,782	518,782	-	667,165	884,218	1,107,139
Balance - surplus (shortfall)	(478,423)	(472,177)	906,784	170,529	208,051	208,051	-	291,714	261,387	304,136
Asset management										
Asset register summary (WDV)	3,631,856	3,532,656	10,505,378	3,563,148	3,756,780	3,756,780	3,756,780	10,762,352	10,864,940	10,921,763
Depreciation	-	235,992	220,371	265,557	265,557	265,557	265,557	274,469	283,005	291,221
Renewal and Upgrading of Existing Assets	156,094	16,031	130,516	33,500	59,274	59,274	59,274	3,478	14,522	6,087
Repairs and Maintenance	871	219	561	500	455	455	455	400	400	400
Free services										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	57,619	-	-	-	-	-	-	-	-
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sew erage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

Functional Classification Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand	1									
Revenue - Functional										
<i>Governance and administration</i>		458,199	489,127	487,304	560,028	599,089	599,089	575,548	615,292	634,201
Executive and council		(883)	(1,079)	(1,028)	–	–	–	–	–	–
Finance and administration		459,083	490,206	488,332	560,028	599,089	599,089	575,548	615,292	634,201
Internal audit		–	–	–	–	–	–	–	–	–
<i>Community and public safety</i>		96,314	167,444	13,851	95,378	95,350	95,350	95,100	101,863	108,250
Community and social services		8,367	4,335	5,143	3,048	3,048	3,048	2,673	2,721	2,749
Sport and recreation		2,827	2,094	1,734	1,410	1,382	1,382	39	39	39
Public safety		85,138	161,014	6,974	90,920	90,920	90,920	92,389	99,104	105,462
Housing		–	–	–	–	–	–	–	–	–
Health		(18)	–	–	–	–	–	–	–	–
<i>Economic and environmental services</i>		107,310	81,770	90,467	85,494	85,494	85,494	86,741	94,463	100,361
Planning and development		95,332	65,896	79,067	73,502	73,502	73,502	75,561	83,133	88,871
Road transport		11,978	15,874	11,400	11,992	11,992	11,992	11,180	11,330	11,490
Environmental protection		–	–	–	–	–	–	–	–	–
<i>Trading services</i>		935,973	963,903	961,622	1,081,751	1,098,451	1,098,451	1,317,979	1,382,106	1,525,753
Energy sources		674,075	699,615	708,395	823,523	823,023	823,023	988,495	1,082,257	1,204,061
Water management		150,048	149,466	112,482	145,715	145,715	145,715	158,225	170,203	185,794
Waste water management		62,089	65,060	87,792	67,745	84,945	84,945	123,157	77,929	81,364
Waste management		49,761	49,761	52,954	44,768	44,768	44,768	48,102	51,717	54,534
<i>Other</i>	4	42	48	52	60	60	60	63	66	71
Total Revenue - Functional	2	1,597,838	1,702,292	1,553,296	1,822,711	1,878,444	1,878,444	2,075,430	2,193,790	2,368,636
Expenditure - Functional										
<i>Governance and administration</i>		567,697	544,785	300,508	585,113	585,106	585,106	562,691	582,548	596,369
Executive and council		96,820	75,889	80,217	89,665	89,665	89,665	96,778	98,754	100,135
Finance and administration		469,702	465,908	218,049	491,297	491,289	491,289	461,569	479,635	491,881
Internal audit		1,175	2,988	2,241	4,152	4,152	4,152	4,344	4,160	4,353
<i>Community and public safety</i>		217,751	237,171	222,927	260,867	273,104	273,104	282,366	294,989	307,304
Community and social services		58,137	61,828	46,694	72,139	72,139	72,139	74,095	77,399	80,644
Sport and recreation		56,411	59,147	50,924	45,812	45,812	45,812	66,905	70,723	73,975
Public safety		94,276	104,341	122,131	137,935	150,183	150,183	137,588	143,089	148,907
Housing		–	4,572	–	–	–	–	–	–	–
Health		8,927	7,282	3,179	4,981	4,971	4,971	3,779	3,779	3,779
<i>Economic and environmental services</i>		210,650	190,244	152,705	317,562	317,578	317,578	315,252	325,840	341,388
Planning and development		52,849	37,304	41,988	51,837	51,837	51,837	61,475	64,591	65,264
Road transport		153,626	149,327	104,007	259,401	259,417	259,417	250,648	257,975	272,709
Environmental protection		4,174	3,613	6,710	6,324	6,324	6,324	3,129	3,275	3,415
<i>Trading services</i>		683,488	764,624	981,625	928,193	928,138	928,138	1,040,978	1,139,549	1,252,783
Energy sources		511,028	559,477	593,678	689,176	689,156	689,156	780,940	867,032	962,167
Water management		61,335	81,708	292,383	106,871	106,881	106,881	120,057	127,849	132,901
Waste water management		64,864	73,496	30,544	84,562	84,562	84,562	86,258	89,345	101,667
Waste management		46,261	49,944	65,019	47,584	47,539	47,539	53,723	55,323	56,047
<i>Other</i>	4	34	26	43	230	230	230	215	218	220
Total Expenditure - Functional	3	1,679,620	1,736,850	1,657,807	2,091,965	2,104,157	2,104,157	2,201,502	2,343,144	2,498,065
Surplus/(Deficit) for the year		(81,781)	(34,559)	(104,511)	(269,254)	(225,713)	(225,713)	(126,072)	(149,354)	(129,429)

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
		R thousand								
Revenue by Vote	1									
Vote 1 - Executive and Council		(883)	(1,079)	(1,028)	-	-	-	-	-	-
Vote 2 - Finance and Administration		459,083	490,206	488,332	560,028	599,089	599,089	575,548	615,292	634,201
Vote 3 - Internal Audit		-	-	-	-	-	-	-	-	-
Vote 4 - Community and Social Services		8,367	4,335	5,143	3,048	3,048	3,048	2,673	2,721	2,749
Vote 5 - Sport and Recreation		2,827	2,094	1,734	1,410	1,382	1,382	39	39	39
Vote 6 - Public Safety		85,180	161,063	7,026	90,980	90,980	90,980	92,451	99,170	105,533
Vote 7 - Housing		-	-	-	-	-	-	-	-	-
Vote 8 - Health		(18)	-	-	-	-	-	-	-	-
Vote 9 - Planning and Development		95,332	65,896	79,067	73,502	73,502	73,502	75,561	83,133	88,871
Vote 10 - Road Transport		11,978	15,874	11,400	11,992	11,992	11,992	11,180	11,330	11,490
Vote 11 - Environmental Protection		-	-	-	-	-	-	-	-	-
Vote 12 - Energy Sources		674,075	699,615	708,395	823,523	823,023	823,023	988,495	1,082,257	1,204,061
Vote 13 - Water Management		150,048	149,466	112,482	145,715	145,715	145,715	158,225	170,203	185,794
Vote 14 - Waste Water Management		62,089	65,060	87,792	67,745	84,945	84,945	123,157	77,929	81,364
Vote 15 - Waste Management		49,761	49,761	52,954	44,768	44,768	44,768	48,102	51,717	54,534
Total Revenue by Vote	2	1,597,838	1,702,292	1,553,296	1,822,711	1,878,444	1,878,444	2,075,430	2,193,790	2,368,636
Expenditure by Vote to be appropriated	1									
Vote 1 - Executive and Council		96,820	75,889	80,217	89,665	89,665	89,665	96,778	98,754	100,135
Vote 2 - Finance and Administration		469,702	465,908	218,049	491,297	491,289	491,289	461,569	479,635	491,881
Vote 3 - Internal Audit		1,175	2,988	2,241	4,152	4,152	4,152	4,344	4,160	4,353
Vote 4 - Community and Social Services		58,137	61,828	46,694	72,139	72,139	72,139	74,095	77,399	80,644
Vote 5 - Sport and Recreation		56,411	59,147	50,924	45,812	45,812	45,812	66,905	70,723	73,975
Vote 6 - Public Safety		94,310	104,367	122,174	138,165	150,413	150,413	137,803	143,307	149,127
Vote 7 - Housing		-	4,572	-	-	-	-	-	-	-
Vote 8 - Health		8,927	7,282	3,179	4,981	4,971	4,971	3,779	3,779	3,779
Vote 9 - Planning and Development		52,849	37,304	41,988	51,837	51,837	51,837	61,475	64,591	65,264
Vote 10 - Road Transport		153,626	149,327	104,007	259,401	259,417	259,417	250,648	257,975	272,709
Vote 11 - Environmental Protection		4,174	3,613	6,710	6,324	6,324	6,324	3,129	3,275	3,415
Vote 12 - Energy Sources		511,028	559,477	593,678	689,176	689,156	689,156	780,940	867,032	962,167
Vote 13 - Water Management		61,335	81,708	292,383	106,871	106,881	106,881	120,057	127,849	132,901
Vote 14 - Waste Water Management		64,864	73,496	30,544	84,562	84,562	84,562	86,258	89,345	101,667
Vote 15 - Waste Management		46,261	49,944	65,019	47,584	47,539	47,539	53,723	55,323	56,047
Total Expenditure by Vote	2	1,679,620	1,736,850	1,657,807	2,091,965	2,104,157	2,104,157	2,201,502	2,343,144	2,498,065
Surplus/(Deficit) for the year	2	(81,781)	(34,559)	(104,511)	(269,254)	(225,713)	(225,713)	(126,072)	(149,354)	(129,429)

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
		2018	2019	2020	2021	2021	2021	2021	2022	2022	2022
R thousand	1										
Revenue By Source											
Property rates	2	170,826	184,183	188,182	191,817	191,817	191,817	-	213,902	226,315	236,920
Service charges - electricity revenue	2	682,448	304,944	682,536	822,347	822,347	822,347	-	981,101	1,062,903	1,188,649
Service charges - water revenue	2	114,253	115,358	90,189	108,540	108,540	108,540	-	96,872	103,303	115,182
Service charges - sanitation revenue	2	62,008	65,000	68,663	67,701	67,701	67,701	-	70,846	77,877	81,310
Service charges - refuse revenue	2	49,761	49,761	52,954	44,768	44,768	44,768	-	48,102	51,717	54,534
Rental of facilities and equipment		3,693	4,934	3,900	4,289	4,261	4,261	-	3,626	3,717	3,844
Interest earned - external investments		21,599	27,349	19,532	28,498	28,498	28,498	-	20,000	21,000	21,400
Interest earned - outstanding debtors		2,290	519,663	-	42,000	42,000	42,000	-	36,200	37,500	38,600
Dividends received		4	4	4	3	3	3	-	3	3	-
Fines, penalties and forfeits		33,150	40,066	32,835	90,705	90,705	90,705	-	92,187	98,897	105,250
Licences and permits		11,948	16,139	11,511	12,123	12,123	12,123	-	11,328	11,480	11,644
Agency services		41	-	-	-	-	-	-	1,308	1,308	1,308
Transfers and subsidies		222,900	260,807	263,034	293,064	332,125	332,125	-	305,085	327,803	334,542
Other revenue	2	10,689	5,916	9,691	9,241	9,241	9,241	-	7,439	7,780	7,946
Gains		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		1,385,611	1,594,125	1,423,031	1,715,095	1,754,128	1,754,128	-	1,887,998	2,031,604	2,201,129
Expenditure By Type											
Employee related costs	2	410,708	457,423	504,166	547,068	547,068	547,068	-	589,791	620,243	656,091
Remuneration of councillors		26,068	26,461	28,112	31,667	31,667	31,667	-	32,844	34,068	35,341
Debt impairment	3	225,959	274,874	69,313	305,153	305,153	305,153	-	239,000	248,000	253,000
Depreciation & asset impairment	2	230,902	235,992	220,371	265,557	265,557	265,557	-	274,469	283,005	291,221
Finance charges		3,267	1,818	4	40	40	40	-	5	5	5
Bulk purchases - electricity	2	447,244	477,527	545,548	617,777	617,777	617,777	-	707,906	791,061	884,087
Inventory consumed	8	-	-	(22,496)	25,442	37,633	37,633	-	19,474	20,360	21,083
Contracted services		215,585	185,867	227,365	216,092	215,482	215,482	-	244,247	251,497	259,369
Transfers and subsidies		3,795	755	1,457	1,020	1,020	1,020	-	6,248	6,248	6,348
Other expenditure	4, 5	84,727	94,719	88,242	82,149	82,759	82,759	-	87,519	88,658	91,520
Losses		24,148	17,392	-	-	-	-	-	-	-	-
Total Expenditure		1,672,403	1,772,828	1,662,082	2,091,965	2,104,157	2,104,157	-	2,201,502	2,343,144	2,498,065
Surplus/(Deficit)		(286,792)	(178,703)	(239,050)	(376,870)	(350,028)	(350,028)	-	(313,504)	(311,540)	(296,936)
and District)		91,298	107,593	146,490	106,308	123,008	123,008	-	187,432	162,186	167,507
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises,	6	1,440	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		119,490	574	3,157	1,308	1,308	1,308	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)
Share of surplus/ (deficit) of associate	7	9,835	233	99	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		(64,730)	(70,304)	(89,305)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand	1										
Single-year expenditure to be appropriated	2										
Vote 1 - Executive and Council		2,507	-	-	2,280	2,298	2,298	-	1,919	-	-
Vote 2 - Finance and Administration		3,032,849	427,397	28,007	4,364	5,046	5,046	-	2,226	-	-
Vote 3 - Internal Audit		-	-	-	-	-	-	-	-	-	-
Vote 4 - Community and Social Services		945	-	1,661	14,524	12,724	12,724	-	16,281	11,304	-
Vote 5 - Sport and Recreation		4	-	10,740	5,000	6,898	6,898	-	11,304	-	-
Vote 6 - Public Safety		9,082	57	111	3,250	3,861	3,861	-	14,652	4,348	-
Vote 7 - Housing		-	-	-	-	-	-	-	-	-	-
Vote 8 - Health		-	-	-	-	-	-	-	-	-	-
Vote 9 - Planning and Development		6,852	-	1,684	7,030	2,030	2,030	-	13,043	18,870	6,087
Vote 10 - Road Transport		23,054	3,454	55,710	39,000	39,757	39,757	-	31,913	78,426	20,870
Vote 11 - Environmental Protection		753	-	-	-	-	-	-	-	-	-
Vote 12 - Energy Sources		6,457	-	101,072	5,000	9,221	9,221	-	11,478	19,781	14,783
Vote 13 - Water Management		48,879	375	26,931	55,871	99,053	99,053	-	79,103	56,033	59,952
Vote 14 - Waste Water Management		57,729	12,144	80,933	41,581	96,748	96,748	-	69,339	26,522	68,513
Vote 15 - Waste Management		877	-	-	11,000	11,000	11,000	-	7,304	-	-
Capital single-year expenditure sub-total		3,189,988	443,428	306,849	188,900	288,635	288,635	-	258,564	215,284	170,205
Total Capital Expenditure - Vote		3,189,988	443,428	306,849	188,900	288,635	288,635	-	258,564	215,284	170,205
Capital Expenditure - Functional											
Governance and administration		3,035,355	427,397	27,735	6,644	7,344	7,344	-	4,145	-	-
Executive and council		2,507	-	-	2,280	2,298	2,298	-	1,919	-	-
Finance and administration		3,032,849	427,397	27,735	4,364	5,046	5,046	-	2,226	-	-
Internal audit		-	-	-	-	-	-	-	-	-	-
Community and public safety		10,031	57	12,474	33,804	34,513	34,513	-	42,238	15,652	-
Community and social services		945	-	1,661	21,000	23,200	23,200	-	16,281	11,304	-
Sport and recreation		4	-	10,740	4,524	5,222	5,222	-	11,304	-	-
Public safety		9,082	57	74	8,250	6,061	6,061	-	14,652	4,348	-
Housing		-	-	-	30	30	30	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		30,659	3,454	57,394	46,000	41,757	41,757	-	44,957	97,296	26,957
Planning and development		6,852	-	1,684	7,000	2,000	2,000	-	13,043	18,870	6,087
Road transport		23,054	3,454	55,710	39,000	39,757	39,757	-	31,913	78,426	20,870
Environmental protection		753	-	-	-	-	-	-	-	-	-
Trading services		113,943	12,520	208,935	102,452	205,021	205,021	-	167,224	102,336	143,248
Energy sources		6,457	-	101,072	5,000	9,221	9,221	-	11,478	19,781	14,783
Water management		48,879	375	26,931	55,871	99,053	99,053	-	79,103	56,033	59,952
Waste water management		57,729	12,144	80,933	41,581	96,748	96,748	-	69,339	26,522	68,513
Waste management		877	-	-	-	-	-	-	7,304	-	-
Other		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	3	3,189,988	443,428	306,539	188,900	288,635	288,635	-	258,564	215,284	170,205
Funded by:											
National Government		91,755	-	94,701	108,452	183,389	183,389	-	94,103	116,588	124,835
Provincial Government		-	5,853	8,966	1,100	19,797	19,797	-	45,447	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental)		-	-	-	919	-	-	-	-	-	-
Transfers recognised - capital	4	91,755	5,853	103,667	110,471	203,186	203,186	-	139,549	116,588	124,835
Borrowing	6	-	-	-	-	-	-	-	-	-	-
Internally generated funds		65,662	10,177	32,795	78,429	85,449	85,449	-	119,015	98,696	45,370
Total Capital Funding	7	157,417	16,031	136,462	188,900	288,635	288,635	-	258,564	215,284	170,205

R thousand	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
		2018	2019	2020	2021	2021	2021	2021	2022	2022	2022
ASSETS											
Current assets											
Cash		88,525	(70,079)	(135,965)	90,879	487,109	487,109	-	715,976	902,706	1,168,381
Call investment deposits	1	142,415	221,379	176,710	91,825	176,943	176,943	-	180,087	180,087	180,087
Consumer debtors	1	861,971	927,359	1,155,357	980,303	1,031,520	1,031,520	-	1,200,952	1,200,952	1,200,952
Other debtors		10,293	(31,088)	(120,122)	(465,191)	(435,494)	(435,494)	-	(284,421)	(532,421)	(785,421)
Current portion of long-term receivables		-	-	-	-	-	-	-	-	-	-
Inventory	2	492	117,745	263,994	238,552	226,361	226,361	263,994	206,888	186,528	165,446
Total current assets		1,103,697	1,165,316	1,339,974	936,368	1,486,439	1,486,439	263,994	2,019,481	1,937,852	1,929,445
Non current assets											
Long-term receivables		55	87	104	79	104	104	-	128	128	128
Investments		52,025	57,281	62,821	57,281	62,821	62,821	-	62,821	62,821	62,821
Investment property		53,690	53,690	63,182	53,690	53,690	53,690	-	63,182	63,182	63,182
Investment in Associate		-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	3	3,460,939	3,350,381	3,262,461	3,478,136	3,514,551	3,514,551	-	3,400,654	3,405,820	3,359,905
Biological		-	-	-	(66,910)	(66,910)	(66,910)	-	(80,941)	(153,827)	(228,929)
Intangible		9,314	13,448	7,214	13,448	13,448	13,448	-	7,214	7,214	7,214
Other non-current assets		107,913	115,138	108,943	115,138	115,138	115,138	-	108,943	108,943	108,943
Total non current assets		3,683,936	3,590,024	3,504,726	3,650,863	3,692,843	3,692,843	-	3,562,001	3,494,281	3,373,264
TOTAL ASSETS		4,787,633	4,755,340	4,844,700	4,587,231	5,179,282	5,179,282	263,994	5,581,482	5,432,133	5,302,709
LIABILITIES											
Current liabilities											
Bank overdraft	1	-	-	-	40	40	40	-	5	10	15
Borrowing	4	5,347	-	(1,634)	(458)	(1,624)	(1,624)	-	(2,872)	(2,872)	(2,872)
Consumer deposits		607	(1,512)	(2,984)	(2,960)	(2,984)	(2,984)	-	(3,951)	(3,951)	(3,951)
Trade and other payables	4	686,285	614,506	698,810	590,101	1,146,652	1,146,652	-	1,360,498	1,360,498	1,360,498
Provisions		25,475	11,508	61,056	10,507	12,440	12,440	-	61,056	61,056	61,056
Total current liabilities		717,714	624,502	755,248	597,230	1,154,524	1,154,524	-	1,414,735	1,414,740	1,414,745
Non current liabilities											
Borrowing		23,439	(0)	(0)	(0)	(0)	(0)	-	(0)	(0)	(0)
Provisions		49,628	54,745	57,088	57,069	57,088	57,088	-	57,329	57,329	57,329
Total non current liabilities		73,067	54,745	57,088	57,069	57,088	57,088	-	57,329	57,329	57,329
TOTAL LIABILITIES		790,781	679,247	812,335	654,299	1,211,612	1,211,612	-	1,472,064	1,472,069	1,472,074
NET ASSETS	5	3,996,851	4,076,093	4,032,365	3,932,932	3,967,670	3,967,670	263,994	4,109,418	3,960,064	3,830,635
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		4,150,921	4,058,006	3,933,463	3,821,168	3,853,365	3,853,365	-	4,093,130	3,943,777	3,814,348
Reserves	4	12,788	16,287	16,287	16,287	16,287	16,287	-	16,287	16,287	16,287
TOTAL COMMUNITY WEALTH/EQUITY	5	4,163,709	4,074,293	3,949,750	3,837,455	3,869,652	3,869,652	-	4,109,418	3,960,064	3,830,635

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue &		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CASH FLOW FROM OPERATING ACTIVITIES		2018	2019	2020	2021	2021	2021	2021	2022	2022	2022
Receipts											
Property rates		-	-	-	67,013	67,003	67,003	-	180,003	191,672	201,768
Service charges		-	-	1,760,490	1,043,355	1,043,355	1,043,355	-	1,196,921	1,295,800	1,439,675
Other revenue		-	-	24,183	480,803	519,864	519,864	-	112,261	119,465	126,148
Transfers and Subsidies - Operational	1	-	-	-	2,262	19,462	19,462	-	306,085	328,103	334,842
Transfers and Subsidies - Capital	1	-	-	-	-	-	-	-	187,432	162,186	167,507
Interest		-	-	-	-	28,498	28,498	-	20,000	21,000	21,400
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		(1,188,339)	(1,200,809)	(1,362,420)	(1,520,195)	(1,532,387)	(1,532,387)	-	(1,681,780)	(1,805,887)	(1,947,491)
Finance charges		(3,267)	(1,818)	(4)	(40)	(40)	(40)	-	(5)	(5)	(5)
Transfers and Grants	1	(763)	-	-	-	-	-	-	(4,000)	(4,000)	(4,100)
NET CASH FROM/(USED) OPERATING ACTIVITIES		(1,192,369)	(1,202,627)	422,248	73,198	145,756	145,756	-	316,916	308,335	339,744
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables		-	-	8,842	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		-	-	-	(163,652)	(199,782)	(199,782)	-	(258,564)	(215,284)	(170,205)
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	-	8,842	(163,652)	(199,782)	(199,782)	-	(258,564)	(215,284)	(170,205)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		(1,192,369)	(1,202,627)	431,090	(90,453)	(54,026)	(54,026)	-	58,352	93,051	169,540
Cash/cash equivalents at the year begin:	2	-	(1,192,369)	(2,394,996)	-	-	-	196,250	196,250	254,602	347,653
Cash/cash equivalents at the year end:	2	(1,192,369)	(2,394,996)	(1,963,907)	(90,453)	(54,026)	(54,026)	196,250	254,602	347,653	517,193

R thousand	Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
			2018	2019	2020	2021	2021	2021	2021	2022	2022	2022
Cash and investments available												
	Cash/cash equivalents at the year end	1	21,000	24,000	28,000	33,000	35,000	36,000	6,837	203,087	205,687	207,987
	Other current investments > 90 days		243,000	246,550	216,500	234,660	234,600	234,600	196,250	180,087	180,087	180,087
	Non current assets - Investments	1	52,025	57,281	62,821	57,281	62,821	62,821	62,821	62,821	62,821	62,821
	Cash and investments available:		316,025	327,831	307,321	324,941	332,421	333,421	265,908	445,995	448,595	450,895
Application of cash and investments												
	Unspent conditional transfers		30,436	15,077	20,690	-	-	-	-	15,000	9,000	-
	Unspent borrowing		-	-	-	-	-	-	-	-	-	-
	Statutory requirements	2							-			
	Other working capital requirements	3	655,849	599,429	(942,051)	(92,605)	(105,998)	(105,998)	-	(163,760)	(144,665)	(123,660)
	Other provisions		75,103	66,253	118,143	67,576	69,527	69,527	-	208,000	220,557	245,001
	Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
	Reserves to be backed by cash/investments	5							-			
	Total Application of cash and investments:		761,388	680,759	(803,218)	(25,029)	(36,471)	(36,471)	-	59,240	84,892	121,341
	Surplus(shortfall)		(445,363)	(352,927)	1,110,539	349,971	368,892	369,892	265,908	386,755	363,703	329,554

ASSET REGISTER SUMMARY - PPE (WDV)	5	3,631,856	3,532,656	10,505,378	3,563,148	3,756,780	3,756,780	10,762,352	10,864,940	10,921,763
<i>Roads Infrastructure</i>		1,442,380	1,342,700	4,482,087	1,372,691	1,407,190	1,407,190	4,526,261	4,587,130	4,597,565
<i>Storm water Infrastructure</i>		0	5,546	31,031	31,081	59,118	59,118	81,537	90,399	100,833
<i>Electrical Infrastructure</i>		511,175	515,939	3,531,789	508,953	513,683	513,683	3,550,709	3,562,977	3,576,795
<i>Water Supply Infrastructure</i>		520,580	541,309	551,077	500,157	542,224	542,224	520,752	458,198	397,086
<i>Sanitation Infrastructure</i>		438,041	422,804	449,974	410,631	370,339	370,339	462,205	441,097	446,532
<i>Solid Waste Infrastructure</i>		18,872	47,995	47,995	45,132	45,132	45,132	44,512	41,355	37,979
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		2,931,047	2,876,293	9,093,954	2,868,645	2,937,686	2,937,686	9,185,976	9,181,156	9,156,790
Community Assets		419,716	345,221	944,578	295,547	373,967	373,967	975,721	1,005,895	1,011,982
Heritage Assets		107,913	115,138	108,943	115,138	115,138	115,138	108,943	108,943	108,943
Investment properties		53,690	53,690	63,182	53,690	53,690	53,690	63,182	63,182	63,182
Other Assets		32,767	61,968	200,994	63,840	63,929	63,929	201,056	201,056	201,056
Biological or Cultivated Assets		-	-	-	66,910	66,910	66,910	80,941	153,827	228,929
Intangible Assets		9,314	13,448	7,214	13,448	13,448	13,448	7,214	7,214	7,214
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		20,988	15,824	16,766	16,871	21,764	21,764	22,972	22,972	22,972
Machinery and Equipment		10,524	9,226	17,585	16,896	30,651	30,651	34,098	34,098	34,098
Transport Assets		45,896	41,849	52,163	52,163	79,598	79,598	82,250	86,598	86,598
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	3,631,856	3,532,656	10,505,378	3,563,148	3,756,780	3,756,780	10,762,352	10,864,940	10,921,763
EXPENDITURE OTHER ITEMS	7	871	236,211	220,932	266,057	266,012	266,012	274,869	283,405	291,621
Depreciation	3	-	235,992	220,371	265,557	265,557	265,557	274,469	283,005	291,221
Repairs and Maintenance by Asset Class		871	219	561	500	455	455	400	400	400
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
<i>Community Facilities</i>		-	-	165	-	-	-	-	-	-
<i>Sport and Recreation Facilities</i>		-	-	-	-	-	-	-	-	-
Community Assets		-	-	165	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
<i>Revenue Generating</i>		-	-	-	-	-	-	-	-	-
<i>Non-revenue Generating</i>		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
<i>Operational Buildings</i>		871	219	396	500	455	455	400	400	400
<i>Housing</i>		-	-	-	-	-	-	-	-	-
Other Assets		871	219	396	500	455	455	400	400	400
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
<i>Servitudes</i>		-	-	-	-	-	-	-	-	-
<i>Licences and Rights</i>		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		871	236,211	220,932	266,057	266,012	266,012	274,869	283,405	291,621
Renewal and upgrading of Existing Assets as % of total capex		67.7%	63.1%	60.3%	20.6%	30.1%	30.1%	1.3%	6.7%	3.6%
Renewal and upgrading of Existing Assets as % of deprec		0.0%	6.8%	59.2%	12.6%	22.3%	22.3%	1.3%	5.1%	2.1%
R&M as a % of PPE		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Renewal and upgrading and R&M as a % of PPE		4.0%	0.0%	1.0%	1.0%	2.0%	2.0%	0.0%	0.0%	0.0%

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Household service targets	1	2018	2019	2020	2021	2021	2021	2022	2022	2022
Water:										
Piped water inside dwelling		-	-	-	-	-	-	-	-	-
Piped water inside yard (but not in dwelling)		-	-	-	-	-	-	-	-	-
Using public tap (at least min.service level)	2	-	-	-	-	-	-	-	-	-
Other water supply (at least min.service level)	4	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)	4	-	-	-	-	-	-	-	-	-
No water supply		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		-	-	-	-	-	-	-	-	-
Flush toilet (with septic tank)		-	-	-	-	-	-	-	-	-
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)		-	-	-	-	-	-	-	-	-
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Bucket toilet		-	-	-	-	-	-	-	-	-
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Energy:										
Electricity (at least min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Electricity (< min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Refuse:										
Removed at least once a week		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Removed less frequently than once a week		-	-	-	-	-	-	-	-	-
Using communal refuse dump		-	-	-	-	-	-	-	-	-
Using own refuse dump		-	-	-	-	-	-	-	-	-
Other rubbish disposal		-	-	-	-	-	-	-	-	-
No rubbish disposal		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed once a week for indigent households)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)										
Total cost of FBS provided		-	-	-	-	-	-	-	-	-
Highest level of free service provided per household										
Property rates (R value threshold)										
Water (kilolitres per household per month)										
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)										
Refuse (average litres per week)										
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)										
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA		-	3,198	-	-	-	-	4,325	4,400	4,516
Water (in excess of 6 kilolitres per indigent household per month)		-	7,841	-	-	-	-	8,200	8,450	8,500
Sanitation (in excess of free sanitation service to indigent households)		-	13,399	-	-	-	-	15,399	16,400	16,800
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	13,635	-	-	-	-	18,635	19,635	21,635
Refuse (in excess of one removal a week for indigent households)		-	19,546	-	-	-	-	19,546	19,546	19,546
Municipal Housing - rental rebates										
Housing - top structure subsidies										
Other	6									
Total revenue cost of subsidised services provided		-	57,619	-	-	-	-	66,105	68,431	70,997

2021/22 TO 2023/24 MEDIUM TERM REVENUE AND EXPENDITURE FORECASTS

The Municipality has embarked on implementing a range of Revenue collection strategies to optimize the collection of debt owed by consumers.

Furthermore, the Municipality has undertaken various customer care initiatives to ensure the Municipality truly involves all citizens in the process of ensuring a people lead government.

National Treasury's MFMA Circular No. 107,108 as well as the Municipal Cost Containment Measures (Circular 97) were used to guide the compilation of the 2021/22 MTREF.

The main challenges experienced during the compilation of the 2021/22 MTREF can be summarised as follows:

- The ongoing difficulties in the National and Local Economy;
- Ageing and poorly maintained Water, Roads, Sewerage and Electricity Infrastructure;
- The need to reprioritise projects and expenditure within the existing resource envelope given the Cash Flow realities and declining cash position of the Municipality;
- The increased cost of Electricity (due to tariff increases from Eskom), which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable - as a point will be reached where services will no longer be affordable;
- Wage increases for Municipal Staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies;
- Affordability of Capital Projects - original allocations had to be reduced and the Operational Expenditure associated with prior year's Capital Investments needed to be factored into the Budget as part of the 2021/22 MTREF process; and

The following budget principles and guidelines directly informed the compilation of the 2021/22 MTREF:

- The 2021/2022 Adjustment Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2021/22 Annual Budget;
- Intermediate service level standards were used to inform the measurable objectives, targets and backlog eradication goals;
- Tariff and Property Rate increases should be affordable and should generally not exceed inflation as measured by the CPIX, except where there are price increases in the inputs of services that are beyond the control of the Municipality, for instance the cost of Bulk Water and Electricity. In addition, tariffs need to remain or move

towards being cost reflective, and should take into account the need to address infrastructure backlogs;

In view of the aforementioned, the following table is a consolidated overview of the proposed 2021/22 Medium-term Revenue and Expenditure Framework:

Table 5: Consolidated Overview of the 2021/22 MTREF

R thousand	Adj Budget	Budget Year	Budget Year	Budget Year
	2020/21	2021/22	2022/23	2023/24
Total Operating Revenue	1 843 535	2 075 429	2 193 790	2 368 635
Total Operating Expenditure	2 102 114	2 201 501	2 343 144	2 498 064
(Surplus)/Deficit	267 579	126 072	149 354	129 428
Total Capital Expenditure	288 635	258 563	215 284	170 204

Total Operating Revenue has grown by 11.17% or R331.8 million for the 2021/2022 Financial Year. For the two outer years, Operational Revenue will increase by 5.40% and 7.38% respectively.

Total Operating Expenditure for the 2021/2022 Financial Year has been appropriated at R2.201 billion and translates into a Budgeted Deficit of R126 million. When compared to the 2020/21 Adjustment Budget, Operational Expenditure has increased by R99 million. The deficits of the previous financial years as well as the Budgeted Operating Deficit for the 2021/2022 Financial Year are due to the high provision of Depreciation and also high provision on Traffic Impairment. The Deficit is reduced from R267 million to R126 million in the 2021/2022, a reduction of 112% compared to the current Financial Year.

The Capital Budget of R258 million for 2021/22 is 11.63% less than the 2020/21 Adjustment Budget. The Capital Programme will reduce to R215, 2 million in the 2022/2023 Financial Year and to R170, 2 million in 2023/2024. A substantial portion of the Capital Budget, R119 million will be funded from Internal Funds. The balance will be funded from Government Grants and Transfers.

Operating Revenue Framework

For JB Marks Local Municipality to continue improving the quality of services provided to its citizens, it needs to generate the required Revenue. In these tough economic times strong Revenue Management is fundamental to the financial sustainability of every Municipality. The reality is that we are faced with development backlogs and poverty. The Expenditure required to address these challenges will inevitably always exceed available Funding; hence difficult choices have to be made in relation to Tariff increases and balancing Expenditures against realistically anticipated Revenues.

The Municipality's Revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the City and continued Economic Development;

- Efficient Revenue Management, which aims to ensure a 95%- to 100% per cent annual collection rate for Property Rates and other key Service Charges;

Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);

- Achievement of full cost recovery of specific user charges especially in relation to Trading Services;
- Determining the tariff escalation rate by establishing/calculating the Revenue requirement of each service;
- The Municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- Increase ability to extend new services and recover costs;
- The Municipality's Indigent Policy and rendering of Free Basic Services; and
- Tariff policies of the Municipality.

The following table is a summary of the 2021/2022 MTREF (Classified by main Revenue Source):

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, Capital Transfers and Contributions are excluded from the Operating Statement, as inclusion of these Revenue sources would distort the calculation of the Operating Surplus/Deficit.

Description Thousand	Current Year 2020/2021			2021/22 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source						
Property Rates	191,774	193,105	197,500	213,902	226,315	236,919
Service charges - Electricity Revenue	814,000	814,000	895,600	981,101	1,062,903	1,188,649
Service charges - Water Revenue	108,250	108,250	92,881	96,871	103,302	115,181
Service charges - Sanitation Revenue	67,700	67,700	66,425	70,845	77,877	81,309
Service charges - Refuse Revenue	44,768	44,768	45,890	48,102	51,717	54,534
Other Revenue/Grants	490,032	484,704	428,927	477,177	509,490	524,536
Total Revenue	1,716,524	1,712,527	1,727,223	1,887,998	2,031,604	2,201,128

Revenue generated from Rates and Service charges forms a significant percentage of the Revenue basket for the Municipality. Rates and Services Charge Revenues comprise more than two thirds of the Total Revenue mix.

TABLE : OPERATING TRANSFERS AND GRANT RECEIPTS

Description	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
	R thousand Original Budget	Adjusted Budget	Full Year	Budget Year 2021/22	Budget Year 2022/23	Budget Year 2023/24
Receipts:						
Operating Transfers and Grants						
National Government:	263,034	263,034	263,034	306,085	330,803	342,542
Local Government Equitable Share	257,937	257,937	257,937	299,881	324,803	331,442
Finance Management	3,000	3,000	3,000	3,000	3,000	3,100
Municipal Systems Improvement	-	-	-	-	-	2,000
EPWP Incentive	2,097	2,097	2,097	2,204	-	-
Neighbourhood Grant	-	-	-	1,000	3,000	6,000
Provincial Government:	389	389	389	1,308	1,308	1,308
Sport and Recreation	389	389	389	1,308	1,308	1,308
Operating Transfers and Grants	263,423	263,423	263,423	307,393	332,111	343,850

The above table gives a breakdown of the various Operating Grants and Subsidies allocated to the Municipality over the medium term.

Tariff-setting is a pivotal and strategic part of the compilation of any Budget. When Rates, Tariffs and other Charges were revised, Local Economic conditions, input costs and the affordability of services were taken into account to ensure the financial sustainability of the Municipality.

National Treasury continues to encourage Municipalities to keep increases in Rates, Tariffs and other Charges as low as possible. Municipalities must justify in their Budget documentation all increases in excess of the 6 per cent upper boundary of the South African Reserve Bank's inflation target. Excessive increases are likely to be counterproductive, resulting in higher levels of non-payment.

The Municipality's Electricity tariffs are largely outside the control of the outside factors (NERSA and ESKOM). Discounting the impact of these price increases in lower consumer tariffs will erode the Municipalities future financial position and viability.

Property Rates

Property Rates cover the cost of the provision of general services. Determining the effective Property Rate tariff is therefore an integral part of the Municipality's Budgeting process.

The categories of rateable properties for purposes of levying rates and the proposed rates for the 2021/22 Financial Year based on the new valuation roll from 1 July 2021 is contained below:

TABLE: COMPARISON OF PROPOSED RATES TO BE LEVIED FOR THE 2021/22 FINANCIAL YEAR

Category	Proposed Tariff (1 July 2020/21)	Proposed tariff (from 1 July 2021/22)
	c in the Rand	c in the Rand
Residential properties	0.038264	0.405597128
Commercial Properties	1.14794	1.216813856
Industrial Properties	1.14794	1.216813856
State properties	0.	1.230915
Agricultural	0.09567	0.1014049
Public Service Infrastructure	0.09567	0.1014049
Public Benefit Organizations	0.09567	0.1014049
Public Service Purpose	1.14794	1.216813856
Places of Worship	0.38264	0.405597128
Mining	1.14794	1.216813856

Sale of Water and Impact of Tariff Increases

JB Marks Local Municipality has undertaken an assessment of its Capital Infrastructure requirements. The assessment indicates that the current infrastructure regarding the water purification and sewerage works is unlikely to sustain its long-term ability to supply clean water and to clean the sewerage to be released in the Mooi River.

The JB Marks Local Municipality is striving to retain its Blue Drop and Green Drop Status in the future. A tariff increase of 6% from 1 July 2021 for water is proposed. In addition 6 kℓ Water per month will be granted free of charge to all indigent households as per Council Policy.

A summary of the proposed tariffs for households (residential) and non-residential are as follows:

TABLE: PROPOSED WATER TARIFFS

CATEGORY	CURRENT TARIFFS 2020/21	PROPOSED TARIFFS 2021/22
	Rand per kℓ	Rand per kℓ
RESIDENTIAL		
(i) 7 to 12 kℓ per month	7.34	7.78
(ii) 13 to 32 kℓ per month	7.73	8.19
(iii) 33 to 52 kℓ per month	8.12	8.61
(iv) 53 to 76 kℓ per month	8.53	9.04
(v) More than 76 kℓ per month	9.19	9.74
NON-RESIDENTIAL		
(i) 0 - 5 000 kℓ per month	7.73	8.19

CATEGORY	CURRENT TARIFFS 2020/21	PROPOSED TARIFFS 2021/22
	Rand per kℓ	Rand per kℓ
(ii) More than 5 000 kℓ per month	7.73	8.19
(iii) Schools, University and Colleges	7.73	8.19

Sale of Electricity and Impact of Tariff Increases

NERSA has announced the revised Bulk Electricity pricing structure. A 14.59 % increase in the Eskom Bulk Electricity tariff to municipalities will be effective from 1 July 2021.

Considering the Eskom increases, the consumer tariff had to be increased by 14.59% to offset the additional Bulk Purchase cost from 1 July 2021. Furthermore, it should be noted that given the size of the tariff increase, it is expected to depress growth in Electricity consumption, which will have a negative impact on the Municipality's Revenue from Electricity. Registered indigents will be granted 80 kWh per month Free of charge.

The following table shows the impact of the proposed increases in Electricity tariffs on domestic customers:

TABLE: DOMESTIC BLOCK TARIFFS (SINGLE AND 3 PHASE)

Monthly Consumption kWh	CURRENT TARIFFS 2020/21	PROPOSED TARIFFS 2021/22
0 - 50	1.26	1.4439
51 - 350	1.41	1.615
351 - 600	1.99	2.280
>601	2.34	2.6814

The fixed Charge levied in the 2020/2021 Financial Year amounted to **R68.86**. This fixed Charge increases to **R73.43** per month in the 2021/2022 Financial Year.

Sanitation and Impact of Tariff Increases

A tariff increase of 6% for sanitation from 1 July 2021 is proposed. This is based on the input cost assumptions related to Water. It should be noted that Electricity costs contributes approximately 18% of Waste Water Treatment input costs, but taken the economy in consideration, the increase of Sanitation Tariffs is capped at 6% for 2021/2022. In the future, these tariffs need to be increased also to fund the upgrading of the sewerage works and sewerage network. The following factors also contribute to the proposed tariff increase:

- The total Revenue expected to be generated from rendering this service amounts to R70.8 million for the 2021/22 financial year.

Table 10: Comparison between Current Sanitation charges and increases

Category	Current Tariff 2020/2021		Proposed Tariff 2021/2022	
	Residential	Standard rate	R147.99	Standard Rate

Waste Removal and Impact of Tariff Increases

Currently Solid Waste Removal is Operating at a deficit. It is widely accepted that the rendering of this service should at least break even, which is currently not the case. The Municipality will have to implement a Solid Waste Strategy to ensure that this Service can be rendered in a sustainable manner over the medium to long-term. The main contributors to this deficit are Repairs and Maintenance on Vehicles, increases in General Expenditure such as Petrol and Diesel and the Cost of Remuneration. Considering the deficit, it is recommended that a comprehensive investigation into the cost structure of Solid Waste function be undertaken, and that this include investigating alternative Service Delivery Models.

The outcomes of this investigation will be incorporated into the next planning cycle. A 4% increase in the Waste Removal tariff is proposed from 1 July 2021. Higher increases will not be viable in 2021/22 owing to the significant increases implemented in previous Financial Years as well as the overall impact of higher than inflation increases of other services. Any increase higher than 4% would be counter-productive and will result in affordability challenges for individual Rates Payers raising the risk associated with Bad Debt.

Table: Comparison between current waste removal fees and increases

DESCRIPTION	Current Tariffs 2020/2021	Proposed Tariffs 2021/2022
	Waste Removal R	Waste Removal R
240 ℓ container removed once a week	156.00	162.24
85 ℓ container removed twice a week	156.00	162.24
Business	292.00	303.68

Overall impact of tariff increases on households

The attached tables show the overall expected impact of the tariff increases on a large and small household, as well as an indigent household receiving free basic services. See attached tables:

Description	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
	Rand/cent		
Monthly Account for Household - 'Middle Income Range'			
Rates and services charges:			
Property rates	311.45	330.14	349.95
Electricity: Basic levy			
Electricity: Consumption	2439.03	2736.58	2951.13
Water: Basic levy	49.40	52.38	55.52
Water: Consumption	23.20	24.60	26.08
Sanitation	117.20	124.24	131.70
Refuse removal	124.02	131.47	139.36
Other			
sub-total	3,064.30	3,399.41	3,653.74
VAT on Services	385.40	429.70	462.53
Total large household bill:	3,449.70	3,829.11	4,116.27
% increase/-decrease	7.48%	11.00	7.50%
Monthly Account for Household - 'Affordable Income Range'			
Rates and services charges:			
Property rates	113.40	120.21	127.43
Electricity: Basic levy			
Electricity: Consumption	1043.53	1,125.35	1,213.58
Water: Basic levy	49.40	53.37	55.52
Water: Consumption	238.25	252.55	267.71
Sanitation	117.23	124.27	131.73
Refuse removal	124.02	131.47	139.36
sub-total	1,685.83	1,807.22	1,935.33
VAT on Services	220.14	236.19	253.11
Total small household bill:	1,905.97	2,043.41	2,188.44
% increase/-decrease	7.16%	7.21%	7.10%

Operating Expenditure Framework

The JB Marks Local Municipality Expenditure Framework for the 2021/22 Budget and MTREF is informed by the following:

- The Asset Renewal Strategy and the Repairs and Maintenance Plan;
- Balanced Budget constraint (Operating Expenditure should not exceed Operating Revenue) unless there are existing uncommitted Cash-Backed Reserves to fund any Deficit;

- Funding of the Budget over the Medium-Term as informed by Section 18 and 19 of the MFMA;
- The Capital Programme is aligned to the Asset Renewal Strategy and Backlog Eradication Plan;
- Operational Gains and efficiencies will be directed to Funding the Capital Budget and other Core Services; and
- Strict adherences to the principle of no Project Plan no Budget. If there is no Business plan, no Funding allocation can be made.

The following table is a High level Summary of the 2021/22 Budget and MTREF (classified per Main Type of Operating Expenditure):

TABLE: SUMMARY OF OPERATING EXPENDITURE BY STANDARD CLASSIFICATION ITEM

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand	1	2018	2019	2020	2021	2021	2021	2021	2022	2022	2022
Revenue By Source											
Property rates	2	170,826	184,183	188,182	191,817	191,817	191,817	–	213,902	226,315	236,920
Service charges - electricity revenue	2	682,448	304,944	682,536	822,347	822,347	822,347	–	981,101	1,062,903	1,188,649
Service charges - water revenue	2	114,253	115,358	90,189	108,540	108,540	108,540	–	96,872	103,303	115,182
Service charges - sanitation revenue	2	62,008	65,000	68,663	67,701	67,701	67,701	–	70,846	77,877	81,310
Service charges - refuse revenue	2	49,761	49,761	52,954	44,768	44,768	44,768	–	48,102	51,717	54,534
Rental of facilities and equipment		3,693	4,934	3,900	4,289	4,261	4,261	–	3,626	3,717	3,844
Interest earned - external investments		21,599	27,349	19,532	28,498	28,498	28,498	–	20,000	21,000	21,400
Interest earned - outstanding debtors		2,290	519,663	–	42,000	42,000	42,000	–	36,200	37,500	38,600
Dividends received	4	4	4	4	3	3	3	–	3	3	–
Fines, penalties and forfeits		33,150	40,066	32,835	90,705	90,705	90,705	–	92,187	98,897	105,250
Licences and permits		11,948	16,139	11,511	12,123	12,123	12,123	–	11,328	11,480	11,644
Agency services		41	–	–	–	–	–	–	1,308	1,308	1,308
Transfers and subsidies		222,900	260,807	263,034	293,064	332,125	332,125	–	305,085	327,803	334,542
Other revenue	2	10,689	5,916	9,691	9,241	9,241	9,241	–	7,439	7,780	7,946
Gains		–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		1,385,611	1,594,125	1,423,031	1,715,095	1,754,128	1,754,128	–	1,887,998	2,031,604	2,201,129
Expenditure By Type											
Employee related costs	2	410,708	457,423	504,166	547,068	547,068	547,068	–	589,791	620,243	656,091
Remuneration of councillors		26,068	26,461	28,112	31,667	31,667	31,667	–	32,844	34,068	35,341
Debt impairment	3	225,959	274,874	69,313	305,153	305,153	305,153	–	239,000	248,000	253,000
Depreciation & asset impairment	2	230,902	235,992	220,371	265,557	265,557	265,557	–	274,469	283,005	291,221
Finance charges		3,267	1,818	4	40	40	40	–	5	5	5
Bulk purchases - electricity	2	447,244	477,527	545,548	617,777	617,777	617,777	–	707,906	791,061	884,087
Inventory consumed	8	–	–	(22,496)	25,442	37,633	37,633	–	19,474	20,360	21,083
Contracted services		215,585	185,867	227,365	216,092	215,482	215,482	–	244,247	251,497	259,369
Transfers and subsidies		3,795	755	1,457	1,020	1,020	1,020	–	6,248	6,248	6,348
Other expenditure	4, 5	84,727	94,719	88,242	82,149	82,759	82,759	–	87,519	88,658	91,520
Losses		24,148	17,392	–	–	–	–	–	–	–	–
Total Expenditure		1,672,403	1,772,828	1,662,082	2,091,965	2,104,157	2,104,157	–	2,201,502	2,343,144	2,498,065
Surplus/(Deficit)		(286,792)	(178,703)	(239,050)	(376,870)	(350,028)	(350,028)	–	(313,504)	(311,540)	(296,936)
Provincial and District		91,298	107,593	146,490	106,308	123,008	123,008	–	187,432	162,186	167,507
Transfers and subsidies - capital (monetary allocations)		1,440	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)		119,490	574	3,157	1,308	1,308	1,308	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	–	(126,072)	(149,354)	(129,429)
Taxation		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after taxation		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	–	(126,072)	(149,354)	(129,429)
Attributable to minorities		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	–	(126,072)	(149,354)	(129,429)
Share of surplus/ (deficit) of associate	7	9,835	233	99	–	–	–	–	–	–	–
Surplus/(Deficit) for the year		(64,730)	(70,304)	(89,305)	(269,254)	(225,713)	(225,713)	–	(126,072)	(149,354)	(129,429)

The Budgeted allocation for **Employee Related Costs** for the 2021/22 financial year totals to R 589 million, which equals 26.75% of the Total Operating Expenditure, there is agreement in place as yet on Salary increases, and circular 108 guided Municipalities on Budgeting for Employee Related Costs, A 6% provision was made in the 2021/22 Budget.

The cost associated with the **Remuneration of Councillors** is determined by the Minister of Local Government and Human Settlement in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the Municipality's Budget.

Provision for Depreciation and Asset impairment has been informed by the Municipality's Asset Management By-Law. Depreciation is widely considered a proxy for the measurement of the rate Asset Consumption. Budget appropriations in this regard total R239,0 million for the 2021/22 financial and equates to 10.86.% of the Total Operating Expenditure. Note that the implementation of GRAP 17 Accounting Standard has meant bringing a range of Assets

previously not included in the Assets Register onto the register. This has resulted in a significant increase in Depreciation relative to previous years.

Bulk Purchases are directly informed by the Purchase of Electricity from Eskom and Water from Department of Water Affairs. The annual price increases have been factored into the Budget appropriations and directly inform the Revenue provisions. The Expenditures include Distribution losses.

Inventory Consumed amounts to R19.4 million for the 2021/22 Financial Year.

Contracted Services and Repairs and Maintenance amounts to R224.2 million for the Financial Year 2021/22.

Administrative Expenditure comprises of various line items relating to the daily operations of the Municipality. This group of Expenditure has also been identified as an area in which cost savings and efficiencies can be achieved. The Remuneration of councillors is also included in this expenditure category.

Priority given to Repairs and Maintenance

Aligned to the priority being given to preserving and maintaining the Municipality's current Infrastructure, the 2021/22 Budget and MTREF provide for extensive growth in the area of Asset Maintenance, as informed by the Asset Renewal Strategy and Repairs and Maintenance Plan of the Municipality. In terms of the Municipal Budget and Reporting Regulations, Operational Repairs and Maintenance is not considered a direct Expenditure driver but an outcome of certain other Expenditures, such as Remuneration, Purchases of Materials and Contracted Services. The 224 million is inclusive of Remuneration for Employees who will be directly involved in maintenance of those Assets.

Free Basic Services: Basic Social Services Package

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy.

The cost of the Social Package of the registered Indigent Households is largely financed by National Government through the Local Government Equitable Share received in terms of the Annual Division of Revenue Act.

Current indigent Grant 2020/2021

Basic Services (VAT included)	67.06
Sewerage (VAT included)	159.16
Refuse Removal (VAT included)	167.80
Total	394.02

Property Rates (50% of property rate levied)
6kl water free of charge
80kwh free Electricity

Proposed Indigent Grant 2021/2022	
Basic Services (VAT included)	71.08
Sewerage (VAT included)	168.70
Refuse Removal (VAT included)	174.51
Total	414.29

Property Rates (50% of property rate levied)
 6kl water Free of charge
 80kwh free Electricity

Free Basic Services: Basic Social Services Package

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy.

The cost of the Social Package of the registered Indigent Households is largely financed by National Government through the Local Government Equitable Share received in terms of the Annual Division of Revenue Act.

Current indigent Grant 2020/2021	
Basic Services (VAT included)	67.06
Sewerage (VAT included)	159.16
Refuse Removal (VAT included)	167.80
Total	394.02

Property Rates (50% of property rate levied)
 6kl water free of charge
 80kwh free Electricity

Proposed Indigent Grant 2021/2022	
Basic Services (VAT included)	71.08
Sewerage (VAT included)	168.70
Refuse Removal (VAT included)	174.51
Total	414.29

Property Rates (50% of property rate levied)
 6kl water Free of charge
 80kwh free Electricity

Capital expenditure

The allocation for Projects in the Capital Budget in the 2021/22 Financial Year is indicated per Municipal Vote in the following table:

Table: Capital as per Municipal Vote

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Single-year expenditure to be appropriated	2										
Vote 1 - Executive and Council		2,507	-	-	2,280	2,298	2,298	-	1,919	-	-
Vote 2 - Finance and Administration		3,032,849	427,397	28,007	4,364	5,046	5,046	-	2,226	-	-
Vote 3 - Internal Audit		-	-	-	-	-	-	-	-	-	-
Vote 4 - Community and Social Services		945	-	1,661	14,524	12,724	12,724	-	16,281	11,304	-
Vote 5 - Sport and Recreation		4	-	10,740	5,000	6,898	6,898	-	11,304	-	-
Vote 6 - Public Safety		9,082	57	111	3,250	3,861	3,861	-	14,652	4,348	-
Vote 7 - Housing		-	-	-	-	-	-	-	-	-	-
Vote 8 - Health		-	-	-	-	-	-	-	-	-	-
Vote 9 - Planning and Development		6,852	-	1,684	7,030	2,030	2,030	-	13,043	18,870	6,087
Vote 10 - Road Transport		23,054	3,454	55,710	39,000	39,757	39,757	-	31,913	78,426	20,870
Vote 11 - Environmental Protection		753	-	-	-	-	-	-	-	-	-
Vote 12 - Energy Sources		6,457	-	101,072	5,000	9,221	9,221	-	11,478	19,781	14,783
Vote 13 - Water Management		48,879	375	26,931	55,871	99,053	99,053	-	79,103	56,033	59,952
Vote 14 - Waste Water Management		57,729	12,144	80,933	41,581	96,748	96,748	-	69,339	26,522	68,513
Vote 15 - Waste Management		877	-	-	11,000	11,000	11,000	-	7,304	-	-
Capital single-year expenditure sub-total		3,189,988	443,428	306,849	188,900	288,635	288,635	-	258,564	215,284	170,205
Total Capital Expenditure - Vote		3,189,988	443,428	306,849	188,900	288,635	288,635	-	258,564	215,284	170,205

For 2021/22 an amount of R258.5 million has been appropriated for the Development of Infrastructure and the Assets for Operation purposes. In the Outer Years this amount totals R215.2 million and R170 million, for each of the financial Years. Infrastructure receives the highest allocation of R191 million in 2021/22. Some of the salient projects to be undertaken over the Medium-Term Includes, amongst others:

- Development of new Cemetery - R9 million;
 - Ikageng Light Industrial Park - R8.5 million;
 - Bulk Water Supply Boikhutso - R6 million;
 - Bulk Water Supply Goegevonden - R4.4 million;
 - New Ikageng Reservoir- R38.6 million;
 - Upgrading of Electricity Network - R5.2 million;
 - Upgrading of Waste Water Treatment Works R15 million
 - Replacement of Asbestos Pipes in Ventersdorp R45 million
-
- Rehabilitation of Rural Overheads Lines R171 million
 - Construction of Promosa Pump Station- R8.6 million;
 - Roads and StormWater JB Marks- R13 million;
 - Development of Cell 4 at the Phelophepa land Fill Site- R13 million;

Annual Budget

The Budget comprises of the Following Tables which will be included in the Budget Book:

- Consolidated Operating and Capital Budget (A1-A10)

Description	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousands										
Financial Performance										
Property rates	170,826	184,183	188,182	191,817	191,817	191,817	-	213,902	226,315	236,920
Service charges	908,470	535,064	894,342	1,043,355	1,043,355	1,043,355	-	1,196,921	1,295,800	1,439,675
Investment revenue	21,599	27,349	19,532	28,498	28,498	28,498	-	20,000	21,000	21,400
Transfers recognised - operational	222,900	260,807	263,034	293,064	332,125	332,125	-	305,085	327,803	334,542
Other own revenue	61,816	586,722	57,941	158,360	158,332	158,332	-	152,090	160,686	168,592
Total Revenue (excluding capital transfers and contributions)	1,385,611	1,594,125	1,423,031	1,715,095	1,754,128	1,754,128	-	1,887,998	2,031,604	2,201,129
Employee costs	410,708	457,423	504,166	547,068	547,068	547,068	-	589,791	620,243	656,091
Remuneration of councillors	26,068	26,461	28,112	31,667	31,667	31,667	-	32,844	34,068	35,341
Depreciation & asset impairment	230,902	238,992	220,371	265,557	265,557	265,557	-	274,469	283,005	291,221
Finance charges	3,267	1,818	4	40	40	40	-	5	5	5
Inventory consumed and bulk purchases	447,244	477,527	523,052	643,219	655,411	655,411	-	727,380	811,421	905,170
Transfers and grants	3,795	755	1,457	1,020	1,020	1,020	-	6,248	6,248	6,348
Other expenditure	550,419	572,851	384,919	603,394	603,394	603,394	-	570,766	588,155	603,889
Total Expenditure	1,672,403	1,772,828	1,662,082	2,091,965	2,104,157	2,104,157	-	2,201,502	2,343,144	2,498,065
Surplus/(Deficit) and District	(286,792)	(178,703)	(239,050)	(376,870)	(350,028)	(350,028)	-	(313,504)	(311,540)	(296,936)
Transfers and subsidies - Capital (intercity allocations) (national / provincial)	91,298	107,593	146,490	106,308	123,008	123,008	-	187,432	162,186	167,507
Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies -	120,930	574	3,157	1,308	1,308	1,308	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)
Share of surplus/ (deficit) of associate	9,835	233	99	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	(64,730)	(70,304)	(89,305)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)
Capital expenditure & funds sources										
Capital expenditure	3,189,988	443,428	306,539	188,900	288,635	288,635	-	258,564	215,284	170,205
Transfers recognised - capital	91,755	5,853	103,667	110,471	203,186	203,186	-	139,549	116,588	124,835
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	65,662	10,177	32,795	78,429	85,449	85,449	-	119,015	98,696	45,370
Total sources of capital funds	157,417	16,031	136,462	188,900	288,635	288,635	-	258,564	215,284	170,205
Financial position										
Total current assets	1,103,697	1,165,316	1,339,974	936,368	1,486,439	1,486,439	263,994	2,019,481	1,937,852	1,929,445
Total non current assets	3,683,936	3,690,024	3,504,726	3,650,863	3,692,843	3,692,843	-	3,562,001	3,494,281	3,373,264
Total current liabilities	717,714	624,502	755,248	597,230	1,154,524	1,154,524	-	1,414,735	1,414,740	1,414,745
Total non current liabilities	73,067	54,745	57,088	57,069	57,088	57,088	-	57,329	57,329	57,329
Community wealth/Equity	4,163,709	4,074,293	3,949,750	3,837,455	3,869,652	3,869,652	-	4,059,536	3,910,181	3,780,752
Cash flows										
Net cash from (used) operating	(1,192,369)	(1,202,627)	422,248	73,198	145,756	145,756	-	158,253	186,677	210,092
Net cash from (used) investing	-	-	8,842	(163,652)	(199,782)	(199,782)	-	73,202	124,871	180,685
Net cash from (used) financing	-	-	-	-	-	-	-	-	-	-
Cash/cash equivalents at the year end	(1,192,369)	(2,394,996)	(1,963,907)	(90,453)	(54,026)	(54,026)	(54,026)	979,205	1,290,753	1,681,300
Cash backing/surplus reconciliation										
Cash and investments available	282,966	208,582	103,566	239,945	726,833	726,833	-	958,879	1,145,605	1,411,274
Application of cash and investments	761,388	680,759	(803,218)	69,417	518,782	518,782	-	667,165	884,218	1,107,139
Balance - surplus (shortfall)	(478,423)	(472,177)	906,784	170,529	208,051	208,051	-	291,714	261,387	304,136
Asset management										
Asset register summary (WDV)	3,631,856	3,532,656	10,505,378	3,563,148	3,756,780	3,756,780	3,756,780	10,762,352	10,864,940	10,921,763
Depreciation	-	235,992	220,371	265,557	265,557	265,557	265,557	274,469	283,005	291,221
Renewal and Upgrading of Existing Assets	156,094	16,031	130,516	33,500	59,274	59,274	59,274	3,478	14,522	6,087
Repairs and Maintenance	871	219	561	500	455	455	455	400	400	400
Free services										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	57,619	-	-	-	-	-	-	-	-
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sew erage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

Functional Classification Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue - Functional	1									
Governance and administration		458,199	489,127	487,304	560,028	599,089	599,089	575,548	615,292	634,201
Executive and council		(883)	(1,079)	(1,028)	-	-	-	-	-	-
Finance and administration		459,083	490,206	488,332	560,028	599,089	599,089	575,548	615,292	634,201
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		96,314	167,444	13,851	95,378	95,350	95,350	95,100	101,863	108,250
Community and social services		8,367	4,335	5,143	3,048	3,048	3,048	2,673	2,721	2,749
Sport and recreation		2,827	2,094	1,734	1,410	1,382	1,382	39	39	39
Public safety		85,138	161,014	6,974	90,920	90,920	90,920	92,389	99,104	105,462
Housing		-	-	-	-	-	-	-	-	-
Health		(18)	-	-	-	-	-	-	-	-
Economic and environmental services		107,310	81,770	90,467	85,494	85,494	85,494	86,741	94,463	100,361
Planning and development		95,332	65,896	79,067	73,502	73,502	73,502	75,561	83,133	88,871
Road transport		11,978	15,874	11,400	11,992	11,992	11,992	11,180	11,330	11,490
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		935,973	963,903	961,622	1,081,751	1,098,451	1,098,451	1,317,979	1,382,106	1,525,753
Energy sources		674,075	699,615	708,395	823,523	823,023	823,023	988,495	1,082,257	1,204,061
Water management		150,048	149,466	112,482	145,715	145,715	145,715	158,225	170,203	185,794
Waste water management		62,089	65,060	87,792	67,745	84,945	84,945	123,157	77,929	81,364
Waste management		49,761	49,761	52,954	44,768	44,768	44,768	48,102	51,717	54,534
Other	4	42	48	52	60	60	60	63	66	71
Total Revenue - Functional	2	1,597,838	1,702,292	1,553,296	1,822,711	1,878,444	1,878,444	2,075,430	2,193,790	2,368,636
Expenditure - Functional										
Governance and administration		567,697	544,785	300,508	585,113	585,106	585,106	562,691	582,548	596,369
Executive and council		96,820	75,889	80,217	89,665	89,665	89,665	96,778	98,754	100,135
Finance and administration		469,702	465,908	218,049	491,297	491,289	491,289	461,569	479,635	491,881
Internal audit		1,175	2,988	2,241	4,152	4,152	4,152	4,344	4,160	4,353
Community and public safety		217,751	237,171	222,927	260,867	273,104	273,104	282,366	294,989	307,304
Community and social services		58,137	61,828	46,694	72,139	72,139	72,139	74,095	77,399	80,644
Sport and recreation		56,411	59,147	50,924	45,812	45,812	45,812	66,905	70,723	73,975
Public safety		94,276	104,341	122,131	137,935	150,183	150,183	137,588	143,089	148,907
Housing		-	4,572	-	-	-	-	-	-	-
Health		8,927	7,282	3,179	4,981	4,971	4,971	3,779	3,779	3,779
Economic and environmental services		210,650	190,244	152,705	317,562	317,578	317,578	315,252	325,840	341,388
Planning and development		52,849	37,304	41,988	51,837	51,837	51,837	61,475	64,591	65,264
Road transport		153,626	149,327	104,007	259,401	259,417	259,417	250,648	257,975	272,709
Environmental protection		4,174	3,613	6,710	6,324	6,324	6,324	3,129	3,275	3,415
Trading services		683,488	764,624	981,625	928,193	928,138	928,138	1,040,978	1,139,549	1,252,783
Energy sources		511,028	559,477	593,678	689,176	689,156	689,156	780,940	867,032	962,167
Water management		61,335	81,708	292,383	106,871	106,881	106,881	120,057	127,849	132,901
Waste water management		64,864	73,496	30,544	84,562	84,562	84,562	86,258	89,345	101,667
Waste management		46,261	49,944	65,019	47,584	47,539	47,539	53,723	55,323	56,047
Other	4	34	26	43	230	230	230	215	218	220
Total Expenditure - Functional	3	1,679,620	1,736,850	1,657,807	2,091,965	2,104,157	2,104,157	2,201,502	2,343,144	2,498,065
Surplus/(Deficit) for the year		(81,781)	(34,559)	(104,511)	(269,254)	(225,713)	(225,713)	(126,072)	(149,354)	(129,429)

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand										
Revenue by Vote	1									
Vote 1 - Executive and Council		(883)	(1,079)	(1,028)	-	-	-	-	-	-
Vote 2 - Finance and Administration		459,083	490,206	488,332	560,028	599,089	599,089	575,548	615,292	634,201
Vote 3 - Internal Audit		-	-	-	-	-	-	-	-	-
Vote 4 - Community and Social Services		8,367	4,335	5,143	3,048	3,048	3,048	2,673	2,721	2,749
Vote 5 - Sport and Recreation		2,827	2,094	1,734	1,410	1,382	1,382	39	39	39
Vote 6 - Public Safety		85,180	161,063	7,026	90,980	90,980	90,980	92,451	99,170	105,533
Vote 7 - Housing		-	-	-	-	-	-	-	-	-
Vote 8 - Health		(18)	-	-	-	-	-	-	-	-
Vote 9 - Planning and Development		95,332	65,896	79,067	73,502	73,502	73,502	75,561	83,133	88,871
Vote 10 - Road Transport		11,978	15,874	11,400	11,992	11,992	11,992	11,180	11,330	11,490
Vote 11 - Environmental Protection		-	-	-	-	-	-	-	-	-
Vote 12 - Energy Sources		674,075	699,615	708,395	823,523	823,023	823,023	988,495	1,082,257	1,204,061
Vote 13 - Water Management		150,048	149,466	112,482	145,715	145,715	145,715	158,225	170,203	185,794
Vote 14 - Waste Water Management		62,089	65,060	87,792	67,745	84,945	84,945	123,157	77,929	81,364
Vote 15 - Waste Management		49,761	49,761	52,954	44,768	44,768	44,768	48,102	51,717	54,534
Total Revenue by Vote	2	1,597,838	1,702,292	1,553,296	1,822,711	1,878,444	1,878,444	2,075,430	2,193,790	2,368,636
Expenditure by Vote to be appropriated	1									
Vote 1 - Executive and Council		96,820	75,889	80,217	89,665	89,665	89,665	96,778	98,754	100,135
Vote 2 - Finance and Administration		469,702	465,908	218,049	491,297	491,289	491,289	461,569	479,635	491,881
Vote 3 - Internal Audit		1,175	2,988	2,241	4,152	4,152	4,152	4,344	4,160	4,353
Vote 4 - Community and Social Services		58,137	61,828	46,694	72,139	72,139	72,139	74,095	77,399	80,644
Vote 5 - Sport and Recreation		56,411	59,147	50,924	45,812	45,812	45,812	66,905	70,723	73,975
Vote 6 - Public Safety		94,310	104,367	122,174	138,165	150,413	150,413	137,803	143,307	149,127
Vote 7 - Housing		-	4,572	-	-	-	-	-	-	-
Vote 8 - Health		8,927	7,282	3,179	4,981	4,971	4,971	3,779	3,779	3,779
Vote 9 - Planning and Development		52,849	37,304	41,988	51,837	51,837	51,837	61,475	64,591	65,264
Vote 10 - Road Transport		153,626	149,327	104,007	259,401	259,417	259,417	250,648	257,975	272,709
Vote 11 - Environmental Protection		4,174	3,613	6,710	6,324	6,324	6,324	3,129	3,275	3,415
Vote 12 - Energy Sources		511,028	559,477	593,678	689,176	689,156	689,156	780,940	867,032	962,167
Vote 13 - Water Management		61,335	81,708	292,383	106,871	106,881	106,881	120,057	127,849	132,901
Vote 14 - Waste Water Management		64,864	73,496	30,544	84,562	84,562	84,562	86,258	89,345	101,667
Vote 15 - Waste Management		46,261	49,944	65,019	47,584	47,539	47,539	53,723	55,323	56,047
Total Expenditure by Vote	2	1,679,620	1,736,850	1,657,807	2,091,965	2,104,157	2,104,157	2,201,502	2,343,144	2,498,065
Surplus/(Deficit) for the year	2	(81,781)	(34,559)	(104,511)	(269,254)	(225,713)	(225,713)	(126,072)	(149,354)	(129,429)

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
		2018	2019	2020	2021	2021	2021	2021	2022	2022	2022
Revenue By Source	1										
Property rates	2	170,826	184,183	188,182	191,817	191,817	191,817	-	213,902	226,315	236,920
Service charges - electricity revenue	2	682,448	304,944	682,536	822,347	822,347	822,347	-	981,101	1,062,903	1,188,649
Service charges - water revenue	2	114,253	115,358	90,189	108,540	108,540	108,540	-	96,872	103,303	115,182
Service charges - sanitation revenue	2	62,008	65,000	68,663	67,701	67,701	67,701	-	70,846	77,877	81,310
Service charges - refuse revenue	2	49,761	49,761	52,954	44,768	44,768	44,768	-	48,102	51,717	54,534
Rental of facilities and equipment		3,693	4,934	3,900	4,289	4,261	4,261	-	3,626	3,717	3,844
Interest earned - external investments		21,599	27,349	19,532	28,498	28,498	28,498	-	20,000	21,000	21,400
Interest earned - outstanding debtors		2,290	519,663	-	42,000	42,000	42,000	-	36,200	37,500	38,600
Dividends received		4	4	4	3	3	3	-	3	3	-
Fines, penalties and forfeits		33,150	40,066	32,835	90,705	90,705	90,705	-	92,187	98,897	105,250
Licences and permits		11,948	16,139	11,511	12,123	12,123	12,123	-	11,328	11,480	11,644
Agency services		41	-	-	-	-	-	-	1,308	1,308	1,308
Transfers and subsidies		222,900	260,807	263,034	293,064	332,125	332,125	-	305,085	327,803	334,542
Other revenue	2	10,689	5,916	9,691	9,241	9,241	9,241	-	7,439	7,780	7,946
Gains		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		1,385,611	1,594,125	1,423,031	1,715,095	1,754,128	1,754,128	-	1,887,998	2,031,604	2,201,129
Expenditure By Type											
Employee related costs	2	410,708	457,423	504,166	547,068	547,068	547,068	-	589,791	620,243	656,091
Remuneration of councillors		26,068	26,461	28,112	31,667	31,667	31,667	-	32,844	34,068	35,341
Debt impairment	3	225,959	274,874	69,313	305,153	305,153	305,153	-	239,000	248,000	253,000
Depreciation & asset impairment	2	230,902	235,992	220,371	265,557	265,557	265,557	-	274,469	283,005	291,221
Finance charges		3,267	1,818	4	40	40	40	-	5	5	5
Bulk purchases - electricity	2	447,244	477,527	545,548	617,777	617,777	617,777	-	707,906	791,061	884,087
Inventory consumed	8	-	-	(22,496)	25,442	37,633	37,633	-	19,474	20,360	21,083
Contracted services		215,585	185,867	227,365	216,092	215,482	215,482	-	244,247	251,497	259,369
Transfers and subsidies		3,795	755	1,457	1,020	1,020	1,020	-	6,248	6,248	6,348
Other expenditure	4, 5	84,727	94,719	88,242	82,149	82,759	82,759	-	87,519	88,658	91,520
Losses		24,148	17,392	-	-	-	-	-	-	-	-
Total Expenditure		1,672,403	1,772,828	1,662,082	2,091,965	2,104,157	2,104,157	-	2,201,502	2,343,144	2,498,065
Surplus/(Deficit) and District)		(286,792)	(178,703)	(239,050)	(376,870)	(350,028)	(350,028)	-	(313,504)	(311,540)	(296,936)
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises,	6	91,298	107,593	146,490	106,308	123,008	123,008	-	187,432	162,186	167,507
Transfers and subsidies - capital (in-kind - all)		1,440	-	-	-	-	-	-	-	-	-
		119,490	574	3,157	1,308	1,308	1,308	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)
Share of surplus/ (deficit) of associate	7	9,835	233	99	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		(64,730)	(70,304)	(89,305)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand	1										
Single-year expenditure to be appropriated	2										
Vote 1 - Executive and Council		2,507	-	-	2,280	2,298	2,298	-	1,919	-	-
Vote 2 - Finance and Administration		3,032,849	427,397	28,007	4,364	5,046	5,046	-	2,226	-	-
Vote 3 - Internal Audit		-	-	-	-	-	-	-	-	-	-
Vote 4 - Community and Social Services		945	-	1,661	14,524	12,724	12,724	-	16,281	11,304	-
Vote 5 - Sport and Recreation		4	-	10,740	5,000	6,898	6,898	-	11,304	-	-
Vote 6 - Public Safety		9,082	57	111	3,250	3,861	3,861	-	14,652	4,348	-
Vote 7 - Housing		-	-	-	-	-	-	-	-	-	-
Vote 8 - Health		-	-	-	-	-	-	-	-	-	-
Vote 9 - Planning and Development		6,852	-	1,684	7,030	2,030	2,030	-	13,043	18,870	6,087
Vote 10 - Road Transport		23,054	3,454	55,710	39,000	39,757	39,757	-	31,913	78,426	20,870
Vote 11 - Environmental Protection		753	-	-	-	-	-	-	-	-	-
Vote 12 - Energy Sources		6,457	-	101,072	5,000	9,221	9,221	-	11,478	19,781	14,783
Vote 13 - Water Management		48,879	375	26,931	55,871	99,053	99,053	-	79,103	56,033	59,952
Vote 14 - Waste Water Management		57,729	12,144	80,933	41,581	96,748	96,748	-	69,339	26,522	68,513
Vote 15 - Waste Management		877	-	-	11,000	11,000	11,000	-	7,304	-	-
Capital single-year expenditure sub-total		3,189,988	443,428	306,849	188,900	288,635	288,635	-	258,564	215,284	170,205
Total Capital Expenditure - Vote		3,189,988	443,428	306,849	188,900	288,635	288,635	-	258,564	215,284	170,205
Capital Expenditure - Functional											
Governance and administration		3,035,355	427,397	27,735	6,644	7,344	7,344	-	4,145	-	-
Executive and council		2,507	-	-	2,280	2,298	2,298	-	1,919	-	-
Finance and administration		3,032,849	427,397	27,735	4,364	5,046	5,046	-	2,226	-	-
Internal audit		-	-	-	-	-	-	-	-	-	-
Community and public safety		10,031	57	12,474	33,804	34,513	34,513	-	42,238	15,652	-
Community and social services		945	-	1,661	21,000	23,200	23,200	-	16,281	11,304	-
Sport and recreation		4	-	10,740	4,524	5,222	5,222	-	11,304	-	-
Public safety		9,082	57	74	8,250	6,061	6,061	-	14,652	4,348	-
Housing		-	-	-	30	30	30	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		30,659	3,454	57,394	46,000	41,757	41,757	-	44,957	97,296	26,957
Planning and development		6,852	-	1,684	7,000	2,000	2,000	-	13,043	18,870	6,087
Road transport		23,054	3,454	55,710	39,000	39,757	39,757	-	31,913	78,426	20,870
Environmental protection		753	-	-	-	-	-	-	-	-	-
Trading services		113,943	12,520	208,935	102,452	205,021	205,021	-	167,224	102,336	143,248
Energy sources		6,457	-	101,072	5,000	9,221	9,221	-	11,478	19,781	14,783
Water management		48,879	375	26,931	55,871	99,053	99,053	-	79,103	56,033	59,952
Waste water management		57,729	12,144	80,933	41,581	96,748	96,748	-	69,339	26,522	68,513
Waste management		877	-	-	-	-	-	-	7,304	-	-
Other		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	3	3,189,988	443,428	306,539	188,900	288,635	288,635	-	258,564	215,284	170,205
Funded by:											
National Government		91,755	-	94,701	108,452	183,389	183,389	-	94,103	116,588	124,835
Provincial Government		-	5,853	8,966	1,100	19,797	19,797	-	45,447	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental)		-	-	-	919	-	-	-	-	-	-
Transfers recognised - capital	4	91,755	5,853	103,667	110,471	203,186	203,186	-	139,549	116,588	124,835
Borrowing	6	-	-	-	-	-	-	-	-	-	-
Internally generated funds		65,662	10,177	32,795	78,429	85,449	85,449	-	119,015	98,696	45,370
Total Capital Funding	7	157,417	16,031	136,462	188,900	288,635	288,635	-	258,564	215,284	170,205

R thousand	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
		2018	2019	2020	2021	2021	2021	2021	2022	2022	2022
ASSETS											
Current assets											
Cash		88,525	(70,079)	(135,965)	90,879	487,109	487,109	-	715,976	902,706	1,168,381
Call investment deposits	1	142,415	221,379	176,710	91,825	176,943	176,943	-	180,087	180,087	180,087
Consumer debtors	1	861,971	927,359	1,155,357	980,303	1,031,520	1,031,520	-	1,200,952	1,200,952	1,200,952
Other debtors		10,293	(31,088)	(120,122)	(465,191)	(435,494)	(435,494)	-	(284,421)	(532,421)	(785,421)
Current portion of long-term receivables		-	-	-	-	-	-	-	-	-	-
Inventory	2	492	117,745	263,994	238,552	226,361	226,361	263,994	206,888	186,528	165,446
Total current assets		1,103,697	1,165,316	1,339,974	936,368	1,486,439	1,486,439	263,994	2,019,481	1,937,852	1,929,445
Non current assets											
Long-term receivables		55	87	104	79	104	104	-	128	128	128
Investments		52,025	57,281	62,821	57,281	62,821	62,821	-	62,821	62,821	62,821
Investment property		53,690	53,690	63,182	53,690	53,690	53,690	-	63,182	63,182	63,182
Investment in Associate		-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	3	3,460,939	3,350,381	3,262,461	3,478,136	3,514,551	3,514,551	-	3,400,654	3,405,820	3,359,905
Biological		-	-	-	(66,910)	(66,910)	(66,910)	-	(80,941)	(153,827)	(228,929)
Intangible		9,314	13,448	7,214	13,448	13,448	13,448	-	7,214	7,214	7,214
Other non-current assets		107,913	115,138	108,943	115,138	115,138	115,138	-	108,943	108,943	108,943
Total non current assets		3,683,936	3,590,024	3,504,726	3,650,863	3,692,843	3,692,843	-	3,562,001	3,494,281	3,373,264
TOTAL ASSETS		4,787,633	4,755,340	4,844,700	4,587,231	5,179,282	5,179,282	263,994	5,581,482	5,432,133	5,302,709
LIABILITIES											
Current liabilities											
Bank overdraft	1	-	-	-	40	40	40	-	5	10	15
Borrowing	4	5,347	-	(1,634)	(458)	(1,624)	(1,624)	-	(2,872)	(2,872)	(2,872)
Consumer deposits		607	(1,512)	(2,984)	(2,960)	(2,984)	(2,984)	-	(3,951)	(3,951)	(3,951)
Trade and other payables	4	686,285	614,506	698,810	590,101	1,146,652	1,146,652	-	1,360,498	1,360,498	1,360,498
Provisions		25,475	11,508	61,056	10,507	12,440	12,440	-	61,056	61,056	61,056
Total current liabilities		717,714	624,502	755,248	597,230	1,154,524	1,154,524	-	1,414,735	1,414,740	1,414,745
Non current liabilities											
Borrowing		23,439	(0)	(0)	(0)	(0)	(0)	-	(0)	(0)	(0)
Provisions		49,628	54,745	57,088	57,069	57,088	57,088	-	57,329	57,329	57,329
Total non current liabilities		73,067	54,745	57,088	57,069	57,088	57,088	-	57,329	57,329	57,329
TOTAL LIABILITIES		790,781	679,247	812,335	654,299	1,211,612	1,211,612	-	1,472,064	1,472,069	1,472,074
NET ASSETS	5	3,996,851	4,076,093	4,032,365	3,932,932	3,967,670	3,967,670	263,994	4,109,418	3,960,064	3,830,635
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		4,150,921	4,058,006	3,933,463	3,821,168	3,853,365	3,853,365	-	4,093,130	3,943,777	3,814,348
Reserves	4	12,788	16,287	16,287	16,287	16,287	16,287	-	16,287	16,287	16,287
TOTAL COMMUNITY WEALTH/EQUITY	5	4,163,709	4,074,293	3,949,750	3,837,455	3,869,652	3,869,652	-	4,109,418	3,960,064	3,830,635

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue &		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CASH FLOW FROM OPERATING ACTIVITIES		2018	2019	2020	2021	2021	2021	2021	2022	2022	2022
Receipts											
Property rates		-	-	-	67,013	67,003	67,003	-	180,003	191,672	201,768
Service charges		-	-	1,760,490	1,043,355	1,043,355	1,043,355	-	1,196,921	1,295,800	1,439,675
Other revenue		-	-	24,183	480,803	519,864	519,864	-	112,261	119,465	126,148
Transfers and Subsidies - Operational	1	-	-	-	2,262	19,462	19,462	-	306,085	328,103	334,842
Transfers and Subsidies - Capital	1	-	-	-	-	-	-	-	187,432	162,186	167,507
Interest		-	-	-	-	28,498	28,498	-	20,000	21,000	21,400
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		(1,188,339)	(1,200,809)	(1,362,420)	(1,520,195)	(1,532,387)	(1,532,387)	-	(1,681,780)	(1,805,887)	(1,947,491)
Finance charges		(3,267)	(1,818)	(4)	(40)	(40)	(40)	-	(5)	(5)	(5)
Transfers and Grants	1	(763)	-	-	-	-	-	-	(4,000)	(4,000)	(4,100)
NET CASH FROM/(USED) OPERATING ACTIVITIES		(1,192,369)	(1,202,627)	422,248	73,198	145,756	145,756	-	316,916	308,335	339,744
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables		-	-	8,842	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		-	-	-	(163,652)	(199,782)	(199,782)	-	(258,564)	(215,284)	(170,205)
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	-	8,842	(163,652)	(199,782)	(199,782)	-	(258,564)	(215,284)	(170,205)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		(1,192,369)	(1,202,627)	431,090	(90,453)	(54,026)	(54,026)	-	58,352	93,051	169,540
Cash/cash equivalents at the year begin:	2	-	(1,192,369)	(2,394,996)	-	-	-	196,250	196,250	254,602	347,653
Cash/cash equivalents at the year end:	2	(1,192,369)	(2,394,996)	(1,963,907)	(90,453)	(54,026)	(54,026)	196,250	254,602	347,653	517,193

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Cash and investments available		2018	2019	2020	2021	2021	2021	2021	2022	2022	2022
Cash/cash equivalents at the year end	1	21,000	24,000	28,000	33,000	35,000	36,000	6,837	203,087	205,687	207,987
Other current investments > 90 days		243,000	246,550	216,500	234,660	234,600	234,600	196,250	180,087	180,087	180,087
Non current assets - Investments	1	52,025	57,281	62,821	57,281	62,821	62,821	62,821	62,821	62,821	62,821
Cash and investments available:		316,025	327,831	307,321	324,941	332,421	333,421	265,908	445,995	448,595	450,895
Application of cash and investments											
Unspent conditional transfers		30,436	15,077	20,690	-	-	-	-	15,000	9,000	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2	-	-	-	-	-	-	-	-	-	-
Other working capital requirements	3	655,849	599,429	(942,051)	(92,605)	(105,998)	(105,998)	-	(163,760)	(144,665)	(123,660)
Other provisions		75,103	66,253	118,143	67,576	69,527	69,527	-	208,000	220,557	245,001
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5	-	-	-	-	-	-	-	-	-	-
Total Application of cash and investments:		761,388	680,759	(803,218)	(25,029)	(36,471)	(36,471)	-	59,240	84,892	121,341
Surplus(shortfall)		(445,363)	(352,927)	1,110,539	349,971	368,892	369,892	265,908	386,755	363,703	329,554

ASSET REGISTER SUMMARY - PPE (WDV)	5	3,631,856	3,532,656	10,505,378	3,563,148	3,756,780	3,756,780	10,762,352	10,864,940	10,921,763
<i>Roads Infrastructure</i>		1,442,380	1,342,700	4,482,087	1,372,691	1,407,190	1,407,190	4,526,261	4,587,130	4,597,565
<i>Storm water Infrastructure</i>		0	5,546	31,031	31,081	59,118	59,118	81,537	90,399	100,833
<i>Electrical Infrastructure</i>		511,175	515,939	3,531,789	508,953	513,683	513,683	3,550,709	3,562,977	3,576,795
<i>Water Supply Infrastructure</i>		520,580	541,309	551,077	500,157	542,224	542,224	520,752	458,198	397,086
<i>Sanitation Infrastructure</i>		438,041	422,804	449,974	410,631	370,339	370,339	462,205	441,097	446,532
<i>Solid Waste Infrastructure</i>		18,872	47,995	47,995	45,132	45,132	45,132	44,512	41,355	37,979
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		2,931,047	2,876,293	9,093,954	2,868,645	2,937,686	2,937,686	9,185,976	9,181,156	9,156,790
Community Assets		419,716	345,221	944,578	295,547	373,967	373,967	975,721	1,005,895	1,011,982
Heritage Assets		107,913	115,138	108,943	115,138	115,138	115,138	108,943	108,943	108,943
Investment properties		53,690	53,690	63,182	53,690	53,690	53,690	63,182	63,182	63,182
Other Assets		32,767	61,968	200,994	63,840	63,929	63,929	201,056	201,056	201,056
Biological or Cultivated Assets		-	-	-	66,910	66,910	66,910	80,941	153,827	228,929
Intangible Assets		9,314	13,448	7,214	13,448	13,448	13,448	7,214	7,214	7,214
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		20,988	15,824	16,766	16,871	21,764	21,764	22,972	22,972	22,972
Machinery and Equipment		10,524	9,226	17,585	16,896	30,651	30,651	34,098	34,098	34,098
Transport Assets		45,896	41,849	52,163	52,163	79,598	79,598	82,250	86,598	86,598
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	3,631,856	3,532,656	10,505,378	3,563,148	3,756,780	3,756,780	10,762,352	10,864,940	10,921,763
EXPENDITURE OTHER ITEMS		871	236,211	220,932	266,057	266,012	266,012	274,869	283,405	291,621
Depreciation	7	-	235,992	220,371	265,557	265,557	265,557	274,469	283,005	291,221
Repairs and Maintenance by Asset Class	3	871	219	561	500	455	455	400	400	400
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	165	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	165	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		871	219	396	500	455	455	400	400	400
Housing		-	-	-	-	-	-	-	-	-
Other Assets		871	219	396	500	455	455	400	400	400
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		871	236,211	220,932	266,057	266,012	266,012	274,869	283,405	291,621
Renewal and upgrading of Existing Assets as % of total capex		67.7%	63.1%	60.3%	20.6%	30.1%	30.1%	1.3%	6.7%	3.6%
Renewal and upgrading of Existing Assets as % of deprecn		0.0%	6.8%	59.2%	12.6%	22.3%	22.3%	1.3%	5.1%	2.1%
R&M as a % of PPE		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Renewal and upgrading and R&M as a % of PPE		4.0%	0.0%	1.0%	1.0%	2.0%	2.0%	0.0%	0.0%	0.0%

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Household service targets	1	2018	2019	2020	2021	2021	2021	2022	2022	2022
Water:										
Piped water inside dwelling		-	-	-	-	-	-	-	-	-
Piped water inside yard (but not in dwelling)		-	-	-	-	-	-	-	-	-
Using public tap (at least min.service level)	2	-	-	-	-	-	-	-	-	-
Other water supply (at least min.service level)	4	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>										
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)	4	-	-	-	-	-	-	-	-	-
No water supply		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>										
Total number of households	5	-	-	-	-	-	-	-	-	-
Sanitation/sewage:										
Flush toilet (connected to sewerage)		-	-	-	-	-	-	-	-	-
Flush toilet (with septic tank)		-	-	-	-	-	-	-	-	-
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)		-	-	-	-	-	-	-	-	-
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>										
Bucket toilet		-	-	-	-	-	-	-	-	-
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>										
Total number of households	5	-	-	-	-	-	-	-	-	-
Energy:										
Electricity (at least min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>										
Electricity (< min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>										
Total number of households	5	-	-	-	-	-	-	-	-	-
Refuse:										
Removed at least once a week		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>										
Removed less frequently than once a week		-	-	-	-	-	-	-	-	-
Using communal refuse dump		-	-	-	-	-	-	-	-	-
Using own refuse dump		-	-	-	-	-	-	-	-	-
Other rubbish disposal		-	-	-	-	-	-	-	-	-
No rubbish disposal		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>										
Total number of households	5	-	-	-	-	-	-	-	-	-
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed once a week for indigent households)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		-	-	-	-	-	-	-	-	-
Total cost of FBS provided		-	-	-	-	-	-	-	-	-
Highest level of free service provided per household										
Property rates (R value threshold)										
Water (kilolitres per household per month)										
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)										
Refuse (average litres per week)										
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)										
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA		-	3,198	-	-	-	-	4,325	4,400	4,516
Water (in excess of 6 kilolitres per indigent household per month)		-	7,841	-	-	-	-	8,200	8,450	8,500
Sanitation (in excess of free sanitation service to indigent households)		-	13,399	-	-	-	-	15,399	16,400	16,800
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	13,635	-	-	-	-	18,635	19,635	21,635
Refuse (in excess of one removal a week for indigent households)		-	19,546	-	-	-	-	19,546	19,546	19,546
Municipal Housing - rental rebates										
Housing - top structure subsidies										
Other	6									
Total revenue cost of subsidised services provided		-	57,619	-	-	-	-	66,105	68,431	70,997

Description	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousands										
Financial Performance										
Property rates	164,374	177,751	185,182	188,117	188,117	188,117	-	213,902	226,315	236,920
Service charges	902,004	888,772	831,342	979,855	979,855	979,855	-	1,196,921	1,295,800	1,439,675
Investment revenue	21,599	27,349	19,532	28,498	28,498	28,498	-	20,000	21,000	21,400
Transfers recognised - operational	222,900	260,807	263,034	293,064	332,125	332,125	-	305,085	327,803	334,542
Other own revenue	67,548	621,794	57,941	158,360	158,332	158,332	-	152,090	160,686	168,592
Total Revenue (excluding capital transfers and contributions)	1,378,425	1,976,473	1,357,031	1,647,895	1,686,928	1,686,928	-	1,887,998	2,031,604	2,201,129
Employee costs	410,800	424,770	504,166	547,068	547,068	547,068	-	589,791	620,243	656,091
Remuneration of councillors	26,068	26,461	28,112	31,667	31,667	31,667	-	32,844	34,068	35,341
Depreciation & asset impairment	229,839	235,992	220,371	265,557	265,557	265,557	-	274,469	283,005	291,221
Finance charges	3,267	1,818	4	40	40	40	-	5	5	5
Inventory consumed and bulk purchases	447,244	477,527	523,052	643,219	655,411	655,411	-	727,380	811,421	905,170
Transfers and grants	3,795	755	1,457	1,020	1,020	1,020	-	6,248	6,248	6,348
Other expenditure	550,419	572,851	384,919	603,394	603,394	603,394	-	570,766	588,155	603,889
Total Expenditure	1,671,431	1,740,175	1,662,082	2,091,965	2,104,157	2,104,157	-	2,201,502	2,343,144	2,498,065
Surplus/(Deficit)	(293,007)	236,297	(305,050)	(444,070)	(417,228)	(417,228)	-	(313,504)	(311,540)	(296,936)
District	91,298	107,593	146,490	106,308	123,008	123,008	-	187,432	162,186	167,507
Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies -	120,930	574	3,157	1,308	1,308	1,308	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(80,779)	344,464	(155,404)	(336,454)	(292,913)	(292,913)	-	(126,072)	(149,354)	(129,429)
Share of surplus/ (deficit) of associate	9,835	233	99	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	(70,944)	344,697	(155,305)	(336,454)	(292,913)	(292,913)	-	(126,072)	(149,354)	(129,429)
Capital expenditure & funds sources										
Capital expenditure	178,327	157,153	306,539	188,900	288,635	288,635	-	258,564	215,284	170,205
Transfers recognised - capital	143,959	94,063	103,667	110,471	203,186	203,186	-	139,549	116,588	124,835
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	34,368	63,090	32,795	78,429	85,449	85,449	-	119,015	98,696	45,370
Total sources of capital funds	178,327	157,153	136,462	188,900	288,635	288,635	-	258,564	215,284	170,205
Financial position										
Total current assets	1,103,697	1,425,331	1,784,535	936,368	1,486,439	1,025,474	-	1,326,505	1,060,746	788,963
Total non current assets	3,683,936	4,009,389	3,919,955	3,717,772	3,759,752	3,759,752	-	3,642,942	3,648,108	3,602,193
Total current liabilities	717,714	381,334	475,201	354,248	339,191	224,491	-	314,856	289,861	254,866
Total non current liabilities	73,067	54,745	57,088	57,069	57,088	57,088	-	57,329	57,329	57,329
Community wealth/Equity	4,163,709	4,074,293	3,949,750	3,837,455	3,869,652	3,869,652	-	4,109,418	3,960,064	3,830,635
Cash flows										
Net cash from (used) operating	198,170	200,717	127,889	107,959	235,720	207,114	-	313,404	307,727	339,136
Net cash from (used) investing	(155,490)	(157,158)	(164,903)	(188,400)	(287,500)	(212,000)	-	(258,564)	(215,284)	(170,205)
Net cash from (used) financing	-	(20,000)	-	-	-	-	-	-	-	-
Cash/cash equivalents at the year end	220,024	239,795	202,780	122,340	151,001	197,895	196,250	251,090	343,533	512,465
Cash backing/surplus reconciliation										
Cash and investments available	316,025	327,831	307,321	324,941	332,421	333,421	265,908	445,995	448,595	450,895
Application of cash and investments	17,045	(93,617)	(543,789)	(8,160)	(36,471)	(36,471)	-	59,240	84,892	121,341
Balance - surplus (shortfall)	298,980	421,448	851,111	333,101	368,892	369,892	265,908	386,755	363,703	329,554
Asset management										
Asset register summary (WDV)	3,631,856	3,532,656	10,505,378	3,563,148	3,756,780	3,756,780	3,756,780	10,762,352	10,864,940	10,921,763
Depreciation	-	235,992	220,371	265,557	265,557	265,557	265,557	274,469	283,005	291,221
Renewal and Upgrading of Existing Assets	156,094	16,031	130,516	33,500	59,274	59,274	59,274	3,478	14,522	6,087
Repairs and Maintenance	871	219	561	500	455	455	455	400	400	400
Free services										
Cost of Free Basic Services provided	51,000	56,000	59,000	59,000	59,000	59,000	65,000	65,000	69,500	73,700
Revenue cost of free services provided	27,000	27,000	27,000	28,200	28,200	28,200	66,105	66,105	68,431	70,997
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sew erage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

Explanatory notes to MBRR Table A1 - Budget Summary

1. **Table A1** is a Budget summary and provides a concise overview of the JB Municipality's Budget from all of the major financial perspectives (Operating, Capital Expenditure, Financial Position, Cash Flow, and MFMA Funding Compliance).
2. The table provides an overview of the amounts approved by Council for Operating Performance, Resources deployed to Capital Expenditure, Financial Position, Cash and Funding compliance, as well as the Municipality's commitment to eliminating Basic Service Delivery backlogs.
3. Financial Management reforms emphasizes the importance of the Municipal Budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
 - a. The Operating Surplus/Deficit (after Total Expenditure) is negative over the MTREF
 - b. Capital Expenditure is balanced by Capital Funding sources, of which
 - i. Transfers Recognized is reflected on the Financial Performance Budget;
 - ii. Borrowing is incorporated in the net Cash from Financing on the Cash Flow Budget
 - iii. Internally Generated Funds is financed from accumulated Cash-Backed Surpluses from previous years. The amount is incorporated in the Net Cash from Investing on the Cash Flow Budget. The fact that the Municipality's Cash Flow remains positive, and is improving indicates that the necessary Cash resources are available to fund the Capital Budget.
4. The Cash backing/Surplus reconciliation shows that in previous financial years the Municipality was not paying much attention to managing this aspect of its finances, and consequently many of its obligations are not cash-backed. This places the Municipality in a very vulnerable Financial Position, as the recent slow-down in Revenue collections highlighted. Consequently Council has taken a deliberate decision to ensure adequate Cash-Backing for all material obligations in accordance with the recently adopted Funding and Reserves Policy. This cannot be achieved in one Financial Year. But over the MTREF there is progressive improvement in the level of Cash-Backing of obligations. It is anticipated that the goal of having all obligations Cash-back will be achieved by 2021/22, when a small Surplus is reflected.
5. Even though the Council is placing great emphasis on securing the financial sustainability of the Municipality, this is not being done at the expense of services to the poor. The section of Free Services shows that the amount spent on Free Basic Services and the Revenue Cost of Free Services provided by the Municipality continues to increase. In addition, the Municipality continues to make progress in addressing service delivery backlogs. It is anticipated that by 2021/22 the Water backlog will have been very nearly eliminated.

Functional Classification Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue - Functional	1									
Governance and administration		458,199	489,127	487,304	560,028	599,089	599,089	575,548	615,292	634,201
Executive and council		(883)	(1,079)	(1,028)	-	-	-	-	-	-
Finance and administration		459,083	490,206	488,332	560,028	599,089	599,089	575,548	615,292	634,201
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		96,314	167,444	13,851	95,378	95,350	95,350	95,100	101,863	108,250
Community and social services		8,367	4,335	5,143	3,048	3,048	3,048	2,673	2,721	2,749
Sport and recreation		2,827	2,094	1,734	1,410	1,382	1,382	39	39	39
Public safety		85,138	161,014	6,974	90,920	90,920	90,920	92,389	99,104	105,462
Housing		-	-	-	-	-	-	-	-	-
Health		(18)	-	-	-	-	-	-	-	-
Economic and environmental services		107,310	81,770	90,467	85,494	85,494	85,494	86,741	94,463	100,361
Planning and development		95,332	65,896	79,067	73,502	73,502	73,502	75,561	83,133	88,871
Road transport		11,978	15,874	11,400	11,992	11,992	11,992	11,180	11,330	11,490
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		935,973	963,903	961,622	1,081,751	1,098,451	1,098,451	1,317,979	1,382,106	1,525,753
Energy sources		674,075	699,615	708,395	823,523	823,023	823,023	988,495	1,082,257	1,204,061
Water management		150,048	149,466	112,482	145,715	145,715	145,715	158,225	170,203	185,794
Waste water management		62,089	65,060	87,792	67,745	84,945	84,945	123,157	77,929	81,364
Waste management		49,761	49,761	52,954	44,768	44,768	44,768	48,102	51,717	54,534
Other	4	42	48	52	60	60	60	63	66	71
Total Revenue - Functional	2	1,597,838	1,702,292	1,553,296	1,822,711	1,878,444	1,878,444	2,075,430	2,193,790	2,368,636
Expenditure - Functional										
Governance and administration		567,697	544,785	300,508	585,113	585,106	585,106	562,691	582,548	596,369
Executive and council		96,820	75,889	80,217	89,665	89,665	89,665	96,778	98,754	100,135
Finance and administration		469,702	465,908	218,049	491,297	491,289	491,289	461,569	479,635	491,881
Internal audit		1,175	2,988	2,241	4,152	4,152	4,152	4,344	4,160	4,353
Community and public safety		217,751	237,171	222,927	260,867	273,104	273,104	282,366	294,989	307,304
Community and social services		58,137	61,828	46,694	72,139	72,139	72,139	74,095	77,399	80,644
Sport and recreation		56,411	59,147	50,924	45,812	45,812	45,812	66,905	70,723	73,975
Public safety		94,276	104,341	122,131	137,935	150,183	150,183	137,588	143,089	148,907
Housing		-	4,572	-	-	-	-	-	-	-
Health		8,927	7,282	3,179	4,981	4,971	4,971	3,779	3,779	3,779
Economic and environmental services		210,650	190,244	152,705	317,562	317,578	317,578	315,252	325,840	341,388
Planning and development		52,849	37,304	41,988	51,837	51,837	51,837	61,475	64,591	65,264
Road transport		153,626	149,327	104,007	259,401	259,417	259,417	250,648	257,975	272,709
Environmental protection		4,174	3,613	6,710	6,324	6,324	6,324	3,129	3,275	3,415
Trading services		683,488	764,624	981,625	928,193	928,138	928,138	1,040,978	1,139,549	1,252,783
Energy sources		511,028	559,477	593,678	689,176	689,156	689,156	780,940	867,032	962,167
Water management		61,335	81,708	292,383	106,871	106,881	106,881	120,057	127,849	132,901
Waste water management		64,864	73,496	30,544	84,562	84,562	84,562	86,258	89,345	101,667
Waste management		46,261	49,944	65,019	47,584	47,539	47,539	53,723	55,323	56,047
Other	4	34	26	43	230	230	230	215	218	220
Total Expenditure - Functional	3	1,679,620	1,736,850	1,657,807	2,091,965	2,104,157	2,104,157	2,201,502	2,343,144	2,498,065
Surplus/(Deficit) for the year		(81,781)	(34,559)	(104,511)	(269,254)	(225,713)	(225,713)	(126,072)	(149,354)	(129,429)

Explanatory notes to MBRR Table A2 - Budgeted Financial Performance

5. **Table A2** is a view of the Budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into 15 functional areas. Municipal Revenue, Operating Expenditure and Capital Expenditure are then classified in terms of each of these functional areas which enables the National Treasury to compile 'whole of government' reports.
6. Note the Total Revenue on this table includes Capital Revenues (Transfers Recognised - Capital) and so does not balance to the operating revenue shown on Table A4.
7. Note that as a general principle the Revenues for the Trading Services should exceed their Expenditures. The table highlights that this is the case for Electricity, Water and Waste water functions, but not the Waste Management function. As already noted above, the Municipality will be undertaking a detailed study of this function to explore ways of improving efficiencies and provide a basis for re-evaluating the function's Tariff Structure.
8. Other functions that show a deficit between Revenue and Expenditure are being financed from Property Rates Revenues and Other Revenue Sources reflected.

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
		R thousand								
Revenue by Vote	1									
Vote 1 - Executive and Council		(883)	(1,079)	(1,028)	-	-	-	-	-	-
Vote 2 - Finance and Administration		459,083	490,206	488,332	560,028	599,089	599,089	575,548	615,292	634,201
Vote 3 - Internal Audit		-	-	-	-	-	-	-	-	-
Vote 4 - Community and Social Services		8,367	4,335	5,143	3,048	3,048	3,048	2,673	2,721	2,749
Vote 5 - Sport and Recreation		2,827	2,094	1,734	1,410	1,382	1,382	39	39	39
Vote 6 - Public Safety		85,180	161,063	7,026	90,980	90,980	90,980	92,451	99,170	105,533
Vote 7 - Housing		-	-	-	-	-	-	-	-	-
Vote 8 - Health		(18)	-	-	-	-	-	-	-	-
Vote 9 - Planning and Development		95,332	65,896	79,067	73,502	73,502	73,502	75,561	83,133	88,871
Vote 10 - Road Transport		11,978	15,874	11,400	11,992	11,992	11,992	11,180	11,330	11,490
Vote 11 - Environmental Protection		-	-	-	-	-	-	-	-	-
Vote 12 - Energy Sources		674,075	699,615	708,395	823,523	823,023	823,023	988,495	1,082,257	1,204,061
Vote 13 - Water Management		150,048	149,466	112,482	145,715	145,715	145,715	158,225	170,203	185,794
Vote 14 - Waste Water Management		62,089	65,060	87,792	67,745	84,945	84,945	123,157	77,929	81,364
Vote 15 - Waste Management		49,761	49,761	52,954	44,768	44,768	44,768	48,102	51,717	54,534
Total Revenue by Vote	2	1,597,838	1,702,292	1,553,296	1,822,711	1,878,444	1,878,444	2,075,430	2,193,790	2,368,636
Expenditure by Vote to be appropriated	1									
Vote 1 - Executive and Council		96,820	75,889	80,217	89,665	89,665	89,665	96,778	98,754	100,135
Vote 2 - Finance and Administration		469,702	465,908	218,049	491,297	491,289	491,289	461,569	479,635	491,881
Vote 3 - Internal Audit		1,175	2,988	2,241	4,152	4,152	4,152	4,344	4,160	4,353
Vote 4 - Community and Social Services		58,137	61,828	46,694	72,139	72,139	72,139	74,095	77,399	80,644
Vote 5 - Sport and Recreation		56,411	59,147	50,924	45,812	45,812	45,812	66,905	70,723	73,975
Vote 6 - Public Safety		94,310	104,367	122,174	138,165	150,413	150,413	137,803	143,307	149,127
Vote 7 - Housing		-	4,572	-	-	-	-	-	-	-
Vote 8 - Health		8,927	7,282	3,179	4,981	4,971	4,971	3,779	3,779	3,779
Vote 9 - Planning and Development		52,849	37,304	41,988	51,837	51,837	51,837	61,475	64,591	65,264
Vote 10 - Road Transport		153,626	149,327	104,007	259,401	259,417	259,417	250,648	257,975	272,709
Vote 11 - Environmental Protection		4,174	3,613	6,710	6,324	6,324	6,324	3,129	3,275	3,415
Vote 12 - Energy Sources		511,028	559,477	593,678	689,176	689,156	689,156	780,940	867,032	962,167
Vote 13 - Water Management		61,335	81,708	292,383	106,871	106,881	106,881	120,057	127,849	132,901
Vote 14 - Waste Water Management		64,864	73,496	30,544	84,562	84,562	84,562	86,258	89,345	101,667
Vote 15 - Waste Management		46,261	49,944	65,019	47,584	47,539	47,539	53,723	55,323	56,047
Total Expenditure by Vote	2	1,679,620	1,736,850	1,657,807	2,091,965	2,104,157	2,104,157	2,201,502	2,343,144	2,498,065
Surplus/(Deficit) for the year	2	(81,781)	(34,559)	(104,511)	(269,254)	(225,713)	(225,713)	(126,072)	(149,354)	(129,429)

Explanatory notes to MBRR Table A3 - Budgeted Financial Performance (Revenue and Expenditure by Municipal Vote)

- Table A3 is a view of the Budgeted Financial Performance in relation to the Revenue and Expenditure per Municipal Vote. This table facilitates the view of the Budgeted Operating performance in relation to the Organisational structure of the JB Marks Local Municipality. This means it is possible to present the Operating Surplus or Deficit of a Vote.

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
		2018	2019	2020	2021	2021	2021	2021	2022	2022	2022
Revenue By Source											
Property rates	2	170,826	184,183	188,182	191,817	191,817	191,817	-	213,902	226,315	236,920
Service charges - electricity revenue	2	682,448	304,944	682,536	822,347	822,347	822,347	-	981,101	1,062,903	1,188,649
Service charges - water revenue	2	114,253	115,358	90,189	108,540	108,540	108,540	-	96,872	103,303	115,182
Service charges - sanitation revenue	2	62,008	65,000	68,663	67,701	67,701	67,701	-	70,846	77,877	81,310
Service charges - refuse revenue	2	49,761	49,761	52,954	44,768	44,768	44,768	-	48,102	51,717	54,534
Rental of facilities and equipment		3,693	4,934	3,900	4,289	4,261	4,261	-	3,626	3,717	3,844
Interest earned - external investments		21,599	27,349	19,532	28,498	28,498	28,498	-	20,000	21,000	21,400
Interest earned - outstanding debtors		2,290	519,663	-	42,000	42,000	42,000	-	36,200	37,500	38,600
Dividends received		4	4	4	3	3	3	-	3	3	-
Fines, penalties and forfeits		33,150	40,066	32,835	90,705	90,705	90,705	-	92,187	98,897	105,250
Licences and permits		11,948	16,139	11,511	12,123	12,123	12,123	-	11,328	11,480	11,644
Agency services		41	-	-	-	-	-	-	1,308	1,308	1,308
Transfers and subsidies		222,900	260,807	263,034	293,064	332,125	332,125	-	305,085	327,803	334,542
Other revenue	2	10,689	5,916	9,691	9,241	9,241	9,241	-	7,439	7,780	7,946
Gains		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		1,385,611	1,594,125	1,423,031	1,715,095	1,754,128	1,754,128	-	1,887,998	2,031,604	2,201,129
Expenditure By Type											
Employee related costs	2	410,708	457,423	504,166	547,068	547,068	547,068	-	589,791	620,243	656,091
Remuneration of councillors		26,068	26,461	28,112	31,667	31,667	31,667	-	32,844	34,068	35,341
Debt impairment	3	225,959	274,874	69,313	305,153	305,153	305,153	-	239,000	248,000	253,000
Depreciation & asset impairment	2	230,902	235,992	220,371	265,557	265,557	265,557	-	274,469	283,005	291,221
Finance charges		3,267	1,818	4	40	40	40	-	5	5	5
Bulk purchases - electricity	2	447,244	477,527	545,548	617,777	617,777	617,777	-	707,906	791,061	884,087
Inventory consumed	8	-	-	(22,496)	25,442	37,633	37,633	-	19,474	20,360	21,083
Contracted services		215,585	185,867	227,365	216,092	215,482	215,482	-	244,247	251,497	259,369
Transfers and subsidies		3,795	755	1,457	1,020	1,020	1,020	-	6,248	6,248	6,348
Other expenditure	4, 5	84,727	94,719	88,242	82,149	82,759	82,759	-	87,519	88,658	91,520
Losses		24,148	17,392	-	-	-	-	-	-	-	-
Total Expenditure		1,672,403	1,772,828	1,662,082	2,091,965	2,104,157	2,104,157	-	2,201,502	2,343,144	2,498,065
Surplus/(Deficit) and District)		(286,792)	(178,703)	(239,050)	(376,870)	(350,028)	(350,028)	-	(313,504)	(311,540)	(296,936)
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises,	6	91,298	107,593	146,490	106,308	123,008	123,008	-	187,432	162,186	167,507
Transfers and subsidies - capital (in-kind - all)		1,440	-	-	-	-	-	-	-	-	-
		119,490	574	3,157	1,308	1,308	1,308	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		(74,564)	(70,536)	(89,404)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)
Share of surplus/ (deficit) of associate	7	9,835	233	99	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		(64,730)	(70,304)	(89,305)	(269,254)	(225,713)	(225,713)	-	(126,072)	(149,354)	(129,429)

Explanatory notes to Table A4 - Budgeted Financial Performance (Revenue and Expenditure)

7. Total Revenue is R2.billion in 2021/22 and escalates to R2.2 billion by 2021/22. This represents a year-on-year increase of 5.4 per cent for the 2022/23 financial year and 7.38 per cent for the 2023/24 financial year.

8. Revenue to be generated from Property Rates is R213 million in the 2021/22 Financial Year and increases to R236.9 million by 2023/24 which represents 19.9 per cent of the operating revenue base of the City and therefore remains a significant funding source for the municipality. It remains relatively constant over the medium-term and tariff increases have been factored in at 6 per cent for each of the respective financial years of the MTREF.
9. Services Charges relating to Electricity, Water, Sanitation and Refuse Removal constitutes the biggest component of the Revenue basket of the JB Marks Local Municipality totalling R1.1 billion for the 2021/22 financial year and increasing to R1.4 billion by 2023/24. For the 2021/22 financial year services charges amount to 57.67 per cent of the total Revenue base and grows by 1.40 per cent per annum over the Medium-Term. This growth can mainly be attributed to the increase in the Bulk prices of Electricity and Water.
10. Transfers Recognised - Operating includes the Local Government Equitable Share and other Operating Grants from National and Provincial Government. It needs to be noted that in real terms the Grants receipts from National Government are decreasing over the MTREF by 8.86 per cent and an increase of 6.93 per cent and 2.04.
11. Bulk Purchases increases over the 2021/22 to 2023/24 period escalating from R707 million to R 884 million. These increases can be attributed to the substantial increase in the cost of Bulk Electricity from Eskom and water from Department of Water.
12. Employee Related Costs and Bulk Purchases are the main cost drivers within the Municipality and alternative Operational gains and efficiencies will have to be identified to lessen the impact of wage and Bulk tariff increases in future years.

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Single-year expenditure to be appropriated	2										
Vote 1 - Executive and Council		2,507	-	-	2,280	2,298	2,298	-	1,919	-	-
Vote 2 - Finance and Administration		3,032,849	427,397	28,007	4,364	5,046	5,046	-	2,226	-	-
Vote 3 - Internal Audit		-	-	-	-	-	-	-	-	-	-
Vote 4 - Community and Social Services		945	-	1,661	14,524	12,724	12,724	-	16,281	11,304	-
Vote 5 - Sport and Recreation		4	-	10,740	5,000	6,898	6,898	-	11,304	-	-
Vote 6 - Public Safety		9,082	57	111	3,250	3,861	3,861	-	14,652	4,348	-
Vote 7 - Housing		-	-	-	-	-	-	-	-	-	-
Vote 8 - Health		-	-	-	-	-	-	-	-	-	-
Vote 9 - Planning and Development		6,852	-	1,684	7,030	2,030	2,030	-	13,043	18,870	6,087
Vote 10 - Road Transport		23,054	3,454	55,710	39,000	39,757	39,757	-	31,913	78,426	20,870
Vote 11 - Environmental Protection		753	-	-	-	-	-	-	-	-	-
Vote 12 - Energy Sources		6,457	-	101,072	5,000	9,221	9,221	-	11,478	19,781	14,783
Vote 13 - Water Management		48,879	375	26,931	55,871	99,053	99,053	-	79,103	56,033	59,952
Vote 14 - Waste Water Management		57,729	12,144	80,933	41,581	96,748	96,748	-	69,339	26,522	68,513
Vote 15 - Waste Management		877	-	-	11,000	11,000	11,000	-	7,304	-	-
Capital single-year expenditure sub-total		3,189,988	443,428	306,849	188,900	288,635	288,635	-	258,564	215,284	170,205
Total Capital Expenditure - Vote		3,189,988	443,428	306,849	188,900	288,635	288,635	-	258,564	215,284	170,205
Capital Expenditure - Functional											
Governance and administration		3,035,355	427,397	27,735	6,644	7,344	7,344	-	4,145	-	-
Executive and council		2,507	-	-	2,280	2,298	2,298	-	1,919	-	-
Finance and administration		3,032,849	427,397	27,735	4,364	5,046	5,046	-	2,226	-	-
Internal audit		-	-	-	-	-	-	-	-	-	-
Community and public safety		10,031	57	12,474	33,804	34,513	34,513	-	42,238	15,652	-
Community and social services		945	-	1,661	21,000	23,200	23,200	-	16,281	11,304	-
Sport and recreation		4	-	10,740	4,524	5,222	5,222	-	11,304	-	-
Public safety		9,082	57	74	8,250	6,061	6,061	-	14,652	4,348	-
Housing		-	-	-	30	30	30	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		30,659	3,454	57,394	46,000	41,757	41,757	-	44,957	97,296	26,957
Planning and development		6,852	-	1,684	7,000	2,000	2,000	-	13,043	18,870	6,087
Road transport		23,054	3,454	55,710	39,000	39,757	39,757	-	31,913	78,426	20,870
Environmental protection		753	-	-	-	-	-	-	-	-	-
Trading services		113,943	12,520	208,935	102,452	205,021	205,021	-	167,224	102,336	143,248
Energy sources		6,457	-	101,072	5,000	9,221	9,221	-	11,478	19,781	14,783
Water management		48,879	375	26,931	55,871	99,053	99,053	-	79,103	56,033	59,952
Waste water management		57,729	12,144	80,933	41,581	96,748	96,748	-	69,339	26,522	68,513
Waste management		877	-	-	-	-	-	-	7,304	-	-
Other		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	3	3,189,988	443,428	306,539	188,900	288,635	288,635	-	258,564	215,284	170,205
Funded by:											
National Government		91,755	-	94,701	108,452	183,389	183,389	-	94,103	116,588	124,835
Provincial Government		-	5,853	8,966	1,100	19,797	19,797	-	45,447	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental)		-	-	-	919	-	-	-	-	-	-
Transfers recognised - capital	4	91,755	5,853	103,667	110,471	203,186	203,186	-	139,549	116,588	124,835
Borrowing	6	-	-	-	-	-	-	-	-	-	-
Internally generated funds		65,662	10,177	32,795	78,429	85,449	85,449	-	119,015	98,696	45,370
Total Capital Funding	7	157,417	16,031	136,462	188,900	288,635	288,635	-	258,564	215,284	170,205

4. **Table A5** is a breakdown of the Capital Program in relation to Capital Expenditure by Municipal Vote (Multi-Year and Single-Year Appropriations); Capital Expenditure by Standard Classification; and the funding sources necessary to fund the Capital Budget, including information on Capital transfers from National and Provincial Departments.

5. The MFMA provides that a Municipality may approve Multi-year or Single-Year Capital Budget appropriations. In relation to Multi-Year appropriations, for 2021/22 R258 million has been allocated. Single-year Capital Expenditure has been appropriated at R258 million for the 2021/22 Financial Year and decreases relatively constant over the MTREF at levels of R215 million and R170 million respectively for the two outer years.

6. The Capital program is funded from Capital and Provincial Grants and Transfers and Internally Generated Funds from Cash Backed Surpluses. For 2021/22, Capital Transfers totals R187 million and decreases to R162 million by 2022/23 and then increases to R167 million in 2023/24.

R thousand	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
		2018	2019	2020	2021	2021	2021	2021	2022	2022	2022
ASSETS											
Current assets											
Cash		88,525	(70,079)	(135,965)	90,879	487,109	487,109	-	715,976	902,706	1,168,381
Call investment deposits	1	142,415	221,379	176,710	91,825	176,943	176,943	-	180,087	180,087	180,087
Consumer debtors	1	861,971	927,359	1,155,357	980,303	1,031,520	1,031,520	-	1,200,952	1,200,952	1,200,952
Other debtors		10,293	(31,088)	(120,122)	(465,191)	(435,494)	(435,494)	-	(284,421)	(532,421)	(785,421)
Current portion of long-term receivables		-	-	-	-	-	-	-	-	-	-
Inventory	2	492	117,745	263,994	238,552	226,361	226,361	263,994	206,888	186,528	165,446
Total current assets		1,103,697	1,165,316	1,339,974	936,368	1,486,439	1,486,439	263,994	2,019,481	1,937,852	1,929,445
Non current assets											
Long-term receivables		55	87	104	79	104	104	-	128	128	128
Investments		52,025	57,281	62,821	57,281	62,821	62,821	-	62,821	62,821	62,821
Investment property		53,690	53,690	63,182	53,690	53,690	53,690	-	63,182	63,182	63,182
Investment in Associate		-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	3	3,460,939	3,350,381	3,262,461	3,478,136	3,514,551	3,514,551	-	3,400,654	3,405,820	3,359,905
Biological		-	-	-	(66,910)	(66,910)	(66,910)	-	(80,941)	(153,827)	(228,929)
Intangible		9,314	13,448	7,214	13,448	13,448	13,448	-	7,214	7,214	7,214
Other non-current assets		107,913	115,138	108,943	115,138	115,138	115,138	-	108,943	108,943	108,943
Total non current assets		3,683,936	3,590,024	3,504,726	3,650,863	3,692,843	3,692,843	-	3,562,001	3,494,281	3,373,264
TOTAL ASSETS		4,787,633	4,755,340	4,844,700	4,587,231	5,179,282	5,179,282	263,994	5,581,482	5,432,133	5,302,709
LIABILITIES											
Current liabilities											
Bank overdraft	1	-	-	-	40	40	40	-	5	10	15
Borrowing	4	5,347	-	(1,634)	(458)	(1,624)	(1,624)	-	(2,872)	(2,872)	(2,872)
Consumer deposits		607	(1,512)	(2,984)	(2,960)	(2,984)	(2,984)	-	(3,951)	(3,951)	(3,951)
Trade and other payables	4	686,285	614,506	698,810	590,101	1,146,652	1,146,652	-	1,360,498	1,360,498	1,360,498
Provisions		25,475	11,508	61,056	10,507	12,440	12,440	-	61,056	61,056	61,056
Total current liabilities		717,714	624,502	755,248	597,230	1,154,524	1,154,524	-	1,414,735	1,414,740	1,414,745
Non current liabilities											
Borrowing		23,439	(0)	(0)	(0)	(0)	(0)	-	(0)	(0)	(0)
Provisions		49,628	54,745	57,088	57,069	57,088	57,088	-	57,329	57,329	57,329
Total non current liabilities		73,067	54,745	57,088	57,069	57,088	57,088	-	57,329	57,329	57,329
TOTAL LIABILITIES		790,781	679,247	812,335	654,299	1,211,612	1,211,612	-	1,472,064	1,472,069	1,472,074
NET ASSETS	5	3,996,851	4,076,093	4,032,365	3,932,932	3,967,670	3,967,670	263,994	4,109,418	3,960,064	3,830,635
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		4,150,921	4,058,006	3,933,463	3,821,168	3,853,365	3,853,365	-	4,093,130	3,943,777	3,814,348
Reserves	4	12,788	16,287	16,287	16,287	16,287	16,287	-	16,287	16,287	16,287
TOTAL COMMUNITY WEALTH/EQUITY	5	4,163,709	4,074,293	3,949,750	3,837,455	3,869,652	3,869,652	-	4,109,418	3,960,064	3,830,635

Explanatory notes to Table A6 - Budgeted Financial Position

- Table A6 is consistent with International Standards of good Financial Management practice, and improves understandability for Councilors and Management of the impact of the Budget on the Statement of Financial Position (Balance Sheet).
- This format of presenting the Statement of Financial Position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as

“Accounting” Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to Cash, or Liabilities immediately required to be met from Cash, appear first.

8. **Table 6** is supported by an extensive table of notes (SA3) providing a detailed analysis of the major components of a number of items, including:
 - Call Investments Deposits;
 - Consumer Debtors;
 - Property, Plant and Equipment;
 - Trade and Other Payables;
 - Provisions Non-Current;
 - Changes in Net Assets; and
 - Reserves
9. The Municipal Equivalent of Equity is Community Wealth/Equity. The justification is that ownership and the Net Assets of the Municipality belong to the Community.
10. Any movement on the Budgeted Financial Performance or the Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the Collection Rate assumption will impact on the cash position of the Municipality and subsequently inform the level of Cash and Cash Equivalents at year end. Similarly, the Collection Rate assumption should inform the Budget appropriation for Debt Impairment which in turn would impact on the provision for Bad Debt. These Budget and Planning assumptions form a critical link in determining the applicability and relevance of the Budget as well as the determination of Ratios and Financial indicators. In addition the funding compliance assessment is informed directly by forecasting the Statement of Financial Position.

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue &		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CASH FLOW FROM OPERATING ACTIVITIES		2018	2019	2020	2021	2021	2021	2021	2022	2022	2022
Receipts											
Property rates		169,867	180,149	184,846	164,926	164,926	167,003	-	180,003	191,672	201,768
Service charges		665,022	725,923	795,909	889,857	943,857	968,436	-	1,196,921	1,295,800	1,439,675
Other revenue		132,678	60,935	24,183	33,830	33,830	35,160	-	112,261	119,465	126,148
Transfers and Subsidies - Operational	1	241,373	260,807	265,549	294,453	337,433	337,433	-	306,085	328,103	334,842
Transfers and Subsidies - Capital	1	127,593	108,167	147,132	106,227	122,008	122,008	-	187,432	162,186	167,507
Interest		54,002	67,359	52,317	39,498	54,498	39,498	-	20,000	21,000	21,400
Dividends		4	4	4	3	3	3	-	-	-	-
Payments											
Suppliers and employees		(1,188,339)	(1,200,809)	(1,340,258)	(1,410,872)	(1,410,872)	(1,462,387)	-	(1,681,780)	(1,805,887)	(1,947,491)
Finance charges		(3,267)	(1,818)	(1,792)	-	-	(40)	-	(5)	(5)	(5)
Transfers and Grants	1	(763)	-	-	(9,963)	(9,963)	-	-	(7,512)	(4,608)	(4,708)
NET CASH FROM/(USED) OPERATING ACTIVITIES		198,170	200,717	127,889	107,959	235,720	207,114	-	313,404	307,727	339,136
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		-	-	-	500	500	-	-	-	-	-
Decrease (increase) in non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		(155,490)	(157,158)	(164,903)	(188,900)	(288,000)	(212,000)	-	(258,564)	(215,284)	(170,205)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(155,490)	(157,158)	(164,903)	(188,400)	(287,500)	(212,000)	-	(258,564)	(215,284)	(170,205)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		-	(20,000)	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	(20,000)	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		42,680	23,559	(37,014)	(80,440)	(51,780)	(4,886)	-	54,840	92,443	168,932
Cash/cash equivalents at the year begin:	2	177,344	216,235	239,795	202,780	202,780	202,780	196,250	196,250	251,090	343,533
Cash/cash equivalents at the year end:	2	220,024	239,795	202,780	122,340	151,001	197,895	196,250	251,090	343,533	512,465

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Cash and investments available		2018	2019	2020	2021	2021	2021	2021	2022	2022	2022
Cash/cash equivalents at the year end	1	21,000	24,000	28,000	33,000	35,000	36,000	6,837	6,837	205,687	207,987
Other current investments > 90 days		243,000	246,550	216,500	234,660	234,600	234,600	196,250	196,250	180,087	180,087
Non current assets - Investments	1	52,025	57,281	62,821	57,281	62,821	62,821	62,821	62,821	62,821	62,821
Cash and investments available:		316,025	327,831	307,321	324,941	332,421	333,421	265,908	265,908	448,595	450,895
Application of cash and investments											
Unspent conditional transfers		30,436	12,945	20,690	-	-	-	-	15,000	9,000	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2										
Other working capital requirements	3	(88,494)	(172,815)	(682,623)	(75,735)	(105,998)	(105,998)	-	(163,760)	(144,665)	(123,660)
Other provisions		75,103	66,253	118,143	67,576	69,527	69,527	-	208,000	220,557	245,001
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5										
Total Application of cash and investments:		17,045	(93,617)	(543,789)	(8,160)	(36,471)	(36,471)	-	59,240	84,892	121,341
Surplus(shortfall)		298,980	421,448	851,111	333,101	368,892	369,892	265,908	206,668	363,703	329,554

Explanatory notes to Table A7 - Budgeted Cash Flow Statement

- The Budgeted Cash Flow Statement is the first measurement in determining if the Budget is funded.
- It shows the expected level of Cash in-Flow versus Cash Out-Flow that is likely to result from the implementation of the Budget.
- It can be seen that the Cash levels of the JB Marks Local Municipality decreases over the 2019/20 to 2021/22 period owing directly to a Net Decrease in Cash.

Explanatory notes to Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

- The Cash Backed Reserves/Accumulated Surplus Reconciliation is aligned to the requirements of MFMA Circular 42 - Funding a Municipal Budget.
- In essence the table evaluates the funding levels of the Budget by firstly forecasting the Cash and Investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist.
- The outcome of this exercise would either be a Surplus or Deficit. A deficit would indicate that the applications exceed the Cash and Investments available and would be indicative of non-compliance with the MFMA requirements that the Municipality's Budget must be "funded".
- Non-compliance with section 18 of the MFMA is assumed because a shortfall would indirectly indicate that the Annual Budget is not appropriately funded.

ASSET REGISTER SUMMARY - PPE (WDV)	5	3,631,856	3,532,656	10,505,378	3,563,148	3,756,780	3,756,780	10,762,352	10,864,940	10,921,763
<i>Roads Infrastructure</i>		1,442,380	1,342,700	4,482,087	1,372,691	1,407,190	1,407,190	4,526,261	4,587,130	4,597,565
<i>Storm water Infrastructure</i>		0	5,546	31,031	31,081	59,118	59,118	81,537	90,399	100,833
<i>Electrical Infrastructure</i>		511,175	515,939	3,531,789	508,953	513,683	513,683	3,550,709	3,562,977	3,576,795
<i>Water Supply Infrastructure</i>		520,580	541,309	551,077	500,157	542,224	542,224	520,752	458,198	397,086
<i>Sanitation Infrastructure</i>		438,041	422,804	449,974	410,631	370,339	370,339	462,205	441,097	446,532
<i>Solid Waste Infrastructure</i>		18,872	47,995	47,995	45,132	45,132	45,132	44,512	41,355	37,979
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		2,931,047	2,876,293	9,093,954	2,868,645	2,937,686	2,937,686	9,185,976	9,181,156	9,156,790
Community Assets		419,716	345,221	944,578	295,547	373,967	373,967	975,721	1,005,895	1,011,982
Heritage Assets		107,913	115,138	108,943	115,138	115,138	115,138	108,943	108,943	108,943
Investment properties		53,690	53,690	63,182	53,690	53,690	53,690	63,182	63,182	63,182
Other Assets		32,767	61,968	200,994	63,840	63,929	63,929	201,056	201,056	201,056
Biological or Cultivated Assets		-	-	-	66,910	66,910	66,910	80,941	153,827	228,929
Intangible Assets		9,314	13,448	7,214	13,448	13,448	13,448	7,214	7,214	7,214
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		20,988	15,824	16,766	16,871	21,764	21,764	22,972	22,972	22,972
Machinery and Equipment		10,524	9,226	17,585	16,896	30,651	30,651	34,098	34,098	34,098
Transport Assets		45,896	41,849	52,163	52,163	79,598	79,598	82,250	86,598	86,598
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	3,631,856	3,532,656	10,505,378	3,563,148	3,756,780	3,756,780	10,762,352	10,864,940	10,921,763
EXPENDITURE OTHER ITEMS		871	236,211	220,932	266,057	266,012	266,012	274,869	283,405	291,621
Depreciation	7	-	235,992	220,371	265,557	265,557	265,557	274,469	283,005	291,221
Repairs and Maintenance by Asset Class	3	871	219	561	500	455	455	400	400	400
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	165	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	165	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		871	219	396	500	455	455	400	400	400
Housing		-	-	-	-	-	-	-	-	-
Other Assets		871	219	396	500	455	455	400	400	400
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		871	236,211	220,932	266,057	266,012	266,012	274,869	283,405	291,621
<i>Renewal and upgrading of Existing Assets as % of total capex</i>		67.7%	63.1%	60.3%	20.6%	30.1%	30.1%	1.3%	6.7%	3.6%
<i>Renewal and upgrading of Existing Assets as % of deprecn</i>		0.0%	6.8%	59.2%	12.6%	22.3%	22.3%	1.3%	5.1%	2.1%
<i>R&M as a % of PPE</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Renewal and upgrading and R&M as a % of PPE</i>		4.0%	0.0%	1.0%	1.0%	2.0%	2.0%	0.0%	0.0%	0.0%

Explanatory notes to Table A9 - Asset Management

3. Table A9 provides an overview of Municipal Capital allocations to building new Assets and the Renewal of Existing Assets, as well as spending on Repairs and Maintenance by Asset Class.

4. National Treasury has recommended that Municipalities should allocate at least 40 per cent of their Capital Budget to the renewal of existing assets, and allocations to Repairs and Maintenance should be 8 per cent of PPE. The Municipality cannot at this stage meet this recommendation.

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Household service targets	1	2018	2019	2020	2021	2021	2021	2022	2022	2022
Water:										
Piped water inside dwelling		-	-	-	-	-	-	-	-	-
Piped water inside yard (but not in dwelling)		-	-	-	-	-	-	-	-	-
Using public tap (at least min.service level)	2	-	-	-	-	-	-	-	-	-
Other water supply (at least min.service level)	4	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)	4	-	-	-	-	-	-	-	-	-
No water supply		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		-	-	-	-	-	-	-	-	-
Flush toilet (with septic tank)		-	-	-	-	-	-	-	-	-
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)		-	-	-	-	-	-	-	-	-
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Bucket toilet		-	-	-	-	-	-	-	-	-
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Energy:										
Electricity (at least min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Electricity (< min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Refuse:										
Removed at least once a week		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Removed less frequently than once a week		-	-	-	-	-	-	-	-	-
Using communal refuse dump		-	-	-	-	-	-	-	-	-
Using own refuse dump		-	-	-	-	-	-	-	-	-
Other rubbish disposal		-	-	-	-	-	-	-	-	-
No rubbish disposal		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed once a week for indigent households)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)										
Total cost of FBS provided		-	-	-	-	-	-	-	-	-
Highest level of free service provided per household										
Property rates (R value threshold)		-	-	-	-	-	-	-	-	-
Water (kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (Rand per household per month)		-	-	-	-	-	-	-	-	-
Electricity (kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (average litres per week)		-	-	-	-	-	-	-	-	-
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)		-	-	-	-	-	-	-	-	-
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA		-	3,198	-	-	-	-	4,325	4,400	4,516
Water (in excess of 6 kilolitres per indigent household per month)		-	7,841	-	-	-	-	8,200	8,450	8,500
Sanitation (in excess of free sanitation service to indigent households)		-	13,399	-	-	-	-	15,399	16,400	16,800
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	13,635	-	-	-	-	18,635	19,635	21,635
Refuse (in excess of one removal a week for indigent households)		-	19,546	-	-	-	-	19,546	19,546	19,546
Municipal Housing - rental rebates		-	-	-	-	-	-	-	-	-
Housing - top structure subsidies		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total revenue cost of subsidised services provided	6	-	57,619	-	-	-	-	66,105	68,431	70,997

Explanatory notes to Table A10 - Basic Service Delivery Measurement

4. **Table A10** provides an overview of Service Delivery levels, including backlogs (below minimum service level), for each of the main services.

It is anticipated that these Free Basic Services will cost the Municipality R65 million in 2021/22, increasing to R73.7 million in 2023/34. This is covered by the Municipality's Equitable Share allocation from National Government.

5. In addition to the Free Basic Services, the Municipality also 'gives' households R66.1 million in Free Services in 2021/22, and it increases to R70.9 million in 2021/22. This 'tax expenditure' needs to be seen within the context of the municipality's overall Revenue Management Strategy – the more the Municipality gives away, the less there is available to fund other services. Currently, the 'free services' represent about 3 per cent of total Operating Revenue.

Financial Policies to be attached.

PART 2 – ANNUAL BUDGET

OVERVIEW OF ANNUAL BUDGET PROCESS

Section 53 of the MFMA requires the Mayor of the municipality to provide general political guidance in the budget process and the setting of priorities that must guide the preparation of the budget. In addition Chapter 2 of the Municipal Budget and Reporting Regulations states that the Mayor of the municipality must establish a Budget Steering Committee to provide technical assistance to the Mayor in discharging the responsibilities set out in section 53 of the Act.

The Budget Steering Committee consists of the Municipal Manager and senior officials of the municipality meeting under the chairpersonship of the Mayor.

The primary aims of the Budget Steering Committee is to ensure:

- that the process followed to compile the budget complies with legislation and good budget practices;
- that there is proper alignment between the policy and service delivery priorities set out in the Municipality's IDP and the budget, taking into account the need to protect the financial sustainability of municipality;
- that the municipality's revenue and tariff setting strategies ensure that the cash resources needed to deliver services are available; and
- That the various spending priorities of the different municipal departments are properly evaluated and prioritised in the allocation of resources.

Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e. in August 2020) a time schedule that sets out the process to revise the IDP and prepare the budget.

The Mayor tabled in Council the required the IDP and budget time schedule on August 2020. Key dates applicable to the process were:

- **August 2020** – Joint strategic planning session of the Mayoral Committee and Executive Management. Aim: to review past performance trends of the capital and operating budgets, the economic realities and to set the prioritization criteria for the compilation of the 2021/22 MTREF;

- **November 2020** – Detail departmental budget proposals (capital and operating) submitted to the Budget and Treasury Office for consolidation and assessment against the financial planning guidelines;
- **January 2021** - Review of the financial strategy and key economic and financial planning assumptions by the Budget Steering Committee. This included financial forecasting and scenario considerations;
- **January 2021** – Multi-year budget proposals are submitted to the Mayoral Committee for endorsement;
- **January 2021** - Council considers the 2021/22 Mid-year Review and Adjustments Budget;
- **February 2021** - Recommendations of the Mayoral Committee are communicated to the Budget Steering Committee, and on to the respective departments. The draft 2019/20MTREF is revised accordingly;
- **March 2021** - Tabling in Council of the draft 2021/22 IDP and 2021/22 MTREF for public consultation;
- **April 2021** – Public consultation; Closing date for written comments;
- **End April 2021** – finalization of the 2021/22 IDP and 2019/20MTREF, taking into consideration comments received from the public, comments from National Treasury, and updated information from the most recent Division of Revenue Bill and financial framework; and
- **May 2021** - Tabling of the 2021/22 MTREF annual budget and IDP before Council for consideration and approval.

IDP and Service Delivery and Budget Implementation Plan

The Municipality's IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan. The Process Plan applicable to the fourth revision cycle included the following key IDP processes and deliverables:

- Registration of community needs;
- Compilation of departmental business plans including key performance indicators and targets;
- Financial planning and budgeting process;
- Public participation process;
- Compilation of the SDBIP, and
- The review of the performance management and monitoring processes.

The IDP has been taken into a business and financial planning process leading up to the 2021/22 MTREF, based on the approved 2021/22 MTREF, Mid-year Review and adjustments budget. The business planning process has subsequently been refined in the light of current economic circumstances and the resulting revenue projections.

With the compilation of the 2021/22 MTREF, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the mid-year and third quarter performance against the 2020/21 Departmental Service Delivery and Budget Implementation Plan. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

Financial Modelling and Key Planning Drivers

As part of the compilation of the 2020/21 MTREF, extensive financial modelling was undertaken to ensure affordability and long-term financial sustainability. The following key factors and planning strategies have informed the compilation of the 2020/21 MTREF:

- Municipality growth
- Policy priorities and strategic objectives
- Asset maintenance
- Economic climate and trends (i.e. inflation, Eskom increases, household debt, migration patterns)
- Performance trends
- The approved 2020/21 adjustments budget and performance against the SDBIP
- Cash Flow Management Strategy
- Debtor payment levels
- Investment possibilities
- The need for tariff increases versus the ability of the community to pay for services;
- Improved and sustainable service delivery

In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 93 and 94 has been taken into consideration in the planning and prioritisation process.

Community Consultation

The draft 2021/22 MTREF budget and IDP as tabled before Council March 2021 for community consultation was published on the municipality's website, and hard copies were made available at customer care offices, municipal notice boards and various libraries.

All documents in the appropriate format (electronic and printed) were submitted to National Treasury, and other national and provincial departments in accordance with section 23 of the MFMA, to provide an opportunity for them to make inputs.

The applicable dates and venues have been published in all the local newspapers and on the municipal website. Individual sessions will be scheduled with organised business to further ensure transparency and interaction. Other stakeholders involved in the consultation includes churches, non-governmental institutions and community-based organisations.

The following are public consultation of the 2021/22 MTREF IDP AND BUDGET

Notice is hereby given as per Chapter 5, Section 29 of the Local Government: Municipal Systems Act, 2000, as amended and Chapter 3 and 4 of the Local Government: Municipal Planning and Performance Management Regulations, 2001, Regulation no. 22605 that the 2021/22 Draft IDP Review Amendments document of JB Marks Local Municipality will be tabled by Council on March 2021 at JB Marks Local Municipality Council Chamber at 09H00. The draft 2021/22 IDP Amendments will be published for public comments and copies will be made available from **April 2021** for public comments that will be submitted via WhatsAap number provided, emails, and/or submissions in person in line with adherence to the COVID19 regulations.

IDP /BUDGET Proposed Public Participation Schedule for 2020/21 Financial Year

1.1. IDP /BUDGET Proposed Public Participation Schedule

DATE	WARD	COUNCILLORS	VENUE	TIME
October 2020	01	KM. Maneli	Johnny's Place	17h30
October 2020	02,03,05,07 15,23,24,25	GG. Edwards, J. Venter AL. Combrink, P.J. Pienaar, A. V. Van Onselen, AA. Le Roux JJ.Esterhuysen, JM. Adriaanse	Town Hall	17h30
October 2020	04	L. Zerwick	Ikageng IAG Church	17H00
October 2020	09	BL. Ofentse	Mohadin Hall	17h30
October 2020	30	MM Mataboge	Roman Catholic Church	17H00
October 2020	10	XG.Chaka	Goven Mbeki Hall	17h30
October 2020	12	DP.Modise	Hervormde Kerk	17h30
October 2020	13	KA. Johnson	PS/ Nevelle Martins PPK Church	17H30
October 2020	27	MS. Mothopeng	Dan Tloome Primary	17H30
October 2020	30	MM. Mataboge	Tshing Ext 4 Community Hall	17H00
October 2020	31	AS. Mottladile	Goedgevonden Community Hall Boikhutsong Community Hall Ga-Mogopa Community Hall	10H00 13H00 16H00
October 2020	08	KEG. Mogoemang	Goven Mbeki Hall	17H30
October 2020	32	Cllr DM. Morokeng	Toevlug Community Hall	10H00
October 2020	01	Cllr KM. Maneli	Majolas Place	17h30
October 2020	09	Cllr BL. Ofentse	Boitshoko Secondary	17H00
October 2020	11	Cllr KS. Montsho	Englican Church (borotho)	17H00
October 2020	20	Cllr KL. Mantsho	OR Tambo Hall	17H00
October 2020	21	Cllr RA. Makousa	Promosa Hall	17H30
October 2020	14	Cllr ML. Makoe	Gamatlabe Hall	17H30
October 2020	28	Cllr SP. Valiphatwa	Rysmierbuilt SASSA	10H00
October 2020	16	Cllr AJ. Malinga	Resolofetse Secondary	17H30
October 2020	17	Cllr KJ. Ngomezulu	Ngomezulu's Place	17H00
October 2020	22	Cllr S. Britz	Town Hall	17H30
October 2020	26	Cllr PT. Letshabo	OR Tambo Hall	17H00
October 2020	28	Cllr SP. Valiphatwa	Buffelsvlei Intermediate School	17H00
October 2020	34	Cllr I.Moilwa	Joko	14H00
October 2020	06	Cllr BJ. Monaisa	Dassierand	17H30
October 2020	33	Cllr DM. Matsapola	Tshing Ext 5 Community Hall	16H30
October 2020	18	Cllr SJ. Kganticoe	Chris Hani Hall	17h30
October 2020	06	Cllr BJ. Monaisa	Mokoko Church	17h30
October 2020	19	Cllr MP. Kgasane	Seiphemelo Sec School	17h30
October 2020	29	Cllr MM. Katees	Tshing Ext 2 Community Hall	17h00
October 2020	33	Cllr DM. Matsapola	Tsetse Community Hall Welgevonden Community Hall	10H00 13H00

Due to COVID-19 and regulations issued, the schedule below will be revisited and explore other means of communication in order to ensure that the community is kept abreast and their inputs are considered.

DATE	WARD	COUNCILLORS	VENUE	TIME
February 2021	34	Cllr I.Moilwa	Buffelvrei Hall	10H00
February 2021	34	Cllr I.Moilwa	Sterkstroom Shop	14H00
February 2021	34	Cllr I.Moilwa	Kromdraai	16H00
February 2021	18	Cllr SJ Kgantecoe	Chris Hani Hall	17H00
February 2021	11	Cllr KS. Moncho	Tent (Open Space)	17H00
February 2021	20	Cllr KL Montsho	OR Tambo Hall	17H00
February 2021	19	Cllr MP Kgasane	Seiphemelo School	17H00
February 2021	4	Cllr L. Zerwick	Ikageng IAG Church	17H00
February 2021	8	Cllr KEG Mogoemang	Goven Mbeki Hall	17H00
February 2021	9	Cllr BL Ofentse	Mohadin Hall	17H00
February 2021	13	Cllr KA Johnson	PS/Nevelle Martins PPK Church	17H00
February 2021	9	Cllr BL Ofentse	Boitshoko School	17H00
February 2021	13	Cllr KA Johnson	At the Park – Aksie Park	17H00
February 2021	02,03,04,05,07 15,22,23,24,25	Cllr GG. Edwards, Cllr J.Venter Cllr A. Van Onselen -Viljoen Cllr L. Zerwick, Cllr AA. LeRoux Cllr AL. Combrink, Cllr PJ.Pienaar, Cllr S. Britz, Cllr JJ. Esterhuysen, Cllr JM. Adriaanse	Town Hall	17H00
February 2021	11	Cllr KS Moncho	Anglican Church	17H00
February 2021	27	Cllr MS. Mthopeng	Dan Tloome Primary School	17H00
February 2021	31	Cllr AS Motladile	Goedgevonden Community Hall	17H00
February 2021	31	Cllr AS Motladile	Boikhutsong Community Hall	17H00
February 2021	31	Cllr AS Motladile	Ga-Mogopa Community Hall	17H00
February 2021	27	Cllr MS. Mthopeng	Matlwang Community Hall	17H00
February 2021	30	Cllr MM Mataboge	Roman Catholic Church	14H00
February 2021	30	Cllr MM Mataboge	Tshing Ext 4 Community Hall	17H00
February 2021	32	Cllr DM Morokeng	Toevlug Community Hall	10H00
February 2021	32	Cllr DM Morokeng	Boikhutso Community Hall	14H00
February 2021	32	Cllr DM Morokeng	Appeldraai Community Hall	16H00
February 2021	28	Cllr SP. Valipathwa	Rysmierbuilt SASSA	10H00
February 2021	31	Cllr AS Motladile	Swartplass	10H00
February 2021	31	Cllr AS Motladile	Syverfontein	13H00
February 2021	31	AS. Motladile	Klippgat Hall	10H00
February 2021	1	Cllr KM Maneli	Johnny's Place	17H00
February 2021	17	Cllr KJ.Ngomezulu	Ngomezulu's Place	17H00
February 2021	21	Cllr RA Makousa	Promosa Hall	17H00
February 2021	26	Cllr PT. Letshabo	OR Tambo Hall	17H00
February 2021	1	Cllr KM Maneli	Majola's Place	17H00
February 2021	06	Cllr BJ. Monaisa	Mokoko Church	17H00
February 2021	12	Cllr DP Modise	Hervormde Kerk	17H00
February 2021	33	Cllr DM. Matsapola	Tshing Ext 5 Community Hall	16H30
February 2021	06	Cllr BJ. Monaisa	Dassierand	17H00
February 2021	17	Cllr KJ.Ngomezulu	Thabo's Car Wash	17H00
February 2021	33	Cllr DM. Matsapola	Tsetse Community Hall Wolgevonden Community Hall	10H00 13H00
February 2021	29	Cllr MM Katees	Tshing Ext 2 Hall	16H00
February 2021	10	Cllr XG Chaka	Goven Mbeki Hall	17H00
February 2021	14	Cllr ML Makoe	Ga-Matlabe Hall	17H00
February 2021	16	Cllr AJ Malinga	Resolofetse Secondary	17H00
February 2021	28	Cllr SP. Valipathwa	Buffelsvlei Intermediate School	17H00
February 2021	34	Cllr I.Moilwa	Tshing Location Ext 9	14H00
Community Consultations Schedule 2nd Session				
March – May 2021	All Wards	All Ward Cllrs	Venue to be confirmed	Date to be confirmed

There are deviations from the key dates set out in the Budget Time Schedule tabled in Council. The deviation is due to the fact that the draft budget could not be tabled in council within the legislated time frame as opposition parties worked out of council meeting. The draft budget was tabled in on the 16 of May and as a result consultation process will continue until towards end June, whereas the final budget will be tabled in council for adoption on the **28 of May 2021**. The amended IDP and Budget timetable will also be submitted on the same council meeting to cater for these date changes

Overview of alignment of annual budget with IDP

The Constitution mandates local government with the responsibility to exercise local developmental and cooperative governance. The eradication of imbalances in South African society can only be realized through a credible integrated developmental planning process.

Municipalities in South Africa need to utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sound long-term development goals. A municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a development platform, which correlates with the term of office of the political incumbents. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make the best use of scarce resources and speed up service delivery.

The Constitution requires local government to relate its management, budgeting and planning functions to its objectives. This gives a clear indication of the intended purposes of municipal integrated development planning. Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP.

The following table highlights the IDP's six strategic objectives or key performance areas for the 2021/22 MTREF and further planning refinements that have directly informed the compilation of the budget:

IDP Strategic Objectives

Alignment of 6 Key Performance Areas and strategic objectives:

Key Performance Area	Definition /Strategic Objectives
KPA 1: Municipal Transformation and Organizational Development	To improve organization stability and sustainability
KPA 2: Basic Service Delivery and Infrastructure Development	To eradicate backlog in order to improve access and ensure proper operation and maintenance to services and infrastructure development
KPA 3: Local Economic Development	To create an environment that promotes developments of local economy and facilitate job creation
KPA 4: Municipal Financial Viability and Management	To improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedure and system
KPA 5: Good Governance and Public Participation	To promote a culture of participatory and good governance
KPA 6: Spatial Rationale	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and

In order to ensure integrated and focused service delivery between all spheres of government it was important for the Municipality to align its budget priorities with that of national and provincial government. All spheres of government place a high priority on infrastructure development, economic development and job creation, efficient service delivery, poverty alleviation and building sound institutional arrangements.

Local priorities were identified as part of the IDP review process which is directly aligned to that of the national and provincial priorities.

In line with the MSA, the IDP constitutes a single, inclusive strategic plan for the Municipality. The five-year programme responds to the development challenges and opportunities faced by the JB Marks LM Local Municipality by identifying the key performance areas to achieve the five the strategic objectives mentioned above.

In addition to the five-year IDP, the Municipality undertakes an extensive planning and developmental strategy which primarily focuses on a longer-term horizon; 15 to 20 years. This process is aimed at influencing the development path by proposing a substantial programme of public-led investment to restructure current patterns of settlement, activity and access to resources in the Municipality so as to promote greater equity and enhanced opportunity. The

strategy specifically targets future developmental opportunities in traditional dormitory settlements. It provides direction to the Municipality's IDP, associated sectoral plans and strategies, and the allocation of resources of the Municipality and other service delivery partners.

The 2021/22 MTREF has therefore been directly informed by the IDP revision process and the SA 4, SA5 and SA 6 provides a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

SECTION F2

PERFORMANCE MANAGEMENT SYSTEM

PERFORMANCE MANAGEMENT FRAMEWORK

Introduction

A Performance Management System (PMS) entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement review, reporting and improvement will be conducted, organised and managed, including determining the different role players. It also forms the basis of aligning the annual operational plan (Top Layer SDBIP) and the business plans of individual departments (Technical SDBIPs with the municipality's Integrated Development Plan (IDP).

Legislative Background

The performance management framework has been compiled in line with section 38 of the Municipal Systems Act that requires a municipality to develop a performance management system that is:

- Commensurate with its resources;
- Best suited to its circumstance; and In line with the priorities, objectives, indicators and targets contained in its integrated development plan;
- promote a culture of performance management amongst its political structures, political office bearers and councilors and in its administration;
- and administer its affairs in an economical, effective, efficient and accountable manner.

In response to this requirement JB Marks Local Municipality developed a performance management system which include the following core components:

- Set appropriate key performance indicators which are to be used as a yard stick for measuring performance, including outcomes and impact with regard to the municipality's development priorities and objectives set out in its integrated development plan
- Set measurable performance targets in respect of each of those development priorities and objectives
- Monitor, Measure and review performance at least once a year;
- Take steps to improve performance with regard to those development priorities and objectives where performance targets were not met.

- Establish a process of regular reporting to council, the public and other relevant structures and authorities

The municipality also took into consideration the requirements of other i pieces of legislation with a bearing on the performance management system which include the Constitution, Municipal Finance Management Act, and relevant regulations and circulars.

Development of the performance management system

The executive mayor is responsible for the development of the system and delegating its management to the municipal management. The performance management system is adopted by council.

Main Principles

The performance management system of the municipality is driven by the following principles:

Principle	Meaning
effective	utilization of financial and human resources
simplicity	so as to facilitate implementation given any current capacity constraints,
politically acceptable and administratively managed	acceptable to all political role-players and managed in terms of day-to-day implementation
Implementable	within any current resource constraints,
transparency and accountability	both in terms of developing and implementing the system,
efficient and sustainable	in terms of the ongoing implementation and use of the system,
Objectivity	based on credible information
Reliability	of the information provided on the progress in achieving the objectives as set out in its IDP
Alignment	with other municipal initiatives, like IDP, Budget, but also with national and provincial policy and guidelines
Objective	the performance management system is to inculcate a culture of accountability, openness and transparency amongst the members of the staff and other compliance monitoring mechanisms through this system

Model for Performance Management

Experience in both the private and public sectors has shown that traditional approaches to managing and measuring performance that have been heavily reliant on financial measures are severely lacking. It has become well accepted that in order to assess an organisation's performance, a balanced view is required, incorporating a multi-perspective assessment of how the organisation is performing by looking at other factors such as employees' wellness, skills and other factors such as tools of trades. The municipality has therefore adopted the balanced score card as a model to facilitate the planning, implementation and monitoring of performance.

The adoption of the balanced score card was also done in line with the directive by the South African Local Government Association (SALGA), which encouraged member municipalities to use the model in managing their performance.

The four perspectives of the balanced score card are depicted in the diagram below:

Balance Score card



By focusing on the four perspectives depicted above the municipality is able to manage the performance of its employees and councilors and also allocate resources to areas where there is the greatest need.

Key Steps in the PMS Cycle of JB Marks Local Municipality

The municipality's performance management system has five distinct steps, which start from planning until review as depicted in the figure below.



The steps reflected in the figure above, enable the municipality to continuously review and improve its performance as required by legislation. An important components of the process is the performance evaluation and auditing, which provides stakeholders with quality assurance on the reliability of the entire system.

Reporting

As part of the municipality's performance management system, the municipality is required to present performance information that is useful for accountability and decision making. The information presented must enable the users to assess the extent, efficiency and effectiveness of the municipality's performance. The municipality produces the following reports as part of its endeavour to promote accountability to stakeholders and relevant authorities:

Directors report to the Municipal Manager on a monthly basis. The reports must reflect whether key performance indicators and performance targets of the Service Delivery and Budget Implementation Plans are achieved.

The reasons for under performance, deviations and other challenges must be clearly spelt out, as well as measures to address under performance.

Copies of these reports are made available to the internal audit which make comments and report to the Municipal Manager. These reports are tabled at a management meeting before they are tabled at the various political committees established to assist the Mayor.

Council Committees discuss these reports and make recommendations to the Mayor. The Audit Committee receives reports from the internal audit division through the Municipal Manager and makes recommendations to Council quarterly.

Council receives performance reports from the Mayor, accompanied by the Audit committee report at the end of every quarter. Council reports twice per annum to the community through mechanisms determined by it through its community participation and communication policy.

Council also reports annually to the Office of the Auditor General and the MEC responsible for local government in the province.

Report		Purpose	Time Frame
Quarterly Report	Performance	Provides progress update on the implementation of the SDBIP	Within 30 days at the end of each quarter
Mid-Term Report	performance	Provides progress update on performance for the first two quarters	By the 25 th of January
Annual Report	Performance	Provides update on the implementation of the SDBIP	Within 6 months after the end of the financial year.

Managing individual performance

The management of the performance of individual managers is done through the signing of performance agreements and the payment of bonuses for outstanding performance. The system is currently limited to section 56 employees, whose performance is classified as indicated in the table below after rigorous process of performance assessment and evaluation.

Rating	Terminology	Description	Guide
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and	In the case where the output in terms of objectives set was double what was expected or 200%

Rating	Terminology	Description	Guide
		maintained this in all areas of responsibility throughout the year.	
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	In the case where the output in terms of objectives set was more than 100% up to 150%
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	In the case where 100% of the target has been met
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	In the case when 50% to 99% of the target has been met
1	Unacceptable Performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	In the case where less than 50% of the target has been met

Managing Poor Performance

Employees who perform poorly on their annual performance review shall be assisted by the municipality to improve their performance through the development of the Personal development plans (PDPs). The PDP is an improvement plan that sought to improve the performance of an

Employee and is implemented in the following annual performance cycle. In a case where an Employee consistently performs poorly even though an improvement plan is put in place, such Employee shall be warned officially by the municipality through the Performance Steering Committee for the poor performance. Should the Employee continue performing poorly in the following annual performance cycle for the second time, the municipality shall take appropriate action. This includes:

- Demotion to lower level of responsibility; or
- Dismissal. In summary the following steps will be followed when dealing with poor performance in the municipality:
 - Establish whether the Employee is failing to meet the required standard of performance;
 - Assist the Employee in the form of training, mentoring, coaching, etc required to render satisfactory service and give him/her a fair opportunity to improve;
 - Provide for a fair disciplinary hearing if performance fails to improve;
 - Where dismissal is considered, the following shall be taken into consideration:
 - Did the Employee fail to meet the standard?
 - Was the Employee aware or should he/she have been aware of the required performance standard?
 - Was the Employee given a fair opportunity to meet the required standard? and
 - Is dismissal the appropriate sanction?

REVISED 2019/20 SDBIP

INTRODUCTION

This is Services Delivery and Budget and Implementation Plan (SDBIP) for JB Marks Local Municipality for the 2020/21 financial year. The 2021/22 Reviewed Integrated Development Plan, 2021/22 (MTREF) Final Budget, will be tabled by the Executive Mayor before Council

The SDBIP is an expression of the objectives of the municipality, in quantifiable outcomes that will be implemented by the administration for the financial period from 01 July 2020 to 30 June 2021.

The service delivery targets in the SDBIP will form the basis for the Municipal Manager's performance plan which will be attached as an annexure (performance plan) to the performance agreement for 2020/21 financial year.

The SDBIP enables the Municipal Manager to monitor the performance of senior managers, the Mayor to monitor the performance of the Municipal Manager and for the community to monitor the performance of the municipality as each activity contains outputs, outcomes and timeframes.

COMPONENTS OF SDBIP

The five necessary components of the SDBIP:-

- ✓ *Monthly projection of revenue to be collected for each of sources*
- ✓ *Monthly projection of expenditure (operating and capital) and revenue for each vote,*
- ✓ *Quarterly projection of service delivery targets and performance indicator for each vote;*
- ✓ *Ward information for expenditure and service delivery; and*
- ✓ *Capital Works Plan*

SDBIP CONCEPT

National Treasury, in MFMA Circular 13 outlined the concept of the SDBIP, it is seen as a contract between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months.

It is a management, implementation and monitoring tool that will assist the Mayor, Council, Municipal Manager, Senior Managers and community.

It is also a performance monitoring tool that enables the Municipal Manager to monitor the performance of senior managers. The MFMA requires that the performance agreements of senior managers be linked to the measurable performance objectives in the SDBIP.

As a vital monitoring tool, the SDBIP should help enable the Mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance.

MFMA LEGISLATIVE REQUIREMENTS

In terms of section 53 (1) (c) of the MFMA, the SDBIP is defined as a detailed plan approved by the Mayor of the Municipality for implementing the municipality's delivery of services and its annual budget, and which must indicate the following:-

- ✓ Projections for each month of Revenue collected by source; and Operational and capital expenditure, by vote

- ✓ Service Delivery Targets and performance indicators for each quarter, and
- ✓ Other matters prescribed and include any revisions of such plan by the Mayor in terms of section 54(1) (c)

Chapter 8 – Responsibilities of Municipal Officials Section 69 Budget Implementation

Section 69 (3) The Accounting Officer must no later than 14 days after the approval of the budget submit to the Mayor

- (a) A draft SDBIP for the budget year; and
- (b) Draft of the Annual Performance Agreements as required in terms of Section 57 (1) (b) of the Municipal Systems Act for the Municipal Manager and all senior managers.

Chapter 7 – Responsibilities of the Mayor

According to section 53 of the MFMA, Budget Processes and related matters. This section requires the Mayor to take all reasonable steps to ensure the following:-

The Municipality's Service Delivery and Budget Implementation Plan is approved by the Mayor within 28 days after the approval of the budget.

That the annual performance agreements as required in terms of section 57 (1)(b) of the Municipal Systems Act for the Municipal Manager and all senior managers (bb) are linked to the measurable performance objectives approved with the budget and to the SDBIP.

Section 53(3)

- a. The Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the SDBIP are circulated or made public within 14 days after its approval of the SDBIP.

Section 54 – Budgetary control and early identification of financial problems

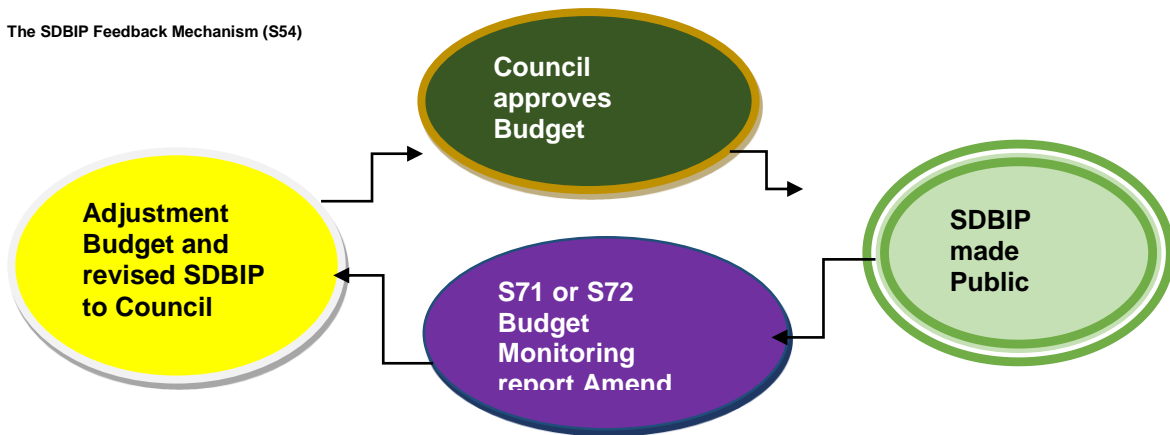
On receipt of a statement or report submitted by the Accounting Officer of the municipality in terms of section 71 or 72 the Mayor must:-

- (1) (b) check the municipality's approved budget implementation in accordance with the SDBIP*
- (c) consider and, if necessary make any revisions to the SDBIP, provided that all revisions to*

the Service Delivery Targets and Performance Indicators in the plan may only be made with the approval of Council following the approval of the Adjustment Budget.

- (d) issue any appropriate instructions to the Accounting Officer to ensure that:-
- (2) the budget is implemented in accordance with the SDBIP
- (3) The Mayor must ensure that any revisions for the SDBIP are made public.

The following diagram illustrates the MFMA requirements regarding the implementation and monitoring process:-



SDBIP Process in JB MARKS LM

The SDBIP has to be drafted by Directorates: The PMS and all Directorates were involved with its development.

Service Delivery Targets and Performance Indicators

The 2020/21 SDBIP express the targets for the activities that will be undertaken, for physical and measurable progress as well as financially. The top-layer SDBIP includes measurable performance objectives in the form of the service delivery targets and performance indicators that are provided to the community, that is, what impacts it seeks to achieve. These are drawn from the IDP programmes, services and activities that are relevant to each specific directorate as well as the statutory plans that the Directorates are responsible for. The SDBIPs therefore are key mechanisms for monitoring the different responsibilities and targets that each Directorate must fulfil in meeting service delivery needs provided to the community.

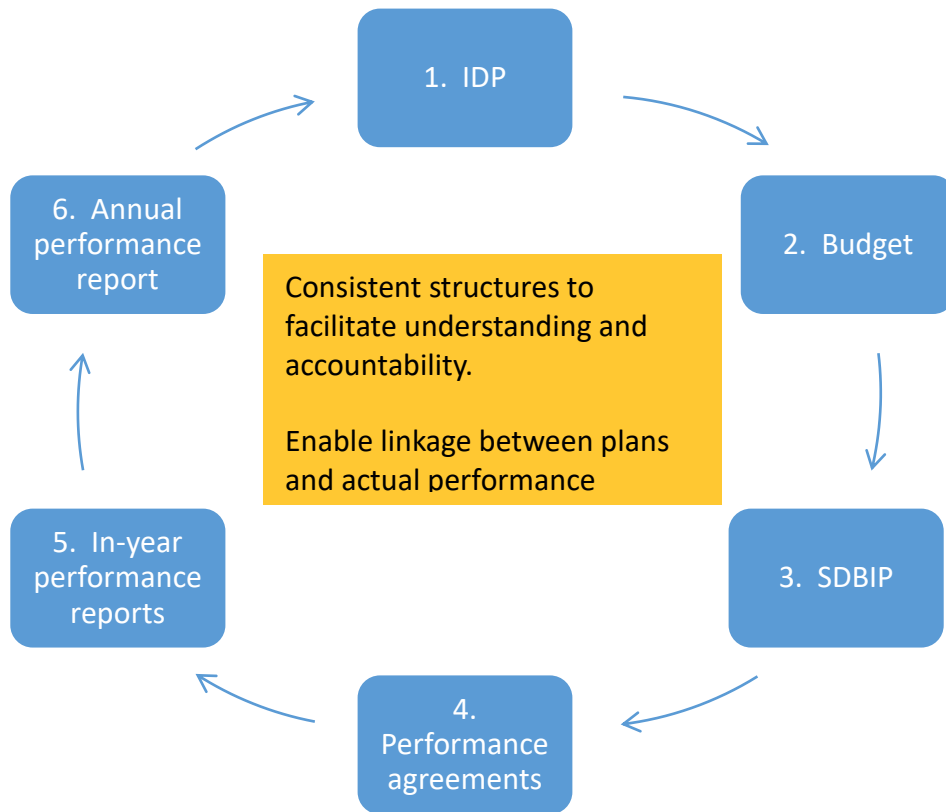
The SDBIP is conceptualised or defined as a layered plan, with consolidated service targets and quarterly to annual deadlines and linking those targets to senior management. The Municipal Manager's scorecard represents the consolidation of all the Municipality's detailed performance indicators and service delivery targets as contained in each Directorate's SDBIP. The community and stakeholders can review these targets and performance during the IDP processes.

Linking the IDP and the Budget

Integrated Development Planning requires many different planning processes in order to be brought together. In terms of linking service delivery and budget implementation plans of the individual directorate in the municipality with the other planning processes in the IDP, the directorates routinely produce operational plans, capital plans, annual budgets, institutional and HR plans, etc. to take the IDP forward. Clearly it is not feasible to include all of this detail within the IDP document.

The budget is allocated against the different Directorates within the municipality and also the thematic areas as contained in the IDP of JB MARKS Local Municipality.

Corporate objectives with measurable key performance indicators and targets are identified. The operational planning process undertaken at Directorate and sub-directorate levels yields objectives with indicators, targets and resource allocation (includes budgets) at these various levels.



QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE

Annexure: Revised 2020/21 SDBIP

SECTION F3

DRAFT RATIONALISED SPATIAL DEVELOPMENT FRAMEWORK

Annexure: Draft SDF

Introduction

The Spatial Development Framework for JB Marks Local Municipality is currently at a draft level. The compilation of the SDF is co-funded by the municipality and Dr Kenneth Kaunda District Municipality.

Spatial Development Framework can be described as an indicative plan showing the desired patterns of land use, direction of growth, special development areas and conservation-worthy areas. The SDF needs to be informed by the vision of the municipal area, the development objectives, as well as the strategies and outputs identified by the IDP.

This documents seeks to rationalize the SDF of former Tlokwe and Ventersdorp Local Municipalities which were adopted in 2013 and 2008, respectively into one Integrated SDF for the purpose of the current 5 Year Integrated Development Plan. A comprehensive SDF will still have to be developed to integrate the two development patterns into a one secured vision.

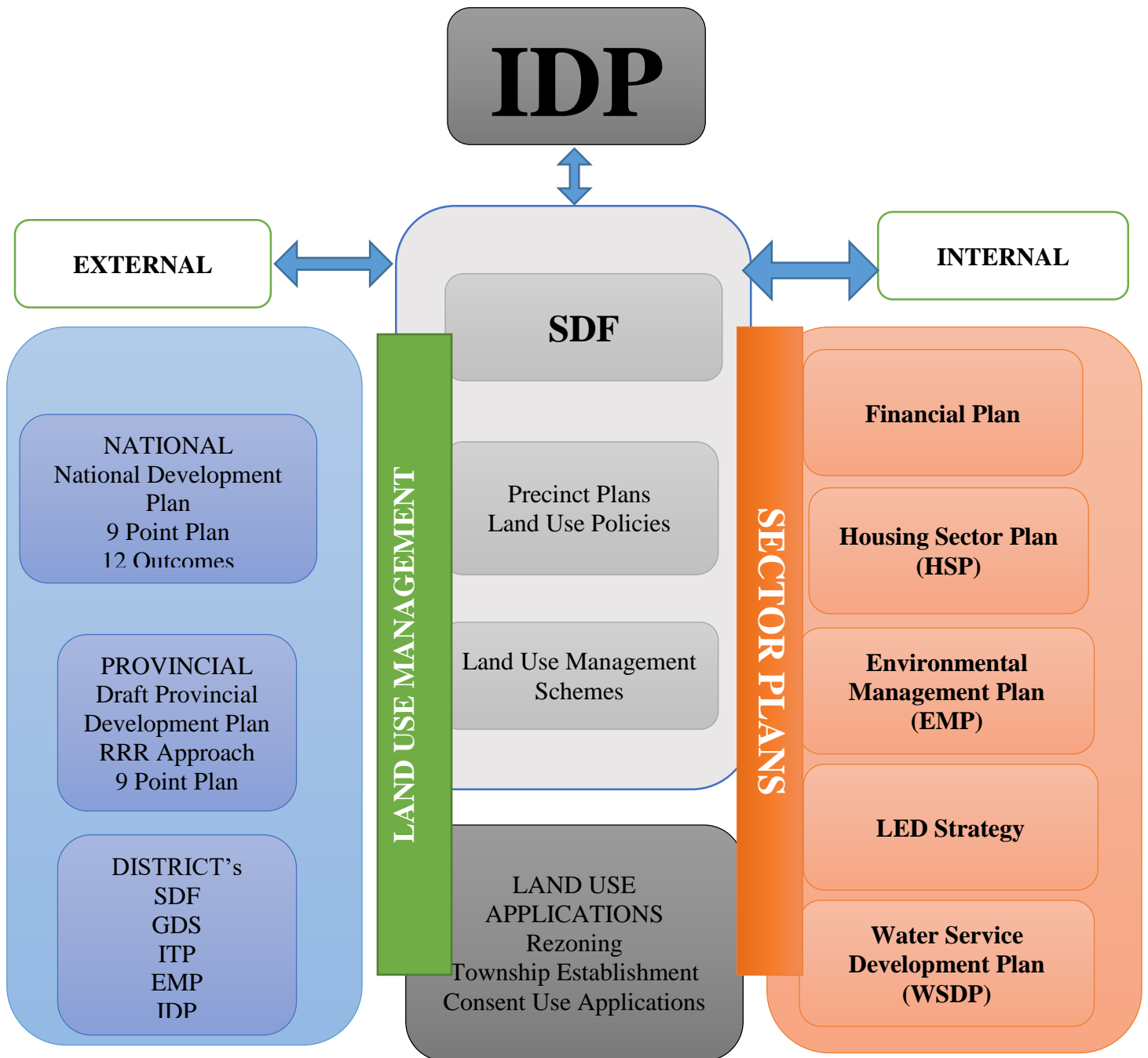
According to the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013), each sphere of government must take responsibility for spatial planning in their jurisdiction. In this regard the local municipality being the sphere of government operating closest to the community will have a direct role to play in spatial planning on which all decisions on land development should be based.

The Spatial Planning and Land Use Management Act, 2013 (SPLUM 2013) stipulates the role of a local municipality relating to spatial planning and land use management on the following elements:

- The compilation, approval and review of integrated development plans;
- The compilation, approval and review of the components of an integrated development plan prescribed by legislation and falling within the competence of a municipality, including a spatial development framework and a land use scheme; and

- The control and regulation of the use of land within the municipal area where the nature, scale and intensity of the land use does not affect the provincial planning mandate of provincial government or the national interest.

The role of the SDF as an integrated part of the land use management system is indicated below



Development Principles and Legislative Background

The Spatial Development Framework is prepared, approved and implemented within the legislative context as set out in terms of Section 21(1) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) (MSA) and the subsequent Local Government: Municipal

Planning and Performance Management Regulations, 2001 promulgated under Section 120 of the Local Government: Municipal Systems Act.

In terms of Section 26(e) of the Municipal Systems Act (Act 32 of 2000) the SDF will become a statutory plan when approved by Council. A Spatial Development Framework as reflected in a Municipality's Integrated Development Plan must give effect to the Principles in Chapter 1 of the Development Facilitation Act, 1995 (Act No. 67 of 1995)

In terms of **chapter 2 of SPLUMA, 2013**, the following principles apply to spatial planning, land development and land use management:

- (a) The principle of spatial justice, whereby—
 - (i) past spatial and other development imbalances are redressed through improved access to and use of land;
 - (ii) Spatial Development Frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation;
 - (iii) spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land and property by disadvantaged communities and persons;
 - (iv) land use management systems must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;
 - (v) land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
 - (vi) a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application;
- (b) The principle of spatial sustainability, whereby spatial planning and land use management systems must—
 - (i) promote land development that is within the fiscal, institutional and administrative means of the Republic;
 - (ii) Ensure special consideration is given to the protection of the prime and unique agricultural land;
 - (iii) Uphold consistency of land use measures in accordance with environmental management instruments;
 - (iv) Promote and stimulate the effective and equitable functioning of land markets;

- (v) Consider all current and future costs to all parties for the provision of infrastructure and social services in land developments;
 - (vi) Promote land development in locations that are sustainable and limit urban sprawl; and
- (V) Result in communities that are viable;
- (c) The principle of efficiency whereby—
- (i) Land development optimizes the use of existing resources and infrastructure;
 - (ii) Decision-making procedures are designed to minimize negative financial, social, economic or environmental impacts; and
 - (iii) Development application procedures are efficient and streamlined and timeframes are adhered to by all parties;
- (d) The principle of spatial resilience whereby flexibility in spatial plans, policies and land use management systems is accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks; and
- (e) The principle of good administration whereby: —
- (i) all spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;
 - (ii) All government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of Spatial Development Frameworks;
 - (iii) The requirements of any law relating to land development and land use are met timeously;
 - (iv) the preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties opportunity to provide inputs on matters affecting them; and
 - (v) Policies, legislation and procedures must be clearly set out in order to inform and empower members of the public.

(Source SPLUMA, 2013)

Land Development Uses

BROAD LAND USES CATEGORIES IN THE TLOKWE REGION		
CLASS NAME	Area-Ha	%
	14.9019	0.01%
animal batteries	251.1809	0.09%
cattle camps	52.1417	0.02o/o
closed tree & bush	2934.0067	1.11%
cloud obscured an dates	166.9035	0.06%

BROAD LAND USES CATEGORIES IN THE TLOKWE REGION		
CLASS NAME	Area-Ha	%
cultiv annualdryland comm	53075.8522	20.05%
cultiv annual drvland subs	738.6008	0.28%
cultiv irria annualarain	3355.1136	1.27%
cultiv irrig pivot	0.2202	0.00%
cultiv old fields	1939.9717	0.73%
culliv oermn iniQ orchard	18.0144	0.01%
disturbed / deareded	6458.9361	2.44%
erosion (all types!)	276.0808	0.10%
Arassland	141091.6808	53.31%
industry & commerce (all)	1266.1127	0.48%
landfiU sites	5.9047	0.00%
mines extraction & tailinas	235.7586	0.09%
nat bare rock	485.1480	0.18%
open-closed bush & tree	8982.8548	3.39%
open bush	6510.6375	2.46%
J1[antation & woodlots	2220.2358	0.84%
_llantedgrass (golf)	195.4063	0.07%
planted grass (sport)	151.6613	0.06%
roads & tracks	2845.8963	1.08%
scattered ruralCaUI	2330.7042	0.88%
smallholding (cultivl	2837.1993	1.07%
smallholdings (plots)	2623.7286	0.99%
sparse bush	9780.7931	3.70%
Rse	4791.9628	1.81%
Ulban (all)	3686.5687	1.39%
water- artificial	674.0792	0.25%
water – natural	1561.6190	0.59%
water - sewaae	10.2682	0.00%
wetlands - dry pans	153.8931	0.06%
wetlands - vegetated	2960.0476	1.12%
Total	264684.080&9	100%
Closed Tree & Bush	837.982	
Open-closed Bush & Tree	1592.314	
Open Bush	1964.340	
Sparse Bush	4196.891	
Open-closed Low Shrub	0	
Sparse Low Shrub	89.803	
Grassland	220158.423	
Sparse Grassland	4427.622	
Water- Natural	170.979	
Wetlands - Vegetated	7026.174	
BROAD LAND USES CATEGORIES IN THE VENTERSDORP REGION		
Wetlands - Dry Pans		1083.897
Nat Bare Sand Dunes		0
Nat Bare Non Rock		1.987
Nat Bare Rock		283.457
Planted Grass (Sport)		3.513
Planted Grass (Golf)		275.806
Plantation & Woodlots		1875.040
Water- Artificial		878.572
Water - Sewage		4.756

BROAD LAND USES CATEGORIES IN THE TLOKWE REGION		
CLASS NAME	Area-Ha	%
Erosion (All Types)		166.982
Disturbed I Degraded		3394.356
Landfill Sites		3.534
Cattle Camps		14.465
Cultivated Permanent Irrigation Orchard		12.740
Cultivated AnnualDry land Comm		112912.613
Cultivated AnnualDry land Subs		154.704
Cultivated Irrigation Annual Grain		4949.724
Cultivated Irrigation Pivot		0
Cultivated Old Fields		2523.219
Smallholdings (Plots)		0
Smallholding (Cultivated)		75.401
Urban (All)		1092.653
Industry & Commerce (All)		76.447
Scattered Rural (All)		205.906
Roads & Tracks		3508.422
Animal Batteries		32.844
Greenhouses		0
Mines Extraction & Tailings		266.108
Mines Sub-surface & Infrastructure		0
Cloud Obscured AllDates		0
(Source of data: GIS Global/mage & Own Compilation, June 2010)		

Spatial Vision

Vision

The spatial vision must first of all align with the vision and mission statement of the municipality. JB Marks Local Municipality has finalized and adopted a new Vision and Mission.

Mission

The Spatial vision for JB Marks Local Municipality can therefore be formulated as follows:

“To reconstruct the urban and rural framework of JB Marks Local Municipality in order to create an integrated and sustainable city by capitalizing on its strategic location and the inherent economic potential that the area has to offer”

Conclusion

The following Draft Master Plans to be attached:

Draft Spatial Development Framework

Draft Electricity Master Plan

Draft Storm water master Plan

Draft Sewer and Water Master Plan

Draft Road Master Plan

Draft Energy Master Plan

Draft Dolomite master Plan

Draft Bulk Construction Policy