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| EPHRAIM MOGALE LOCAL MUNICIPALITY | **INTEGRATED DEVELOPMENT PLAN**  **2016/21** |

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**ACRONYMS**

CBO: Community Base Organizations

COGTA: Corporative Governance and Traditional Affairs

COGHSTA Corporative Government Human Settlements and Traditional Affairs

CFO: Chief Financial Officer

CMRA: Centre for Municipal Research & Advice

CPF: Community Policing Forum

CSF: Community Safety Forum

EU: European Union

EXCO: Executive Committee

EPMLM: Ephraim Mogale Local Municipality

EPWP: Expanded Public Works Programme

FMG: Finance Management Grant

GAMAP/GRAP: Generally Accepted Municipal Accounting Practice Generally Recognized Accounting Practice

SDM: Sekhukhune District Municipality

HIV/AIDS Human Immune Virus Acquired Immune Deficiency Syndrome

HOD’S: Head of Departments

IDP: Integrated Development Plan

ICT: Information Communication Technology

LGWSETA: Local Government Water Sector Education Training Authority

KPA: Key Performance Area

KPI: Key Performance Indicator

LED: Local Economic Development

LDP: Limpopo Development Plan

LNW: Lepelle North Water

LUMS: Land Use Management System

MFMA: Municipal Finance Management Act

MIG: Municipal Infrastructure Grant

MSCOA: Municipal Standards Chart of Accounts

MSIG: Municipal Systems Improvement Grant

MTAS: Municipal Turn-Around Strategy

NGO: Non-Governmental Organizations

NDP: National Development Plan

OHS: Occupational Health & Safety

OPMS: Organizational Performance Management System

PGDS: Provincial Growth & Development Strategy

PMS: Performance Management System

PR: Proportional Representative

PRO: Public Relations Officer

RDP: Reconstruction & Development Program

SABS: South African Bureau of Standards

SCM: Supply Chain Management

SDBIP: Service Delivery Budget Implementation Plan

SDF: Spatial Development Framework

SETA: Sector Education Training Authority

SLA: Service Level Agreement

SPLUMA: Spatial Planning Land Use Management Act

SWOT: Strength Weakness Opportunity Threats

TLC: Transitional Local Council

TRC: Transitional Regional Council

VIP: Ventilated Improved Pit latrine

WTW: Water Treatment Works

WWTW: Waste Water Treatment Works

***VISION, MISSION & VALUES***

* 1. **Municipality Vision**

A vision defines what the organization hopes to achieve in 5 or 10 years. Ephraim Mogale Local Municipality confirmed the already existing vision during the Strategic Planning session to be still steering the municipality as an organization to its dream. The vision was confirmed at a Strategic workshop on 23-24 March 2015 as follows:

“A *viable and sustainable municipality that provide quality service and enhance socio-economic growth*”

* 1. **Municipality Mission**

To involve all sectors of the community in the economic, environment and social development whilst improving service delivery thereby becoming a prominent agricultural, business and mega industrial growth point in the Sekhukhune District for the benefit of the residents and province.

* 1. **Core Values of the Municipality**

The values describe the interrelationship between people within an institution and the interrelationship between them and the people they serve. As such it describes business practices applied and the value placed on certain principles. The values Endeavour to reflect the culture that prevails or should prevail in a specific institution. The following values were identified from the interrelationships between Councilors to Councilors, Councilors to Administration, Councilors to Community, Administration to Administration, Ephraim Mogale Local Municipality values focus on;

* Transparency
* High Quality Service Delivery
* Accountability
* Integrity
* Efficiency
* Professionalism
* Commitment

**FOREWORD BY THE MAYOR**

The year 2016 is very significant within the local government sphere, as it is the year of “Local Government General Election”. This means the end of the mandate given to municipalities during the 2011 elections. As we enter the new local government era, it is important for the municipality to develop the new Five Years Integrated Development Plan (IDP) that will cover the period 2016 to 2021. It is in this regard that Ephraim Mogale Local Municipality in its strategic review, developed a five year IDP, for the financial year 2016-2021.

During the said strategic review, the municipality has further reviewed its vision and mission

This document will be used as long term developmental plan which came as a result of highly consultation with communities and stakeholders and comments by individuals who are all interested in the general development, growth and making a better life for the community of Ephraim Mogale Local Municipality.

During the consultations with communities as required by Chapter4 of Local Government: Municipal System Act 32 of 2000, community members gave the municipality inputs of their developmental needs within its areas and the prioritisation thereof. This is part of legislative requirement to engage in community participation in the operations and administration for local government were communities and stakeholders refine the prioritisation of project and development of better implementation strategy.

The document is in line with the needs and demand to improve and better the life of the communities it put emphasis and priorities on the improvement of the life of communities through the development of infrastructure in line with the National Development Plan (NDP) and Limpopo Development Plan (LDP).

Most importantly, the municipal IDP should be aligned to the municipal Budget as proposed. In that regard, the municipality envisage to continue the good practices prescribed and encouraged by the relevant legislations on budgeting, planning and development, that include the job creation through local economic development, etc. therefore the municipal annual IDP review should always consider limited financial resources as contained in the annual financial budget.

Our sincere gratitude goes to Executive Committee Members, Councillors, Traditional Leaders (Magoshi) officials and all stakeholders and members of the communities who participated and gave unwavering support in working together in ensuring a better life for all and making sure that we have viable and sustainable municipality that provides quality service and enhance economic growth. The municipality further noted with great appreciations the fact that our communities are appreciating and taking care of facilities and other commodities provided to them by the municipality and other spheres of government.

**Executive Summary**

The IDP has to be reviewed annually in order to:

* Ensure its relevance as the Municipality’s Strategic plan
* Inform other components of the Municipal business process including institutional, financial, planning and budgeting.
* Inform the cyclical inter-governmental planning and budgeting cycle.

For the IDP to remain relevant, a municipality must assess its performance and the achievements of its targets and strategic objectives. The IDP will therefore have to reflect the impact of successes as well as corrective measures to address challenges. The IDP , as Ephraim Mogale Municipality’s strategic plan, informs municipal decision-making as well as all business processes, The IDP process must inform the municipality’s financial and institutional planning and most importantly, the drafting of the annual budget.

The IDP and budget processes are two distinct but integrally linked processes which must be coordinated to ensure the IDP and budget related policies and the tabled budget are mutually consistent and credible.

The IDP process will address internal and external circumstances that impact on the propriety issues, objectives, strategies, projects and programs of integrated as reflected below figure 1.

*Figure 1*

**Key Elements to be addressed during this Process**

During the process of deepening strategic influence of the IDP, consideration to the constantly changing environment impacting on the municipality needs to be considered too. In general terms the review then also addresses the following:

* Incorporation of comments from various Role Players
* Incorporate comments from Provincial MEC
* Review and inclusion of new/additional information
* Weakness through self-assessment
* Alignment of Sector Plans
* Alignment of IDP with Provincial Programmes and Policies

This executive summary gives a concise overview of the municipality, its current situation, key challenges and opportunities. It also highlights priorities, strategic to improve the situation, how progress will be measured as well as powers and functions of the municipality.

**Strategic Objectives**

Department of Cooperative Governance Human Settlements and Traditional Affairs has identified Key Performance Areas (KPAs) whereby the Strategic Agenda can be implemented and monitored. Of critical natural for the Municipality will be to link its strategic objectives to the Strategic Agenda of National Government.

The table below provides the detail whereby the strategic objectives of the municipality can be to the 6 Key Performance Areas as stipulated by the Department of Cooperative Governance and Traditional Affairs

|  |  |  |
| --- | --- | --- |
| KPA | OUTPUTS(OUTCOME9) | MUNICIPAL STRATEGIC OBJECTIVES |
| Municipal Transformation and Organizational Development | * Differentiate approach to municipal financing, planning and support | * Plan for the future * Develop and retain skilled and capacitated workforce |
| Basic Services and Infrastructure Development | * Improved access to basic services * Support for human settlements | * Improve Community well-being through accelerated service delivery * House the nation and build integrated settlement |
| Local Economic Development | * Implementation of community work programme | * Grow the economy and provide livelihood support * Develop partnerships |
| Municipal Financial Viability | * Improve municipal and financial and administrative capability | * Become financially viable * Develop ,retain skilled and capacitated workforce |
| Good Governance and Public Participation | * Refine ward committee model to deepen democracy * Single coordination window | * Effective and efficient community involvement * Improve inter-governmental function |
| Spatial Rationale | * Actions supportive of the human settlement outcomes | * To promote integrated human settlement and agrarian reform |

# CHAPTER 1 – THE PLANNING FRAMEWORK

* 1. **Introduction**

The IDP as a primary outcome of the process of integrated development planning, is a tool for bridging the gap between the current reality and the vision of alleviating poverty and meeting the short-term developmental needs of the community and stakeholders within the municipality area and eradicating poverty from our municipality over a long-term in an effective, efficient and sustainable manner.

* 1. **Legislative background and policy imperative**

The constitution of the Republic of South Africa (Act 108 of 1996) is the supreme law of the country and has fundamental aims to protect human rights and promote democratic governance. The constitution also provides for a new approach to govern on national, provincial, and local government levels. The constitutional mandate that the constitution gives to local government, is to:

* Provide democratic and accountable government for all communities.
* Ensure the provision of services to communities in a sustainable manner.
* Promote social and economic development.
* Promote a safe and healthy environment.
* Encourage the involvement of communities and community organizations in the matters of local government.

The White Paper on Local Government expects municipalities to be working with citizens and groups within the community to fin sustainable ways to meet their economic, social and material needs plus improve the quality of their lives.

The Municipal Systems Act (MSA 2000) defines the IDP as one of the core functions of a municipality and makes it a legal requirement for every council to adopt a single, inclusive and strategic plan for the development of its municipality.

**Other laws amongst others that provide guidelines for the development of IDPs include:**

The Local Government Translation Act second Amendment Act 1996 (Act 97 of 1996);

The Municipal Demarcation Act, 1998 that provides the framework for the on-going demarcation process;

The Municipal Structures Act, 1998 that defines the institutional settings for the municipalities and describe core functions and responsibilities; The National Environment Management Act 1998; The Water Service Act, 1997; Regulations passed in terms of the Environment Conversation Act, 1989; and Municipal Finance Management Act 56 of 2003 that seeks to secure sound and sustainable management of the financial affairs of the municipalities and other institutions of the local sphere of government.

**1.2.1 Framing the 2016/2021 IDP**

The 2016/21 IDP was prepared within the legal and policy requirements , opportunities provided and challenges posed by the local, provincial and national context.

**1.2.2 The National Planning Context**

Ephraim Mogale Local Municipality is aware of the critical challenges facing the country as a whole, as well as the National Strategies Priority Areas to meet those challenges. The government has identified five priority areas for the next five years:

* Creation of decent work and sustainable livelihoods;
* Education;
* Health;
* Rural Development, food security and land reform; and
* The fight against crime and corruption.

In order to achieve these objectives the performances and development impact of the state will have to vastly be improved. While capacity building, better systems, a greater focus on implementation, and improved performance management will play a key part in this endeavor, integration, alignment and strategy between the actions of the three spheres government are important.

As decided by Cabinet around aligning the NDP, LDP and IDPs, the key to this activity is ensuring that the three spheres of government use the common platform of (1)”need/poverty” and (2) “developmental potential” as espoused in the NDP to analyze the space economy of their areas of jurisdiction. In addition to this decision it requires for the role of the IDPs of the municipalities in determining and structuring public investment and development spending to be drastically strengthened. This means that municipalities should play a greater role in determining priorities and resources allocation. The IDPs have become far more decisive on the areas of need and development.

**The National Development Plan focuses amongst others on the following;**

* The active efforts and participation of all South Africa in their own development
* Redressing the injustices of the past effectively
* Faster economic growth and higher investment and employment
* Rising standards of education, a healthy population and effective social protection
* Strengthening the links between economic and social strategies
* Collaboration between the private and public sector

**The Local Government Back To Basics Strategy**

The Local Government Back to Basics Strategy (B2B) its main core services that local government provides i.e. clean drinking water, sanitation, electricity, shelter, waste removal and roads which are the basic human rights enshrined in our constitution and Bill of Rights. This strategy comes after local government facing challenges in rendering services to the communities and majority of municipalities in the country to account mainly in financial management and continuous negative audit outcomes. The following are Local government programmes which municipalities will work to ensure:

**1. Basic Service: Creating conditions for decent living**

* Municipalities must deliver the basic services (basic water, sanitation, electricity, waste removal etc.)In addition to the above, municipalities must ensure that services such as cutting grass, patching potholes, working robots and street lights and consistent refuse removal are provided.
* Council to ensure proper maintenance and immediate addressing of outages or maintenance issues to ensure continuity of service provision
* Municipalities must improve mechanisms to deliver new infrastructure at a faster pace whilst adhering to the relevant standards
* Increase of Community Work Programme sites targeting the unemployed youth in informal settlements to render day to day services such as cutting grass, patching potholes, cleaning cemeteries, etc.
* Extend reach of basic services to communities living in informal settlements by providing temporary services such as:(i)potable water,(ii)temporary sanitation facilities,(iii)grading of gravel roads and (iv)refuse removal

**2. Good governance**

* Municipalities will ensure transparency, accountability and regular engagements with communities.
* All municipal structures must be functional and meet regularly.
* Council meetings to sit at least quarterly.
* All Council Committees must sit and process items for council decisions.
* Clear delineation of roles and responsibilities between key leadership structures.
* Functional oversight committees must be in place, e.g. Audit committee and Municipal Public Accounts Committees (MPAC)

**3. Public Participation: Putting people first**

* Implement community engagement plans targeting hotspots and potential hotspots areas.
* Municipalities to implement responsive and accountable processes with communities.
* Ward committees must be functional and Councillors must meet and report to their constituencies at least quarterly
* Utilise the Community Development Workers (CDWs), Ward committees and Ward councillors to communicate projects earmarked for implementation.
* PR Councillors need to represent the interests of the municipality as a whole and ensure that effective oversight and leadership functions are performed.
* Municipalities must communicate their plans to deal with backlogs.
* Municipalities to monitor and act on complaints, petitions and other feedback.

**4. Sound financial management**

* All municipalities must have a functional financial management system which includes rigorous internal controls.
* Cut wasteful expenditure.
* Supply Chain structures and controls must be in place according to regulations and with appropriate oversight.
* All Budgets to be cash backed.
* Ensure that Post Audit Action Plans are addressed.
* Act decisively against fraud and corruption.
* Conduct campaigns on “culture of payment for services” led by Councillors.
* Conduct campaigns against “illegal connections, cable theft, manhole covers” etc.

**5. Building capable institutions and Administrations**

* All municipalities enforce competency standards for Managers and appoint persons with the requisite skills, expertise and qualifications.
* All staff to sign performance agreements.
* Implement and manage performance management systems.
* Municipal management to conduct regular engagements with labour.

**1.2.3. Limpopo Provincial Government Strategic Objectives**

The Limpopo Development Plan (LDP) is an official directive for development planning in the Province of Limpopo for the planning periods **2015- 2019.**.The thrust of the plan is to identify the areas of economic significance or unlock competitive sectors of development, **with five specific objectives reassembled below:**

1. Create decent employment through inclusive economic growth and sustainable livelihoods
2. Improve the quality of life of citizens
3. Ensure sustainable development
4. Raise the effectiveness and efficiency of a developmental public service
5. Promote vibrant and equitable sustainable rural communities
6. Prioritise social protection and social investment

**1.2.4 The Local Planning Context**

At the local level, a number of fundamental issues impact on the planning processes of Ephraim Mogale Local Municipality. Firstly, the municipality is informed by National, Provincial and District programmes such NDP, New Growth Path, NDP, IDP and the District Growth and Development Summit (DGDS).

Secondly, and most important its geographical location and key features such agro-processing and tourism if optimal utilised may see the rapid development.

The 2016/21 Ephraim Mogale Local Municipality IDP is a continuation of the drive towards the alleviation of poverty over a short term and eliminating of endemic poverty over the longer period. This IDP also focuses on the Presidential call around the alignment of the National Development Perspective (NDP), Provincial Employment Growth and Development Plan (LDP) and the Municipalities IDPs.

At the core of the 2016/21 IDP is the challenge and commitment to

(1) Deepen local democracy,

(2) enhance political and economic leadership,

(3) Accelerate service delivery,

(4) build a developmental local government,

(5) ensure that the municipal planning and implementation are done in an integrated manner within all spheres of government.

**1.3 Powers and functions**

| **Function** | **Municipal Authority** | **District Authority** | **Remarks** |
| --- | --- | --- | --- |
| 1.Air Pollution | Yes |  |  |
| 2.Building regulations | Yes |  |  |
| 3.Child care facilities | Yes |  |  |
| 4.Electricity reticulation | Yes for Marble Hall town |  | Eskom reticulate rest of municipality |
| 5.Fire fighting | No | Yes |  |
| 6.Local tourism | Yes |  |  |
| 7.Municipal airport | Yes |  |  |
| 8.Municipal planning | Yes |  |  |
| 9.Municipal Health Service |  | Yes |  |
| 10.Municipal Public Transport | Yes |  | Bus & Taxi rank in private ownership |
| 11.Pontoons & Ferries | Yes |  |  |
| 12.Storm water | Yes |  |  |
| 13.Trading regulations | Yes |  |  |
| 14.Water (potable) |  | Yes |  |
| 15.Sanitation |  | Yes |  |
| 16.Beaches and amusement facilities | Yes |  |  |
| 17.Billboards and the display of advertisements in public places | Yes |  |  |
| 18.Cemetries,funeral parlours and crematoria | Yes |  |  |
| 19.Cleansing | Yes |  |  |
| 20.Control of public nuisance | Yes |  |  |
| 21.Control of undertakings that sell liquor to the public | Yes |  |  |
| 22.Facilities for the accommodation, care and burial of animals | Yes |  |  |
| 23.Fencing and fences | Yes |  |  |
| 24.Licensing of dogs | Yes |  |  |
| 25.Licensing and control of undertakings that sell food to the public | Yes |  |  |
| 26.Local amenities | Yes |  |  |
| 27.Local sports facilities | Yes |  |  |
| 28.Markets | Yes |  |  |
| 29.Municipal Abattoirs | Yes |  |  |
| 30.Municipal parks and recreation | Yes |  |  |
| 31.Municipal roads | Yes |  |  |
| 32.Noise pollution | Yes |  |  |
| 33.Pounds | Yes |  |  |
| 34.Public places | Yes |  |  |
| 35.Refuse removal refuse dumps and solid waste disposal | Yes |  | The land fill site in Marble Hall town is licenced and authorised |
| 36.Street trading | Yes |  |  |
| 37.Street lighting | Yes |  |  |
| 38.Traffic and parking | Yes |  |  |
| 39.Registration authority | Yes |  |  |

**1.4 IDP INSTITUTIONAL MECHANISM**

The following table portrays the structures/stakeholders, composition, and their roles and responsibilities in respect of the Integrated Development Planning Process in Ephraim Mogale Local Municipality

1. **Table 1: IDP STRUCTURES, ROLES and RESPOSIBILITIES**

| **STRUCTURE/STAKEHOLDERS** | **COMPOSITION** | **ROLES AND RESPOSIBILITIES** |
| --- | --- | --- |
| * Council | * All Councillors | * Approves the Process Plan, IDP and Budget |
| * Executive Committee | * Mayor, Portfolio Chairpersons and members of the management Committee | * Mayor Chairs IDP Forum meetings * EXCO decides on the Process Plan and makes recommendation to the council |
| * IDP Steering (Technical) Committee | * Municipal Manger * IDP/PMS Manager * Section 57 Managers * (Infrastructure Services, Budget & Treasury services , Planning & Economic Development, Community services, Corporate services) * Portfolio Committee * Sectional Heads * Communication Officer | * Provide technical expertise and support * Ensure that the annual municipal budget and Service Delivery and Budget Implementation Plan are linked to and based on the IDP |
| * IDP Representative Forum | * Mayor * Executive Committee Members * Councillors * IDP Steering Committee * Traditional Leaders * Ward Committees * Representative of Organised Groups * Sector Departments and Parastatals * Sekhukhune District Municipality | * Review organisational performance, IDP and discuss future plans * Consider and comment on departmental business plans and the draft budget for the identified projects in the business plans * Represent interest of their constituents in the * IDP process * Provide organizational mechanism for discussion, negotiation and decision making amongst stakeholders * Monitor the performance of the planning and * implementation process |
| * Ward Committees and Ward Councillors | * All Ward Councillors | * Link the planning process to their wards * Assist in the organising of public consultation * and participation * Review ward development plans in line with changing circumstances by giving details of village situational analysis and the progress on implementation of projects in each village |

**1.5 IDP PROCESS OVERVIEW: STEPS AND EVENTS**

The IDP/Budget process Plan was approved by Ephraim Mogale Local Municipality Council on 31st August 2015

The activities that transpired during the Ephraim Mogale Local Municipality IDP review are presented in Table

| **TARGET DATE** | **OUTPUT REQUIRED** | **COORDINATOR** | **STAKEHOLDERS** |
| --- | --- | --- | --- |
| **Planning Phase** | | | |
| 14 July 2015 | Refinement of the draft approved process plan and awareness in accordance with provincial and district. | IDP manager and CFO | MM, Directors and Managers |
| 13 August 2015 | Submission draft Process plan to portfolio committee | IDP Manager | MM, Managers and Directors |
| 20 August 2015 | Submission Draft Process Plan to Exco | Mayor and Exco | Mayor, Exco, MM, and Directors |
| 27 August 2015 | Table the process plan to council | Mayor and Exco | Mayor, Exco, All councillors, MM and Directors. |
| **Analysis phase** | | | |
| 17August 2015- 31 August 2015 | 1. Legal framework Analysis 2. Leadership Guidelines 3. Municipality Technical Development Analysis 4. Community and Stakeholders Development Analysis. 5. Institutional analysis 6. Economic analysis 7. Socio-economic analysis 8. Spatial analysis 9. In-depth analysis and identification of key Development priorities | IDP Office | All wards |
| 09 September 2015 | IDP Technical committee | MM | MM, Directors and Managers |
| 15 September 2015 | IDP Steering Committee | Mayor and Exco | Exco, MM, Directors and Managers |
| 29 September 2015 | IDP rep forum | Mayor and Exco | Mayor, Exco, All Councillors, MM, Directors and Managers |
| 13 October 2015 | Table the analysis phase to portfolio committee | IDP Manager | MM, Directors and Managers |
| 19 October 2015 | Table Analysis Phase to Exco | MM | Mayor, Exco, MM and Directors |
| 29 October 2015 | Table the analysis phase to council | Mayor | Exco and all Councillors |
| **Strategies Phase** | | | |
| 03-06 November 2015 | Departmental Strategic Phase session | IDP manager | All Directors |
| 24-25 November 2015 | Institutional strategic planning session | Mayor and Exco | Mayor, Exco, All councillors MM, directors and Managers |
| 27 November 2015 | Table the strategic phase to portfolio Committee  Draft strategic Planning Report | IDP Manager | MM, Directors and Managers |
| 30 November 2015 | IDP/Budget/PMS Technical Committee  **(Table Strategies, KPI and Targets Presentation)** | MM | MM. Directors and Managers |
| 03 December 2015 | IDP/Budget/PMS steering Committee  **(Table Strategies, KPI and Targets Presentation)** | Mayor, Exco | Mayor, Exco, MM and Directors |
| 28 November 2015 | IDP Rep Forum | Mayor, Exco | Mayor, MM, and Directors |
| 08 December 2015 | Table the strategic phase to Exco | MM | Mayor, Exco, MM and Directors. |
| 10 December 2015 | Table the strategic Phase to Council | MM | Mayor, Exco and all Councillors, MM and all Directors |
| **Project Phase** | | | |
| 14 December 2015 | IDP/Budget/PMS Technical Committee to consider projects | MM | MM, Directors And Managers |
| 18 December 2015 | IDP/Budget/PMS Steering committee to consider projects | Mayor and Exco | Mayor, Exco, MM, and Directors |
| 05 January 2016 | IDP/Budget/PMS Rep forum | IDP Manager | Mayor, Exco, all councillors, Sector Departments, ward committee and CDW’s. |
| **Integration phase** | | | |
| 15 January 2016 | Audit Committee  **Consider IDP** | IDP Manager | Mayor, MM, and Directors |
| 12 January 2016 | Joint Portfolio Committee  **Consider Draft IDP** | IDP manager | MM, Directors and Managers |
| 23 March 2016 | Draft IDP and Budget Table to Exco | IDP Manager | MM, Directors and Managers |
| 31 March 2016 | Draft IDP and Budget table to Council  **Consider Draft IDP/Budget** | Mayor and Exco | Exco and All Councillors |
| 05 April 2016 | Issue public notice on the tabled 2015/16 Draft IDP/Budget in newspaper and placement of the document on the municipal website. | IDP and Communication | Communities and other stakeholders |
| 07 April 2016 | Submit Draft IDP and Budget to relevant authorities for assessment (CoGHSTA, National & provincial treasuries and direct Municipality)  **10 Days after tabling** | MM and CFO | IDP/ Budget |
| 13-17 April 2016 | Public participation on Draft IDP/Budget in all Clusters | Public Participation, IDP and Budget | Community and Stakeholders |
| **Approval** | | | |
| 28 April 2016 | IDP Technical Committee  **Considering input from Community** | IDP manager | MM, Directors and Managers |
| 30 April 2016 | IDP Steering Committee  **Consider input from the community** | Mayor and Exco | Mayor, Exco, MM and Directors |
| 16 may 2015 | Audit Committee | MM | MM, Directors and Managers |
| 17 May 2016 | Joint Portfolio Committee  **Consider final IDP/Budget** | IDP manager | MM, Directors and Managers |
| 23 may 2016 | Final IDP/Budget to Exco | MM | Mayor, Exco, MM and Directors |
| 29 May 2016 | Final IDP and Budget table to Council  **Consider final IDP/Budget** | IDP Manager | MM, Directors and Managers |
| 03 June 2016 | Issue Public Notice on the adopted 2015/16 IDP/ Budget in newspapers and placement of documents on the municipal website | IDP, Communication | Communities |
| 11 June 2016 | Submit adopted IDP and Budget to relevant Authorities (CoGHSTA, National & provincial treasuries, district Municipality)  **10 Days after adoption** | MM & CFO | IDP/Budget |

**1.6** **Basis for IDP Review Process**

The preparation and review of the IDP is a continuous process providing a framework for all development planning in the municipality. As such the IDP is not only annually assessed in terms of delivery and the prevailing conditions in the municipality, but also improved upon each and every year. The following aspects informed the 2016/21 IDP Review process:

* Updating baseline information to ensure sound decision-making in addressing service delivery gaps;
* Meeting the national targets in terms of service provisioning;
* Responding to key issues rose in the 2016 State of the Nation and Provincial Addresses focusing on “job creation through massive infrastructure development”.
* Aligning Sector Departments’ strategic plans to the municipality service delivery programmes;
* Strengthening focused Community and stakeholder participation in the IDP processes;
* Meeting targets in terms of the KPAs of the local government strategic agenda;
* Responding to the Community priorities for 2016/21
* Responding to issues raised during the municipality Assessment (SWOT);
* Updating and developing pending sector plans and programmes of the IDP
* Revising the vision, mission, objectives, strategies, programmes and projects; and
* Alignment of IDP, Budget and PMS activities.
* National Key Priority Areas and the National Outcome
  1. **MEC comments**

|  |  |  |
| --- | --- | --- |
| **2013/2014** | **2014/2015** | **2015/16** |
| **High** | **Medium** | **High** |

# CHAPTER 2 – MUNICIPAL PROFILE

**Description of Municipal Area**

**2.1 Demographic Profile**

Ephraim Mogale’s population is youthful, with Sepedi being the main language. The following analogy provides an overview of the important demographic Indicators of Ephraim Mogale Local Municipality. It covers the population size, age distribution, unemployment, income generation, educational levels and services backlogs. The socio-economic profile of the Municipality provides an indication of poverty levels, development prospectus and breaks it down from villages to wards. The population size is 123 648. The population in the municipality constitutes 97, 8% black Africans, 1, 6% whites, with other population groups making up the remaining 0, 6%. The sex ratio in the municipality is 88.9, meaning that for every 100 women there are 88 men.

The name of the Municipality was changed from Greater Marble-Hall to Ephraim Mogale by an amendment of section 12 notice in Provincial Gazette No 1721 by General notice 10 of 2010 on the 28th January 2010 with new Logo and slogan-RE HLABOLLA SECHABA which means “WE DEVELOP OUR PEOPLE”

The Ephraim Mogale Local municipality is composed of the former Marble Hall New City, Moutse West, and Leeuwfontein/Moganyaka, portion of former Hlogotlou/Lepelle TRC, portion of former Greater Nebo North TRC, the entire area of former Middle Lepelle TRC, portion of Naboomspruit/Roedtan, Thusang TLC area and part of the former Springbokvlakte TLC.

The municipality was established soon after the elections in 2005 in terms of section 12 notice no .302 dated 1 October 2000. The municipality was a cross boundary municipality which compromises of 16 villages, Marble hall town and farming areas in Mpumalanga and 2 townships and 47 villages in Limpopo. The municipality has been incorporated in Limpopo province in accordance with proclamation no.422 dated 27 December 2005. The municipality is named after the struggle hero Ephraim Mogale. The municipality borders Makhuduthamaga local municipality in the south, Elias Motswaledi local municipality in the east Lepelle Nkumpi local municipality in Capricorn District, Mookgopong local municipality in Waterberg and Mpumalanga’s Dr JS Moroka local municipality. It is situated about 150km from Polokwane, 100km from Mokopane, 145km from Pretoria, and 250km from Mbombela .The municipality is the second smallest of the five local municipalities in the district, constituting 14.4% of the area with 1911.07 square kilometers of the district’s 13 264 square kilometer .land ownership is mostly traditional and the municipality is predominantly rural with about 56 settlements, most of which are villages. The municipality has 16 wards.





**Ward Map**

2.1 Demographic Analysis

2.1.1 Population characteristics

Ephraim Mogale Local Municipality has a total population of 123628 and 32284 households. According to the census 2011 figures indicates that the municipality has a youthful population. The population has increased by 1.4% compared to the census 2001 statistics. The following analogy provides an overview of the important demographic Indicators which covers the population size, age distribution, employment, income, and educational levels.

**Source: stats South Africa census 2011**

|  |  |  |  |
| --- | --- | --- | --- |
| **POPULATION** |  | **HOUSEHOLDS** |  |
| Census 2001 | Census 2011 | Census 2001 | Census 2011 |
| 121327 | 123082 | 24189 | 32284 |

**2.1.1 POPULATION TRENDS AND WARD DISTRIBUTION**

|  |  |  |
| --- | --- | --- |
| **WARD** | **TOTAL POPULATION** | **NO OF HOUSE HOLDS** |
| WARD 1 | **9218** | **1676** |
| WARD 2 | **12570** | **2234** |
| WARD 3 | **10139** | **1844** |
| WARD 4 | **7162** | **1363** |
| WARD 5 | **9239** | **1949** |
| WARD 6 | **13676** | **2414** |
| WARD 7 | **8532** | **2157** |
| WARD 8 | **9765** | **2105** |
| WARD 9 | **7138** | **1298** |
| WARD 10 | **5984** | **1088** |
| WARD 11 | **12969** | **2359** |
| WARD 12 | **12307** | **2237** |
| WARD 13 | **16975** | **3001** |
| WARD 14 | **15650** | **2845** |
| WARD 15 | **16488** | **2998** |
| WARD 16 | **9 083** | **1717** |
| **Grand Total** | **123082** | **32284** |

*Census 2011*

**2.1.2 Age and Gender Distribution**

|  |  |  |  |
| --- | --- | --- | --- |
| **AGE** | **Male** | **Female** | **Grand Total** |
| 0 – 4 | 8412 | 8146 | 16558 |
| 5 – 9 | 7308 | 6938 | 14246 |
| 10 – 14 | 6795 | 6310 | 13105 |
| 15 – 19 | 7323 | 6802 | 14125 |
| 20 – 24 | 6036 | 5980 | 12016 |
| 25 – 29 | 4434 | 5178 | 9611 |
| 30 – 34 | 3262 | 3941 | 7203 |
| 35 – 39 | 2704 | 3684 | 6388 |
| 40 – 44 | 2326 | 3159 | 5485 |
| 45 – 49 | 2099 | 3028 | 5127 |
| 50 – 54 | 1765 | 2538 | 4304 |
| 55 – 59 | 1548 | 2147 | 3694 |
| 60 – 64 | 1328 | 1877 | 3206 |
| 65 – 69 | 918 | 1766 | 2684 |
| 70 – 74 | 886 | 1324 | 2209 |
| 75 – 79 | 393 | 954 | 1347 |
| 80 – 84 | 333 | 905 | 1238 |
| 85+ | 326 | 755 | 1081 |
| **Grand Total** | **58196** | **65432** | **123628** |

Source: Census 2011

**2.1.3 Number of gender headed households**

|  |  |
| --- | --- |
| Gender | Total |
| Male | 15734 |
| Female | 16550 |
| Grand Total | 32284 |

**2.1.4 Educational Profile**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Village** | **No schooling** | **Some Primary** | **Completed Primary** | **Some Secondary** | **Grade 12 / Std 10** | **Higher** | **Grand Total** |
| Dichoeung | 184 | 426 | 81 | 391 | 122 | 23 | 1227 |
| Marble Hall NU | 2715 | 3611 | 1467 | 4773 | 1497 | 453 | 14516 |
| Tsantsabela | 670 | 1179 | 243 | 1303 | 427 | 21 | 3842 |
| Mbuzini | 142 | 436 | 58 | 298 | 71 | 9 | 1015 |
| Elandskraal | 715 | 1714 | 349 | 1698 | 744 | 177 | 5395 |
| Hinlopen | 122 | 313 | 47 | 233 | 79 | 6 | 799 |
| Morarela | 229 | 409 | 51 | 228 | 38 | 1 | 956 |
| Mogalatsana | 270 | 207 | 34 | 157 | 72 | 11 | 751 |
| Phetwane | 66 | 270 | 49 | 274 | 82 | 36 | 777 |
| Mafisheng | 36 | 239 | 64 | 301 | 106 | 34 | 780 |
| Arabie | 2 | 36 | 4 | 33 | 17 | 76 | 169 |
| Mareleng | 12 | 42 | 3 | 34 | 20 | 2 | 112 |
| Moomane | 105 | 313 | 59 | 333 | 106 | 16 | 931 |
| Mohlotsi | 77 | 228 | 29 | 200 | 92 | 11 | 637 |
| Motselope | 62 | 171 | 23 | 139 | 53 | 1 | 448 |
| Frischgewaagd | 24 | 43 | 1 | 26 | 10 | - | 104 |
| Klipspruit | 29 | 32 | 10 | 37 | 17 | 6 | 131 |
| Gereagopola | 13 | 78 | 12 | 73 | 56 | 9 | 241 |
| GaMasha | 86 | 250 | 27 | 186 | 69 | 7 | 624 |
| Ditholong | 323 | 392 | 66 | 455 | 124 | 36 | 1395 |
| Letebejane | 113 | 432 | 53 | 480 | 170 | 33 | 1280 |
| Matlala | 1 | 8 | 2 | 15 | 17 | 66 | 109 |
| Tsimanyane | 116 | 381 | 61 | 426 | 254 | 155 | 1394 |
| Mooihoek | 149 | 456 | 69 | 390 | 162 | 50 | 1276 |
| Manotolwaneng | 85 | 113 | 25 | 107 | 8 | 23 | 361 |
| Mathukuthela | 53 | 326 | 52 | 230 | 102 | 8 | 771 |
| GaMmela | 6 | 11 | 2 | 18 | 6 | 3 | 46 |
| Makhutso | 38 | 82 | 23 | 60 | 40 | 1 | 244 |
| Goru | 25 | 42 | 13 | 86 | 43 | 19 | 227 |
| GaMakharankana | 333 | 516 | 105 | 516 | 166 | 31 | 1667 |
| Mmakgatle | 70 | 119 | 19 | 113 | 36 | 4 | 363 |
| Mohlalaotoane | 506 | 1074 | 186 | 1125 | 549 | 153 | 3593 |
| Selebaneng | 34 | 67 | 16 | 67 | 24 | 8 | 217 |
| Doornspruit | 92 | 192 | 30 | 154 | 76 | 2 | 546 |
| Malebitsa | 471 | 1229 | 250 | 1094 | 340 | 61 | 3445 |
| Matilo | 80 | 102 | 9 | 123 | 30 | 3 | 347 |
| Driefontein | 302 | 765 | 108 | 622 | 197 | 19 | 2013 |
| Seriteng | 192 | 332 | 74 | 298 | 142 | 25 | 1063 |
| Mamphokgo | 724 | 1442 | 289 | 1616 | 632 | 51 | 4753 |
| Mmotwaneng | 249 | 307 | 61 | 316 | 148 | 31 | 1112 |
| Mabitsi B | 66 | 146 | 27 | 105 | 65 | 13 | 422 |
| Uitvlugt | 769 | 1627 | 246 | 1335 | 278 | 27 | 4283 |
| Rathoke | 740 | 1578 | 286 | 1342 | 505 | 104 | 4554 |
| Mabitsi A | 131 | 503 | 89 | 466 | 155 | 32 | 1375 |
| Vaalbank | 148 | 302 | 47 | 262 | 106 | - | 866 |
| Keerom | - | - | 1 | 2 | 2 | - | 5 |
| Metsanangwana | 551 | 741 | 130 | 691 | 262 | 75 | 2450 |
| Doornlaagte | 227 | 438 | 97 | 418 | 150 | 23 | 1353 |
| Masanteng | 19 | 15 | 5 | 12 | 10 | - | 61 |
| Paardenzoek | 9 | 19 | 5 | 18 | 6 | 1 | 57 |
| Spitspunt | 323 | 944 | 175 | 711 | 185 | 23 | 2361 |
| Moeding | 118 | 226 | 50 | 221 | 98 | 9 | 722 |
| Moganyaka | 382 | 806 | 138 | 914 | 392 | 51 | 2683 |
| Manapsane | 457 | 1521 | 311 | 1688 | 695 | 96 | 4767 |
| Leeufontein | 775 | 1877 | 328 | 2554 | 1248 | 374 | 7157 |
| Phuleng | 38 | 72 | 12 | 101 | 23 | 5 | 253 |
| GaMakgatle | 35 | 92 | 21 | 110 | 57 | 2 | 317 |
| Ngwalemong | 178 | 539 | 79 | 608 | 213 | 24 | 1642 |
| Marble Hall | 159 | 338 | 87 | 572 | 594 | 550 | 2300 |
| GaMakena | 66 | 86 | 33 | 116 | 55 | 4 | 361 |
| Matlerekeng | 615 | 1374 | 280 | 1343 | 453 | 38 | 4103 |
| Tshikanosi | 202 | 585 | 103 | 460 | 166 | 45 | 1561 |
| Matlala Ramoshebo | 549 | 989 | 141 | 1062 | 490 | 48 | 3279 |
| Grand Total | 16077 | 33201 | 6814 | 34141 | 13150 | 3228 | 106610 |

**Source: Census 2011**

**2.1.5 Employment Profile**

Table depicts employment status

|  |  |
| --- | --- |
| Employed | 18345 |
| Unemployed | 12943 |
| Discouraged work-seeker | 5299 |
| Other not economically active | 34572 |
| Age less than 15 years | - |
| Not applicable | 52470 |

**2.1.6 Annual Household Income**

|  |  |
| --- | --- |
| INCOME CATEGORY | No. of household |
| No income | 4988 |
| R 1 – R 4800 | 1823 |
| R 4801 – R 9600 | 3794 |
| R 9601 – R 19 600 | 9222 |
| R 19 601 – R 38 200 | 7203 |
| R 38 201 – R 76 400 | 2544 |
| R 76 401 – R 153 800 | 1317 |
| R 153 801 – R 307 600 | 889 |
| R 307 601 – R 614 400 | 335 |
| R 614 001 – R 1 228 800 | 72 |
| R 1 228 801 – R 2 457 600 | 54 |
| R 2 457 601 or more | 42 |
| **Grand Total** | **32284** |

**2.1.7 People with Disabilities**

|  |  |
| --- | --- |
| Disability | Grand total |
| Seeing | 9592 |
| Hearing | 4334 |
| communication | 3821 |
| Physical | 5532 |
| Intellectual | 6674 |
| Multiple | 8576 |
| Total | 38 529 |

*SOURCE: STATSSA 2011*

**CHAPTER 3 – SITUATIONAL ANALYSIS**

**Background**

The municipality is a major producer of citrus and table grapes. Cotton and vegetable production is also substantial. Cattle ownership among subsistence farmers is significant. Production areas are scenically attractive and, together with the Flag Boshielo Dam; provide supply side opportunities for tourism development. The Schuinsdraai Nature Reserve, which is adjacent to Flag Boshielo Dam, adds to this opportunity. Mining activity includes dolomite and dimension stone. Marble Hall town has a very large, but underutilized industrial park. The only manufacturer of note is McCains and Tiger Brand Foods vegetable processing. Other tenants in the industrial park are mostly distributors and businesses that repair motor vehicles and other equipment. The local construction industry is very small, but is growing rapidly. Wholesale and retail trade development has always been overshadowed by facilities that are available in the adjacent Groblersdal. A large network of informal traders operates throughout the municipal area.

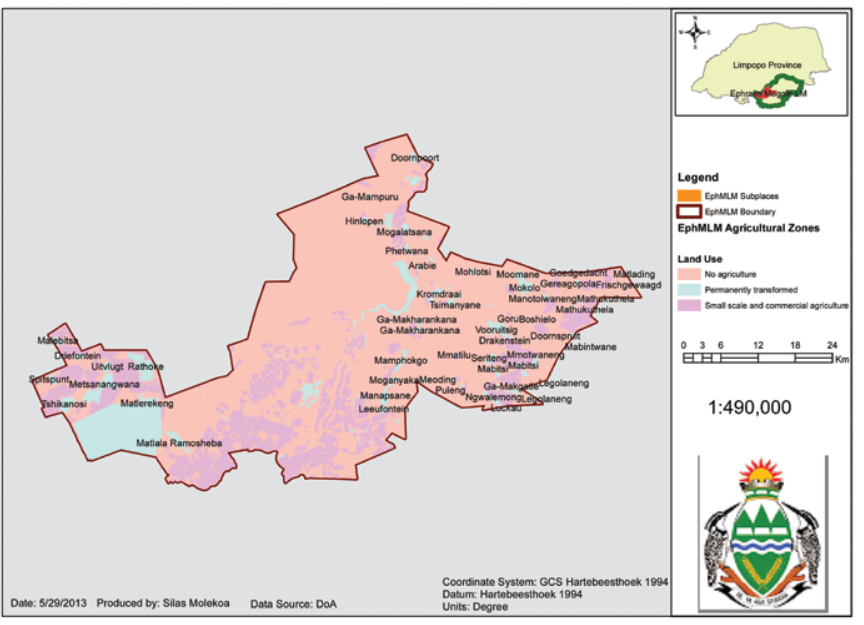
**3.1 Spatial Rationale**

3.1.1 **Purpose of spatial analysis**

The spatial analysis exercise provides a visual picture of the existing spatial Pattern (that nodes, networks and areas) that has emerged in the municipal area. This analysis serves to describe the municipal area in spatial terms and understand how space is utilized in the municipality. It also looks at settlement patterns and growth points (nodes), population concentration areas, land claims and their socio-economic implications. All these aspects have a bearing on future land usage, infrastructure investment, establishment of sustainable human settlements, public transport and local economic development.

3.1.2 **Settlement Patterns / Hierarchy of Settlements**

The configuration of the municipal area and the existing spatial pattern (topography, population distribution and sprawl) together with causal factors (land ownership, established land uses) are impediments to the successful implementation of a Development Strategy to achieve the four developmental outcomes proposed in the White Paper on Local Government. Restricted access to land by the Municipality due to inhibitive land cost (privately owned land) and statutory deterrents (state – owned land under tribal custodianship) would exacerbate attempts by the Council to orchestrate and encourage the development of a beneficial spatial pattern within the municipal area.



**3.1.3 The settlement hierarchy of the municipality is as follows**

| **Type** | **Characteristics** | **Areas** |
| --- | --- | --- |
| First Order Settlements (Growth Points) [GP] | It is individual settlements (e.g. towns/villages) or a group of settlements located relatively close to each other where meaningful economic, social and institutional activities, and in most instances a substantial number of people are grouped together. These growth points seem to have a natural growth potential but some do not develop to their optimum potential due to the fact that capital investments are made on an ad hoc basis without any long-term strategy for the growth point and/or the area as a whole. | Marble Hall |
| * Second order Settlements (Population Concentration points) [PCP] |  | Leeuwfontein, Moganyaka North and South, Mamphokgo North and South, as well as Manapyane **(with an** estimated 2006 population of 21555) form part of the “Leeuwfontein Population Concentration Point |
| * Third Order Settlements (Local Service Points) [LSP] |  | Ragaphela was identified as a Local Service Point |
| * Fourth Order Settlements (Population concentration point] |  | Ditholong, Letebejane, Tsimanyane area is Population Concentration Point. |

3.1.4 **Land Use Composition and management tools**

Land Use Management scheme determines and regulates the use and development of the land in the municipal area in accordance with Town-planning and Town ordinance (Ordinance no.15 of 1986). Geographic information system assists with the information regarding land development and upgrading and the municipality upgrades the system regularly.

3.1.5 **Spatial Development Growth Points Areas**

|  |  |  |
| --- | --- | --- |
| Provincial Growth | District Growth | Municipal Growth |
| None | Marble –Hall | Leeuwfontein |
|  |  | Elandskraal |
|  |  | Zamekomst |

3.1.6 **Land Claims**

Land claims have been made in respect of Schuinsdraai nature reserve and representatives of claimants have been included in the PAC for second phase development of the reserve by DEAT. The Flag Boshielo Dam which can provide supply side opportunities for tourism development. The Schuinsdraai Nature Reserve, which is adjacent to Flag Boshielo Dam, adds to this opportunity. Further opportunity is the industrial land available in Marble Hall town which is in ownership of the municipality

**Spatial Challenges**

* Scattered settlements are becoming too costly to provide services.
* Marble Hall which is the economic hub is located far away from the villages and it is not easily accessible by the poor.
* The apartheid residential settlement layout is still very much evident with sprawling rural villages situated in traditional authority areas located far away from employment opportunities, consequently it becomes too costly for people to travel to their working places.
* Large areas of land in Marble Hall are privately owned and not easily accessible for development.
* State-Owned land is mostly under the custodianship of traditional Authorities.

**Opportunities**

Ephraim Mogale is characterized by clearly identifiable land use areas, including: extensive agriculture areas, predominated by the growing of citrus fruit; game reserves and nature reserves, including game lodges; sprawling rural residential villages.

3.1.7 **SWOT Analysis**

KPA 1 Spatial Rationale

|  |  |
| --- | --- |
| **STRENGTHS** | **WEAKNESSES** |
| Planning and economic development | * Land Ownership and Land Use Management * Scattered settlement thus become too cost to provide services. * Marble Hall which is the economic hub is located far away from the village and it is not easily accessible by the poor. * The apartheid residential is still very much evident with sprawling rural villages situated in traditional authority areas located far away from employment opportunities, thus become too costly for people to travel to their working places * Large areas of land in Marble Hall is private owned and not easily accessible for development. * State-Owned land is mostly under the custodianship of traditional Authorities |
| **OPPORTUNITIES** | **THREATS** |
| * Ensure lawful security of tenure * Ephraim Mogale is characterized by clearly identifiable land use areas, including: extensive agriculture areas, predominated by the growing of citrus fruit; game reserves and nature reserves, including game lodges; sprawling rural residential villages | To implement land use management system once in place |

**CHAPTER 4:** **Environmental, Social and Economic Analysis**

4.1. **Environmental Analysis**

**4.1.1 Climate**

The average temperatures show moderate fluctuation with average summer temperature 23°C, with a maximum of 28°C and a minimum of 18°C. In winter the average is 13, 5°C with a maximum of 20°C and a minimum of 7°C as measured at the Sekhukhune Land Weather Station.

4.1.2**. LAND FORM**

**Geology**

The south-western part of the municipal area is underlain by the acid and intermediate intrusive rocks of the Waterberg Group, as well as small areas of mafic and ultramafic formations. The western portion is underlain by extensive Karoo Supergroup formations, principally basalts of the Lebombo Group and Clarens Formation sandstones, with smaller areas of Ecca Group shales, siltstones and mudstones. The central and eastern portions are underlain by a variety of rocks of the Bushveld igneous Complex. The most important of these are the Lebowa Granite suite, with outcrops of the Rashoop Granophyre Suite, followed by rocks of the Rustenburg Layered Suite further to the north and east. Much of the northern part of the area is underlain by rocks of the Transvaal Sequence, with the silicified sandstones and quartzites of the Black Reef Quartzite Formation being very prominent, together with Chuniespoort dolomites and Pretoria group shales, hornfels and quartzites.

According to Soils occurring in the municipal area can be divided into the following groups: In the west: Shallow to moderately deep sandy-clay loam soils on flat and undulating terrain overlying rocks of the Ecca Group, principally shales and silicified sandstones; In the east: Deep, black, blocky vertisols of the Springbok Flats; Moderate to deep sandy loam soils lining long stretches of the Olifants River valley in its middle reaches.

Most of the soils are suitable for commercial agriculture when sufficient water is available. Virtually all of the areas with suitable soils, particularly the area downstream of the Loskop and Flag Boshielo dams, are contained within the jurisdiction of formal irrigation boards or Government Water Control Areas. Further away from the main river channels, land use is given over to small- and medium-scale livestock farming operations. A relatively wide variety of crops are produced on the irrigated and rain-fed areas, primarily maize, wheat, sorghum, cotton, tobacco, Lucerne, potatoes, vegetables, sunflowers and soya bean.

**Topography**

To the south-west of the municipal area the Olifants River is located on an open floodplain area and to the north the river is located in a valley surrounded by the Strydpoort Mountains (parallel hills and lowlands). Strips of erosion can be found in the valleys alongside most of the perennial and non-perennial rivers

**Water Sources**

**Water**

Due to the predominantly rural character of the municipality’s area of jurisdiction there is no bulk water provided in most of the villages in Moutse West. Water is provided by means of water tanker trucks and boreholes. Provision has been made for bulk reticulation and cost recovery in Moutse to be implemented in 2011/12 according to water sector program, PGDS targets.

One very large impoundment on the Olifants River, the Flag Boshielo (Arabie) Dam, provides water supplies to numerous small towns and settlements in the sub-catchment, as well as large volumes of water for irrigation schemes along both banks of the Olifants River. Nine other medium-sized dams are also located in this sub-catchment and supply water for domestic use and for irrigation. Many of the mines and industries in this sub-catchment, as well as numerous small and large settlements, rely on water supplied from these ten dams, or use local boreholes or direct run-of-river abstraction from perennial rivers and streams. There are also over 500 small farm dams located in this sub-catchment and these trap water for domestic purposes and for limited areas of small-scale irrigation, as well as livestock watering.

**Overgrazing**

The major influencing factor in this regard is the overstocking by practicing farmers and then it became a situation were by no one takes responsibly of the pieces of land they all used for grazing. Lack of land ownership is settlement areas which results mainly in traditional farming methods and overgrazing.

**Soil erosion**

Traditional framing methods give rise to possible erosion. Strips of erosion can be found in the valleys alongside most of the perennial and non-perennial rivers.Major erosion in areas in Moutse west, Elandskraal, Leeufontein. There is no control of plants and trees and deforestation – land degradation is identified as a major environmental problem with erosion often the result.

**Veld fires**

Uncontrolled fires are an element of concern as far as the environment is concerned. The extent of these conditions is high with flat areas having a medium magnitude rate. Especially in winter months ‘smoky ‘air due to veld fires is environmentally unhealthy. These also influences major risks such as drought and flooding.

**4.1.3 POLLUTION**

**4.1.3.1 Water pollution**

The following activities can be expected to have an impact on water resources in the Middle Olifants sub-catchment:

* Landfills and solid waste disposal sites at all towns and larger settlements;
* Disposal of liquid (domestic, light and heavy industrial) effluent at all towns;
* Moderate volumes of runoff from towns, as well as all other urbanized areas;
* Non-point domestic effluent from numerous small settlements and farms;
* Minor non-point impact from non-intensive commercial or subsistence agriculture;
* Non-point impact of agricultural return flows from intensive irrigation areas; and
* Litter and domestic garbage discarded alongside the many roads that traverse the sub-catchment.
* Groundwater pollution can be caused by septic tanks and French drains mainly on commercial farms. Pit latrines at settlements and villages can also contaminate ground water especially in Moutse west area were Geo technical conditions are sandy and results in seepage from latrines into groundwater resources.

4.1.3.2 **Air Quality and Pollution**

Air pollution resulting from the use of fire wood, coal and paraffin used for cooking energy purposes impact on air quality (pollution) also on biodiversity (woodcutting) and dust from gravel roads have also been identified as environmental problems (albeit with a lower significance) . Problems regarding mine dust in Marble Hall might lead to respiratory related diseases.

4.1.3.3 **Surface Pollution**

Surface pollution is caused by the spraying of crops with pesticides and the lack of proper management thereof. Graveyard establishment without considering geotechnical circumstances and conducting assessments will also contribute to pollution of soil and groundwater. Uncontrolled littering and disposal of waste along roads and open space are also creating serious surface pollution with high potential unhealthy conditions to communities.

The challenges for the above is the capacity to prevent and monitor pollution.

**Chemical spills and hazardous accidents**

Uncontrolled disposal of medical waste from hospitals and clinics may result in hazardous accidents. Although these segment of waste is collected by specific medical waste removal companies it is still a huge risk.

4.1.4 **Other Environmental issues**

There is no classified heritage sites in the Municipal area and no significant natural resources such as fenced wetlands

The Schuinsdraai Nature Reserve is located to the west and adjacent to Flag Boshielo dam and extends to over 9035 hectares, Leswena Nature Reserve located to the eastern side is to an extend of 1488 hectares forms part of eco-tourism in the area together with the Flag Boshielo dam

There is no environmental structure coordinating environmental issues in the Municipality but the Sekhukhune District Environmental Forum assists with the coordination of all environmental activities in the District. Main stakeholders are Provincial Environmental departments, District municipality and Local Municipalities

Environmental awareness campaigns are still a challenge but the environmental calendar days are celebrated in collaboration with the Provincial Department or District Municipality. The greening of the municipal area is ongoing with tree planting at schools and clinics.

All other chemical spills and related hazardous incidents is reported to the disaster management unit of the Sekhukhune District Municipality which deals with it in the correct and appropriate manner.

**4.2 Social Analysis**

**Background**

The historic imbalances in South African History resulted in the majority of our people living without land and housing, access to safe water sanitation for all, affordable and sustainable energy sources, illiteracy, poor quality education and training, poor and inaccessible health services. Here is the socio-analytic reflection of EPMLM.

**4.2.1 Integrated and sustainable Human Settlements**

Housing is a mandate of COGHSTA and the municipality plays a facilitation role between the community and the department. 7250 (22.47%) of all households are residing in a formal dwelling and 78.53% resides in either informal or traditional or traditional dwelling.

* + - 1. **The following chart reflects the type of dwelling**

**4.2.1.2 Housing backlog**

The housing backlog is estimated at 7700 households which exists mainly in rural settlement. The Municipality adopted a housing chapter which indicates the backlog and outlines how the backlog will be eradicated.

**4.2.1.3** **Challenges**

* None availability of land in Marble Hall (economic hub) to build low costing housing as an attempt to build integrated human settlement.
* Poor quality of some RDP houses

**4.2.1.4 Informal Settlement**

Currently there are no informal settlements within the municipality.

4.2.2 **Health and Social Development**

The challenge of the health sector in South Africa is to develop a unified national health system capable of delivering quality health care to all citizens efficiently and a caring environment. Overall health care expenditure and access to health care in the municipality remain poor. 33% of the communities are within 20km from hospitals and 67% outside 20km, 47% of the communities have access to clinics within 5km and the majority (53%) is more than 5km away from clinics

**4.2.2.1 The following table indicates the Health facilities available in the municipality.**

|  |  |  |  |
| --- | --- | --- | --- |
| **Facility** | **Standard**  **Per households** | **Number of Households** | **Existing Nr** |
| Hospital | 1 : 10 000 | 31971 | 1 |
| Health Centre | 1 : 5 000 | 31971 | ***2*** |
| Clinic | 1 : 2 000 | 31971 | **11** |
| Mobile Clinics | 1 : 2 000 | 31971 | 28 |

**4.2.2.2. Social Welfare**

**Available Welfare Facilities and Services**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Old age home** | **Child care** | **Disabled** | **Pension pay point** | **Services points** |
| **1** | **0** | **1** | **43** | **16** |

**4.2.2.3 Prevalence range of diseases**

The municipality implemented the decentralised response to HIV & AIDS, having joined the CMRA support project in June 2007 as the 7th pilot site. The objectives of the municipality project were: (a) to establish a Local AIDS Committee on HIV & AIDS with a clear objective, mandate and responsibility. The municipality set aside budget for Awareness programme in order to increase the level of awareness to the community related to HIV & AIDS issues, and to advise the municipality on how to establish and/strengthen the ward based multispectral municipal HIV & AIDS platform involving all stakeholders (governmental and non-governmental) in the field of HIV & AIDS.

The municipality sit on the District Aids Council (DAC), which is a body that coordinates and oversee the issues on HIV/AIDS in the entire District. Preparation of departmental action plans on HIV & AIDS has been compiled. There is a good understanding. The LAC had been established and will be reporting directly to the mayor.

The project has already contributed significantly to raising awareness in the municipality with regard to mainstreaming of HIV & AIDS. HIV & AIDS is rife, with a prevalence rate of 16.7% in 2006. Limited access to basic services, unemployment, poverty and lack of access to primary health care due to the vastness and rural nature of the Municipality are some of the risk factors that affect the spread of HIV & AIDS.

The municipality has appointed one HIV & AIDS Coordinator who will anchor the programme within the municipality and champion HIV &AIDS issues within the municipality. The CMRA Project Coordinator should be working hand-in-hand with the municipal coordinator to impart valuable skills and experience to ensure sustainability. Resources (material and human) should be made available to support the activities of the LAC, and for the municipality to increase on the level of awareness in its communities.

4.2.3 **Safety and Security**

The South African Police service (SAPS) is responsible for the safety and security in the municipality. The most common crimes in the area are assault and theft. There are Community Policing Forums (CPFs) and the Community Safety Forum was recently launched. For the municipality to achieve economic growth, safety and security is required to attract investments and thus create jobs and poverty alleviation. The municipality should jointly with the Department of Safety and Security, develop and implement crime prevention strategy.

**4.2.3.1 The following table indicates the facilities available in respect of police stations in the municipality.**

**Police and Magisterial Services Rendered**

|  |  |  |  |
| --- | --- | --- | --- |
| **Ward** | **Former TLC** | **Location** | **Facility** |
| 1,2,3,5& 6 | Moutse 1 |  | No Police station (Main PS in Dennilton and satellite in Matlerekeng) |
| 4 | Moutse 1 | Matlerekeng | Satellite Police Station with 16 personnel |
| 7 | Marble Hall | Marble Hall | Police Station with cells and courtroom.6 Private Security Services. |
| 8 | Moganyaka/Leeuwfontein |  | No formal and local services. |
| 9 | Moganyaka/Leeuwfontein |  | No formal and local services. |
| 10 | Hlogotlou/Lepelle |  | No formal and local services. |
| 11 | Hlogotlou/Lepelle/Nebo |  | Satellite Police Station at Rakgwadi |
| 12 | Hlogotlou/Lepelle |  | No local Police Station |
| 13 | Middle Lepelle |  |  |
| 14 | Middle Lepelle |  | No formal local services. |
| 15 | Middle Lepelle | Elandskraal | Police Station at Elandskraal |
| 16 | Middle Lepelle |  |  |

The challenges in respect of above are to move the Marble Hall police jurisdiction to include the areas outside Marble Hall police jurisdiction.

**4.2.4 Education**

There are 80 primary schools and 45 secondary schools with approximately 80 000 leaners. Marble hall which is the economic hub of the municipality has one public secondary school, the teacher pupil ratio is 1:60 on average in primary schools and 1:55 in secondary schools. Although the norm is 1:35 in secondary schools and 1:4 in primary schools, learner: teacher ratios are substantially higher than the national norm.

4.2.5 **Sports, Arts and Culture**

Sports and Recreational activities are coordinated by the Department of Sports, Arts and Culture in liaison with the municipality. The development of sports in the municipality is still a challenge at the ward level. Sports council was established in the municipality which co-ordinates sporting activities (comprise by community members, Department of sports and officials from the municipality). The development of sports in the municipality is still a challenge. The municipality has two stadia namely Elandskraal and Malebitsa. There are also 3 hubs which are sponsored by the department of Sports, Arts and Culture namely: Elandskraal, Malebitsa and Moganyaka Arts and Culture Councils is also established.

4.2.6 **Post Offices and Telecommunication Services**

Most of residents have access to telecommunication by using mobile phones. Telkom has minimal infrastructure with regard to house connections’. Postal services is also minimal

|  |  |  |  |
| --- | --- | --- | --- |
| Formal Post Offices | Mobile Post Offices | Backlog | Challenges |
| 2 (Marble Hall, Leeufontein & Elandskraal) | 11 (Xipame, Rakgwadi, Tsimanyane, Matlelerekeng, Manapyane, Regae, Elandskraal, Matlala Ramoshebo, Strydmag and Dichoeung) | 52 Villages have no access to post-office facilities | Some post offices had to close down due to the strike that was encountered last year |

4.2.7 **Cemeteries and Cremation**

Almost all the villages have cemeteries. There is no crematoria. There is a need for a new cemetery in Marble-Hall Town. There is a need for extension of cemeteries at Ward 2 (Rathoke)

**4.2.8 Social and Environmental SWOT**

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| * Most households have access to at least RDP housing standards * Access to social grants and services | * Shortage of some social facilities. |
| **Opportunities** | **Threats** |
| * Intergovernmental relations. | * Service delivery protests |

**4.3 Economic Development Analysis**

**Background**

To undertake a proper analysis of the political economy of the district, it becomes important to consider the background of the South African economy in general. Thus, the district economy needs to be viewed as an integral part of the provincial economy that is linked to the national. The national economy is part of the South African regional economy within the world economy. Thus Ephraim Mogale Local Municipality as part of Sekhukhune district is a constituent to the global economy positioned to take advantage of its comparative strengths in its relation to the other regions of the world

**4.3.1 The Structure of the Economy**

The municipality is a major producer of citrus and table grapes. Cotton and vegetable production is also substantial. Cattle ownership among subsistence farmers is significant. Production areas are scenically attractive and, together with the Flag Boshielo Dam; provide supply side opportunities for tourism development. The Schuinsdraai Nature Reserve, which is adjacent to Flag Boshielo Dam, adds to this opportunity. Mining activity includes dolomite and dimension stone. Marble Hall town has a very large, but underutilized industrial park. The only manufacturer of note is McCain’s and Tiger Brand Foods vegetable processing. Other tenants in the industrial park are mostly distributors and businesses that repair motor vehicles and other equipment. The local construction industry is very small, but is growing rapidly. Wholesale and retail trade development has always been overshadowed by facilities that are available in the adjacent Groblersdal. A large network of informal traders operates throughout the municipal area.

**4.3.2 Key Economic Sectors**

The Municipality has a relatively small economy, contributing only 1% to the provincial value of production. 41.4% of the 31 294 are economically active (employed or unemployed but looking for work) people in the municipality are unemployed. Among the economically active youth (15-34 years) in the area, almost half (48, 8%) are unemployed. (Source Stats S.A., Census 2011)

**4.3.2.1 Employment Sectors**

|  |  |
| --- | --- |
| In the formal sector | 12114 |
| In the informal sector | 3073 |
| Private household | 2640 |
| Do not know | 524 |
| **Grand Total** | **18350** |

4.3.2.2 **Development Corridors**

Zamenkomst – Rathoke – Malebitsais seen as a future development corridor with the main growth point at Rathoke. In anorth/south direction, the main development corridor of the Greater Marble Hall area, is from Marble Hall to be along the N1 in an eastern direction to Leeuwfontein and then in a northern direction along road D4100, to Matseding. The Roads D4358 and from there along Road D3600 to Elandskraal and ending at Dichoeung in the north, the main proposed east/west development corridor along Road D4285 (Tsimanyane South, Ragaphela, Mmotwaneng) along a priority link road to link up with settlements (for example Maserumule Park) in the adjacent Greater Tubatse Municipality, as well as provide linkage with the north/south corridor.

**4.3.3 Competitive and Comparative Advantages**

The municipality is designated a “provincial growth point” and is regarded as one of Limpopo’s more economically developed local municipalities. Municipal area makes a significant contribution to the District GGP, mainly from public sector, agriculture, agro-processing, wholesale and retail, trade, services and transport, storage and communication sectors. According to STATS SA 2011 census, agriculture is the largest contributor to employment, followed by the public sector, private households, wholesale and trade. The local conditions (business environment) in which the local business operate from provides comparative advantage and disadvantages, favoring certain types of industry sectors. The municipality boasts a pleasant climate, particularly suitable for table grapes and citrus. Fertile soils, large dams and irrigation provide comparative advantage for production of a variety of crops and livestock. Municipality has limited mineral deposits, mainly marble and lime. The best natural tourism attractions are the Flag Boshielo Dam and the adjacent Schuinsdraai Nature Reserve, which are not yet utilized or developed as major tourist attractions. The municipality has well serviced transport routes in comparison to the rest of the province the existing tourism sector has grown around business visitors, a few game lodges and agricultural educational tours.

4.3.3.1 **Local Constraints to Growth**

The municipality remains dependent on fiscal allocations from outside the province. The municipality’s annual budget is over R 180 million, of which R 227 million is raised within the municipality. Within the municipality 15,664 economically active people are required to support over 100,000 economically un-active people (2001 figures), a statistic that exposes the extent of under-development and dependency. Land ownership is the single biggest constraint to economic growth in the rural areas. The land issue permeates as a constraint through all sectors - from commercial level investment to undermining the scale and viability of emerging farmers and capital appreciation of property values for everyone living in the area. The current regulatory system creates investment uncertainty and slows or blocks the process of investment.

* + - 1. **Job Creation**

Following table indicates jobs created in the municipalities through EPWP and LED initiatives from 2007.

|  |  |  |  |
| --- | --- | --- | --- |
| **Project** | **Jobs created** | | |
| **Men** | **Woman** | **Youth** |
| Water reticulation | 303 | 321 | 426 |
| Mast lights | 30 | 40 | 55 |
| SLASH(fertilizer) | 3 | 5 | 2 |
| Brick paving manufacturing | 7 | 8 | 5 |
| Sports stadiums /community halls | 38 | 45 | 17 |
| Bakery and piggery | 2 | 8 | 0 |
| Bead making jewellery | 0 | 8 | 7 |
| Tar roads and storm water | 305 | 335 | 369 |
| Egg production | 0 | 20 | 5 |
| Organic farming | 48 | 90 | 0 |
| Cleaning campaign | 10 | 7 | 3 |
| Community Works Program | 112 | 498 | 535 |

**Economic development projects can be established as follows:**

1. Eco tourism - Schuinsdraai Nature Reserve/ Flag Boshielo: Community land Kgoshi Matlala

2. Industries – Marble Hall town: Council owned land

3. Cotton Cluster Initiative- the cluster consist of 5 primary cooperatives with interest of cotton production. The cluster will plant 575 ha on dry land and 115 under irrigation which will create 29 permanent jobs and more than 500 job opportunities.

4. Development of **Moloto Corridor** will contribute to economic growth

**4.3.4 SWOT analysis**

**KPA 3 Local Economic Development**

|  |  |
| --- | --- |
| **Strength** | **Weaknesses** |
| * LED Cluster committees are active and holding meetings | * Hawker stands (bring in new businesses) |
| **Opportunities** | **Threats** |
| * Growing retail and tourism sectors | * Water shortage |

# CHAPTER 5: BASIC SERVICES

**Background**

The Constitution of the Republic of South Africa in Section 152 (c) indicates that municipalities must “ensure the provision of services to communities in a sustainable manner”. The success of local economic development is tied to the provision of basic and other types of infrastructure to the people. All services under analysis in this section are located in a specific locality (as per SDF) and have potential to boast socio-economic development. Infrastructure analysis focuses on the status quo regarding water supply, sanitation facilities, energy and housing provision, roads and public transport, waste management and telecommunications – all of which underpins socio-economic development and determines people’s quality of life. The provision of adequate municipal infrastructure remains a challenge throughout the municipality.

**5.**1 Water and Sanitation Analysis

Ephraim Mogale local municipality is not a water service authority and water service provider. Sekhukhune District Municipality is the water service authority and water service provider with Lepelle Northern water and Dr J.S Moroka local municipality as water service providers appointed by the district.

5.1.1WATER SOURCES AND CATCHMENT

Water and sanitation provision:

The function is designated to Sekhukhune District Municipality and Ephraim Mogale municipality plays co-ordination and information facilitation role.

Water resources:

* There are 47 Boreholes in the municipality with 13 functional and 34 not functional.
* There are 2 Water Treatment works; Marble Hall 5ML, Flag Boshielo 8ML (Flag Boshielo was augmented by a package plant and 2 boreholes), and Lepelle Northern Water is the service provider appointed by SDM to operate these WTWs.
* Flag Boshielo east supplies 22 villages whereas Flag Boshielo West supplies 24 villages
* Leeufontein is reticulated from a new package plant
* Gareagopola is reticulated from a borehole and a service provider is appointed to refurbish the steel Reservoir. Booster pump and bulk line vandalised
* Moutse West extracts water directly from the JS Moroka Reservoir
* Frischgewaagd is reticulated from a well which pumps into 2 by 10 000 litres jo-jo tanks and 2 jo-jo tanks in the village
* The District municipality is currently in process of finalizing the bulk water system that will cover villages around Moutse area.

**5.1.2 Access and Backlogs**

Water backlog:

* The water backlog is at 87 % (28 313 households)

Sanitation provision

* Sanitation backlog is at 90 % (29 346 households)

Table 1: Domestic water services with infrastructure at or above RDP levels

|  |  |  |
| --- | --- | --- |
|  | **SDM** | **EPHMLM** |
| Total Number of hh (Dec. ’08) | 233067.59 | 28857 |
| Total number of hh served | 149902.00 | 26677 |
| **Percentage HH Served** | **67%** | **92%** |

**Source: Technical Services SDM**

**5.1.3 District Initiatives**

The Sekhukhune District has prepared a Water Services Development Plan (WSDP) that was adopted in 2005 and updated annually. The WSDP is currently being implemented and will be reviewed on yearly basis. The District has also finalized its section 78 process and is presently implementing the outcomes of that exercise. The establishment of Water Service Department and the transfer of DWA staff to the District have been completed.

The raising of Flag Boshielo Dam by five meters has been completed by DWA. The dam will improve the state of water provision in the municipality and these will eventually tourism and other development opportunities in the area.

The District has developed a Community Water Supplies Master Plan. This enables the District and its implementing agents to achieve its WSDP objectives. The intention is also to investigate alternative technical options for supplying specific areas with water, and to ensure coordination and implementation of water supply infrastructure. Early finings of these studies reveal that groundwater is a major water resource for most Sekhukhune households – and will continue to do so in the future. 16% in Ephraim Mogale are solely reliant on groundwater.

**Access to piped water**

Most of the households in the municipality do have access to piped water in the yard or through communal tap.

Table 4: Access to piped water

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Access to piped water inside dwelling/yard** | | | **Access to piped water on communal stand** | | | **No access to piped water** | | |
| **1996** | **2001** | **2011** | **1996** | **2001** | **2011** | **1996** | **2001** | **2011** |
| **Ephraim Mogale** | 7 909 | 9 980 | 22 759 | 4 257 | 6 063 | 4 343 | 7 385 | 8 146 | 5 181 |

Source: Census (2011)

**SANITATION**

The provision of sanitation in Ephraim Mogale faces considerable challenges at present. The situation is more of a concern that it was the cases with water.

The municipality has different households that use different types of toilet facilities. In town the municipality uses flushing toilets while in the rural areas there are few households that use flushing toilets. The rest of the population in the rural areas of the municipality use pit latrines.

**Status Quo**

**Table 5: Sanitation level in 2013**

|  |  |  |  |
| --- | --- | --- | --- |
| **Municipality** | **Total number of households** | **% Access RDP and above** | **% Backlog** |
| Ephraim Mogale | 57 855 | 34% | 66% |

Source: Infrastructure and Water Services Department at SDM (2013)

Table 6: Breakdown of Sanitation Backlog per Local Municipality A

|  |  |  |
| --- | --- | --- |
| **Local Municipality** | **Households** | **Backlog** |
| Greater Ephraim Mogale | 32 304 | 16 576 |

**Source: STATS SA – 2007 Community Survey There** is a slight difference between the STATSSA information on sanitation backlog above and the WSDP information below. Therefore, it is the responsibility of the Water Services Authority to contact a verification process to test the accuracy of the information.

Table 7: Breakdown of sanitation backlog per local municipality B

|  |  |  |
| --- | --- | --- |
| **Local Municipality** | **Household** | **Backlog** |
| Ephraim Mogale | 32 304 | 29 169 |

**Source: SDM WSDP**

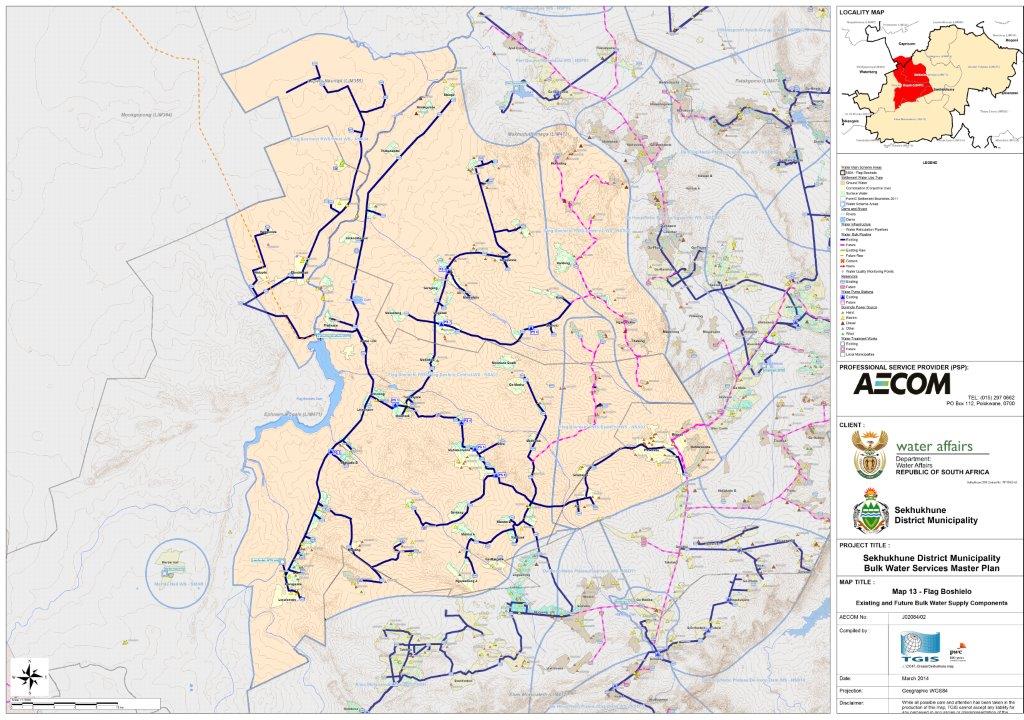
**Type of sanitation**

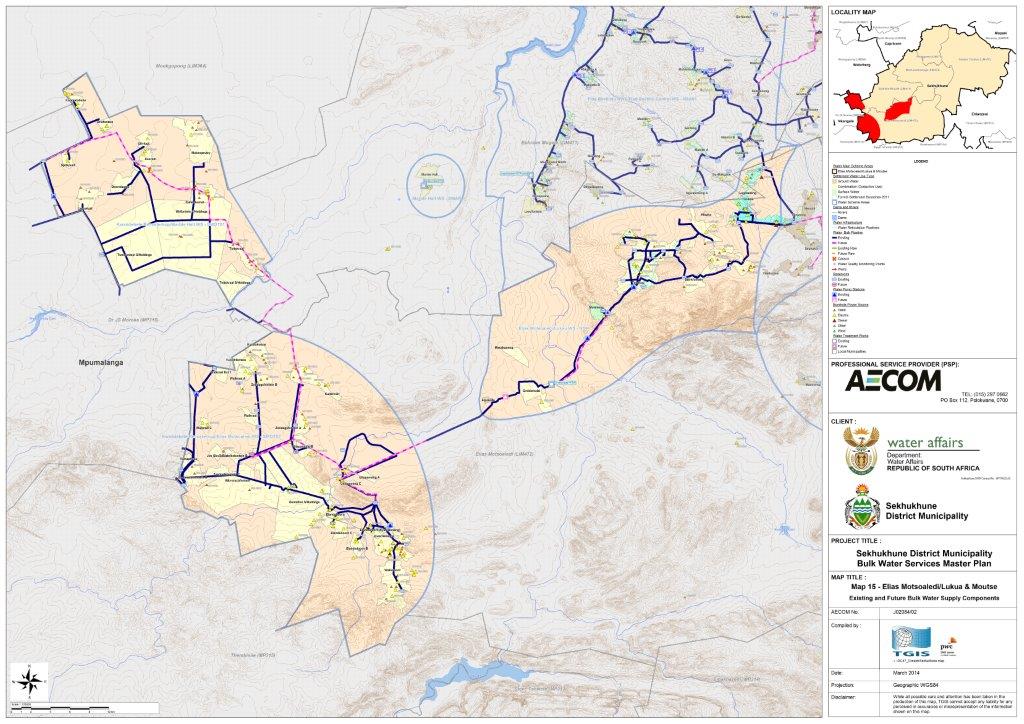
Table 8: Sanitation Type

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **MUNICIPALITY** | **Flush/chemical toilets** | | | **Pit toilets** | | | **Bucket** | | | **No toilets** | | |
| **1996** | **2001** | **2011** | **1996** | **2001** | **2011** | **1996** | **2001** | **2011** | **1996** | **2001** | **2011** |
| **Ephraim Mogale** | 1 708 | 3 758 | 4 067 | 15 789 | 17 162 | 25 328 | 151 | 121 | 611 | 1 892 | 3 147 | 1 677 |

*Source: Census 2011*

**WATER CATCHMENT AND SOURCE IN THE MUNICIPALITY (Flag Boshielo Scheme)**

**

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**Challenges on Water and sanitation**

* Spillages
* Smell from Sewage Plant
* Industrial effluent not up to standards(non- Compliance)
* Refuse removal Tariff for billing or classify as free basic service
* No provision of water quality reports by WSA
* No water SLA’s between WSA and the Municipality

**5.3 Free Basic Services**

Indigent policy was reviewed by Council on 28 February 2013 which makes provision that an indigent is defined as the total income of all occupants is not more than R2500.00 per household. Indigent register was compiled in 2015,

Registered indigents receive free basic services for the following services

All registered indigents will receive 50 units of electricity per month free of charge. Unused free electricity units shall not be carried over to the next month. Any meter tampering or dishonesty shall result in the termination of the free service. Challenge is that 2387 was configured but non active have been de-configured now 2080. Average collection rate 1500/month. All villages covered 6975 applications received-R67 085 /month vat inclusive being paid out.

1. **Water**

All registered and approved indigent consumers will receive the first 6 kilometers of water fully subsidized. Depending on the availability of funds for this purpose, a subsidy, determined at the beginning of every financial year and not more than the applicable tariff for that year, will be applied for the duration of that particular financial year for consumption in excess of 6 kilometers per month. The amount of the subsidy will be determined and approved as part of the tariff policy applicable for the financial year. Challenge is for all indigents to register on the indigent register and to verify compliance with policy.

The district municipality is providing Free Basic Water, it is estimated that 79% of households within Sekhukhune receives free basic water

1. **Refuse Removal**

All registered destitute indigents shall be fully subsidized for refuse removal. All registered indigents shall be subsidized for refuse removal as determined and provided for by the Council in the annual budget from time to time. Depending on the availability of funds for this purpose a subsidy determined at the beginning of every financial year and not more than the applicable tariff for that year, will be applied for the duration of that particular financial year. The amount of the subsidy will be determined and approved as part of the tariff policy applicable for the financial year. Challenge is for all indigents to register on the indigent register and to verify compliance with policy.

1. **Sewerage**

All registered destitute indigents shall be fully subsidized for sewerage services. All registered indigents shall be subsidized for sewerage services as determined and provided for by the Council in the annual budget from time to time. Depending on the availability of funds for this purpose a subsidy determined at the beginning of every financial year and not more than the applicable tariff for that year, will be applied for the duration of that particular financial year. The amount of the subsidy will be determined and approved as part of the tariff policy applicable for the financial year.

The challenges are to update the indigent register in order to provide funds to cater for all the indigents

**5.2 Energy and Electricity**

**5.2.1** **Access and Backlogs**

The municipality provide electricity reticulation in Marble Hall town and public lighting in the whole municipal area. ESKOM provide electricity reticulation outside the town of Marble Hall. All the villages in the Municipality have been electrified except for Manthole village (±33 households) that was added to the Municipality at a later stage. The backlog is currently around 1%.

**TABLE - Household electricity backlog**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No. of Households** | **Source of Energy** | **Coverage** | **Backlog** | **% of backlog** |
| 32 284 (2011) | Electricity | 31 961 | 323 | 1% |

All residential areas within the municipality will be electrified by 2017. The remaining backlog will be new developments.

**TABLE – Public lighting backlog**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No. of Villages** | **Source of Energy** | **Coverage** | **Backlog** | **% of backlog** |
| 56 (2011) | Electricity | 22 | 34 | 60.71% |

**5.2.2 Sources of Energy**

The main source is of energy is Electricity which is supplied by ESKOM. It is distributed by ESKOM in the Municipal area except in the town of Marble Hall where it is distributed by the Municipality under a license issued by NERSA.

**5.2.3 Alternative Sources of Energy**

Alternative source of energy currently also in use in the Municipality:

* Wood – due to cost and availability
* Gas – Convenience of use and availability
* Paraffin - Ease of use
* Solar – High initial cost. Mainly geysers and a slow growth in Solar Electrical installations.

**Other energy/electricity projects**

Currently there are no other energy/electricity project that are initiated by other government department except electrification of households by Eskom through INEP.

**5.2.4 Electricity and Energy Challenges**

* High cost of electricity
* High cost of electrical material

New developments in villages not structured – increased costs

* Limited funding from INEP
* Delays in completion of ESKOM projects
* High cost of Solar Equipment
* Densification
* Old equipment
* Limited budget
* High cost of new ESKOM supply points and very long process
* Energy Master Plan
* Operation & Maintenance plans

**5.2.5 Free Basic Electricity Status Quo**

Currently there is no approved beneficiaries in the town of Marble Hall. All the beneficiaries is therefore in areas being service by ESKOM. There is an agreement with ESKOM to distribute FBE on behalf of the Municipality. The current number of beneficiaries register with ESKOM is 1895 of which an average of 1599 collect tokens per month

**5.3 ROADS AND STORMWATER DRAINAGE**

**5.3.1 ACCESS AND BACKLOGS**

The only major route running through the municipal area is the N11 which links Marble Hall with Groblersdal to the south, and Mokopane via Roedtan and with the N1 between Polokwane and Pretoria to the west and north. Provincial roads links Marble Hall with the villages to the west and north .Maintenance of these roads by the relevant authorities is inadequate due to lack of manpower and equipment.

The internal roads in the villages are the responsibility of the Municipality. Information regarding exact status of the roads is available from the recent developed roads Master plan. Internal streets within the settlements are generally low quality gravel roads that were never properly planned and constructed. Basically no provision was made for storm water drainage. Some of the formal towns have a few surfaced roads such as Leeuwfontein main roads that are partly tarred, but are deteriorating very quickly. The Majority of roads in our jurisdiction are gravel or dirt

The backlogs are per the Table below

|  |  |  |
| --- | --- | --- |
| **SURFACED ROADS(KM)** | **GRAVEL / DIRT(KM)** | **TOTAL** |
|  |  |  |
| 137.9km | 974km | 1111.9km |
|  |  |  |

**5.3.2 ROADS CLASSIFICATION**

The classification of roads into different operational systems, functional classes or geometric types is necessary for communication between engineers, administrators and the general public. Classification is the tool by which a complex network of roads can be subdivided into groups having similar characteristics.

A single classification system, satisfactory for all purposes, would be advantageous but has not been found to be practicable. Moreover, in any classification system the division between classes is often arbitrary and, consequently, opinions differ on the best definition of any class. There are various schemes for classifying roads and the class definitions generally vary depending on the purpose of classification.

Roads Agency Limpopo (RAL) completed classification of all roads in the Limpopo province, as per the Road Infrastructure Strategic Framework for South Africa (RISFSA) classification system. This process was concluded in March 2013, and it will be followed by the assignment of responsibilities between spheres of government. The assignment process will be led by National Department of Transport, and its conclusion date is unknown.

The RISFSA classification system classifies road in to 6 classes, in terms of strategic function and description of nature of roads. The classification system is done as per

| **The RISFSA Road Classification System** | | |
| --- | --- | --- |
| **Road Class** | **Strategic Function** | **Nature of Roads** |
| Primary Distributor | High mobility roads with limited access for rapid movement of large volumes of people, raw materials, manufactured goods, and agricultural produce of national importance | Public Roads: -  Between, through and within regions of national importance;  Between, through and within provincial capitals and key cities; Between, through and within major city nodes, which have significant economic or social road traffic; Between South Africa and adjoining countries which have significant national economic or social interaction; Providing access to major freight and passenger terminals including major ports and airports. |
| Regional Distributor | Relatively high mobility roads with lower levels of access for the movement of large volumes of people, raw materials, manufactured goods, and agricultural produce of regional importance in rural and urban areas | Public roads: -  Between and through centers of provincial importance.  Between provincial capitals, large towns and municipal administration centers.  Between class 1 roads and key centers which have a significant economic, social, tourism or recreational role.  Between South Africa and adjoining countries which carry limited economic or social road traffic. For access to transport hubs of regional importance. |
| District Distributor | Moderate mobility with controlled  higher levels of access for the movement of people, raw materials, manufactured goods, agricultural produce in rural and urban areas of regional importance | Public roads: -  Between centers, towns, and rural residential areas and villages. Between centers, towns and industrial/ farming areas. Between residential areas and local industrial/commercial areas.  Between large residential areas. Which provide linkages between a Class 2 and/or Class 1 routes. Which provide linkage between centers, towns, rural residential, industrial/farming areas and Class 2 or Class 1 routes. |
| District Collector | High levels of access and lower levels of mobility for lower traffic volumes of people, raw materials, manufactured goods, agricultural produce in rural and urban areas of local importance | Public roads: -  Between villages, farming areas and scattered rural settlements and communities, which primarily serve local social services as well as access to markets. Within a commercial, residential, industrial areas. Linking Class 3 roads. |
| Access Roads | High access and very low mobility routes for the movement of people and goods within urban and rural areas. | Public roads:  Within a residential community.  From a Class 3 or 4 to a residential community.  To provide direct access to industries and businesses.  To provide access to specific destinations such as heritage sites, national parks, mines, forests etc. |
| Non-motorized access ways | Public rights of ways for non-motorized transport providing the basic and dedicated movement | Public right of way:  To provide safe access and mobility for pedestrians, cyclists and animal drawn transport.  For social, recreational and economic access. |

As per RAL’s RISFSA Road Classification Report, the latest version of the draft TRH26 (August 2012) South African Road Classification and Access Management Manual (RCAM) was introduced, which builds and expands on the RISFSA functional road classification system. The TRH26 RCAM Manual is to become the official requirement for road classification and access management and supersedes both the draft National Guidelines for Road Access Management in South Africa (COTO, 2005) and the Manual for the Redefinition of the South African Road Network (DOT, 2008). The RCAM Manual has made significant changes to the functional classification descriptions in Chapter 3 of the 2006 RISFSA. All six classes have been split into rural and urban classes with the following descriptions:

|  |  |
| --- | --- |
| **RURAL CLASSES** | **URBAN CLASSES** |
| R1= Rural principal Arterial | U1= Rural principal Arterial |
| R2= Rural Major Arterial | U2= Rural Major Arterial |
| R3= Rural Minor Arterial | U3= Rural Minor Arterial |
| R4= Rural Collector Arterial | U4= Rural Collector Streets |
| R5= Rural local Arterial | U5= Rural local Streets |
| R6= Rural walkway | U6= Rural walkway |

**5.3.3 STATE OF ROADS AND STORMWATER**

**5.3.3.1 ROADS**

The total length of the road network under ownership of Ephraim Mogale Local Municipality is 1111, 9km, of which 974,9km are gravel and 114,3km are surfaced. This excludes roads owned by SANRAL, Province, District Municipality, and Private Roads. This translates to only 10, 3% of the network being surfaced and the rest of network, i.e. 89, 7%, being gravel. The breakdown of roads in terms of road surface and conditions is indicated in the Table below.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Conditions of Road Network under the ownership of EPMLM** | | | | | | |
|  | | **Lengths Conditions** | | | | |
| **ITEMS** | **Total Lengths (Kms)** | **Very Poor** | **Poor** | **Fair** | **Good** | **Very Good** |
| **Surfaced** | 137.9 | 1.5 | 2.9 | 33.8 | 53.0 | 23.2 |
| **Gravel** | 974. | 25.6 | 417.9 | 496.7 | 57.4 | 0.0 |
| **Overall** | 1111.9 | 27.1 | 420.8 | 530.4 | 110.3 | 23.2 |

**5.3.3.2 STORMWATER**

Storm water structures were divided into the following three categories:

* Bridges / Culvert;
* Side Drains;
* Stormwater Pipes; and
* Kerb Inlets

Summary of the conditions of Stormwater Structures in Ephraim Mogale Local are summarized in the Table below showing different storm-water structures within EPMLM.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Conditions of the Stormwater Structures Conditions in EPMLM** | | | | | | | |
|  | | | **Condition Grading** | | | | |
| **Items** | **Quantity** | **Unit measure** | **Very Poor** | **Poor** | **Fair** | **Good** | **Excellent** |
| **Bridges / Culverts** | 9 | No | 0.0% | 0.0% | 77.8% | 11.1% | 11.1% |
| **Stormwater Pipes** | 11056 | (m) | 2.0% | 3.0% | 18.0% | 60.0% | 17.0% |
| **Side Drains** | 11698 | (m) | 0.1% | 11.8% | 21.4% | 62.4% | 4.4% |
| **Kerb Inlets** | 68 | No | 7.4% | 14.7% | 45.6% | 29.4% | 2.9% |

**5.3.4 ROADS AND STORMWATER CHALLENGES**

The Municipality faces a lot of challenges with regard to the provision and maintenance of roads and Stormwater. The following are the challenges

* Planning data not available (RMS etc.)
* Aging infrastructure
* Huge backlog
* Lack of forward planning.
* Uncontrolled Storm water in villages
* Not enough equipment’s for maintenance
* Limited budget for developing new infrastructure
* poor performance of Service providers
  1. **Waste Management**

**5.4.1 Access and Backlogs**

Provision of kerbside waste collection service once a week is currently done in Marble Hall (965 Household), Leeuwfontein (1380 Household), Leeuwfontein RDP (725 households), Elandskraal (2182 Households) and 367 Households with communal bins at Schoeman Farms

Total of 5619 households

Total households in municipal area - 32 284

Backlog: 26 665 Households.

**5.4.2 State of waste management**

Disposal is done at one permitted landfill site in Marble Hall. Informal recycling is done on site and at source at the businesses in Marble Hall. Some volunteers are also recycling in Elandskraal and Matlerekeng.

* + 1. **State of Landfill Site**

The Landfill site is situated in Marble Hall town. The current airspace will be enough for at least 10 years and closure will then be done thereafter. The site is receiving an estimate of 15600 tons of waste annually. There is no weighbridge at the landfill, waste is there for estimated per tonnage. The site is permitted and it is classified as a GMB landfill site. There is a proper access road, the site is adequately fenced and some infrastructure like site facility, offices and cloakrooms are available.

Daily compaction of disposed waste is challenging but the site is rehabilitated on an annual basis. Site is open to the public weekdays and Saturdays from 6 am till 6 pm. On Sundays the site is closed. A recent external compliance audit was done as per the WASTE act and permit. The compliance is around 66% with the main challenge the monitoring of groundwater on the site. This will start in the 15’16 year. The statistics is also reported monthly on the SA Waste Information system.

* + 1. **Waste Management Challenges**

**Challenges** – Small rural municipality with little resources and accessibility of areas makes it difficult to do proper collection and recycling.

**5.5 Public Transport**

**5.7 Transport**

**5.7.1 Access and Backlogs**

The Municipality has Five formal taxi Rank namely Elandskraal; Zamenkomst; Tsimanyane; Leeufontein and Marble hall.

The backlog is standing at 57 taxi ranks since we have 63 villages.

**5.7.2 State of Public transport**

The Communities in Ephraim Mogale local Municipality relies on Taxis and Buses for transportation. The Municipality has Great North Transport that is operating in the area.

**5.7.3 State of Public Transport facilities.**

The four formal Taxi Ranks in our Municipal area are in fairly good condition considering that they have been existing for not more than 5 years but Elandskraal Taxi rank has deteriorated so much that major maintenance works need to be done.

The Municipality also owns an Aerodrome but there are few activities that are happening; it is only used by farmers. The Municipality is not generating any income from the Aerodrome but in terms of the aviation law we are expected to maintain the aerodrome for annual renewal of the operating licenses.

The current taxi and Bus transport system is also linked with access to education particularly for the rural communities.

**5.7.4 Transport Challenges**

The Municipality is struggling with the transfer of a privately owned Taxi Rank in Marble hall back to the Municipality. The taxi ranks are in the control of the District Municipality hence the municipality is not generating revenue from Taxi Ranks and the Aerodrome. The buses operating in the Municipal areas need to be increased so that it covers the whole Municipal area.

The railway line between Marble Hall and Pienaarsrivier is out of commission and should be revived and together with air transport provides an opportunity that should be optimally utilised in order to improve the transport system in the area.

**5.8 SWOT analysis**

**KPA 2 Service delivery and Infrastructure Development**

|  |  |
| --- | --- |
| **Strength** | **Weaknesses** |
| * 97% of households have access to electricity * 22 villages have at least some form of public lighting * Enough capacity in license area * Some Streetlights have energy efficiency fittings | * Poor performance of ESKOM on electrification * Poor performance of ESKOM on new supply quotations and installation. * 44 villages without public lighting * High ESKOM cost of supplies * Slow SCM processes * Lack of funding for maintenance * No stock in Municipal Stores * Old equipment * Lack of technical training * Accurate backlog data not always submitted |
| **Opportunities** | **Threats** |
| * Electrification backlog can be eradicated. * Some equipment can be retrofitted at lower cost * Increase usage of LED fittings | * Service delivery protests because * Unsafe equipment * Frequent equipment breakdowns * Lack of proper co-ordination of water services between the SDM and EPMLM |

**CHAPTER 6 – FINANCIAL ANALYSIS**

**BACKGROUND**

The purpose of analyzing the financial status of the municipality is to determine the financial soundness of the institution so that the municipality can improve its financial management capacity and revenues. Financial viability is about being able to generate sufficient income to meet operating payments, debt commitments and, where applicable, to allow growth while maintaining service levels.

**6.1 MUNICIPAL FINANCIAL MANAGEMENT LEGISLATIVE PRESCRIPTS**

**MFMA Act 56 of 2003 seeks to:**

* Secure sound and sustainable management of financial affairs of the municipalities and other institutions in the local sphere of Government
* Establish treasury norms and standards for the local sphere of government and
* Provide matters connected therewith financial management.

**There are five underlying principles in the MFMA**

* Promoting sound financial governance by clarifying roles and responsibilities
* a strategic approach to budgeting and financial management
* Modernisation of financial management
* Promoting corporative governance
* Promoting Sustainability and improved performance

**6**.**1.1 Financial Management Policies**

Financial management system comprises of policies, procedures, personnel and equipment. The municipalities budgeting process is guided and governed by relevant legislation, frameworks, strategies and related policies. The following financial management policies and procedures were developed and reviewed;

1. **Credit Debt Management Policy** - The implementation of this policy should be based on sound business practices. This includes credit worthiness checks when application for services is made, as well as debt collection through sanctions of warnings, disconnections, evictions and other legal processes.
2. **Supply Chain Management Policy** - The purpose of this manual is to prescribe the policies and procedures relating to Supply Chain Management of the EPRHAIM MOGALE Municipality. The principles of this policy is to give effect to a fair, equitable, transparent, competitive and cost-effective system for the procuring of goods and services, disposing of goods and selecting of contractors in the provision of municipal services.
3. **Budget Policy** - The purpose of this policy is to provide an overview of the procedure for the structural process of Planning and Managing the Budget. The procedures include the development of budgets, including the preparation of the budget, revision, approval, monitoring and evaluation of budgetary performance for a financial year.
4. **Indigent Support Policy** - to provide access and regulate free basic services to all indigent households.
5. **Tariff and Rates Policy** –the purpose of this policy is to determine the tariffs which must be charged for the supply of the two major services, which are: electricity & refuse.
6. **Property Rates Policy** – the purpose of this policy is to assist the municipality to impose rates within a statutory framework which enhances certainty, uniformity and simplicity across the nation and which takes account of historical imbalances and the burden of rates on the poor. It be noted that the municipality is working on final draft.
7. **Investment policy** – this policy prescribes for the management of cash and the investing of municipal money. Travel and Subsistence Policy
8. **Travel and Subsistence** - This policy regulates the re-imbursement of travelling and subsistence cost to officials and councillors attending to official business.
9. **Cell Phone Policy -** The aim of this policy is to: regulate the granting of cell phones allowance to the employees of Ephraim Mogale Local Municipality improve the communication in the workplace and to the public, in order to give a better service.

**6.2 ASSESSMENT OF MUNICIPAL FINANCIAL STATUS**

**6.2.1 Grants and Subsidies**

The Municipality will receive the following Grants as per the Division of revenue Bill:-

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **ITEM DESCRITPION** | **ANNUAL BUDGET 2015 /2016** | **ADJUSTMENT BUDGET 2015/2016** | **DRAFT BUDGET 2016/2017** | **FORECAST 2017/2018** | **FORECAST 2018/2019** |
| **REVENUE PER SOURCE** | | | | | |
| **GRANTS & SUBSIDIES** |  | | | | |
| EQUITABLE SHARE | 118 546 000.00 | 118 546 000.00 | 117 556 000.00 | 127 003 000.00 | 135 210 000.00 |
| GRANT: MIG | 32 405 000.00 | 32 405 000.00 | 31 917 000.00 | 34 179 000.00 | 36 987 000.00 |
| GRANT: MIG ROLL OVER | 0.00 | 3 011 882.00 | 0.00 | 0.00 | 0.00 |
| GRANT: MSIG | 930 000.00 | 930 000.00 | 750 000.00 | 788 000.00 | 0.00 |
| GRANT: FINANCIAL MANAGEMENT | 1 675 000.00 | 1 675 000.00 | 1 810 000.00 | 2 145 000.00 | 2 400 000.00 |
| EPWP INCENTIVE GRANT | 1 157 000.00 | 1 157 000.00 | 1 258 000.00 | 0.00 | 0.00 |
| **REVENUE GENERATED FROM OWN SOURCES** | **154 713 000.00** | **157 724 882.00** | **153 291 000.00** | **164 115 000.00** | **174 597 000.00** |

* + 1. **Investments**
* Investment policy was adopted by council on 29 May 2014, the reviewed policy has been submitted for approval with other budget related policies for 2016/17 - 2020/21 financial year.
* All investments will be made in line with the investment policy.
* On a quarterly basis the Chief Financial Officer submit to council report reflecting information on the council’s investment portfolio, including the type of investment, interest rates, period of investment and a summary of the exposures to particular financial institutions. The CFO must submit once a year a certificate of compliance that no gifts, commission or other consideration was received for investments made.
* The CFO must keep an investment register for all investments made.
* The municipality is banking with the following institutions:
* Absa - Primary Bank Account
* Fnb - Grants Received
* Nedbank - Investment
  + 1. **Audits**
* Audit made by the staff of the Auditor General after the financial statements have been compiled by 31 August 2015.
* The audit on the financial statements for 2014/15 has been completed and a disclaimer was received from the Auditor General.

**6.3 Revenue Management**

* Revenue from own sources, which is total revenue excluding transfers represents 41% of total revenue in 2016/2021. This has reduced in comparison with the previous financial year and indicates that the municipality is still largely dependent on government grants. Total transfers from National Treasury represent a total of 59% of the municipal revenue in 2016/2021.
* Electricity and property rates remain the major source of own revenue for the municipality.
* The only municipal service charges the municipality provide to the community is refuse removal. Water and sanitation has now been taken fully over by the District Municipality.
* The outstanding debtors amounted to R 55, 5 million, the average payment rate is 75%. The municipality is implementing its Debt Management and Credit Control Policy using its own internal capacity.

Total revenue of R 261 768 865 has been budgeted for in the 2016/17 financial year which is an average increase of 1% from 2015/2016. The increase has decline drastically as compared to 15% in 2014/2015. This results from a decrease in government grants and subsidies. The municipal budget is still however funded.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **ITEM DESCRITPION** | **ANNUAL BUDGET 2015 /2016** | **ADJUSTMENT BUDGET 2015/2016** | **% OF BUDGET** | **DRAFT BUDGET 2016/2017** | **% OF BUDGET** | **FORECAST 2017/2018** | **FORECAST 2018/2019** |
| **REVENUE PER SOURCE** |  |  |  |  |  |  |  |
| GRANTS & SUBSIDIES | 154 713 000.00 | 157 724 882.00 | 61% | 153 291 000.00 | 59% | 164 115 000.00 | 174 597 000.00 |
| EQUITABLE SHARE | 118 546 000.00 | 118 546 000.00 | 46% | 117 556 000.00 | 45% | 127 003 000.00 | 135 210 000.00 |
| GRANT: MIG | 32 405 000.00 | 32 405 000.00 | 13% | 31 917 000.00 | 12% | 34 179 000.00 | 36 987 000.00 |
| GRANT: MIG ROLL OVER | 0.00 | 3 011 882.00 | 1% | 0.00 | 0% | 0.00 | 0.00 |
| GRANT: MSIG | 930 000.00 | 930 000.00 | 0% | 750 000.00 | 0% | 788 000.00 | 0.00 |
| GRANT: FINANCIAL MANAGEMENT | 1 675 000.00 | 1 675 000.00 | 1% | 1 810 000.00 | 1% | 2 145 000.00 | 2 400 000.00 |
| EPWP INCENTIVE GRANT | 1 157 000.00 | 1 157 000.00 | 0% | 1 258 000.00 | 0% | 0.00 | 0.00 |
| **REVENUE GENERATED FROM OWN SOURCES** | **102 461 350.69** | **101 416 979.60** | **39%** | **108 477 865.37** | **41%** | **114 986 537.37** | **121 885 730.06** |
| PROPERY RATES | 26 766 355.15 | 26 766 355.15 | 10% | 28 372 336.46 | 11% | 30 074 676.65 | 31 879 157.25 |
| ELECTRICITY | 50 356 628.20 | 50 356 628.20 | 19% | 54 314 659.18 | 21% | 57 573 538.73 | 61 027 951.05 |
| REFUSE | 4 158 040.09 | 4 158 040.09 | 2% | 4 407 522.50 | 2% | 4 671 973.85 | 4 952 292.28 |
| INTEREST RECEIVED | 4 692 135.18 | 5 492 135.18 | 2% | 5 821 663.29 | 2% | 6 170 963.09 | 6 541 220.87 |
| INCOME FROM AGENCY SERVICES | 7 621 188.00 | 7 621 188.00 | 3% | 8 078 459.28 | 3% | 8 563 166.84 | 9 076 956.85 |
| LICENCES & PERMITS | 4 650 385.54 | 3 203 557.54 | 1% | 3 395 770.99 | 1% | 3 599 517.25 | 3 815 488.29 |
| FINES | 684 411.45 | 684 411.45 | 0% | 731 219.57 | 0% | 775 092.74 | 821 598.31 |
| RENTAL FACILITIES AND EQUIPMENT | 197 429.90 | 197 429.90 | 0% | 209 275.69 | 0% | 221 832.24 | 235 142.17 |
| OTHER INCOME | 3 334 777.19 | 2 937 234.09 | 1% | 3 146 958.41 | 1% | 3 335 776.00 | 3 535 923.00 |
| **TOTAL OPERATING REVENUE GENERETED** | **257 174 351** | **259 141 862** | **100%** | **261 768 865** | **100%** | **279 101 537** | **296 482 730** |
| LESS REVENUE FORGONE | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **TOTAL DIRECT OPERATING REVENUE** | **257 174 351** | **259 141 862** |  | **261 768 865** |  | **279 101 537** | **296 482 730** |

**6.4 Expenditure Management**

The current CPIX increase outlined within circular 79 to be utilized by municipalities in the estimation of their expenditure for 2016/17 is approximately 6.6%. Mainly the budget principle used was zero based budgeting where inputs were received from Departments and a trend analysis for the previous year’s outcomes and mid-year performance for the current were considered. Where incremental budgeting was made it has been kept within 6%. The Operating expenditure is budgeted as follows:

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **ITEM DESCRITPION** | **ANNUAL BUDGET 2015 /2016** | **ADJUSTMENT BUDGET 2015/2016** | **% OF BUDGET** | **DRAFT BUDGET 2016/2017** | **% OF BUDGET** | **FORECAST 2017/2018** | **FORECAST 2018/2019** |
| SALARIES WAGES AND ALLOWANCE | 65 742 054.20 | 62 236 745.25 | 21% | 70 709 750.81 | 23% | 74 952 335.86 | 79 449 476.01 |
| COUNCILLORS REMUNERATION | 11 002 969.83 | 11 002 969.83 | 4% | 11 663 148.02 | 4% | 12 362 936.90 | 13 104 713.12 |
| REPAIRS AND MAINTENANCE | 13 545 812.27 | 12 729 542.35 | 4% | 13 093 442.82 | 4% | 13 879 049.39 | 14 711 792.35 |
| GENERAL EXPENSE | 64 228 190.03 | 65 128 399.37 | 22% | 68 351 688.78 | 22% | 71 338 710.10 | 75 745 332.71 |
| BULK PURCHASES | 27 220 941.14 | 27 220 941.14 | 9% | 29 779 709.61 | 9% | 31 566 492.18 | 33 460 481.71 |
| CAPITAL CHARGES | 3 561 812.00 | 2 761 812.00 | 1% | 2 663 167.88 | 0% | 2 822 957.95 | 2 992 335.43 |
| DEPRECIATION | 42 400 000.00 | 42 400 000.00 | 14% | 44 944 000.00 | 14% | 47 640 640.00 | 50 499 078.40 |
| WORKING CAPITAL RESERVE:BAD DEBTS | 6 900 000.00 | 6 900 000.00 | 2% | 7 314 000.00 | 2% | 7 752 840.00 | 8 218 010.40 |
| **TOTAL OPERATING EXPENDITURE** | **234 601 779.47** | **230 380 409.94** | **77%** | **248 518 907.91** | **77%** | **262 315 962.39** | **278 181 220.13** |
| CAPITAL COST | 70 815 213.20 | 68 454 956.05 | 23% | 65 507 957.50 | 21% | 68 937 414.95 | 73 830 919.85 |
| **TOTAL BUDGET INCLUDING CAPEX** | **305 416 992.67** | **298 835 365.99** | **100%** | **314 026 865.41** | **98%** | **331 253 377.34** | **352 012 139.98** |

There are six key factors that have been taken into consideration in the compilation of the 2016/21 MTREF:

* National Government macro-economic targets;
* The general inflationary outlook and the impact on Municipality’s residents and businesses;
* The impact of municipal cost drivers;
* The increase in prices for bulk electricity
* The increase in the cost of remuneration by 7%.
* The 75% average payment rate.

The municipality is paying its creditors within 60 days as legislated.

**6.5 Capital Expenditure**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **CAPITAL BUDGET - 2016/2017, 2017/2018, 2018/2019** | | | | | | | |
| **Dept.** | **Item** | **Item Name** | **ANNUAL BUDGET 2015/2016** | **ADJUSTMENT BUDGET 2015/2016** | **DRAFT BUDGET 2016/2017** | **FORECAST 2017/2018** | **FORECAST 2018/2019** |
| **INTERNALLY FUNDED PROJECTS** | | | | | | | |
| 220 | 305000 | NEW ENTRANCE -BOOM GATES |  |  | 250 000.00 | 265 000.00 | 280 900.00 |
| 220 | 305000 | LEARNERS LICENSE SOFTWARE |  |  | 284 000.00 | 301 040.00 | 319 102.40 |
| 220 | 305000 | PALISADE FENCING |  |  | 500 000.00 | 530 000.00 | 561 800.00 |
| 220 | 305021 | EXTENSION OF OFFICES(CUBICLES) | 800 000.00 | 600 000.00 | 500 000.00 | 530 000.00 | 561 800.00 |
| 220 | 305025 | MACHINERY AND EQUIPMENT | 400 000.00 | 283 500.00 | 0.00 | 0.00 | 0.00 |
| **REGISTRATION AUTHORITY** | | | **1 200 000.00** | **883 500.00** | **1 534 000.00** | **1 626 040.00** | **1 723 602.40** |
| 225 | 305000 | MACHINERY & EQUIPMENT(SPEED CAMERA+FIRE ARMS) |  |  | 190 000.00 | 201 400.00 | 213 484.00 |
| 225 | 305000 | VEHICLES |  |  | 500 000.00 | 530 000.00 | 561 800.00 |
| **LICENCING AND TRAFFIC** | | | **0.00** | **0.00** | **690 000.00** | **731 400.00** | **775 284.00** |
| 260 | 305000 | MAST LIGHT CONNECTIONS |  |  | 200 000.00 | 212 000.00 | 224 720.00 |
| 260 | 305000 | ENERGY MASTERPLAN & OM PLAN |  |  | 500 000.00 | 530 000.00 | 561 800.00 |
| 260 | 305000 | DENSIFICATION EXT 1 & 3 |  |  | 930 000.00 | 985 800.00 | 1 044 948.00 |
| 260 | 305000 | REPLACE MINISUBSTATION |  |  | 0.00 | 0.00 | 0.00 |
| 260 | 305000 | INUSTRIAL SUBSTATION SECOND SUPPLY PHASE 1 |  |  | 1 200 000.00 | 1 272 000.00 | 1 348 320.00 |
| 260 | 305000 | UPGRADE EXT 2 PHASE 2 |  |  | 1 400 000.00 | 1 484 000.00 | 1 573 040.00 |
| 260 | 305000 | MAST REPAIR/RETROIT, ENERGY EFFICIENCY-MATLALA RAMOSHEBO |  |  | 430 000.00 | 455 800.00 | 483 148.00 |
| 260 | 305000 | CHRISTMAS DECORATIONS |  |  | 250 000.00 | 265 000.00 | 280 900.00 |
| 260 | 305000 | GENERATOR FOR MUNICPAL EVENTS 50KVA |  |  | 0.00 | 0.00 | 0.00 |
| 260 | 305000 | GENERATOR FOR OFFICE ADMIN 220KVA |  |  | 0.00 | 0.00 | 0.00 |
| 260 | 305000 | GENERTOR FOR OFFICE FIN 100KV |  |  | 515 357.50 | 546 278.95 | 579 055.69 |
| 260 | 305020 | DICHOEUNG HIGHMAST | 250 000.00 | 24 717.06 | 0.00 | 0.00 | 0.00 |
| 260 | 305068 | PURCHASING OF LIGHT VEHICLE | 350 000.00 | 305 706.00 | 0.00 | 0.00 | 0.00 |
| 260 | 305070 | MOHLOTSI HIGHMAST | 250 000.00 | 560 428.00 | 0.00 | 0.00 | 0.00 |
| 260 | 305096 | MOHLALAOTWANE HIGHMAST | 300 000.00 | 794 932.44 | 0.00 | 0.00 | 0.00 |
| 260 | 305097 | MBUZINI/MORARELA HIGHMAST | 300 000.00 | 865 228.05 | 0.00 | 0.00 | 0.00 |
| 260 | 305113 | TSHIKANOSHI HIGH MAST | 300 000.00 | 26 887.00 | 0.00 | 0.00 | 0.00 |
| 260 | 305114 | MOBILE TOILETS | 100 000.00 | 88 344.30 | 0.00 | 0.00 | 0.00 |
| **ELECTRICITY** | | | **1 850 000.00** | **2 666 242.85** | **5 425 357.50** | **5 750 878.95** | **6 095 931.69** |
| 335 | 305000 | RESURFACING OF TENNIS COURTS |  |  | 250 000.00 | 265 000.00 | 280 900.00 |
| **SPORTS, ARTS AND CULTURE** | | | **0.00** | **0.00** | **250 000.00** | **265 000.00** | **280 900.00** |
| 360 | 305000 | FENCING OF ACCESS ROAD |  |  | 160 000.00 | 169 600.00 | 179 776.00 |
| 360 | 305000 | WEIGHBRIDGE WITH SOFTWARE |  |  | 700 000.00 | 742 000.00 | 786 520.00 |
| 360 | 305070 | MACHINERY & EQUIPMENT |  |  | 460 000.00 | 487 600.00 | 516 856.00 |
| **SOLID WASTE** | | | **0.00** | **0.00** | **1 320 000.00** | **1 399 200.00** | **1 483 152.00** |
| 425 | 305000 | ELECTRONIC BILLBOARDS |  |  | 200 000.00 | 212 000.00 | 224 720.00 |
| 425 | 305070 | MACHINERY & EQUIPMENT | 586 339.20 | 586 339.20 | 980 000.00 | 1 038 800.00 | 1 101 128.00 |
| 425 | 305071 | LANDSCAPING& GREENING PROJECT | 1 000 000.00 | 600 000.00 | 1 120 000.00 | 1 187 200.00 | 1 258 432.00 |
| 425 | 305111 | EXTENSIONS TO CEMETERY | 750 000.00 | 750 000.00 | 0.00 | 0.00 | 0.00 |
| **PARKS AND CEMETERIES** | | | **2 336 339.20** | **1 936 339.20** | **2 300 000.00** | **2 438 000.00** | **2 584 280.00** |
| 500 | 305000 | RECORD MANAGEMENT |  |  | 400 000.00 | 424 000.00 | 449 440.00 |
| 500 | 305051 | MAINTANANCE OF FIRE DETECTORS | 56 162.00 | 56 162.00 | 21 600.00 | 22 896.00 | 24 269.76 |
| 500 | 305053 | FILE STORAGE CENTRE | 350 000.00 | 350 000.00 | 0.00 | 0.00 | 0.00 |
| 500 | 305060 | INSTALLATION OF FIRE DETECTORS | 407 712.00 | 407 712.00 | 0.00 | 0.00 | 0.00 |
| 500 | 305065 | PURCHASE OF FURNITURE | 700 000.00 | 200 000.00 | 550 000.00 | 583 000.00 | 617 980.00 |
| **ADMINISTRATION** | | | **1 513 874.00** | **1 013 874.00** | **971 600.00** | **1 029 896.00** | **1 091 689.76** |
| 505 | 305000 | MAYORAL VEHICLE |  |  | 800 000.00 | 0.00 | 0.00 |
| **COUNCIL GENERAL** | | | **0.00** | **0.00** | **800 000.00** | **0.00** | **0.00** |
| 625 | 305000 | PROVISION OF OFFICE SPACE |  | 0.00 | 800 000.00 | 848 000.00 | 898 880.00 |
| **HOUSING AND BUILDING CONTROL** | | | **0.00** | **0.00** | **800 000.00** | **848 000.00** | **898 880.00** |
| 650 | 260149 | BOMAG ROLLER | 500 000.00 | 500 000.00 | 0.00 | 0.00 | 0.00 |
| 650 | 305000 | REHABILITATION OF INTERNAL STREETS |  |  | 2 500 000.00 | 2 650 000.00 | 2 809 000.00 |
| 650 | 305000 | REHABILITATION OF LEEUWFONTEIN INTERNAL STREETS |  |  | 2 000 000.00 | 2 120 000.00 | 2 247 200.00 |
| 650 | 305000 | CONSTRUCTION OF INUSTRIA ROAD |  |  | 1 000 000.00 | 1 060 000.00 | 1 123 600.00 |
| 650 | 305025 | CONSULTANCY SERVICES |  |  | 200 000.00 | 212 000.00 | 224 720.00 |
| 650 | 305025 | DUMPER X 2 | 650 000.00 | 650 000.00 | 0.00 | 0.00 | 0.00 |
| 650 | 305077 | ROAD & STORM WATER MASTERPLAN | 1 000 000.00 | 1 000 000.00 | 500 000.00 | 530 000.00 | 561 800.00 |
| 650 | 305114 | MOBILE TOILETS | 240 000.00 | 240 000.00 | 0.00 | 0.00 | 0.00 |
| 650 | 305144 | DICHOEUNG INTERNAL ROAD | 7 000 000.00 | 12 500 000.00 | 0.00 | 0.00 | 0.00 |
| 650 | 305145 | MOGANYAKA ACCESS ROAD | 8 500 000.00 | 8 500 000.00 | 0.00 | 0.00 | 0.00 |
| 650 | 305146 | CONSTRUCTION: N 11 DUALISATION | 5 000 000.00 | 1 700 000.00 | 6 900 000.00 | 7 314 000.00 | 7 752 840.00 |
| 650 | 305147 | STORMWATER EXT: 6 | 7 000 000.00 | 2 400 000.00 | 6 000 000.00 | 6 360 000.00 | 6 741 600.00 |
| 650 | 305148 | SAW CUTTER x 2 | 120 000.00 | 120 000.00 | 0.00 | 0.00 | 0.00 |
| 650 | 305151 | LIGHT DELIVERY VEHICLE X2 |  |  | 400 000.00 | 424 000.00 | 449 440.00 |
| 650 | 305131 | LETEBEJANE&DITHOLONG INT ROAD | 1 500 000.00 | 1 490 000.00 |  |  |  |
| **ROADS AND STORMWATER** | | | **31 510 000.00** | **29 100 000.00** | **19 500 000.00** | **20 670 000.00** | **21 910 200.00** |
| **MIG FUNDED PROJECTS** | | | | | | | |
| 650 | 305141 | UPGRADING OF ROAD MATILU | 5 000 000.00 | 5 710 000.00 | 0.00 | 0.00 | 0.00 |
| 650 | 305142 | UGRADING OF ROAD PULENG | 5 000 000.00 | 7 380 000.00 | 0.00 | 0.00 | 0.00 |
| 650 | 305143 | MOHLALAOTWANE INTERNAL STREET | 6 805 000.00 | 6 805 000.00 | 0.00 | 0.00 | 0.00 |
| 650 | 305137 | ELANDSKRAAL INTERNAL STREETS | 14 000 000.00 | 11 360 000.00 | 7 000 000.00 | 7 420 000.00 | 7 865 200.00 |
| 650 | 305000 | PHETWANE INT ROAD |  |  | 7 000 000.00 | 7 420 000.00 | 7 865 200.00 |
| 650 | 305000 | RATHOKE INTERNAL STREET |  |  | 7 000 000.00 | 7 420 000.00 | 7 865 200.00 |
| 650 | 305000 | NGWALEMONG INTERNAL STREETS |  |  | 7 000 000.00 | 7 420 000.00 | 7 865 200.00 |
| 650 | 305000 | PLANNING AND DESIGN FOR MASHEMONG/MOIHOEK |  |  | 1 200 000.00 | 1 618 980.00 | 2 473 378.80 |
| 650 | 305000 | PLANNING AND DESIGN FOR MAMPHOGO SPORTS COMPLEX |  |  | 1 200 000.00 | 1 272 000.00 | 1 348 320.00 |
| 300 | 260001 | PMU ESTABLISHMENT | 1 600 000.00 | 1 600 000.00 | 1 517 000.00 | 1 608 020.00 | 1 704 501.20 |
| **MIG** | | | **32 405 000.00** | **32 855 000.00** | **31 917 000.00** | **34 179 000.00** | **36 987 000.00** |
|  |  | **TOTAL FOR EPMLM** | **70 815 213.20** | **68 454 956.05** | **65 507 957.50** | **68 937 414.95** | **73 830 919.85** |

**Total capital expenditure for amounts 2016/2017: R 65 507 957.50**

**6.6 Asset and Liability Management**

**Asset management** is another key sub-function within the SCM division. Currently there is no designated personnel to deal with asset management including operational matters.

In general the community wealth of the municipality amounts to R 1 022, 5 million. The total assets amount to R 1 008, 0 whilst the total liabilities amount to R 14, 5 million

The municipality does not have any long term loans.

6.7 SWOT Analysis

|  |  |  |
| --- | --- | --- |
| **Strengths** | | **Weakness** |
| Ability to collect outstanding debts with limited resources.  Billing and issuing of municipal accounts on time.  Sound cash flow management. | Negative audit opinion.  Lack of manual procedures  Lack of procurement plan | |
| **Opportunity** | **Threat** | |
| Billing of property rates  Enhanced communication with consumers.  Increased allocations. | Debts not collected within 3 years shall prescribe.  Loss of revenue for debts not collected within 3 years.  Ineffective implementation of the audit action plan.  Withholding of allocations due to roll overs. | |

# CHAPTER 7 – GOOD GOVERNANCE AND PUBLIC PARTICIPATION

**BACKGROUND**

One of the objectives of local Government captured in section 152 of the Constitution is to encourage the involvement of communities and community organization in matters of Local Government. The white paper on local government expects the municipalities to be working with citizens and groups within the community to fin sustainable ways to meet their economic, social and material needs and improve the quality of their lives. Therefore the municipality is using a number of ways and systems to involve, communicate and improve governance.

**7.1 Functionality of Municipal Council and Committees**

The Municipal Council Committees such as the Executive and Portfolios committees are fully functional. Council meetings are held quarterly with special council meetings convened when needs arise.

**Council**

The Council consists of 32 Councilors, 16 ward councilors and 16 PR Councilors. The Council gives political guidance to the municipality with regard to policy development.

**Office of the Speaker**

The Speaker presides at all the meetings of the Council, performing the duties and exercises the powers delegated to the speaker in terms of section 32 of the Structures Act No. 117 of 1998. Ensuring that Council meets at least quarterly, maintain order during meetings, ensuring compliance with the Council and Council Committees with the code of conduct set out in Schedule 5 of the Structures Act. Ensuring that Council meetings are conducted in accordance with the rules and orders of the Council.

**Office of the Mayor**

The Mayor presides at meetings of the Executive Committee, performing the duties of a Mayor, including any ceremonial functions, and exercises delegated to the Mayor by the municipal council or the executive committee.

**Communication**

Newsletters are published on a quarterly basis in terms of one of the projects which are included in the SDBIP of Corporate services manager, the key objective being to promote, market and inform constituencies about activities and programs of the Municipality. The challenges are to obtain information from internal departments in time for publication of newsletters. The website of the municipality is also functional and operating.

**Ward Committees**

Sixteen Ward Committees have been established and support is given by the municipality in the form of sitting fee which are paid to members for attending ward committee meetings. Ward committees consist of 10 members each and each member has a specific portfolio i.e. water, roads, IDP, LED etc. The ward committees participate in the meetings when the wards are visited when reviewing the IDP to give input on community issues.

**7.2 Relationship with Traditional Leaders**

In general, the municipality has a good relationship with the Traditional Leaders. There are five traditional leaders within the municipal area .Traditional Leaders participate in most of the municipal activities such as the IDP Representative Forums, Public Participation Meetings, Council Sittings etc.

**7.3 Intergovernmental Relations**

Good relationship has been established with the District municipality in that various forums have been formed namely, District Mayors Forum ,District Municipal Managers forum, District IDP Managers forum, District IDP Representative Forum, District Planning forum, District PMS forum ,District Technical forum and District Health forum, Provincial CFO Forum, Communication Forum and Municipal Manager Forum. Sector departments are part of the District IDP representative forum where their plans and programs for the IDP’s of the District and municipalities within the district are given.

**7.4 STATE OF FINANCIAL ENTITIES**

**7.4.1 Municipal Public Accounts Committee**

The municipality has established a Municipal Public Accounts Committee in terms of Sections 33 and 79 of the Municipal Structures Act 1998. This committee plays an oversight role of the council. The committee consists of nine non-executive councilors.

* + 1. **Audit, Anti-Corruption and risk management challenges**

For any institution to successfully implement its strategic plan - in our case the IDP - sound financial management is necessary. The previous section (financial viability) indicated the extent of debt management, cash flow, existing sources of revenue and AG’s audit opinion.

Risk management is the identification and evaluation of actual, as well as potential risk areas, as they pertain to the organization. In terms of the MFMA, a Municipality has to develop and implement its risk management strategy as a way of best practice of corporate governance. As Integration Phase shows, Ephraim Mogale has the Fraud Prevention Strategy which includes Fraud and Corruption Prevention Plan, Risk management strategy and Risk management implementation plan.

**7.4.2.1 Internal Audits**

Ephraim Mogale Municipality has a functional internal audit unit which was established in terms of section 165 of the Municipal Finance Management Act, 56 of 2003 in 2007. The unit’s legislative mandate in terms of the aforesaid section is to advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:

* Internal audit;
* Internal controls,
* Accounting procedures and practices;
* Risk and risk management;
* Performance management;
* Loss control; and
* Compliance with this Act, the Annual DoRA and any applicable legislation, and
* Perform such other duties as may be assigned to it by the accounting officer.

***Operations***

The Internal Audit Unit conduct its business in compliance with the International Standards of Internal Auditing (ISPPIA) promulgated by Institute of Internal Auditors. Accordingly; the unit has and implements the following enablers’ documents which have been prepared in accordance with the said-standards:

* Internal Audit Charter;
* Three Year Strategic Internal Audit Plan and One Year Internal Operational Plan; and
* Internal Audit Methodology

The above enablers guide the operations and activities of the unity in executing its mandate. The unit will in terms of the enablers conduct internal audit assignments which will involve amongst others:

* Evaluating the effectiveness of controls risk management and good governance processes.
* Performing a detailed review of the current internal audit controls, if there are any in place.
* Reviewing the operations and progress to ensure whether results are consistent with Local Municipalities system of internal control.
* Reviewing by means of safe guarding of assets and verifying the existence of such assets.
* Evaluating the functionality of Municipality performance management system.

Internal audit unit reports administratively to the accounting officer and functionally to the audit

Committee.

**7.4.2.2 AUDIT COMMITTEE**

The municipality has appointed an Audit Committee of five external members; appointed according to their skills and expertise. The internal audit unit is in place and is currently staffed with the Chief Internal Auditor and an internal Auditor. The unit is responsible to audit and advice the accounting officer on internal controls and compliance issues

**7.4.2.3 Risk management**

Risk Management is now institutionalized in the municipality and all necessary enablers in a form of Risk Management Committee, Risk Management unit and Risk Management Policy documents are in place. The unit conducted Risk assessment workshop and updated its risk registers accordingly. The following were identified and rated as top 10 risks of the institution.

• Improper coordination of training.

• Shortage of Staff.

• Ineffective / inefficient structural arrangements (organogram).

• Lack of buy-in from communities.

• Community unrest (strikes).

• Theft and Vandalism of projects

• Poor service delivery.

• Lack of access to developmental land and increased land prices.

• Failure to attend IDP (and LED) meetings by business sector.

• Loss of revenue due to poor debts collection.

The municipality has developed appropriate mitigating actions to respond to the above and other risks captured in both the strategic and operational risk registers. The implementation of the mitigating actions is monitored through the Risk Management Committee and progress report thereof is submitted to the Audit committee for consideration.

**7.4.2.4 Supply Chain Committees**

The municipality has established supply chain committees in terms of notice 868 of 2005 as made by the Minister of Finance. These committees are functional. Bid specification, evaluation and adjudication committees were established.

**7.4.2.5 Complaints Management System**

The municipality has established a complaints management system in order to address service delivery related complaints. Through this system the municipality is able to attend and address complaints raised by community members. The municipality also liaises with both the Office of the Presidency and the Premier through hotlines to address issues concerning the municipality directed to these two offices.

The municipality has developed risk policies which will outlines how the municipality will deal with risks. The Risk Management Officer has been catered for in the 2015/16 financial year.

* 1. **State of Community Development Workers**

Fourteen (14) Community Development Workers (CDWs) have been deployed to the 16 wards of the municipality and report to the Speakers office.

**7.6 Municipal Audit Outcomes**

|  |  |  |  |
| --- | --- | --- | --- |
| **2011/12** | **2012/13** | **2013/14** | **2014/15** |
| Qualified | Disclaimer | Disclaimer | Disclaimer |

**7.7 Public participation**

The municipality has developed an annual public participation program. The program targets all wards and specific villages. These meetings afford politicians opportunity to report back on progress made and direct contact with ordinary community members.

**7.8 Strategies**

* Review of Governance Model to be in line with legislations
* Implementation of Council Schedule/ Calendar
* Monitoring progress on implementation of Council Resolutions
* Review Council Delegation of Power and workshop to Councillors, Management and Officials
* Create enabling environment
* incorporate Audit Committee resolution in the performance of the Directors
* Intensify public participation
* Intensify participation of Ward Committees in all activities of the municipality
* To ensure maximum participation of the designated group in the special program
* revisit the governance model & resolution should be standing item in section 79 meetings
* Implementation of mSCOA circulars
* Incorporate Audit Committee Action Plan into the performance of the Director
* Strengthen communication and public participations

**7.9 Good Governance and Public Participation SWOT Analysis**

|  |  |
| --- | --- |
| Strengths | Weakness |
| 1. Council stability 2. Oversight committee in place 3. Clear roles and responsibilities for Councillors and official 4. Back-to-Basic Reports 5. Participating in IGR | 1. Poor monitoring of implementation of Council resolutions 2. Ineffective of Section 79 Committees 3. Non-compliance with Council Calendar 4. Vacancy of Council Support staff 5. Implementation of illegal governance model 6. Non participation of Wards Committee members in the activities of the municipality |
| Opportunities | Threats |
| 1. Internal & Risk Units 2. Corporation with Traditional Leaders 3. King 3 reports 4. Back-to-Basic support 5. Existence of IGR | 1. Introduction of mSCOA 2. Audit report 3. Public protest |

# CHAPTER 8– MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

**8.1 Institutional Analysis**

**BACKGROUND**

The purpose of conducting an institutional analysis is to ensure that the municipal development strategies take existing institutional capacities into consideration and that institutional short –comings are addressed accordingly. Ephraim Mogale Local Municipality was established in 2000 in terms of the municipal Structures Act, 1998 (Act No. 117 of 1998). The municipal offices are situated in Marble Hall Town, No. 13 Fikus Street Marble Hall, 0450**.**

**8.2 Institutional Structure**

Ephraim Mogale Local Municipality has implemented an Executive and ward participatory System of Local Governance which ensures that governance is taken right down to community level and that all citizens within the municipality are represented in decision making. This increases resident’s sense of belonging, accountability and empowerment and actively involves them in all issues dealt with by the municipality.

**8.2.1 Political Structure**

The council consists of 32 councillors, of both elected (ward representatives) and proportional (councilors). Each of the ward councillors chairs a ward committee as part of the Ward Precatory System that brings participation down to community level. Ward councillors play a central role in the communication process between the communities they represent and the council, reporting back regularly through ward meetings and assisting the community in identifying needs and priority areas of development which feed into the municipalities planning process. The new demarcation increases the wards from 14 to 16 and from 27 councillors to 32 respectively.

The Mayor heads the Executive Committee which comprises of six councillors. The municipality has six full-time councilors i.e. the Mayor, Speaker, Chief Whip and three executive committee members. Political oversight of the administration is ensured via Section 80 Committees.

**Portfolio Committee**

|  |  |  |
| --- | --- | --- |
| **Name of Committee** | **Chairperson** | **Support Department** |
| Budget and Treasury | Cllr T Mahlobogoane | Budget and Treasury |
| Economic Development, Spatial planning, IDP &PMS | Cllr T Makitla | Planning and Local Economic Development |
| Infrastructure Department | Cllr K Seoka | Infrastructure |
| Corporate Services | Cllr F Matlala | Corporate Services |
| Community Services | Cllr G Phefadi | Community services |

**8.2.2 Administrative Structure and vacancy rate**

The municipal manager who is the accounting officer heads the Administration. The total Posts on the approved organogram stand at 254, whereas the posts filled are 216: which amount to 77%. The administrative Governance is as follows:

Municipal Manager- Filled

Chief Financial officer- filled

Director Corporate services- Vacant

Director Infrastructure- Filled

Director Planning and Economic Development- Vacant

Director Community Services- Vacant

**8.2.3 Organisational chart (Organogram)**

The following organogram was reviewed by council on 31 March 2015 and is aligned to the powers and functions of the municipality as set out below

THE SPEAKER

EPHRAIM MOGALE LOCAL MUNICIPALITY

CHIEFWHIP

PORTFOLIO COMMITEES

EXCO

MAYOR

OFFICE OF THE MAYOR

OFFICE OF MUNICIPAL MANAGER

LEGAL OFFICE

INTERNAL AUDITS AND RISK MANAGEMENT

CORPORATE SERVICES

BUDGET & TRESURY

PLANNING & ECONOMIC

INFRASTRUCTURE SERVICES

COMMUNITY SERVICES

ADMINISTRATIO DIVISION

HUMAN RESOURCE DIVISION

INFORMATION COMMUNICATION TECHNOLOGY DIVISION

COUNCIL SUPPORT

3\*SATELLITES OFFICES

Civil Services Divisional

Project Management Division - Electrical Services Division

Social Services

Traffic & Licensing Services

Income Division Expenditure Division

Budget Services Supply Chain Management

Fleet Management

Integrated Planning & Performance Management -

Town Planning

LED Division

IDP Division

**8.2.4**  **Staff Component**

The municipality has been organized in the following institutional components;

The organogram has been completed, placements have been done, job descriptions are in place and appointment of key staff is being done as finances are viable.

**8.3 Human Resource Policies**

* Travelling and subsistence allowances policy and Cell phone policy was revised as a retention method for scarce skills.
* Organizational Performance Management System (OPMS) and Performance Management System (PMS)
* Performance Management System (PMS The Performance Management System (PMS) for the Municipality was reviewed and approved by Council. The framework is in line with CoGTA Local Government performance regulations published on 1 August 2006. Performance agreements have been signed by managers for 2015/16.PMS evaluation panel has been established and received training from CoGHSTA. Audit committee has been appointed on 26 February 2015 and quarterly review conducted during 2015/16
* Employment Equity Plan Employment equity plan has been compiled and the challenges are to attract suitable, qualified and competent staff in line with the plan.
* The skills needs are covered in the skills development plan.

**8.4 INSTITUTIONAL HIV/AIDS MAINSTREAMING**

HIV/AIDS Mainstreaming is mainly a process by which information with regard to HIV/AIDS is disseminated to others through various means; which include amongst others; workshops; seminars; formal and informal training and the inclusion of the HIV/AIDS programmes in the programmes of the institutions’ departmental programmes with a view of making awareness of that HIV/AIDS pandemic; how to prevent it; how to deal with it if it is there; how to ensure that healthy life continues even if when somebody is infected by it and how should people suffering from it as well as those not yet infected by it conduct themselves. There is a draft HIV/AIDS policy awaiting council approval.

**8.5 COUNCIL SPECIAL PROGRAMS**

**Special Focus Groups**

Disability, Youth and Gender desk has been established in the municipality and the programs are coordinated through the Mayor’s office. Reading facilities have been established for the blind at the Marble Hall library.

The needs of the special focal groups amongst others are:

* Skills development.
* Employment opportunities.
* Access to government facilities and services.
* Recreational facilities for the disabled.
* Promoting the needs of the special.

**8.6 Municipal Transformation and Organisational SWOT analysis**

|  |  |
| --- | --- |
| **STRENTHS** | **WEAKNESSES** |
| * Enabling Legislation & Policies * Council stability * Effective ICT infrastructure * Sound labour relations * Credible IDP * Enabling Legislation & Policies * Council stability * Effective ICT infrastructure * Sound labour relations * Credible IDP | * Poor record management * Poor internal control * Inability to appoint Section 54A and 56 Senior Manager * In ability appoint youthful staff * Poor of implementation of Council resolution * Non reviewal of policies on time |
| **OPPORTUNITIES** | **THREATS** |
| * Allocation of community bursaries * Available support from provincial departments | * Implementation of mSCOA * Litigations * Inability to offer competitive market related remuneration * Theft & vandalism of municipality assets |

**CHAPTER 9 - PRIORITIZATION**

Government does not have sufficient resources to address all issues identified by communities. Prioritization assists government, and in this case, primarily the municipality in allocating scarce resources. The following informed the municipality in determining municipal-wide priorities:

* Most Impoverished areas
* Impact the service will make
* The potential for poverty alleviation, cost recovery and job creation
* Revenue enhancement

**9.1 Priorities of Ephraim Mogale Municipality**

The following are the priorities of the municipality:

* Coordinate and facilitate provision of water and sanitation services
* Job creation and livelihoods (LED)
* Coordination of health services
* Provision of roads and public transport
* Disaster management and emergency services
* Coordination of educational infrastructure and services
* Refuse removal , waste and environmental management
* Safety and security
* Provision of social amenities (particularly sports facilities)
* Land use management and land ownership.

Priorities, Problem Statement and Objective

| **PRIORITIES** | **PROBLEM STATEMENT** | **OBJECTIVES** |
| --- | --- | --- |
| Water | Water Source | Reach balance between supply and demand |
| Sanitation | Lack of access to basic sanitation | To address backlogs regarding sanitation |
| Electricity | Backlog in terms of extensions | To engage with Eskom |
| Waste removal | Municipality is collecting waste only I four villages and only Marble Hall as a town is paying for the service.  Shortage of drivers. | To collect waste on a weekly basis from all the household |
| LED | Lack of LED Strategy | To promote local economic development in the municipality in order to create sustainable jobs |
| HIV & AIDS and other diseases | HIV & AIDS is threatening both the community and the workforce | To reduce the prevalence of HIV &AIDS in communities and the workforce. |
| Disaster management | Is a District function and there is no coordinator at the municipality. | To render effective and efficient service to the communities by a quick response to all emergency calls. |
| Roads and storm water | Most roads are gravelled and not maintained | To ensure the existing of planning and budgeting tools for road maintenance |
| Institutional Development | Shortage of personnel in planning and finance | Filling of strategic positions |
| Transport and communication | Lack of other options of public transport other than the taxis | To introduce bus services in communities |
| Environmental management | This is a District function and the communities experiences severe environmental effects/problems | To develop and implement an Environmental Management Plan |
| Safety and security | The rapid increase of crime across the municipal area | To introduce CSF in the communities. |
| Education | No local based structure to deal with educational matters | To have a joint planning sessions with the Department at the District wide strategic planning sessions |
| Welfare Services | Only 1 Thusong Centre | To have a joint planning sessions with the Department at the District wide strategic planning sessions |
| Health Services | Only one hospital and 2 health centres  Shortage of recreational facilities | To have a joint planning sessions with the Department at the District wide strategic planning sessions |
| Land use management | Shortage of land for development | Purchase land for development |

**9.2 COMMUNITY PRIORITIES**

| **Focus area** | **Sub-Focus Area** | **Order of Priorities** |
| --- | --- | --- |
| Spatial | Land | Land for development & human settlement in Marble-hall |
| SDF | Review and implementation of SDF |
| Education | 1. Public secondary schools  2. Repairs of storm damaged schools  3. Replacement of old classrooms  4. Extra classrooms  5. Administration blocks  6. Building of circuit offices  7. Establishment of new schools in needy areas  8. Institutions of higher learning  9. Laboratories  10. Libraries  11. ECD’s Centres |
| Housing | 1. RDP houses & repairing of poor workmanship |
| Health | 1. New clinics  2. Additional hospital |
| Safety & security | 1. Additional police stations at strategic areas  2. Satellite stations  3. Visibility of law enforcement areas on communities without stations |
| Community facilities | 1. Community halls  2. Building and maintenance of sports facilities  3. New cemeteries and maintenance of existing cemeteries |
| Economic | Local Economic Development | 1. Job creation  2. Shopping malls  3. Resuscitation of defunct projects  4. Building capacity on SMMEs  5. Exploiting existing and new economic opportunities |

**9.3. ALIGNMENT WITH NATIONAL PRIORITIES/STRATEGIES**

**9.3.1 NATIONAL PRIORITY AREAS**

• Creation of decent work and sustainable livelihoods;

• Education

• Health;

• Rural development, food security and land reform; and

• The fight against crime and corruption

**9.3.2 NATIONAL OUTCOMES**

• Improved quality of basic education

• Along and healthy life for all South Africans

• All people in South Africa feel and are safe

Decent employment through inclusive economic growth

• Skilled and capable work force to support inclusive growth path

• An efficient, competitive and responsive economic infrastructure network

• Vibrant, equitable and sustainable rural communities with food security for all

• Sustainable human settlement and improved quality of household life

• A responsive, accountable, effective and efficient local government system

• Environmental assets and natural resources that are well protected and continually enhanced

• Create a better South Africa and contribute to a better and safer Africa and World

• An efficient, effective and development oriented public service and empowered, fair and inclusive citizenship

**The National Development Plan focuses amongst others on the following:**

• The active efforts and participation of all South Africans in their own development

• Redressing the injustices of the past effectively

• Faster economic growth and higher investment and employment

• Raising standards of education, a healthy population and effective social protection

• Strengthening the links between economic and social strategies

• Collaboration between the private and public sector

| **MTSF** | **NDP** | **EPMLM Strategic Objectives** | **OUTCOME 9** |
| --- | --- | --- | --- |
| **Strategic Priority** 1:  Speeding up growth and transforming the economy to create decent work and sustainable livelihoods i.e.  expenditure management | Faster economic growth  and higher investment  and employment | Grow the economy and  provide livelihood support | Implement the community work programme and cooperatives  supported |
| **Strategic Priority** 2:  Massive programme to build economic and social infrastructure i.e. infrastructure investment programme, public transport infrastructure , low-cost and affordable housing, improving provincial and local government capacity, health, education, library, sporting, recreation | Strengthening the links  between economic and  social strategies | Improve community wellbeing  through accelerated  service delivery | Improved access to basic services  Actions supportive to human settlement outcomes |
| **Strategic priority 3:**  Comprehensive rural development strategy linked to land and agrarian reform and food security i.e. land reform policies, agricultural production, rural livelihoods and food security, service delivery, rural transport, revitalization of rural towns, support non-farm economic activities | Redressing the injustices  of the past effectively | Plan for the future | Implement a differentiated approach  to municipal financing, planning and support |
| **Strategic Priority 4**:  Strengthen the skills and human resource base i.e. adequate basic services (water, sanitation, electricity to schools; access to facilities such as libraries, classrooms and laboratories. | Raising standards of  education, a healthy  population and effective  social protection | Improve community wellbeing through accelerated service delivery  House the nation and build integrated human settlement | Improve administrative capacity |
| **Strategic Priority 5:**  Improve the health profile of all South Africans i.e. filling of critical vacant posts, improving the national emergency medical (ambulance) service model, implement Comprehensive Plan for the Treatment, Management and Care of HIV and AIDS | Raising standards of  education, a healthy  population and effective  protection | Effective and efficient  community involvement | Deepen democracy through a refined ward committee model |
| **Strategic Priority 6**:  Intensify the fight against crime and corruption i.e. fight against crime and corruption in the public and private | Raising standards of  education, a healthy  population and effective social protection | Become financial viable | Single winow of  coordination |
| **Strategic Priority 7:**  Build cohesive, caring and sustainable communities i.e. development and strengthening of community organizations such as school governing bodies, community policing forum, ward committees, | Collaboration between the private and public sector | Develop partnerships  Improve intergovernmental  function and coordination | Single window of  coordination |
| **Strategic Priority 8:**  Pursuing African advancement and enhanced international co-operation | The active efforts and participation of all South Africans in their own  Development | Effective and efficient  community involvement | Single window of  coordination |
| **Strategic Priority 9:**  Sustainable Resource  Management and use | The active efforts and  participation of all South  Africans in their own  Development | Develop and retain skilled and capacitated workforce To build effective and efficient organization | Implement a differentiated  approach to municipal  financing, planning and  support |
| **Strategic Priority 10**:  Building a developmental state including improvement of public services and strengthening democratic institutions i.e. Improving the capacity and efficacy of the state, improving the delivery and quality of public services, entrenching a culture and practice of efficient, transparent, honest and compassionate public service and building partnership with society and strengthening democratic institutions | Raising standards of  education, a healthy  population and effective social protection | Develop and retain skilled and capacitated workforce | Improve administrative  capacity |

During the strategizing process, further cognizance was taken of the national guidelines to guide local development. The localized strategic Guidelines are an important element of the strategies phase that determines how development should be undertaken taking into cognizance the relevant policy guidelines and legislation. The rationale behin the need to develop localized strategic guidelines to ensure that cross cutting dimensions such as the spatial development principles, local economic development strategies, environmental sustainability and poverty alleviation and gender equity aspects are adequately considered when strategies and projects are planned. The localized strategic guideline discussed hereunder, outline the way in which the municipality development strategies and projects consider the national guidelines into consideration the specific conditions in the municipality as indicated in the analysis phase.

# CHAPTER 10 – MUNICIPAL STRATEGIES

# 10.1 DEVELOPMENTAL STRATEGIES

**INTRODUCTION**

Ephraim Mogale Local Municipality Integrated Development Plan (IDP) maps the needs of the community and also determines strategies and plans to address the needs as highlighted by the communities through the process of consultation. This section outlines the vision, objectives and strategies set by the municipality to achieve its developmental aims. The approach adopted in this section is based on developing a strategic intent which is firmly entrenched in:

• Responding to the gap analysis and ensuring a developmental approach and an integrated response

* 1. **THE STRATEGIC INTENT OF EPHRAIM MOGALE LOCAL MUNICIPALITY**

An effective integrated planning review process which included a Strategic Planning session held on the 22-23rd March 2016 culminated into the review of the strategic intent which ultimately is a summary of what the municipality intends to achieve. The foundation built through strategic planning will assist Ephraim Mogale Local Municipality to focus all efforts and actions towards the attainment of the objectives identified, enabling the municipality to live up to the expectations of the communities.

* + 1. **VISION**

A viable and sustainable municipality that provides quality services and enhance socio-economic growth.

A vision is the most ambitious dream for the organization and as such it provides direction. A vision defines what the organization hopes to achieve in 5 or 10 years. Ephraim Mogale Local Municipality confirmed the already existing vision during the Strategic Planning session to be still steering the municipality as an organization to its dream. The vision of Ephraim Mogale Local Municipality is:

“The Vision and Mission were confirmed at the strategic planning held on the 22-23rd March 2016

**10.2.1.1 VISION 2030**

A viable and sustainable municipality that provides quality services and enhance socio-economic growth by 2030.

Ephraim Mogale local municipalities long term vision 2030. The vision strives to put more emphasis on projects gearing towards an environmentally sustainable community. The encouragement of active citizens, ensure quality services and enhance economic growth.

**10.2.2 MISSION**

To involve all sectors of the community in the economic, environment and social development whilst improving service delivery thereby becoming a prominent agricultural, business and mega industrial growth point in the Sekhukhune District for the benefit of the residents and province.

**10.3 STRATEGY MAP**

As part of the Balanced Scorecard methodology a strategy map is used to develop a picture of the strategy of the municipality. It depicts the objectives in support of the strategy in terms of different perspectives, namely the learning perspective, institutional perspective, the financial and the customer perspective. This step in strategy formulation acts as the integration of strategy and operational planning.

The following are the most important benefits of developing a strategy map:

• It focuses on the most important institutional processes that need to be addressed;

• It combines a growth strategy as well as a productivity strategy to be sustainable;

• It creates a foundation to be innovative;

• It focuses on both the tangible as well as intangible

• The Strategy Map’s methodology is aimed to steer away from a sectorial approach to ensure integrated development of the needs of the municipality.

The strategy map leads to the development of Scorecards at different levels that will be used as the management tool whereby planning,

Implementation, monitoring, review measurement and assessment can be facilitated. This approach aims to ascertain whether the Ephraim Mogale Local Municipality has made any progress towards attainment of its strategies and the objectives as identified. A good strategy map focuses on the strategic logic between cause and effect relationships and between current activities and long-term success. The revised strategy map is shown in the picture below:

The strategy map identifies the objectives that Ephraim Mogale Local Municipality will aim to achieve

\_\_\_\_\_\_\_\_\_\_STRATEGIC PESPECTIVES\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Learning and institutional Process Finances Community

Growth Satisfaction

**To be the powerhouse of socio-economic development through sustainable and integrated agriculture and tourism**

**10.4 STRATEGIC OBJECTIVES**

Using the perspectives of the Balanced Scorecard Methodology, the Strategy Map was developed by focusing on the Learning and Growth

Perspective as point of departure:

Develop and retain skilled and capacitated workforce – In order for Ephraim Mogale Local Municipality to be able to deliver on its constitutional

Mandate there is a need to put in place a viable and practical workplace skills plan which will in result in the development of a strategy whereby skilled and capacitated employees will enable the municipality to deliver on their objectives and plans. Critical for the municipality is also to retain those employees who have been trained and capacitated and not to lose them to larger municipalities and other sector departments.

**Focusing on the above objectives will enable the Municipalities to have a better equipped and capacitated workforce and thereby improve the Institutional processes**:

• **Plan for the future** – In order for the municipality to achieve its vision, it needs to focus on planning to ensure co-ordination of all sector Plans to avoid duplication of efforts and conflicting goals. The planning and implementation cycles within the municipality should be seamlessly integrated and efforts should be focused on to more effectively manage information, including the identification and Determination of baseline information and smart application of information to achieve results.

• **Improve community well-being through accelerated service** delivery - In order to become an effective and efficient area, urgent Attention needs to be paid to the provision of services (as per the constitutional requirements) to improve the accessibility of service to all members within the municipal area.

• **Build effective and efficient Organization** – To improve effectiveness and efficiency, standardized policies and procedures need to be established within the municipality. This will lead to open and transparent decision-making and sound governance practices. Improved effectiveness and efficiency within the municipality will advance the utilization and allocation of financial resources:

**• Become financially viable** – The municipality needs to improve its financial position to ensure optimal utilization of financial resources and thereby becoming financially viable to ensure sustainable service delivery to the communities.

**• Develop partnerships** – The municipality will not be able to achieve financial viability on its own. Partnerships will have to be developed with private enterprises, NGO’s and other agencies with a view to increasing its financial viability.

**• Grow the economy and provide livelihood support** – As a result of the high unemployment rate within the municipal area, special emphasis should be placed on local economic development and job creation initiatives.

**The objectives within the three perspectives discussed above, will lead to addressing the strategic objectives on the community satisfaction and well-being perspective:**

• **Effective and efficient community involvement** – The main focus will be on the upliftment of the socio economic status of the communities within the municipal area. Ephraim Mogale will work to keep the town one of the safest in the country and to create "an informed, aware and involved community."

• **Improve intergovernmental function and coordination**- The main focus will be on improving intergovernmental relations as some of the services are provided by other spheres of government which will lead in the upliftment of the socio economic status of the communities within the municipal area and the realization of the strategic objective that focuses on “housing the nation and building Integrated human settlement”.

**10.5 OUTCOMES**

The Department of Co-operative Governance and Traditional Affairs (COGTA) has identified outcomes whereby the Strategic Agenda can be Implemented and monitored. Of critical nature for the municipality will be to link its strategic objectives to Outcome 9. The table below provides the detail whereby the strategic objectives of the municipality can be linked to the six outputs or five Key Performance Areas as stipulated by the Department of Co-operative Governance and Traditional Affairs (DCOGTA)

| **KPA** | **OUTPUTS (OUTCOMES 9)** | **STRATEGIC OBJECTIVES** |
| --- | --- | --- |
| Municipal Transformation and Organisational Development | Differentiate approach to municipal financing, planning and support | Plan for the future, develop and retain skilled capacitated workforce |
| Basic Services and Infrastructure Development | * Improved access too basic services * Support for human settlements | Improve Community well-being through accelerated service delivery House the nation and build integrated human settlement |
| LED | Implementation of community work programme | Grow the economy and provide livelihood support Develop partnerships |
| Municipal Financial Viability and Management | Improve municipal financial and administrative capability | * Become financially viable * Develop, retain skilled and capacitated workforce |
| Good Governance and Public Participation | * Refine ward committee model to deepen democracy * Single co-ordination window | * Effective and efficient community involvement * Improve inter-governmental function |

10**.6 OPERATIONAL STRATEGIES**

Section 26 (1) (g) of the Municipal Systems Act (Act 32 of 200) clearly stipulate that the IDP should also contain the operational strategies of the municipality has achieved this by linking programmes implemented within the municipality to the KPA’s identified and linked to the Strategic objectives as contained within the strategy map. Council also must be in a position to measure the impact that the programme intends to achieve and this is indicated by the intended programme result as shown in the tables below. This result must further be measured to determine and indicate progress towards the outcome and therefore a column indicating the programme KPI is also included in the table below. The development of a strategy means that the municipality must be able to plan on a longer term and the strategies should provide an indication on how the municipality intends to achieve the results as shown in the table below. The operational strategies are represented below in terms of the different KPA’s as mentioned previously, but due to the fact that the Integrated Development Plan should be implemented within a specific spatial area within the borders of South Africa all of this should be linked to the Spatial Rationale within which planning takes place

Following strategies have been developed at a workshop held on 22-23 March 2016 to meet the municipality’s development challenges and are arranged in Key Performance areas (KPA’s).

**SPATIAL RATIONAL**

| **ITEM** | **PROBLEM ISSUE** | **STRATEGIC OBJECTIVE** | **STRATEGY/**  **INTERVENTION** | **PERFORMANCE INDICATOR** | **PROJECT** |
| --- | --- | --- | --- | --- | --- |
| Review of the Spatial Development Framework | Outdated Spatial Development Framework (2006) | To ensure that economic planning and development is guided by the SDF | To review of the 2006 SDF | Ephraim Mogale Spatial Development Framework | The review and implementation of the Spatial Development Framework |
| Tenure upgrading (Elandskraal, Leeuwfontein, Moganyaka) | Encroachment of servitudes and sprawl and tenure rights for the residents | To ensure that sites are formalised | To ensure formalisation of sites. Through this it will enhance infrastructure planning. Monitor compliance to the Land Uses Schemes and other planning legislations/Frameworks | Small scale diagrams from the Surveyor General Office Limpopo | Tenure Upgrading for (Elandskraal, Leeuwfontein, Moganyaka in partnership with (Housing Development Agency, Limpopo) |
| Acquisition of Land for mixed use housing typologies | Shortage of land for development and residential low income in Marble Hall | To ensure that the project for Ext 6 where HAD is process of acquiring for the municipality is finalised for residential purposes by 2021 | To acquire land for development and residential purposes. | 250 Acquired in Extension 6 Marble Hall Town | Acquisition of Land |
| Review Town Planning Schemes | Not in line with the Spatial Planning Land Use Management Act 2013 | To ensure that the Town Planning Schemes in place should be aligned to the Spatial Planning Land use Management Act 2013 | To review the Town Planning Scheme,2001 to be in line with SPLUMA,2013 | Ephraim Mogale Town Planning Scheme | Town Planning Schemes Review |
| Development of Ephraim Mogale Spatial Planning Land Use Management By-Laws | Land Use Management Systems not in place | To ensure alignment to the SLUMA, 2013 | To development of Ephraim Mogale Spatial Planning Land Use Management By-Laws and cover the rural areas. | Ephraim Mogale Spatial Planning Land Use Management By-Laws | Ephraim Mogale Spatial Planning Land Use Management By-Laws |
| Building Maintenance | Municipal Buildings not complying with NRS 0142 | To maintain all Municipal owned Buildings | Compile inspection program and compile fault lists. | Number of buildings inspected | Inspection of Buildings |
| Contractors doing alteration/improvements not complying with NRS 0142 | Require all contractors to issue COC on work done | Number of COC’s received | Certification of installations |
| All Municipal buildings don’t have building lay-out plans | Draft basic building lay-out plans for every building.  Instruct all contractors to submit building plans with lay-out drawings for new buildings or alterations to buildings | Number of lay-out plans drafted | Municipal Building plans |
| Vandalism of building | Provide security, fencing and security lighting at all buildings. | Number of facilities with security, fencing security lighting | Security of Buildings |

HUMAN SETTLEMENTS/HOUSING

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ITEM | PROBLEM ISSUE | STRATEGIC OBJECTIVE | STRATEGY/  INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
| Human settlements/Housing | Shortage/ insufficient RDP houses for the needy | To provide shelter to 7770 residents | Request housing allocations from the Department | number of housing allocations provided | Human settlement |
| Unregistered housing beneficiaries (backlog) | Register beneficiaries for housing allocations | Number of beneficiaries registered | Registration of housing beneficiaries |
| Housing Plan | No Housing Plan | Develop housing plan | Number of housing plans developed | Housing Plan |

**BASIC SERVICE DELIVERY**

ROADS AND STORM WATER MANAGEMENT

| ITEM | PROBLEM ISSUE | STRATEGIC OBJECTIVE | STRATEGY/  INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
| --- | --- | --- | --- | --- | --- |
| 1. | Lack of planning data | To provide, maintain safe and appropriate road and stormwater in the municipal areas | 1.Develop road management system | one management system developed | Development of Road Management system. |
| 2. | Huge roads and stormwater backlogs | To provide, maintain safe and appropriate road and stormwater in the municipal areas | To continue funding roads and stormwater projects through grants and internal funds. | Number of projects implemented | 1. Dichoeung Internal Streets.  2.Mohlalaotwane Internal Streets  3. Mogalatsane Phetwane Access Road.  4. Matilu Internal Streets  5. Puleng Internal Streets  6. Rathoke Internal Streets  7. Leeuwfontein Internal Streets  8. Malebitsa Internal Streets.  9. Elandskraal Internal Streets. |
| 3. | Insufficient funds for road maintenance. | To provide, maintain safe and appropriate road and stormwater in the municipal areas | Prioritize and fund projects as per listed in the Master Plan(Implementation of the Master Plan) | Prioritization of master plan | Updating of Road Master Plan |
| 4. | Insufficient funds for upgrading of roads. | To provide, maintain safe and appropriate road and stormwater in the municipal areas | To explore other funding grants. | Number of application to be made for funding | Applications of funding for upgrading of roads. |
| 5. | Lack of procedure manuals for maintenance and upgrading of roads | To provide, maintain safe and appropriate road and stormwater in the municipal areas | To develop procedure manuals. | One procedure manual developed | Development of procedure manual. |
| 6. | Frequent machine breakdowns. | To provide, maintain safe and appropriate road and stormwater in the municipal areas | To regularly train operators. | Number of training sessions attended. | Training of operators. |
| 7. | Turnaround time on fleet repairs is too long. | To provide, maintain safe and appropriate road and stormwater in the municipal areas | Turnaround time for repairs to be reduced to one week. | One policy on fleet repairs turnaround time developed. | Development of policy on turnaround time on fleet repairs. |
| 8. | No preventative maintenance on infrastructure fleet. | To provide, maintain safe and appropriate road and stormwater in the municipal areas | Fleet to be serviced regularly as per manufacturer’s manual. | Number of fleet serviced as per manufacturer’s manual. | Development of fleet service schedule. |
| 9. | Lack of planning and design software’s. | To provide, maintain safe and appropriate road and stormwater in the municipal areas | To request IT for procurement of Planning and Design software’s (AutoCAD, Civil Designer, GIS) | Number of planning and design software’s procured | Procurement of planning and design software’s. |
| 10. | Lack of training for maintenance team | To provide, maintain safe and appropriate road and stormwater in the municipal areas | To capacitate the roads and stormwater maintenance team | Number of training sessions attended by maintenance team. | Training of maintenance team. |

ELECTRICITY

| ITEM | PROBLEM ISSUE | STRATEGIC OBJECTIVE | STRATEGY/  INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
| --- | --- | --- | --- | --- | --- |
| 11. | Electrification backlog of 913 Households | Provide electricity to all households | * Collect backlog data from Councillors * Submit backlog to ESKOM * Agree with ESKOM on project implementation | Number of backlog list compiled, updated & submitted | Collect and submit backlog data to ESKOM |
| 12. | 1. Maintenance backlog on electrical network. 2. Aged electrical network 3. Unsafe old technology on the electrical network 4. Capacity limitations in certain sections of the MV Network. 5. Capacity constraints due to densification 6. No stock in stores. 7. Vacancies 8. SCM processes 9. Training - non-compliance with OHS Act 10. Transport – non-compliance with safety requirements 11. No printed network plans to use for switching operations 12. Ablution – non-compliance with health requirements 13. No energy master plan   Outdated maintenance plan  No procedure manuals | Maintain electrical supply in the license area | 1. Maintain electrical network 2. Upgrade or replace. 3. Upgrade or replace. 4. Strengthen network at critical points. 5. Request Town planning to ensure that they get approval on electrical supply before approval of any densification. 6. Request SCM to maintain stock levels 7. Fill vacancies 8. Adhere to SCM time frames and schedules. 9. Request HR to facilitate training according to submitted requests 10. Purchase LDV with Canopy 11. Purchase plotter 12. Provide ablution 13. Outsource the development of an energy master plan, maintenance plan and procedure manuals   Request assistance from the MISA delegated Consultant | 1. Number of transformers tested & serviced. Number of RMU’s serviced 2. Number of transformers replaced   Number of Minisubstations replaced.   1. Number of RMU’s upgraded 2. Number of network links installed.   Meter of cable installed   1. None 2. None 3. Appointment of Handyman & General Worker 4. None 5. None 6. Number of LDV’s with canopies purchased 7. Number of plotters purchased 8. Number of toilet trailers purchased 9. Number of Energy Master Plans developed.   Number of maintenance plans developed  Number of procedure manuals developed | 1. Test 48 Transformers and service faulty units, Service 10 RMU’s per year and Replace 5 meter kiosks 2. Replace faulty old transformer Portion 515   Upgrade 1 minisubstation   1. Upgrade RMU c/o Ewoud Malan Ave & Agaat street 2. Install RMU Amarillis Str   Install 2nd supply to Industrial Substation- Phase1   1. None 2. None 3. Do shortlisting & Interviews 4. None 5. None 6. Purchase LDV with Canopy 7. Purchase plotter 8. Purchase toilet trailer 9. Development of an Energy Master plan, a maintenance plan and procedure manuals |
| 13 | 1. No public lighting in 34 areas. 2. High cost of ESKOM supply points 3. Delays in provision of quotations and installation of supplies by ESKOM 4. No funding from MIG 5. High cost of Public Lighting | Provide public lighting in all areas | 1. Expand Public Lighting 2. Negotiate with ESKOM to reduce costs 3. Sign memorandum of understanding on the provision of quotations and supplies 4. Request funding from MIG if ESKOM challenges have been resolved. 5. Source funding | 1. Number of areas provided with public lighting 2. None 3. Signed memorandum of understanding 4. None | 1. Moomane, Ga-Masha & Frischgewaagd 2. None 3. Signing of memorandum of understanding 4. None |
| 14 | Delays in implementation of new Public Lighting projects caused by ESKOM’s failure to provide quotations and supplies. | Provide public lighting in all areas | * Engage SALGA, Coghsta and DoE to keep pressure on ESKOM to provide supplies. | Number of masts connected | Mohlalaotwane 6  Dichoeung 5  Mohlotsi 3 (Matseding 1)  Morarela/Mbuzini 6 |
| 15 | 1. Maintain existing public lighting 2. No streetlight maintenance stock in stores. 3. Old mast light fittings 4. Vandalism & theft | To maintain the existing public lighting | 1. Repair lights according to program and SDBIP 2. Request SCM to maintain streetlight maintenance stock levels 3. Replace mast light fittings. 4. None | 1. Number of lights repaired 2. None 3. Number of mast fittings replaced 4. None | 1. Repair mast lights every quarter.   Repair streetlights every quarter   1. None 2. Replace mast fittings in Matlala-Ramoshebo and Leeufontein 3. None |
| 16 | 1. Maintain Municipal Buildings according to NRS 0142 2. Contractors not complying with NRS 0142 3. No plans or drawings of installations in buildings 4. Alterations to buildings without consultation 5. Vandalism of buildings | To maintain the electrical installations in all Municipal Buildings | 1. Do inspection and repair of every building at least every quarter. 2. All contractors should be required to submit COC’s 3. Request building inspector to compile updated drawings of all existing buildings.   Instruct all contractors to submit building plans with lay-out drawings for new buildings or alterations to buildings   1. The Electrical Department should be informed of building alterations and construction before it happens 2. Provide security at all facilities | 1. Number of buildings inspected 2. COC for every building project 3. None 4. None 5. None | 1. Compile and implement maintenance program 2. None 3. None 4. None 5. None |
| 17 | Administrative processes not compliant with requirements of NERSA and Auditor General. No customer service | Comply with all reporting and planning requirements and provide customer service | 1. | Appointment of an administrative officer | Administrative processes not compliant with requirements of NERSA and Auditor General. No customer service |

TRANSPORT

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ITEM  (function) | PROBLEM ISSUE | STRATEGIC OBJECTIVE | STRATEGY/  INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
|  |  | To provide a safe and affordable transport mode to all residents | To negotiate with GNT to extend its services to all villages within the Municipality, | Number of villages to be covered | Extension of GNT services |
|  |  |  | To fastrack the transfer of ownership of taxi ranks to the municipality | Number of Taxi Ranks to be transferred | Transfer of ownership. |
|  |  | To develop an Integrated Transport Master Plan | To appoint a service provider to the Integrated master Plan | Number of Integrated Transport plan developed | Integrated transport Masterplan |

SANITATION

| ITEM  (function) | PROBLEM ISSUE | STRATEGIC OBJECTIVE | STRATEGY/  INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
| --- | --- | --- | --- | --- | --- |
| **Waste Management** | Backlog of refuse collection services in rural villages | To extend refuse collection services to 4 villages - increase access of services to households | Business plan approved by Council for the extension of kerbside and communal refuse collection.  **Challenges** - payment for services | Refuse collection extended to 4 villages of Regae, Zamenkomst , Dichoueng  Hinlopen | Procure bins and communal bins for refuse collection  for the four villages |
|  | Lack of Minimisation of waste to landfill site, | To initiate Recycling initiatives | To develop and implement Recycling strategy | Recycling strategy developed and implemented | Recycling of waste / formal implementation |
|  | Landfill site non -compliance with Permit and external audit report | To provide sufficient cover material at the landfill for daily covering and compaction | Assessment of amount of soil needed to comply | Amount of soil to cover disposed waste | Loosening of soil at landfill site - hire construction machines |
|  | Landfill site non -compliance with Permit and external audit report | To repair fencing on access road | Assessment of the Material needs to repair fence | Metres of fence that needs repairs | Procure fencing material and repair with EPWP workers |
|  | Need for Annual external audit compliance report | To conduct an annual external audit compliance of the landfill | Appoint a service provide for external audit | External Audit report | Appoint service provider to execute annual external audit |
|  | No formal lining of new cell development for future disposal of waste as per legislation | To do an assessment of the cell area which must be covered with lining | Apply for funding at MIG | One cell for future use be lined as per waste act | Procure service provider for assessment of material needed and to procure service provider for cell development |
|  | No weighbridge | To provide for the installation of a weighbridge with electronic system at the landfill | Business and operational plan in formed by external audit | Number of weighbridge installed and functional | Installation of weighbridge |

PARKS

| ITEM  (function) | PROBLEM ISSUE | STRATEGIC OBJECTIVE | STRATEGY/  INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
| --- | --- | --- | --- | --- | --- |
| **Parks** | Lack of toilet facilities at parks in Marble Hall | To Identify parks with no toilet facilities | Design with Infrastructure section the building | 2 toilet blocks | Built 2 new toilet blocks at identifies parks |
|  | Lack of proper landscaping of town. | To Identify from Master plan the phase to be developed | Finalise master plan? | Phase 2 of master plan implemented | Phase 2 projects as identified |
|  | No Recreational facilities | To Identify form Community needs what facilities is needed | Assessment on the needs for such a facility | Recreational facility | Built one recreational facility |
|  | Back log of formal parks in rural villages | To identify at least 2 areas were parks can be developed | Business and operational plan | Developed 2 parks each in Doornlaagte and Elandskraal | Develop 2 parks with full facilities |
|  | Old LDV | To replace old LDV | Budget for one LDV with canopy to be purchased | One LDV with canopy | Procure LDV with canopy |
|  | Need to replace old parks maintenance equipment | To replace old parks maintenance equipment | Budget for One Ride on mower , 10 brush cutters to be purchased | One Ride on mower , 10 brush cutters | Procure one ride on mower , 10 brush cutters |
|  | Greening of municipal area - trees | To plant 3000 indigenous trees as part of the greening of the Municipality | Identify areas per plan where trees must trees be planted | 3000 trees planted | Procure and plant 3000 indigenous trees |

CEMETERIES

| ITEM  (function) | PROBLEM ISSUE | STRATEGIC OBJECTIVE | STRATEGY/  INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
| --- | --- | --- | --- | --- | --- |
| **Cemeteries** | Backlog in fencing of cemeteries | To fence 7 cemeteries in rural area  ( procure material and use EPWP ) | Identify 7 cemeteries | 7 cemeteries fenced | Procure material for fencing. Appoint epwp form identified village to do the fencing. |
|  | Infra-structure at the marble Hall cemetery not finalise | To provide toilet , water and storeroom | Budget – and operational plan | Number of toilet , storeroom built | Building of toilets and storerooms at the new cemetery |

**LOCAL ECONOMIC DEVELOPMENT**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **ITEM** | **PROBLEM ISSUE** | **STRATEGIC OBJECTIVE** | **STRATEGIC INTERVENTIONS** | **PERFORMANCE INDICATOR** | **PROJECT** |
| Job Creation | High Unemployment rate | To reduce unemployment rate through EPWP initiatives | Analyse the status quo of the local economy and develop local economic strategies to ensure implementation, monitoring and review. Labour intensive initiatives. | Number of EPWP jobs created | Job creation EPWP initiatives |
| Local Economic Development | Fewer sustainable jobs created through tourism initiatives. | To increase number of jobs created through tourism initiatives. | Establish Tourism Forum. Develop tourism strategy and establish partnership with tourism product owners. Mobilise funding for emerging cooperatives. | Number of tourism jobs created | Job creation Tourism initiatives |
| Fewer sustainable jobs created through agricultural initiatives. | To increase number of jobs created through agricultural initiatives. | Develop partnerships with agricultural business. Develop strategies to assist emerging farmers. Establishment of partnership with established businesses | Number of agricultural jobs created | Job creation agricultural initiatives |
| Fewer sustainable jobs created through SMMEs initiatives. | To increase number of jobs created through SMME initiatives. | Develop of SMMEs and local service provider’s support programmes. Establishment of partnership (PPP) with established business and monitor sustainability. | Number of SMMEs jobs created | Job creation SMMEs initiatives |
| Profiling of the LED Projects | To promote LED projects to ensure economic growth | Develop marketing strategy to promote the LED projects. | Approved marketing strategy | Approved marketing strategy |

**FINANCIAL VIABILITY**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **ITEM** | **PROBLEM ISSUE** | **STRATEGIES OBJECTIVE** | **STRATEGIC INTERVENTIONS** | **PERFORMANCE INDICATOR** | **PROJECT** |
| **FINANCIAL ACCOUNTING** | | | | | |
| **Revenue Management** |  |  |  |  |  |
| Billing and collection | Old outstanding debts with insufficient consumer data. | To maintain comprehensive and uniform valuation roll in terms of MPRA | To perform data Cleansing | Number of consumer accounts updated | Data Cleansing |
|  | Non- payment of services in Leeufontein and Elandskraal.  No leverage for consumers who are supplied by Eskom for electricity for non-payment of service as services cannot be disconnected. | To maximize revenue collection at Leeufontein and Elandskraal. | Undertake campaign for consumers to opt mms and email transmission of invoices | % progress on revenue collected | Revenue enhancement |
| **Expenditure Management** |  |  |  |  |  |
| Accounts Payable | Inaccurate invoices and statements from suppliers. | To ensure payments of creditors within 30 days. | Report on any identified invoices not paid within 30 days to council. | All invoices paid within 30 days timeframe. | Creditors payments |
| Payroll | Employee related functions not performed by HR  Late submission of salary information  Misinterpretation of the policies on staff benefits | To ensure payment of accurate salaries by the 25th of every month | Transfer the administrative function of payroll to Human Resource and enforce the approved council related policy. | Payments of Salaries by 25th of every month. | Payments of salaries |
| **Budget and Reporting** |  |  |  |  |  |
| Compilation of annual and adjustment budget | Human capital capacity  Inadequate budget compilation system.  Meeting service delivery obligations with limited resources. | To prepare annual and adjustment budget in line with MFMA and MBRR. | Acquire budget compilation system and Prepare budget process plan for approval by 31st August 2016. | Approved budget and adjustment budget | Compilation of annual and adjustment budget |
| In Year Reports | Human capital capacity and allocation of roles for reports preparation.  Lack of capacity to compile AFS in-house. | Compile all In-Year reports in line with MFMA and Treasury Regulations. | Appointment of service providers on a three year period for AFS and FAR and Split roles of Reporting and Budgeting within BTO. | Number of Monthly and quarterly reports submitted to council | Compilation of In Year reports |
| **SUPPLY CHAIN MANAGEMENT** |  |  |  |  |  |
| Acquisition & demand | Late submission of request for goods and services  Bid committees not sitting on time due to unavailability of key officials  Decentralized supply chain management  Stores stock levels not maintained | To ensure effective and efficient SCM. | Develop a procurement plan and linking of database to the financial system and also develop SCM procedure manual.  Bid Committees should sit on a weekly basis  Generate monthly report on stock levels  Maintain stock levels and amend minimum levels if necessary  Finalize SCM turnaround times | Number of SCM quarterly reports and procurement plan  Number of store stock level reports  Adhering to approved turnaround times | Implementation of SCM regulations and policies  Stock level maintenance |
| Asset Management | Non-existence of the asset management unit or personnel  Lack of accountability on municipal assets  Non-compliance GRAP register | To manage, maintain and safeguard the municipal asset register | Make provision for the personnel to deal with asset management and Appointment of service provider for 36 months to develop the asset register and transfer skills to the designated personnel. | GRAP Compliance Register in Place | GRAP compliance Register |
| Fleet Management | Negligence on vehicle usage  High consumption of fuel  Lack of route plans for weekly service vehicles  Lack of skilled operators for machinery equipment  Turnaround time on fleet repairs is too long.  No preventative maintenance on infrastructure fleet. | To safeguard and monitor the usage of municipal vehicles. | develop fleet management policy, develop fleet management procedure manual and centralize management of fleet  Turnaround time for repairs to be reduced to one week.  Fleet to be serviced regularly as per manufacturer’s manual | fleet management policy, and fleet management procedure manual in place  One policy on fleet repairs turnaround time developed.  Number of fleet serviced as per manufacturer’s manual. | Fleet Management  Development of policy on turnaround time on fleet repairs.  Development of fleet service schedule. |
| Compilation AFS | Lack of capacity to compile AFS in house | To ensure submission of credible AFS | Appoint human capital and build in house capacity | Submission of compiled AFS by the 31st of August. | Compilation AFS |
| Management of FMG | None | To ensure expenditure of Financial management grant | To develop FMG activity plan | % progress on FMG expenditure | Management of FMG |

**MUNICIPAL TRANFORMATION AND ORGANISATIONAL DEVELOPMENT**

| **ITEM** | **PROBLEM ISSUE** | **STRATEGIC OBJECTIVES** | **STRATEGIC INTERVENTION** | **PERFORMANCE INDICATORS** | **PROJECT** |
| --- | --- | --- | --- | --- | --- |
| Employment Equity | EE Plan not followed accordingly and also the EE Committee do not meet as expected | To ensure compliance to Employment Equity Plan | Recruit people to be employed from the targeted group | Number of people employed in according to EE Plan | Employment Equity |
| Human Resource Management | High vacancy rate | To ensure that all budgeted vacant positions are filled | Filling of all budgeted vacant position including Section 56 within 3 months of new financial year | Number of budgeted vacant posts | Filling of Vacant Positions |
| Skills Development | Poor training programs | To ensure skilled and capacitated workforce | Conduct skills audit and develop training programs | Number of skilled and trained workforce | Skills Development |
| Training of Electrical staff | Lack of training - non-compliance with OHS Act | To ensure adequate training to comply with OHS Act | Arrange training and certification on High Voltage Operation regulations | Number of staff members trained and certified | OHRVS Training |
| Training for Civil Service maintenance team | Limited capacity of the maintenance team to maintain road network | To capacitate the roads and stormwater maintenance team | Arrange maintenance training for Civil Services maintenance teams | Number of training sessions attended by maintenance team. | Training of Civil Service maintenance team. |
| Occupational Health & Safety | Lack of cooperation from other internal departments | To ensure safe working environment | Develop and implement OHS programs | Compliance with OHS legislations and reduce number of incidents | Occupational Health & Safety |
| EAP | Addictions of employees | To promote employee wellness and health programs | Develop EAP wellness program that will benefit employees in terms of health and financial management | Number of EAP programs developed and implemented | EAP |
| Labour Relations | Poor participation and coordination of LLF | To ensure sound labour relations | Functional and effective Local Labour Forum (LLF) | Legislative requirement of number of LLF meetings | Labour Relations |
| Contract Management | Poor Management of contract and SLA with Service Providers | To ensure that contract and SLA are developed for all service providers | Conclude SLA and contract with service provider with 10 days of appointment | Number of SLA & Contract developed | Contract Management |
| Youth Development | Poor participation of young people in the activities of council/government | To ensure effective participation of young people in the activities of council/ government | Intensify the involvement of young people in the programs of the council/ government | Number of youth programs implemented by the council | Youth Development |
| IDP Review | Process Plan not followed | To guide the municipality towards achieving its vision and service delivery obligations | Ensure compliance with the Process Plan | Credible IDP approved by Council by 31 May | IDP Review |
| Strategic Planning | None | To guide the municipality towards achieving its vision and service delivery obligations | Coordination of programmes and alignment therefore with the IDP | No. of strategic planning session held | Strategic Planning |
| Performance Review | Late submission of reports  Poor submission on Portfolio of Evidence | To improve the capacity of the municipality | Ensure adherence to submission timeframe | No. of performance review for section 54/56 conducted | Performance Review |
| Review performance management Framework | Non-reviwal of the performance management Framework | To improve the capacity of the municipality | Ensure that the performance management Framework is reviewed accordingly | No. of performance management system framework reviewed and submitted to council | Review performance management Framework |

**GOOD GOVERNANCE**

| **SPECIFIC PRIORITY ISSUES** | **PROBLEM** | **STRATEGIC OBJECTIVES** | **STRATEGIES INTERVENTION** | **PERFORMANCE INDICATORS** | **PROJECT** |
| --- | --- | --- | --- | --- | --- |
| Special Program | Poor participation of people living with disabilities in the activities of council/ government | To ensure the maximum participation of the people living with disabilities in the activities of council and government | Intensify the involvement of people with disability in the programs of the council and government | Number of people living with disabilities programs implemented by the council | Special Program |
| Poor participation of elderly in the activities of council and government | To ensure maximum participation of elderly people in council and government activities | Initiate, support and promote programs for elderly people | Number of elderly programs implemented by the council |
| Public participation | Poor participation of communities in council/government activities | To ensure community participation in Council/government activities’ | Intensify the public participation programs of council | Number of public participation coordinated for communities | Public participation |
| Ward Committee Elections | End of term for Council | To ensure community participation in Council/government activities’ | Run elections of ward committees for each ward | Number of ward committee election conducted | Ward Committee Elections |
| Ward committee induction | Lack of local government knowledge | To ensure proper understanding of local government and other government spheres | Develop five days Ward committee inuction workshop | Number of Ward committee inuction conducted | Ward committee inuction |
| Ward Committees Launch | New ward committees | To ensure that commitment is made by each ward committee | Develop a two days ward committee launching | Number of ward committees launched | Ward Committees Launch |
| Safety and Security | Role clarification between CPF and CSF  There is no official to coordinate CSF activities | Establishment of a fully fledge CSF (including sector Departments)  Development and implementation of Action plan  To present crime related matters in the CSF for a joint efforts with the Department | Engage the Departments in projects implementation |  |  |
| Education | Shortage of classrooms, libraries and admin blocks | To engage the Department in implementation of their projects | Engage the Departments in projects implementation |  |  |
| Health | Shortage of mobile clinics, clinics and hospitals |  |  |
| Social Development | Shortage of pay-points |  |  |
| Post Office and Telecommunication | Shortage of post-offices and satellite offices |  |  |

MUNICIPAL MANAGER’S OFFICE

| ITEM  (function) | PROBLEM ISSUE | STRATEGIC OBJECTIVE | STRATEGY/  INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
| --- | --- | --- | --- | --- | --- |
| Internal Audit | | | | | |
| Render internal audit services for the municipality | Internal Audit unit found to be ineffective by AGSA during the 2014/15 Audit | To provide an independent objective Internal Audit assurance | Conduct risk based internal audit project as per the approved annual audit plan  Conduct audit of performance information on a quarterly basis | No of risk based audit reports issued to clients (audittee) and subjected to audit committee review  No of PMS audit reports issued to clients (audittee) and subjected to audit committee review | 1. Internal audit projects (Risk Based) 2. Quarterly PMS audits |
| Champion the operation clean audit program in the municipality | Undesired audit opinion by AGSA (Disclaimer) in 2014/15 | To improve audit opinion | Develop and Monitor the implementation of Audit Improvement Action Plan | No of finings addressed as per the audit improvement action plan  ( reduced AGSA finings) | 1. Audit Steering Committee 2. Follow- Up audit on AGSA finings 3. Review of AFS (by internal audit & Audit Committee |
| Undesired conclusion on performance audit by AGSA (Disclaimer) in 2014/15 |
| Provide secretarial support for the audit committee | Audit Committee found to be ineffective by the AGSA during the 2014/15 Audit | To maximize and enhance oversight function over the internal audit activity |  |  | 1. Audit Committee Meetings |
| Risk Management | | | | | |
| Render enterprise risk management services for the municipality | Risk management unit was found to be ineffective by AGSA during the 2014/15 audit | To render effective and value-add enterprise risk management services | Implement risk management strategies as outlined in the approved risk management strategy document | No of approved risk registers in place.  No of risk mitigating activities implemented as per risk management action plan | Municipality’s risk management profile (risk assessments for strategic, operational and special risk registers) |
| Champion the anti-fraud and corruption program in the municipality | To build a corporate environment that is zero tolerant to fraud and corruption | Implement the fraud and corruption prevention strategies as outlined in the approved anti-fraud & corruption strategy document | Approved fraud risk register in place  No of awareness campaigns held | 1. Fraud Risk Assessment 2. Anti-fraud awareness workshops/campaigns |
| Provide secretariat support for the Risk Management Committee |  | Effective, efficient and value adding risk management committee |  |  | 1. Risk Committee Meetings |
| Security Management Services | | | | | |
| Administer and coordinate security management services for the municipality | Inadequate physical security(due to budget constrains) in community halls | To ensure provision of effective security service | Employ Security official through an EPWP-compact model in order to acquire financial incentives through EPWP | Installation of security equipment as per the approved activity plan  Reduction in No. of security incidents reported | 1. Upgrading of Security equipment in the municipal offices 2. Acquire Caretakers for community halls |

LIBRIARY SERVICES

| ITEM  (function) | PROBLEM ISSUE | STRATEGIC OBJECTIVE | STRATEGY/  INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
| --- | --- | --- | --- | --- | --- |
| **Library Services** | No library in rural area | To request funding for the establishment of a library in Elandskraal | Department of SAC to intervene | Number of libraries in rural areas established | Library for Elandskraal |
| Non Functional Visually impaired equipment | To repair the visually impaired equipment | Assessment, Operational and business plan | Number of equipment repaired | Repair visually impaired equipment |

HIV and AIDS PROGRAMMES

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ITEM  (function) | PROBLEM ISSUE | STRATEGIC OBJECTIVE | STRATEGY/  INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
| **HIV /AIDS** | Dysfunctional LAC , WAC, TAC | To re-establish LAC WAC, TAC structure functional | Regular meetings on a scheduled approved calendar | Number of LAC, TAC , WAC meetings held | LAC,DAC,WAC  Meetings |
|  | Lack of HIV/Aids awareness campaigns | To conduct campaigns during the year | Approved HIV/Aids awareness campaigns | Number of HIV/Aids awareness campaign | HIV/Aids awareness campaigns in identified villages |

SAC

| ITEM  (function) | PROBLEM ISSUE | STRATEGIC OBJECTIVE | STRATEGY/  INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
| --- | --- | --- | --- | --- | --- |
| **SAC** | No ward based programes | To develop a ward based programmes for SAC activities | Mayor  Cup event to be held with a knock out between clusters | Number of mayor cups to be held | Mayor’s cup |
| Minimal participation on athletics for communities | To promote athletics through community participations | Mayors marathon to be developed and held | Number of Mayor marathon events | Mayor marathon |
| No Heritage day celebrations | To promote heritage activities in the Municipality | Develop heritage day business plan | Number of heritage day celebrations | Heritage day celebrations |
| No proper coordination on Diturupa festival | To ensure proper coordination on Diturupa festival | Develop diturupa business plan | Number of Diturupa events to be held | Diturupa festival |
| No programmes Beauty pageant events | To hold a local beauty pageant in the local municipality | Develop a business /operational plan | Number of Beauty pageant  events | Beauty pageant events |
| No build up programme for IMSSA and SAIMSA games | To ensure proper build up programmes on annual IMSSA and SAIMSA games | Develop a business /operational plan | Number of IMSSA and SAIMSA games attended | IMSSA and SAIMSA games |
| Lack of Club development and scouting | To Participate in club development and scouting of players | Develop a business /operational plan | Number of club development games and number of scouting games | Club development and scouting |
| Lack of Support of federation | To adequately support Federation active in the Municipality | Develop a business /operational plan | Number of federation supported | Support federations |
| Lack of local indigenous games | To hold local Indigenous games | Develop a business /operational plan | Number of local indigenous games held | Local indigenous games events |
| Dilapidated Tennis court | To rehabilitate tennis court and maintenance of the surroundings | Rehabilitation | Number of tennis court to be rehabilitated | Tennis court Rehabilitation |
| Lack of approved sports policy for officials | To ensure proper coordination of sports in the municipality | Develop employee sports policy | Number of developed and approved employee sports policy | Approved Employee Sports Policy |

ENVIRONMENTAL

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Environmental Management | Outdated Integrated Waste Management Plan (IWMP) | To review and update the IWMP | Update IWMP for approval by Council and MEC | Number of IWMP approved | Update IWMP |
| Outdated Environmental Management Framework(EMF) | To review and update EMF | Update EMF for approval by Council and MEC | Number of EMF approved | Update EMF |
| Lack of Environmental Management Policy | To develop a Environmental Management Policy | Develop Environmental Management Policy for approval by Council | Number of Environmental Management Policy approved | Implement Environmental Management Policy |
| Lack of climate change protection programme | To develop a climate change protection programme | Develop climate change protection programme for approval by Council | Number of climate change protection programme approved | Implement climate change protection programme |

TRAFFIC

| ITEM  (function) | PROBLEM ISSUE | STRATEGIC OBJECTIVE | STRATEGY/  INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
| --- | --- | --- | --- | --- | --- |
| **Traffic** | Arrive alive campaigns | To promote road safety | Development of arrive alive program | Number of arrive alive campaigns | Arrive alive campaigns |
| Vehicles | To replace old vehicles and purchase of new traffic vehicles | Procurement of vehicles | Number of vehicles procured | Procure two vehicles |
| **DLTC** | Old fencing and vehicle entrance gate at DLTC | To replace old fencing and the vehicle entrance gate at the DLTC. | Palisade fencing and replacement of the vehicle entrance gate at DLTC | 500 Metres of old fence to be replaced with palisade fencing and installation of the new vehicle entrance gate | Erecting of 500 Meter palisade fencing and installation of vehicle entrance gate |
| No Cubicles for cashiers | To ensure safety and accountability of cashiers | Assessment and specification of cubicles needed | Number of cubicles build | Five cubicles at cashiers |
| Extension of registration and licencing services to Municipal growth points | To extend registration and licencing services to Elandskraal, | Assessment and processes that must be followed | Number of services extended | Extension of services |

**CHAPTER 11 MUNICIPAL PROJECTS AND BUDGET SUMMARY**

1. **SPATIAL RATIONALE**

| **Project NO:** | **Project Name:** | **Project Description:** | **Project Location** | **Performance Indicator** | **Target** | **Medium term expenditure framework** | | | | | **Implementation Agent** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **2016-2017** | **2017-2018** | **2018-2019** | **2019-2020** | **2020-2021** |
| **SPATIAL RATIONAL** | | | | | | | | | | | |
| SR01 | Compliance with Town Planning Scheme regulations | To process land uses applications received. | EPMLM | Number of applications processed for approval within 60 working days | All received applications approved within 60 working days | R0.00 | R.00 | R0.00 | - | - | EPMLM |
| SR02 | EPMLM Town Planning By-Laws | To ensure alignment to the Spatial Planning Land Use Management Act | EPMLM | Number of EPMLM Town Planning By-Laws developed and gazetted | 1 Gazetted By-Law | R0.00 | R.00 | R0.00 | - | - | EPMLM and DRDLR |
| SR03 | Implementation of advertising and billboards by-law | To ensure organised advertising space | EPMLM | Number of EPMLM advertising by-law | 1 advertising by-law | R0.00 | R.00 | R0.00 | - | - | EPMLM and DRDLR |
| SR04 | Compliance with National Building Regulations | To ensure approval of building plans | EPMLM | Number of building plans meeting the information approved within 5 working days | All received building plans approved within 5 working days | R0.00 | R.00 | R0.00 | - | - | EPMLM |
| SR05 | Development of Maintenance plan | To develop housing maintenance plan | EPMLM | Maintenance Plan Developed | 1 Maintenance Plan developed | R0.00 | R.00 | R0.00 | - | - | EPMLM |
| SR06 | Maintenance of Municipal buildings | To maintain municipal buildings in a good condition. | EPMLM | Number of municipal buildings to be maintained | 20 | R572 341.99 | R606 682.51 | 643 083.46 | - | - | EPMLM |
| SR07 | Housing | To maintain municipal houses in a good condition | EPMLM | Number of municipal houses Maintenance | 40 | EPMLM |
| SR08 | Appropriate land use and integrated development | To ensure Land Use Awareness workshops held with Magoši | EPMLM | Number of Land Use Awareness workshops to held with Magoshi | 4 | R0.00 | R.00 | R0.00 | - | - | EPMLM and COGSTA |
| SR09 | The Partial Up-liftment of the Moratorium on the sale of Council Land | To uplift the Moratorium on the sale of council land partially at Marble hall Extension 4 industrial Area | EPMLM | Number of draft Policy on Sale and Disposal of Municipal Land to be approved by council | 1 Policy on Sale and Disposal of Municipal Land | R0.00 | R.00 | R0.00 | - | - | EPMLM |
| SR10 | Review of SDF | To review Spatial Development Framework and Implementation in terms of the SPLUMA Act | EPMLM | Number of Revised EPMLM Spatial Development Framework | 1 | R106 000 | R112 360 | R119 101.60 | - | - | EPMLM |
| SR11 | Review of TPS | To review Town Planning Scheme and Implementation in terms of the SPLUMA Act | EPMLM | Number of Revised EPMLM Town Planning Scheme | 1 | R106 000 | R112 360 | R119 101.60 | - | - | EPMLM |
| SR12 | GIS | To ensure alignment of property details and Geographic Information are unified within the municipality | EPMLM | Renew Licensees and maintenance of GIS purchased | 1 | R202 800 | R214 968 | R227 866.08 | - | - | EPMLM |
| SR13 | Human settlement | Allocation of RDP houses | 16 wards | number of housing allocations provided | 7770 | R 0 00 | R 0 00 | R 0 00 | - | - | COGHSTA |
| SR14 | Registration of housing beneficiaries | Number of beneficiaries registered | 30000 | R 0 00 | R 0 00 | R 0 00 | - | - |
| BASIC SERVICES | | | | | | | | | | | |
| BS01 | Phase 2 in OTK Sub-new panel and breaker | Phase 2 OTK Sub-new panel and breaker | OTK Marble hall | Number of panels with circuit breakers installed | 1 panel with circuit breaker | R 0.00 | R 600 000 | R 0 00 | - | - | EPMLM |
| BS02 | Industrial substation Second Supply Phase 1 | Phase 1 In Sub-new panel and breaker-bus coupler | Marble hall | Number of panels with circuit breakers installed | 2 panels with circuit breaker | R 1 200 0 00.00 | R 0 00 | R 0 00 | - | - | EPMLM |
| BS03 | Transformer Maintenance and oil testing | To test and maintain the transformers | Marble Hall | Number of transformers maintained | 48 transformers tested. | R2 517 800 | - | - | - | - | EPMLM |
| BS04 | Ring Main Unit Maintenance | To maintain the ring main unit. | Marble Hall | Number of ring main units serviced | 10 Ring main units serviced. | EPMLM |
| BS05 | Substation Protection Audit and upgrade | Auditing of substation protection system | Marble Hall | Number of protection relays upgraded | 16 relays upgraded. | EPMLM |
| BS06 | Replace ring main unit Ext.5 | Replace of ring main unit with a breaker. | Marble Hall | Number of ring main units replaced | 1 ring main unit replaced. | EPMLM |
| BS07 | Public Lighting- Inspection of streets lights | Inspection of streets lights | EPMLM | Number of Street light fittings inspected | 1056 streets lights fittings inspected | R487 600 | - | - | - | - | EPMLM |
| BS08 | Public Lighting- Maintenance of streets lights | Maintenance of streets lights | EPMLM | Number of Street light fittings maintained within 90 days | Faulty street lights fittings maintained within 90 days | EPMLM |
| BS09 | Public Lighting- Inspection of Mast lights | Inspection of Mast lights | EPMLM | Number of Mast lights fittings inspected | 434 mast lights fittings inspected | EPMLM |
| BS10 | Public Lighting- Maintenance of Mast lights | Maintenance of Mast lights | EPMLM | Number of Mast light fittings maintained within 90 days | Faulty Mast lights fittings maintained within 90 days | EPMLM |
| BS11 | Phase 3 Cable, earth and installation | Phase 3 Cable, earth and installation | Marble Hall | Meter of cable installed | 1500 meter cable installed | R 0 00 | R 2 500 000.00 | R 0 00 | - | - | EPMLM |
| BS12 | Replace old 35mm² PILC 11kV cable from Erf423 to 381 | Replace old 35mm² PILC 11kV cable from Erf423 to 381 | Marble Hall from Erf423 to 381 | Meter of cable installed | 380 meter cable installed | R 0 00 | R 0 00 | R 800 000.00 | - | - | EPMLM |
| BS13 | Replace old 35mm² PILC 11kV cable from Erf181 to 830 | Replace old 35mm² PILC 11kV cable from Erf181 to 830 | Marble Hall from Erf181 to 830 | Meter of cable installed | 350 meter cable installed | R 0 00 | R 600 000.00 | R 0 00 | - | - | EPMLM |
| BS14 | Upgrade Ext 2 Phase 2 | Replace old 35mm² PILC 11kV cable from Erf254 to 181 | Marble Hall from Erf254 to 181 | Meter of cable installed | 700 meter cable installed | R 1 400 000 | R 0 00 | R 0 00 | - | - | EPMLM |
| BS15 | New LDV with toolbox | New LDV with toolbox | New LDV with toolbox | Number of new LDV’s with toolbox purchased | 1 new LDV with toolbox purchased | R 0 00 | R 0 00 | R 360 000.00 | R 370 000.00 | R 370 000.00 | EPMLM |
| BS16 | Replace Minisubstation | Mini-substation replacement | Marble Hall | Number of minisubstations replaced | 1 minisubstation replaced | R 0 00 | R 550 000.00 | R 0 00 | - | - | EPMLM |
| BS17 | Mast lights Connections | Connection of mast lights | Mohlotsi, Morarela,Mohlalaotwane, Matseding | Number of high mast lights connected | 17 masts lights connected | R 200 000.00 | R 0 00 | R 0 00 | - | - | EPMLM |
| BS18 | 11kV cable replacement. Remove PEX from Erf T3 ext 5 to Erf907 (220m) | 11kV cable replacement. Remove PEX from Erf T3 ext 5 to Erf907 (220m) | from Erf T3 ext 5 to Erf907 (220m) Marble Hall | Meter of cable installed | 220 meter cable installed | R 0 00 | R 0 00 | R 0 00 | R 396 000.00 | - | EPMLM |
| BS19 | 11kV cable replacement. Remove PEX from Erf T3 ext 5 to Erf906 (505m) | 11kV cable replacement. Remove PEX from Erf T3 ext 5 to Erf906 (505m) | from Erf T3 ext 5 to Erf906 (505m) Marble Hall | Meter of cable installed | 505 meter cable installed | R 0 00 | R 0 00 | R 0 00 | R 909 000.00 | - | EPMLM |
| BS20 | 11kV cable replacement. Remove PEX from Erf 907 to Erf900 (250m) | 11kV cable replacement. Remove PEX from Erf 907 to Erf900 (250m) | Remove PEX from Erf 907 to Erf900 (250m) Marble hall | Meter of cable installed | 250 meter cable installed | R 0 00 | R 0 00 | R 0 00 | - | - | EPMLM |
| BS21 | Upgrade Switching Station to SF6 Erf202 | Upgrade Switching Station to SF6 Erf202 | SF6 ERF202 Marble Hall | Number of switching stations upgraded | 1 switching station upgraded | R 0 00 | R 800 000.00 | R 0 00 | - | - | EPMLM |
| BS22 | Energy master plan & OM Plan | Development of Energy master plan & O&M Plan + project plans | Ephraim Mogale | Number of plans developed | 1 Energy master plan and 1 O&M plan developed | R 500 000.00 | R 500 000.00 | R 0 00 | - | - | EPMLM |
| BS23 | Densification Ext 1 & 3 | Densification Ext 1 & 3(minisub & cable installation) | Marble Hall Ext 3 & 1 | Number of minisubstations installed and meter of cable installed | 1 minisubstation installed and 500 meter of cable installed | R 930 000.00 | R 650 000.00 | - | - | R 1 000 000.00 | EPMLM |
| BS24 | Densification - minisub and cable | Densification - minisub and cable installation | Marble Hall | Number of minisubstations installed and meter of cable installed | 1 minisubstation installed and 300 meter of cable installed | R 0 00 | R 0 00 | R 1 000 000.00 | R 1 000 000.00 | - | EPMLM |
| BS25 | Mast repair /retrofit/Energy efficiency Matlala Ramoshebo | Mast repair /retrofit/Energy efficiency | Marble Hall | Number of mast light fittings replaced | 2016/17-30 fittings replaced  2017 to 2021- 60 fittings per year | R 430 000.00 | R 936 286.56 | R 936 286.56 | 936286.56 | 936286.56 | EPMLM |
| BS26 | Split and extend Overhead Line(with cable) - New Road | Split and extend Overhead Line(with cable) | New Road | Number of Ring Main Units and meter of cable installed | 1 Ring Main Unit and 150Meter of cable installed | R 0 00 | R 0 00 | R 0 00 | - | - | EPMLM |
| BS27 | Christmas decorations | Purchase and installation of Xmas lights | Marble Hall | Number of fittings purchased and installed | 74 LED fittings purchased and installed | R 250 000.00 | R 250 000.00 | R 0 00 | - | - | EPMLM |
| BS28 | Generator for Office Admin 220kVA | Purchase of Generator 220Kva which includes (slab & roof, 25k, cable 15K) | Ephraim Mogale | Number of generators purchased and installed | 1 generator purchased and installed | R 0.00 | R 673 810.00 | R 0 00 | - | - | EPMLM |
| BS29 | Generator for office Fin 100kV | Purchase of Generator | Ephraim Mogale | Number of generators purchased and installed | 1 generator purchased and installed | R 515 357.50 | R 0 00 | R 0 00 | - | - | EPMLM |
| BS30 | Generator for Municipal Events 50kVA | Purchase of Generator - 50kVA (on trailer) | Ephraim Mogale | Number of generators on trailers purchased | 1 generator on a trailer purchased | R 0.00 | R 250 000 | R 0 00 | - | - | EPMLM |
| BS31 | Electrical material | Electrical Material | Ephraim Mogale | Meter of cable and number of poles purchased | 300meter cable and 2 poles purchased | R 200 000.00 | R 0 00 | R 0 00 | - | - | EPMLM |
| BS32 | Mast light project (6 masts) | Construction and installation of six masts lights | Phetwane | Number of high mast lights installed | 6 high mast lights installed | R 0.00 | R 2 816 616.00 | R 3 098 277.00 | R 3 408 105.00 | R 3 748 915.00 | EPMLM |
| BS33 | Extend 11kV cable from portion 1232 to Erf 862 | Extend 11kV cable from portion 1232 to Erf 862 | Marble Hall portion 1232 to erf 862 | Meter of cable installed | 750meter of cable installed | R 0 00 | R 0 00 | R 1 052 880.00 | R 0 00 | R 0 00 | EPMLM |
|  |  |  |  |  |  |  |  |  |  |  |  |
| BS34 | Smart metering project | Installation of Smart meters | Marble Hall | Number of meters installed | 100meters installed | R 0 00 | R 0 00 | R 600 000.00 | R 600 000.00 | R 600 000.00 | EPMLM |
| BS35 | Crane Truck | Purchasing of a Crane Truck |  | Number of crane trucks purchased | 1 crane truck purchased | R 0 00 | R 0 00 | R 0 00 | R 1 000 000.00 |  | EPMLM |
| BS36 | Replace Overhead line with cable Erf 991 to Erf 939 (400m) | Replace Overhead line with cable Erf 991 to Erf 939 (400m) | New stands (Marble hall) | Meter of cable installed | 400meter cable installed | R 0 00 | R 0 00 | R 0 00 | R 0 00 | R 900 000.00 | EPMLM |
| BS37 | New stands | Replace Overhead line with cable Erf 991 to Erf 939 (400m) | New stands(Marble hall) | Number of minisubstations installed and meter of cable installed | 1 minisubstation installed and 1300meter of cable installed | R 0 00 | R 0 00 | R 0 00 | R 0 00 | R 1 500 000.00 | EPMLM |
| BS38 | Matseding Highmast | Construction and installation of masts lights | Matseding | Number of high mast lights installed | 5 high masts installed | R 0 00 | R 2 560 560.00 | R 0 00 | - | - | EPMLM |
| BS39 | Ditholong Ward 6 low level Bridge | Construction of a bridge | Ditholong | No of low level bridges constructed | 2018-2019 | R 0 00 | R 0 00 | R 1 500 000.00 | - | - | EPMLM |
| BS40 | Makgatle a & b community hall | Construction of a community hall | Makgatle | No of hall Constructed | 2017-2018 | R 0 00 | R 5 000 000.00 | R 0 00 | - | - | EPMLM |
| BS41 | Mabitsi Sportsfield | construction of multi-purpose sports field | Mabitsi | No of Multi-purpose sports field constructed | 2019/2020 | R0.00 | R 0.00 | R 1 000 000.00 | R 5 500 000.00 | R 0 00 | EPMLM |
| BS42 | Leeufontein Sportsfield | Construction of Multi-Purpose Sports Field | Leeufontein | No of Multi-purpose sports field constructed | 1 Multi-purpose sport field | R 0.00 | R 7 000 000.00 | R 6 300 000.00 | R 0 00 | R 0 00 | EPMLM |
| BS43 | Rakgwadi community hall | Construction of a Community Hall | Rakgwadi | No of Multi-purpose sports field constructed | 2019/20 | R 0 00 | R 0 00 | R 0 00 | R 5 000 000.00 | R 0 00 | EPMLM |
| BS44 | Mogalatsane/Phetwane Community Hall | Construction of a Community hall | Mogalatsane/Phetwane | No of Multi-purpose sports field constructed | 2018/19 | R 0 00 | R 0 00 | R 5 000 000.00 | - | - | EPMLM |
| BS45 | Stormwater Ext:6 | Construction of Stormwater Control Structures | marble hall x 6 | Km of storm-water constructed | 0.5km of stormwater drain constructed | R 6 000 000.00 | R 8 600 000.00 | R 0 00 | - | - | EPMLM |
| BS46 | Manapyane Access Road Phase3 | Upgrading from gravel to surfaced | Manapyane | Km of roads to be upgraded | 2017/18 | R 0 00 | R 1 500 000.00 | R 8 000 000.00 | - | - | EPMLM |
| BS47 | Construction: N11 Dualisation | Repairing and expansion of the road | Marble Hall n11 | No of T Junction upgraded | 2 junction upgraded | R 6 900 000.00 | R 4 300 000.00 | R 0 00 | - | - | EPMLM |
| BS48 | Rathoke internal street | Upgrading from gravel to surfaced | Rathoke | Km of roads to be upgraded | 0.5km of road upgraded | R 7 000 000.00 | R 0 00 | R 8 000 000.00 | - | - | EPMLM |
| BS49 | Building of bridge Mathukuthela | Construction of a bridge | Mathukuthela | No of bridge to be constructed | 2017/18 | R 0 00 | R 1 500 000.00 | R 8 000 000.00 | - | - | EPMLM |
| BS50 | Rehabilitation of Leeuwfontein internal streets | rehabilitation of internal streets | Leeufontein | Km of roads to be rehabilitated | 0.5km of roads upgraded | R 2 000 000.00 | R 6 000 000.00 | R 0 00 | - | - | EPMLM |
| BS51 | Moganyaka Access Road | Upgrading from gravel to surfaced | Moganyaka | Km of roads to be upgraded | 2017/18 | R 0 00 | R 7 000 000.00 | R 7 000 000.00 | - | - | EPMLM |
| BS52 | Malebitsa Internal Road | Upgrading from gravel to surfaced | Malebitsa | Km of roads to be upgraded | 0.5km of roads upgraded | R 0.00 | R - | R 8 000 000.00 | - | - | EPMLM |
| BS53 | Ngwalemong Internal Streets | Upgrading from gravel to surfaced | Ngwalemong | Km of roads to be upgraded | 0.5km of roads upgraded | 7 000 000.00 | 7 420 000.00 | 7 865 200.00 | - | - | EPMLM |
| BS54 | Planning and Design for Mashemong/Mooihoek | Upgrading from gravel to surfaced | Mashemong/moihoek | Km of roads to be upgraded | 0.5km of roads upgraded | 1 200 000.00 | 1 272 000.00 | 1 348 320.00 | - | - | EPMLM |
| BS55 | Planning and Design for Mamphokgo Sports Complex | Planning and Design for Mamphokgo Sports Complex | Mamphogo | No of Sports complex constructed | 2017/18 | 1 200 000.00 | 1 272 000.00 | 1 348 320.00 | - | - | EPMLM |
| BS56 | Vaalbank Access Road | Upgrading from gravel to surfaced | Vaalbank | Km of roads to be upgraded | 2019/20 | R 0.00 | R 0 00 | R 0 00 | - | - | EPMLM |
| BS57 | Construction of Industria Road | Upgrading from gravel to surfaced | Obaro road(industrial) | Km of roads to be upgraded | Planning documents developed and submitted | R 1 000 000.00 | R 0 00 | R 0 00 | - | - | EPMLM |
| BS58 | Bomag Roller Equipment | Purchasing of Bomag Roller Equipment | Ephraim Mogale | No of bomag roller purchased | 2018/19 | R 0 00 | R 0 00 | R 1 000 000.00 | - | - | EPMLM |
| BS59 | Road and Stormwater Master Plan | Development and Implementation of Road and Stormwater Master Plan | Ephraim Mogale | No of the master plan developed | 1 documents developed | R 500 000.00 | R 1 000 000.00 | R 0 00 | - | - | EPMLM |
| BS60 | Light Delivery Vehicles | Purchasing of Light Delivery Vehicles | Ephraim Mogale | No of light delivery vehicle purchased | 1 light delivery vehicle purchased | R 400 000.00 | R 400 000.00 | R 400 000.00 | R 0 00 | R 400 000.00 | EPMLM |
| BS61 | Backhoe loader | Purchasing of Backhoe Loader | Ephraim Mogale | No of backhoe loader purchased | 2017/18 | R 0 00 | R 900 000.00 | R 0 00 | R 900 000.00 | R 0 00 | EPMLM |
| BS62 | Tipper Truck | Purchasing of Tipper Truck | Ephraim Mogale | No of Tipper trucks purchased | 2017/18 | R 0 00 | R 900 000.00 | R 0 00 | R 0 00 | R 0 00 | EPMLM |
| BS63 | Grader machinery | Purchasing of Grader machinery | Ephraim Mogale | No of motor grader purchased | 2018/19 | R 0 00 | R - | R 3 600 000.00 | R 0 00 | R 3 600 000.00 | EPMLM |
| BS64 | Low Bed Truck | Purchasing of Low Bed Truck | Ephraim Mogale | No of backhoe loader purchased | 2017/18 | R 0 00 | R 1 400 000.00 | R 0 00 | R 0 00 | R 0 00 | EPMLM |
| BS65 | Roller compactor | Purchasing of Roller Compactor | Ephraim Mogale | No of backhoe loader purchased | 2019/20 | R 0 00 | R 0 00 | R 0 00 | R 1 200 000.00 | R 0 00 | EPMLM |
| BS66 | Mogalatsane internal Road | Upgrading from gravel to tar | Mogalatsane | Km of road to be upgraded | 2017/18 | R 0 00 | R 10 000 000.00 | R 7 500 000.00 | - | - | EPMLM |
| BS67 | Regae bus route | Upgrading from gravel to tar | Regae | Km of road to be upgraded | 2017/18 | R 0.00 | R 8 000 000.00 | R 0 00 | - | - | EPMLM |
| BS68 | Letebejane & Ditholong internal road | Upgrading from gravel to tar | Ditholong | Km of road to be upgraded | 2017/18 | R 0.00 | R 2 600 000.00 | R 0 00 | - | - | EPMLM |
| BS69 | Mmakgatle A & B Bus route | Upgrading from gravel to tar | Mmakgatle | Km of road to be upgraded | 2017/18 | R 0 00 | R 7 000 000.00 | R 10 000 000.00 | R 10 000 000.00 | R 0 00 | EPMLM |
| BS70 | Elandskraal internal Streets | Upgrading from gravel to tar | Elandskraal | Km of road to be upgraded | 0.5km of road upgraded | R 7 000 000.00 | R7 420 000.00 | R 7 865 200 | R 10 000 000.00 | R 15 000 000.00 | EPMLM |
| BS71 | Rehabilitation of Internal streets | Upgrading from gravel to tar | Marble Hall | Km of road to be upgraded | 0.5km of road rehabilitated | R 2 500 000.00 | R 0 00 | R 0 00 | R 8 000 000.00 | R 0 00 | EPMLM |
| BS72 | Building of low level bridge Manapyane | DESIGN AND CONSTRUCTION OF THE BRIDGE | Manapyane | No of low level bridge constructed | 2017/18 | R 0 00 | R 10 000 000.00 | R 0 00 | - | - | EPMLM |
| BS73 | Driefontein to Malebitsa Tar Road | Upgrading from gravel to tar | Driefontein to Malibitsa | Km of road to be upgraded | 2017/18 | R 0 00 | R 2 000 000.00 | R 0 00 | R 20 000 000.00 | R 0 00 | EPMLM |
| BS74 | Upgrading of Matilu to Puleng Road | Upgrading from gravel to tar | Matilu to Puleng | Km of road to be upgraded | 2017/18 | R 0 00 | R 2 000 000.00 | R 7 500 000.00 | R 7 500 000.00 | R 0 00 | EPMLM |
| BS75 | Mohlalaotwane Internal Streets | Upgrading from gravel to tar | Mohlalaotwane | Km of road to be upgraded | 2020/21 | R 0 00 | R 0 00 | R 0 00 | R 0 00 | R 21 000 000.00 | EPMLM |
| BS76 | Mbuzini internal Streets | Upgrading from gravel to tar | Mbuzini | Km of road to be upgraded | 2018/19 | R 0 00 | R 0 00 | R 1 000 000.00 | R 7 000 000.00 | R 0 00 | EPMLM |
| BS78 | Ga Masha internal Streets | Upgrading from gravel to tar | Ga-Masha | Km of road to be upgraded | 2018/19 | R 0 00 | R 0 00 | R 1 200 000.00 | R 6 000 000.00 | R 6 000 000.00 | EPMLM |
| BS79 | Morarela internal Streets | Upgrading from gravel to tar | Morarela | Km of road to be upgraded | 2018/19 | R 0 00 | R 0 00 | R 1 200 000.00 | R 6 000 000.00 | R 6 000 000.00 | EPMLM |
| BS80 | Greenside bus route | Upgrading from gravel to tar | Greenside | Km of road to be upgraded | 2018/19 | R 0 00 | R 0 00 | R 1 200 000.00 | R 6 000 000.00 | R 6 000 000.00 | EPMLM |
| BS81 | Frischgewaard Internal Streets | Upgrading from gravel to tar | Frischgewaard | Km of road to be upgraded | 2018/19 | R 0 00 | R 0 00 | R 1 200 000.00 | R 6 000 000.00 | R 6 000 000.00 | EPMLM |
| BS82 | Moomane Internal Streets | Upgrading from gravel to tar | Moomane | Km of road to be upgraded | 2018/19 | R 0 00 | R 0 00 | R 1 200 000.00 | R 6 000 000.00 | R 6 000 000.00 | EPMLM |
| BS83 | Matlelerekeng to Rathoke Bus Route | Upgrading from gravel to tar | Matlerekeng to Rathoke | Km of road to be upgraded | 2018/19 | R 0 00 | R 0 00 | R 1 800 000.00 | R 10 000 000.00 | R 10 000 000.00 | EPMLM |
| BS84 | Phetwane Int Road | Upgrading from gravel to tar | Mogalatsane to Phetwane | Km of road to be upgraded | 2019/20 | R 7 000 000.00 | R 0 00 | R 0 00 | R 5 100 000.00 | R 30 000 000.00 | EPMLM |
| BS85 | Extension of GNT bus services | Extension of GNT bus services | All areas | Number of villages to be covered |  | R 0 00 | R 0 00 | R 0 00 | - | - | EPMLM |
| BS86 | Transfer of Taxi Ranks to the Municipality | Fastrack the transfer of taxi ranks | EPMLM | Number of Taxi Ranks to be transferred |  | R 0 00 | R 0 00 | R 0 00 | - | - | EPMLM |
| BS87 | Development of Integrated Transport Masterplan | Develop an Integrated Transport Masterplan | EPMLM | Number of Integrated Transport plan developed |  | R 0 00 | R 500 000 | R250 000 | - | - | EPMLM |
| BS88 | Support to Parks; environment and Culture | Maintenance of Parks and environment | Marble Hall  Leeufontein  Elandskraal  Regae  Rathoke | - | - | R 0.00 | R 545 200.00 | R 650 000 | R 675 000 | R 700 000 | EPMLM |
| BS89 | Streets | Grading of roads | EPMLM | Kilometer of roads graded | 1300km | R 1 633 986 | R1 732 025 | R 1 835 947 | R1 946 103 | R 2 062 870 | EPMLM |
| BS90 | Streets | Repairing of base and surface patches | EPMLM | M² of base and surface patched | 1200 m² | EPMLM |
| BS91 | Streets | Cleaning of stormwater structures | EPMLM | KM of stormwater drains and channels cleaned | 52.7km | EPMLM |
| BS92 | Streets | Road marking | EPMLM | KM of surfaced roads marked | 137km | EPMLM |
| BS 93 | Aerodrome | Maintenance of Marble Hall Aerodrome | EPMLM | Number of Aerodrome Maintained | 1 | R500 000 | R530 000 | R561 800.00 | - | - | EPMLM |
| **SANITATION (REFUSE)** | | | | | | | | | | | |
| BS94 | Machinery and equipment | Procure bins and communal bins for refuse collection  for the four villages/ Extension of  refuse collection to villages to extend service delivery to communities | Regae, Dichoeung  Matlerekeng , Phetwane | Number of bins purchased | 2 | R 460 000 | R 250 000 | R 0 00 | R 350 000 | R 1 200 000 | EPMLM |
| BS95 | Machinery and equipment | Formalization of recycling to adhere to waste act | Marble Hall | Number of recycling equipment purchased | 1 | R 180 000 | R 200 000 | R220 000 | R 250 000 | EPMLM |
| BS96 | Upgrading and maintenance of Landfill site | Covering of waste at landfill to comply with permit | Marble Hall | Number of plan to be developed for the loosening of gravel for covering | 1 | R 256 000 | R 280 000 | R 300 000 | R 320 000 | R 360 000 | EPMLM |
| BS97 | Fencing of access road | Repair fencing at landfill to comply with permit | Marble Hall | Number of metres of fencing repaired at the access road to landfill site | 2 km | R 160 000 | R 0 00 | R 0 00 | - | - | EPMLM |
| BS98 | Dumping Site and street bins | External audit of Landfill site in line with legislation | Marble Hall | Number of external audit for landfill site | 1 | R 90 000 | R 110 000 | R 130 000 | R 150 000 | R 160 000 | EPMLM |
| BS99 | Procure service provider for assessment of material needed and to procure service provider for cell development | New cell development at landfill site in line with legislation | Marble Hall | Number of cell development at the landfill site | 1 | R0.00 | R 6 000 000 | R 2 500 000 | - | - | EPMLM |
| BS100 | Installation of weighbridge | Provision of weighbridge in line with the waste act | Marble Hall | Number of weighbridge installed at the landfill site | 1 | R 700 000 | R 0 00 | R 0 00 | - | - | EPMLM |
| BS101 | Built 2 new toilet blocks at identifies parks | Provision of ablution facilities at parks | Marble Hall | Number of toilet blocks built in parks | - | R 0 00 | R 0 00 | R 0 00 | - | - | EPMLM |
| BS102 | Landscaping and greening project | Beautification of Town in line with the Landscaping Master plan | Marble Hall | Number of landscaping and greening project implemented | 1 | R 1 120 000 | R 1 300 000 | R 1300 000 | R 1450 000 | R 1500 000 | EPMLM |
| BS103 | Built one recreational facility | Provision of recreational facilities in Communities | Matlerekeng | Number of recreational facilities built | 1 | R 0.00 | R1000000 | R 0 00 | - | - | EPMLM |
| BS104 | Develop 2 parks with full facilities | Provision of parks in communities | Elandskraal / Doornlaagte | Number of parks developed | 2 | R 0 00 | R 1 200 000 | R 0 00 | - | - | EPMLM |
| BS105 | Machinery& Equipment | To replace old vehicle Procure LDV with canopy | Marble Hall | Number of vehicles purchased | 2 | R 980 000 | R 0 00 | R 0 00 | - | - | EPMLM |
| BS106 | Machinery& Equipment | Purchase of Parks equipment/ Procure one ride on mower | Marble Hall | Number of ride on mower and brush cutters purchased | 1 ride on mower |  | R 0 00 | R 350 000 | - | - | EPMLM |
| BS107 | Procure and plant 3000 indigenous trees | Greening of Municipality | All wards | Number of trees purchased | 300 | R 0.00 | - | R 350 000 | - | R 350 000 | EPMLM |
| **CEMETERIES** | | | | | | | | | | | |
| BS108 | Fencing of cemeteries | Fencing of cemeteries | All wards | Number of cemeteries fenced with EPWP employees | 7 | R 690 500 | R 118 296 | R 125 393.76 | - | - | EPMLM |
| BS109 | Building of toilets and storerooms at the new cemetery | Provision of facilities at Marble Hall new cemetery | Marble Hall | Number of facilities built at new cemetery | 1 | R 0 00 | R 400 000 | R 0 00 | - | - | EPMLM |
| BS110 | Library for Elandskraal | Provide library facilities to Elandskraal community | Elandskraal | Number of libraries provided to Elandskraal | 1 | R 0 00 | R 750 000 | R 0 00 | - | - | EPMLM |
| BS111 | Repair visually impaired equipment | Repair equipment in Library | Marble Hall | Number of visually impaired equipment repaired | 1 | R 0 00 | R 0 00 | R 0 00 | - | - | EPMLM |
| **HIV and AIDS PROGRAMMES** | | | | | | | | | | | |
| BS112 | Programmes, Events and  Meetings | LAC,DAC,WAC  Meetings To have LAC functional structures | Marble Hall | Number of LAC meetings | 4 | R 64 500 | R 68 370 | R 72 472.20 | - | - | EPMLM |
| BS113 | awareness campaigns | Conduct HIV /Aids Awareness campaigns | All wards | Number of awareness campaigns | 4 | R 40 800 | R 43 248 | R 45 842.88 | - | - | EPMLM |
| **SAC** | | | | | | | | | | | |
| BS114 | Mayor’s cup | To promote sport through Mayors cup | All wards | Number of mayors cup events | 1 | R 65 000 | R 68 900 | R 73 034 | - | - | EPMLM |
| BS115 | Mayor marathon | To promote athletics through Mayors Marathon | All wards | Number of Mayors marathon events held | 1 | R 40 000 | R 42 400 | R 44 944 | - | - | EPMLM |
| BS116 | Heritage day celebration | To have local Heritage day celebrations | All wards | Number of heritage events held | 1 | R 35 000 | R 37 100 | R39 326 | - | - | EPMLM |
| BS117 | Diturupa | To have a successful Diturupa festival on 2 January 2017 | Tsikanoshi | Number of festivals held | 1 | R 210 000 | R 222 600 | R 235 956 | - | - | EPMLM |
| BS118 | Beauty pageant events | To organize an Ephraim Mogale Beauty pageant | All wards | Number of beauty pageants held |  | R 0.00 | R 0.00 | R 0.00 | - | - | EPMLM |
| BS119 | IMSSA | Participation of officials in sport games | Local | Number of games participated in by employees | 2 | R 12 000 | R 12 720 | R 13 483.20 | - | - | EPMLM |
| BS120 | Promotion of SAC | To enhance Club development | All wards | Number of club development federations supported |  | R 90 000 | R 0.00 | R 0.00 | - | - | EPMLM |
| BS121 | Resurfacing of Tennis Courts | To rehabilitate tennis court and maintenance of the surroundings | EPMLM | Number of tennis courts resurfaced | 01 | R250 000 | R265 000 | R280 900 | - | - | EPMLM |
| BS122 | Local indigenous games events | To held Indigenous games | All wards | Number of local indigenous games held |  | R 0 00 | R 0.00 | R 0 00 | - | - | EPMLM |
| **TRAFFIC** | | | | | | | | | | | |
| BS123 | Arrive alive | To conduct Arrive alive campaigns | Marble Hall | Number of arrive alive campaigns | 8 | R 12000 | R 15 000 | R 20 000 | - | - | EPMLM |
| BS124 | Vehicles | Procurement of two traffic vehicles | Marble Hall | Number of traffic vehicles purchased | 2 | R500 000 | R 0 00 | R 250 000 | - | - | EPMLM |
| BS125 | palisade fencing | Repair fence and vehicle gate at DLTC | Marble Hall | Number of meters of palisade fence installed | 500 | R 500 000 | R530 000 | R561 800 | - | - | EPMLM |
| BS126 | New Entrance-Boom Gates | Installation of New entrance-boom gate | Marble Hall | Number of boom gates installed | 01 | R250 000 | R265 000 | R280 900 | - | - | EPMLM |
| BS127 | Extension of offices( cubicles) | Secure cashiers at DLTC | Marble Hall | Number of cashiers cubicles installed | 5 | R 500 000 | R530 000 | R561 800 | - | - | EPMLM |
| BS128 | Extension of services | Extension of Licensing services | Elandskraal | Number of Licensing services extended |  | R 0 00 | R 0.00 | R 0 00 | - | - | EPMLM |
| BS129 | Learners License Software | Learners License Software | Marble Hall |  |  | R284 000 |  |  |  |  |  |
| BS130 | Machinery & Equipment (Speed Camera +Fire arm) |  |  |  |  | R190 000 |  |  |  |  |  |
| **LOCAL ECONOMIC DEVELOPMENT** | | | | | | | | | | | |
| LED01 | Reporting on support provided to cooperative clusters:  Horticulture,  Tourism;  Informal economic. | Ensure economic growth in all sectors of the economy in order to curb unemployment and related negative issues | EPMLM | Number of cooperatives trainings conducted | 4 | R0.00 | R0.00 | R0.00 | R0.00 | R0.00 | EPMLM |
| LED02 | EPMLM | Number of cooperatives supported with access to finance | 12 | R0.00 | R0.00 | R0.00 | R0.00 | R0.00 | EPMLM |
| LED03 | LED forum | To foster intergovernmental relations with regard to LED issues | EPMLM | Number of LED forum meetings | 4 | R21 200 | R22 472 | R23 820.32 |  |  | EPMLM |
| LED04 | LED Summit | To foster intergovernmental relations with regard to LED issues | EPMLM | Number of LED Summits | 1 | R 84 800 | R89 888 | R95 281.28 |  |  | EPMLM |
| LED05 | Establishment t of Tourism Association | To improve the relationship with tourism product owners and exploit the opportunities thereof | EPMLM | Number of Tourism Associations established | 1 | R0.00 | R0.00 | R0.00 | R0.00 | R0.00 | EPMLM |
| LED06 | Updated cooperatives database | To ensure sufficient information for all cooperatives | EPMLM | Number of database developed | 1 | R0.00 | R0.00 | R0.00 | R0.00 | R0.00 | EPMLM |
| LED07 | Effective CWP Local Reference Forum | To ensure proper management of CWP in all communities | EPMLM | Number of LRC meetings | 4 | R0.00 | R0.00 | R0.00 | R0.00 | R0.00 | EPMLM |
| LED08 | EPWP Expense | Job creation EPWP initiatives: | EPMLM | Number of EPWP jobs created | 328 | R 1 258 000 | R1 284 000 | R1 310 000 | R1 336 000 | R 1 362 000 | EPMLM |
| LED09 | Creation Tourism initiatives | Job creation Tourism initiatives | EPMLM | Number of businesses accessed tourism indaba | 2 | R 0 00 | R 0 00 | R 0 00 | R 0 00 | R 0 00 | EPMLM |
| LED10 | Approved marketing strategy | Approved marketing strategy | EPMLM | Number of marketing strategies developed | - | R 0 00 | R 100 000 | R 0 00 | R 0 00 | R150 000 | EPMLM |
| LED11 | LED Strategy | To update the LED strategy | EPMLM | Number of LED strategies developed | - | R 0 00 | R 0 00 | R 0 00 |  |  | EPMLM |
| LED12 | Fashion Show | To promote fashion designing | EPMLM | Number of fashion shows held | - | R 0 00 | R 0 00 | R100 000 | R150 000 | R200 000 | EPMLM |
| LED13 | Marketing | To profile the LED initiatives | EPMLM | Number of LED initiatives profiled | - | R 0 00 | R200 000 | R250 000 | R250 000 | R250 000 | EPMLM |
| **FINANCIAL VIABILITY** | | | | | | | | | | | |
| FV01 | Data Cleansing | To perform data Cleansing | EPMLM | Number of consumer accounts updated | 2000 | R0.00 | R0.00 | R0.00 | - | - | EPMLM |
| FV02 | Revenue enhancement | Undertake campaign for consumers to opt mms and email transmission of invoices | EPMLM | % progress on revenue collected | 40% | R0.00 | R 0 00 | R 0 00 | - | - | EPMLM |
| FV03 | Creditors payments | Report on any identified invoices not paid within 30 days to council. | EPMLM | All invoices paid within 30 days timeframe. | 4 reports | R0.00 | R 0 00 | R 0 00 | - | - | EPMLM |
| FV04 | Payments of salaries | Transfer the administrative function of payroll to Human Resource and enforce the approved council related policy. | EPMLM | Payments of Salaries by 25th of every month. | 12 Section 66 reports submitted to council | R70 797 551 | R74952 335 | R79449 476 | - | - | EPMLM |
| FV05 | Compilation of annual and adjustment budget | Acquire budget compilation system and Prepare budget process plan for approval by 31st August 2016. | EPMLM | Approved budget and adjustment budget | Approved Budget | R 0 00 | R 0 00 | R 0 00 | - | - | EPMLM |
| FV06 | Compilation of In Year reports | Appointment of service providers on a three year period for AFS and FAR and Split roles of Reporting and Budgeting within BTO. | EPMLM | Number of Monthly and quarterly reports submitted to council | 12 Reports submitted to Council | R 0 00 | R 0 00 | R 0 00 | - | - | EPMLM |
| FV07 | Implementation of SCM regulations and policies | Develop a procurement plan and linking of database to the financial system and also develop SCM procedure manual.  Bid Committees should sit on a weekly basis | EPMLM | Number of SCM quarterly reports and procurement plan | 4 reports submitted to Council | R0.00 | R 0 00 | R 0 00 | - | - | EPMLM |
| FV08 | GAMAP/GRAP Asset Register | Make provision for the personnel to deal with asset management and Appointment of service provider for 36 months to develop the asset register and transfer skills to the designated personnel. | EPMLM | GRAP Compliance Register in Place | 1 | R3 180 000 | R3 370 800 | R3 573 048 | - | - | EPMLM |
| FV09 | Fleet Management | To safeguard and monitor the usage of municipal vehicles. | EPMLM | To safeguard and monitor the usage of municipal vehicles. | 1 Policy approved by 31 August 2016 | R 50 822.31 | R 0 00 | R 0 00 | - | - | EPMLM |
| FV10 | Professional fees: AFS | To ensure submission of credible AFS | EPMLM | To ensure submission of credible AFS | 1 Set AFS submitted by 31 August 2016 | R3 210 000 | R3 402 600 | R3 606 756 | - | - | EPMLM |
| FV11 | Services: FMG grant | To ensure expenditure of Financial management grant | EPMLM | To ensure expenditure of Financial management grant | 100% Expenditure | R1 810 000 | R2 145 000 | R2 400 000 | - | - | EPMLM |
| **MUNICIPAL TRANFORMATION AND ORGANISATIONAL DEVELOPMENT** | | | | | | | | | | | |
| MTOD01 | Employment Equity | Compliance with Employment Equity  Employment Equity Committee | EPMLM | Number of EE Plan developed | 1 | R50 000 | R53 000 | R56 180 | - | - | EPMLM |
| Number of people employed in accordance with EE Plan | 68 |
| Employment Equity | Number of EE Committee meetings held | 4 |
| MTOD02 | Human Resource Staffing | To ensure that all budgeted vacant | EPMLM | Number of budgeted post filled | 68 | R 0 00 | R 0 00 | R 0 00 | - | - | EPMLM |
| MTOD03 | Sundries: Training Courses | Skills development of Councillors, | EPMLM | Number of workforce trained and skilled. | 50 | R700 000 | R742 000 | R786 520 | - | - | EPMLM |
| MTOD04 | Occupational Health and Safety | To ensure safe working environment | EPMLM | Number of reports on addressed identified non-compliant issues per quarter developed. | 4 | R 350 000 00 | R 371 000 00 | R 393 260 00 | - | - | EPMLM |
| MTOD05 | Employee programmes | Provide employees with wellness programs and support | EPMLM | Number of EAP reports for programs implemented | 2 | R400 000.00 | R424 000.00 | R449 440.00 | - | - | EPMLM |
| MTOD06 | Employee Merit Awards | To maximize staff capacity and productivity | EPMLM | Number of reports for staff awards | 01 | R120 000.00 | R127 200 | R134 832 | - | - | EPMLM |
| MTOD07 | Top learners Awards | To maximize learners capacity and increase economy | EPMLM | Number of reports for learners awards | 01 | R80 000.00 | R84 800 | R89 888 | - | - | EPMLM |
| MTOD08 | Labour Forum | To ensure sound labour relations through participation of LLF members | EPMLM | Number of LLF meetings held | 04 | R 0-00 | R 0-00 | R 0 00 | - | - | EPMLM |
| MTOD09 | Human Resource Stratergy | To ensure that HR policies gap is closed for proper staff management | EPMLM | Number of policies; processes and prescripts developed and reviewed | 12 | R265 000.00 | R280 900 | R297 754 | - | - | EPMLM |
| MTOD10 | Placement of staff process | To place and align staff with functions for proper municipal functioning | EPMLM | Number of Approved revised organizational structure with placed staff developed | 1 | EPMLM |
| MTOD11 | Review of organizational structure | To review the organizational structure for proper functioning of the municipality | EPMLM | Number of Approved revised organisational structure with placed staff developed | 1 | EPMLM |
| MTOD12 | Rental of Clocking system | To have proper control and management of utilization of official time | EPMLM | Number of Lease Agreement and SLA developed | 1 | R75 000 | R79 500 | R84 270 | - | - | EPMLM |
| MTOD13 | Job Evaluation | To close the salary-disparities by having all jobs evaluated | EPMLM | Number of Signed Job Descriptions developed | 157 | R600 000.00 | R636 000 | R674 160 | - | - | EPMLM |
| MTOD14 | Bursary fund: Community | To train and prepare youth to be employable for economic development | EPMLM | Number of community bursaries allocated | 20 | R850 000.00 | R901 000 | R955 060 | - | - | EPMLM |
| MTOD15 | Bursary fund: staff | To increase the capacity and productivity of staff | EPMLM | Number of staff bursaries allocated | 15 | R318 000.00 | R337 080 | R357 304.80 | - | - | EPMLM |
| MTOD16 | Records management | To ensure proper record keeping and management by June 2017. | EPMLM | Number of quarterly reports on record keeping and management compiled | 4 x quarterly reports on record keeping and management compiled | R400 000 | R424 000 | R449 440 | - | - | EPMLM |
| MTOD17 | To ensure that physical files are safely kept at an off-site archive by June 2017. | EPMLM | Number of quarterly reports on archived records compiled | 4 x quarterly reports on archived records compiled | EPMLM |
| MTOD18 | To Procure Council Committee system for proper management of items development and submission to Council and its committees by June 2017. | EPMLM | Number of Council committee management system installed | 1 x Council committee management system installed. | EPMLM |
| MTOD19 | Customer care | To promote customer in a coordinated manner by June 2017. | EPMLM | Number of quarterly customer services reports compiled | 4 x of quarterly customer services reports compiled | R530.00 | R561.80 | R595.51 | - | - | EPMLM |
| MTOD20 | Maintenance of fire detectors. | To ensure maintenance of the installed systems by June 2017. | EPMLM | Number of quarterly reports on maintenance of fire detectors compiled. | 4 x quarterly reports on maintenance of fire detectors compiled. | R21 600.00 | R22 896 | R24 269.76 | - | - | EPMLM |
| MTOD21 | Rental fees: Mach & equipment | Reprographic services to ensure availability of functional copier machines and desktop printers by June 2017. | EPMLM | % of functional rented copier and desktop printers available | 100% functional rented copier and desktop printers available | R1187 524.89 | R1258 776.38 | R1334 302.97 | - | - | EPMLM |
| MTOD22 | Purchase of furniture | To ensure 100% procurement of office furniture by June 2017. | EPMLM | % of office furniture procured. | 100% office furniture procured | R550 000.00 | R583 000 | R617 980 | - | - | EPMLM |
| MTOD23 | Services: Programming | To provide a stable telecommunication network by June 2017. | EPMLM | Number of quarterly reports compiled on network performance | 4 x quarterly reports compiled on network performance | R1 860 679.00 | R1 972 319.74 | R2 090 658.92 | - | - | EPMLM |
| MTOD24 | Acquisition and maintenance of ICT equipment | To ensure availability of ICT equipment and accessories by June 2017. | EPMLM | % procured of ICT equipment and accessories | 100% procured of ICT equipment and accessories | R500 000.00 | R530 000 | R561 800 | - | - | EPMLM |
| MTOD25 | ICT infrastructure | To provide a secure IT infrastructure that provide appropriate levels of data, in all municipal offices by June 2017. | EPMLM | Number of quarterly reports on ICT infrastructure performance compiled | 4 x quarterly reports on ICT infrastructure performance compiled | R0.00 | R1 972 319.74 | R2 090 658.92 | - | - | EPMLM |
| MTOD26 | Business Continuity | To ensure business continuity by June 2017. | EPMLM | Number of quarterly reports on regular Backups achieved compiled | 4 x quarterly reports on regular Backups achieved compiled | EPMLM |
| MTOD27 | ICT Licenses | To ensure renewal of ICT Licenses by June 2017. | EPMLM | Number of licenses renewed | 4 x types of licenses renewed (Microsoft, Antivirus, Firewall, Collaborator) | R854 852.76 | R906 143.93 | R960 512.56 | - | - | EPMLM |
| MTOD28 | Server room maintenance | To ensure proper maintenance of the server room by June 2017. | EPMLM | Number of compiled quarterly report on maintenance of the server room | 4 x compiled quarterly report on maintenance of the server room | R80 000.00 | R84 800 | R89 888 | - | - | EPMLM |
| MTOD29 | Website maintenance | To ensure continued hosting and management of the website by SITA by June 2017. | EPMLM | % of hosting and management of the website by SITA | 100% hosting and management of the website by SITA | R75 000.00 | R79 500 | R84 270 | R- | R- | EPMLM |
| MTOD30 | Installation of UPS | To provide backup power to prevent damages to on desktop computers because of power surge by June 2017. | EPMLM | Number of procured and installed Uninterrupted Power Supply | 70 x procured and installed Uninterrupted Power Supply. | MSIG Grant | MSIG Grant | MSIG Grant | MSIG Grant | MSIG Grant | EPMLM |
| MTOD31 | Services:Legal Fees | To ensure that policies comply with legislations. | EPMLM | Number of policies developed in line with legislation. | 12 | R3 000 000 | R3 180 000 | R3 370 800 | - | - | EPMLM |
| MTOD32 | By-laws confirmation and publishing | To ensure that By-laws are compliant to legislations and are published | EPMLM | Number of By-laws received for confirmation and published | 1 | EPMLM |
| MTOD33 | Legal matters | To advice and facilitate representation on legal matters | EPMLM | Number of legal advice given and the status of cases received and attended to. | 12 reports | EPMLM |
| MTOD34 | To assist with the development and maintenance of Service Level Agreement | EPMLM | Number of Service Level Agreement developed and duly signed. | 12 reports | EPMLM |
| MTOD35 | IDP Process | To guide the municipality towards achieving its vision and service delivery obligations | EPMLM | Credible IDP approved by Council by 31 May | 01 | R 300 000 00 | R 318 000 00 | R337 080.00 |  |  | EPMLM |
| MTOD36 | Strategic Planning Session | To guide the municipality towards achieving its vision and service delivery obligations | EPMLM | No. of strategic planning session held | 01 | R 300 000 00 | R 318 000 00 | R337 080.00 |  |  | EPMLM |
| MTOD37 | Performance Assessments | To provide performance review of directors /senior managers to ensure accountability to council | EPMLM | No. of performance review for section 54/56 conducted | 04 | R 80 000 | R 84 800 | R89 888 |  |  | EPMLM |
| MTOD38 | Performance management system | To procure a performance management system. | EPMLM | Number of PMS system procured | 01 | R500 000 | R530 000 | R561 800 |  |  | EPMLM |
| MTOD39 | PMS Quarterly Lekgotla | To improve the capacity of the municipality | EPMLM | Number of PMS Quarterly Lekgotla reports | 04 | R 63 600 | R 67 416 | R71 460.96 |  |  | EPMLM |
| MTOD40 | Review performance management Framework | To improve the capacity of the municipality | EPMLM | Number of performance management Framework reviewed | 01 | R 0 00 | R 0 00 | R 0 00 |  |  | EPMLM |
| **GOOD GOVERNANCE** | | | | | | | | | | | |
| GG01 | Special Programs | To ensure the maximum participation of designated groups in the activities of special programs within the municipality | EPMLM | Number of Special Programs held. | 12 | R250 000.00 | R265 000 | R280 900 | - | - | EPMLM |
| GG02 | Sundries: Public participation | To intensify community participation in the municipal activities | EPMLM | Number of public participation held | 4 public participation | R600 000 | R636 000 | R674 160 | - | - | EPMLM |
| GG03 | Ward committee support | To ensure the maximum participation of ward committees | EPMLM | Number of Ward Committees meetings held | 192 Ward Committees meetings | R980 000 | R1 038 800 | R1 101 128 |  |  | EPMLM |
| GG04 | Mayoral programme: Youth development | To develop programs to ensure effective participation of young people in the activities of the municipality | EPMLM | Number of Youth Participation held | 8 Programs on various activities implemented | R106 000 | R112 360 | R119 101.60 | - | - | EPMLM |
| GG05 | Municipal Newsletter | To inform the community about municipal activities | EPMLM | Number of newsletters published | 4 newsletters published | R275 000 | R291 500 | R308 990 | - | - | EPMLM |
| GG06 | Mayoral Donations | Donation to need and Awards best performing Schools and learners | EPMLM | Number of Mayoral donations done | - | R175 000 | R185 500 | R196 630 | - | - | EPMLM |
| GG07 | Council and MPAC functionality | Functionality of Exco , MPAC and Council Structures | EPMLM | Number of council and MPAC functionality meetings held | - | R0.00 | R200 000.00 | R212 000.00 | - | - | EPMLM |
| GG08 | Training of Councillors | Skills Development and training of Councillors | EPMLM | Number of councillors to be trained | 32 | R200 000 | R234 161.93 | R248 211.64 | - | - | EPMLM |
| GG09 | Traditional Leaders Allowances | Allowances given to Traditional Leaders attending meetings | EPMLM | Number of Traditional Leaders Allowances allocated |  | R0.00 | R54 000.00 | R57 240.00 | - | - | EPMLM |
| GG10 | Services:Internal audit | Auditing services | EPMLM | No of risk based audit reports issued to clients (auditee) and subjected to audit committee review | 14 risk based audit reports | 350 000 | 424 000 | 449 440 | - | - | EPMLM |
| GG11 | Audit of Performance Information (AOPI) | Auditing performance information as per MSA 45 | EPMLM | No of AOPI audit reports issued to clients (audittee) and subjected to audit committee review | 4 audit of performance information reports | 00.00 | 00.00 | 00.00 | - | - | EPMLM |
| GG12 | Operation Clean Audit (OPCA) – Audit Improvement Action Plan | Developing and implementing audit improvement plan based on AGSA finings | EPMLM | No of finings addressed as per the audit improvement action plan  ( reduced AGSA finings) | 4 Action Plan implementation progress reports | 00.00 | 00.00 | 00.00 | - | - | EPMLM |
| GG13 | OPCA - Follow- Up audit on AGSA finings | Making follow-up on AGSA finings to ensure implementation of recommendations | EPMLM | No of follow-up audit reports | 4 follow-up audits report | 00.00 | 00.00 | 00.00 | - | - | EPMLM |
| GG14 | Audit, performance & risk committees | OPCA- Reviewing Annual Financial Services before submission to AGSA by internal audit & Audit Committee | EPMLM | Report on the review of the AFS | 2 reports  1 by Internal Audit  1 by Audit Committee | R700 000 | R848 000 | R898 880 | - | - | EPMLM |
| GG15 | Quarterly and Special Audit & Performance Committee meetings | EPMLM | No of Audit & Performance Committee Meetings held | 6 meetings  4- ordinary  2- special | EPMLM |
| GG16 | Municipality’s risk management profile | Risk assessment workshops to identify and assess risks affecting the municipality | EPMLM | No of approved risk registers in place. | 2-risk registers  1-Strategic  1-Operational | 00.00 | 00.00 | 00.00 | - | - | EPMLM |
| GG17 | Fraud Risk Assessment | Risk assessment workshops to identify and assess fraud risks affecting the municipality | EPMLM | No of risk mitigating activities implemented as per risk management action plan | 4 progress reports on the implementation of risk management action plan | 00.00 | 00.00 | 00.00 | - | - | EPMLM |
| GG18 | EPMLM | Approved fraud risk register in place | 1 | 00.00 | 00.00 | 00.00 | - | - | EPMLM |
| GG19 | Anti-fraud awareness workshops/campaigns | Awareness workshops on fraud and corruption matters | EPMLM | No of anti-fraud and corruption awareness campaigns held | 4 | 00.00 | 00.00 | 00.00 | - | - | EPMLM |
| GG20 | Risk Committee Meetings | Quarterly and Special risk Committee meetings | EPMLM | No of Risk Committee Meetings held | 4 | 00.00 | 00.00 | 00.00 | - | - | EPMLM |
| GG21 | Private Security | Personnel security for safeguarding of municipal properties and assets(This includes Acquire Guard officers for community halls through EPWP program) | EPMLM | No of municipal properties safe- guarded(provided personnel security) | 19 | R3 750 000 | R3 816 000 | R4 044 000 | - | - | EPMLM |
| GG22 | EPWP – Guard Officers for community halls | Acquire Guard officers for community halls through EPWP program | EPMLM | No of community halls safe- guarded(provided personnel security) | 10 | R0.00 | 285 000 | 310 000 | - | - | EPMLM & EPWP |
| GG23 | Security Intelligence services | Security advisory services for municipality | EPMLM | No of Security advisory reports issued | 2 | 00.00 | 00.00 | 00.00 | - | - | EPMLM |
| GG24 |  | EPMLM | Security Awareness Campaigns | 4 | 00.00 | 00.00 | 00.00 | - | - | EPMLM |

**SECTOR DEPARTMENTS PROJECTS**

**ESKOM: 2016/17 ELECTRIFICATION PLAN**

| **District** | **Municipality** | **Project Name** | **Proposed Connections** | **CAPEX** |
| --- | --- | --- | --- | --- |
| Sekhukhune | Ephraim Mogale | Manthole | 43 | R 765 400 |
| Sekhukhune | Ephraim Mogale | Uitvlugt | 13 | R 231 400 |
| Sekhukhune | Ephraim Mogale | Tsimanyane | 35 | R 623 000 |
| Sekhukhune | Ephraim Mogale | Mooihoek South | 45 | R 801 000 |
| Sekhukhune | Ephraim Mogale | Disanyane | 29 | R 516 200 |
| Sekhukhune | Ephraim Mogale | Moomane | 42 | R 747 600 |
| Sekhukhune | Ephraim Mogale | Tshikanosi | 27 | R 480 600 |
| Sekhukhune | Ephraim Mogale | Manapyane-Ext | 20 | R 356 000 |
| Sekhukhune | Ephraim Mogale | Moganyaka Area | 104 | R 1 851 200 |
| Sekhukhune | Ephraim Mogale | Moeding | 21 | R 373 800 |
| Sekhukhune | Ephraim Mogale | Mohlotsi | 21 | R 373 800 |

**DEPARTMENT OF CO-OPORATIVE GOVERNANCE, HUMAN SETTLEMENTS & TRADITIONAL AFFAIRS**

APPROVED BENEFICIARIES ON HSS

|  |  |  |
| --- | --- | --- |
| **DISTRICT** | **MUNICIPALITY** | **APPROVED BENEFICIARIES** |
| Sekhukhune | Ephraim Mogale | 400 |

**DEPARTMENT OF PUBLIC WORKS, ROADS AND INFRASTRUCTURE**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **NO** | **PROJECT NAME** | **MUNICIPALITY** | | **BUDGET (R’M)** | | | **PROJECT STATUS** | **PROJECT STATUS** |
| **HOUSEHOLD BASED ROUTINE ROAD MAINTENANCE** | | | | | | | | |
| 1 | Household Maintenance at Ephraim Mogale Municipality | | Ephraim Mogale Municipality | | 15, 000 | Site Handover | | Outsourced Service Providers |

**DEPARTMENT OF EDUCATION**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **NO.** | **PROJECT NAME** | **PROJECT STATUS** | **MUNICIPALITY / REGION** | **TYPE OF INFRASTRUCTURE** | **PROJECT DURATION** | | **TOTAL PROJECT COST** | **EXPENDITURE TO DATE FROM PREVIOUS YEARS** | **TOTAL AVAILABLE** | **MTEF FORWARD ESTIMATES** | |
| **Date: Start** | **Date: Finish** | **2016/17** | **MTEF  2017/18** | **MTEF  2018/19** |
| **Upgrades and Additions** | | | | | | | | | | | |
| **EPHRAIM MOGALE MUNICIPALITY** | | | | | | | | | | | |
| 1 | Mathabatha Secondary | Practical Completion (100%) | Ephraim Mogale | ORD | 29/10/2014 | 20/02/2015 | 1 680 | – | 84 | – | – |
| 2 | Matatadibeng Primary | Practical Completion 100%) | Ephraim Mogale | ORD | 29/10/2014 | 20/02/2015 | 420 | – | 21 | – | – |
| 3 | Manyaku High | Construction 76% - 99% | Ephraim Mogale | ORD | 10/122010 | 00/011900 | 11 345 | – | 863 | 963 | – |
| 4 | Ntshiba Secondary | Construction 76% - 99% | Ephraim Mogale | ORD | 10/122010 | 00/011900 | 6 964 | – | 1 725 | 1 925 | – |
| 5 | Refiloe high (Moutse west) | Construction 76% - 99% | Ephraim Mogale | ORD | 10/122010 | 00/011900 | 14 866 | – | 1 725 | 1 925 | – |
| 6 | Nape-A-Ngoato High | Construction 76% - 99% | Ephraim Mogale | ORD | 01/042014 | 31/032017 | 10 856 | – | 1 969 | 148 | – |
| 7 | Nyaane Primary | Construction 76% - 99% | Ephraim Mogale | ORD | 01/042016 | 31/032018 | 7 766 | – | 291 | 22 | – |
| 8 | Maswi-a-nape Primary School | On Hold | Ephraim Mogale | ORD | 00/011900 | 00/011900 | 3 495 | – | – | 1 748 | 1 335 |
| 9 | Matabane Primary School | On Hold | Ephraim Mogale | ORD | 01/042018 | 31/032021 | 5 398 | – | – | 2 699 | 2 128 |

**Agriculture and Rural Development**

Payments of infrastructure by category

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Facility/Asset Name followed by project name (List all projects pertaining to a specific facility/asset per category)** | **Project Status** | **Municipality / Region** | **SIP Category** | **Type of infrastructure** | | | **Project duration** | | **Source of funding (Equitable Share or grant abbreviation e.g. ES/ EIG)** | **Budget programme number** | **Targeted number of jobs for 2016/17** | **Total project cost** | **Expenditure to date from previous years** | **Total available** | **MTEF**  **Forward estimates** | |
|  | | | | **School - primary/ secondary/ specialised; admin block; water; electricity; sanitation/toilet; fencing etc)** | **Project category** | **Units (i.e. number of classrooms or facilities or square meters)** | **Date: Start** | **Date: Finish** |  | | | | | **2016/17** | **2017/18** | **2018/19** |
| Tompi Seleka upgrade of Mzana cluster 2 hostel | Bid Evaluation | Ephraim Mogale | SIP 14: Higher education infrastructure | Repair and upgrade of Mzana cluster 2 Hostel (18 beds) | Student Accommodation Facility | 5 | 2016/02/01 | 2016/11/25 | CASP-Colleges | 7 | 11 | 4 500 |  | 3 300 | 300 | - |
| Tompi Seleka upgrade of Mzana cluster 4 hostel | Bid Evaluation | Ephraim Mogale | SIP 14: Higher education infrastructure | Repair and upgrade of Mzana cluster 4 hostel (18 beds) | Student Accommodation Facility | 5 | 2016/02/01 | 2016/11/25 | CASP-Colleges | 7 | 48 | 4 500 |  | 3 500 | 300 | - |
| Tompi Seleka | Bid specification | Ephraim Mogale | SIP 14: Higher education infrastructure | Planning, detailed design and tender document for new 100 hostel beds | Planning budget | 1 | 2016/07/01 | 2017/11/25 | ES-Colleges | 7 | 50 | 20 222 |  | 632 | - | - |
| Rahlagane Table Grape | Bid specification | Ephraim Mogale |  | Development of packing and marketing facilities to comply with SAGAP | Packing facility |  | 2015/04/01 | 2018/11/30 | CASP | 3 |  |  |  | 1 400 | 5 000 |  |
| Moshasha | Bid specification | Ephraim Mogale | SIP 11: Agri-logistics and rural infrastructure |  | Animal Handling Facility | 1 | 01/04/2016 | 31/10/2016 | ES-Animal | 3 | 5 | 870 | - | 850 | - | - |
| Mogalatsane Irrigation scheme | 76%-99% | Ephraim Mogale | SIP 11: Agri-logistics and rural infrastructure | Irrigation system repair | Irrigation system | 1 | 2015/04/01 | 2015/06/20 | ES-RESIS | 3 | 10 | 2 650 |  | 1 315 | - | - |

**DEPARTMENT OF HEALTH**

| **Facility Name** | **Project Name** | **Projects Activities** | **District** | **Construction Start Date** | **Construction End-Date** | **Nature of Investment** |
| --- | --- | --- | --- | --- | --- | --- |
| Matlala Hospital | Matlala Hospital - Enabling Works Program: OPD, X-Ray, Casualty & Pharmacy; 1st and 2nd Contractors | 1st and 2nd Contractors Terminated; Denrob Business Enterprise and Varcisource Construction Trading as PMCC respectively. | Sekhukhune | 2015/10/01 | 2016/06/30 | New assets |
| Matlala Hospital | Matlala Hospital - Enabling Works Program: Upgrade Health Support, OPD, X-Ray, Casualty & Pharmacy; 3rd Contractor | Construction, practical and works completion | Sekhukhune | 2016/01/25 | 2016/07/31 | New assets |
| Matlala Hospital | Matlala Hospital - Enabling Works Program: Health Technology as part of the construction contract | Audit equipment list in terms of health technology already purchased but not in use, determine gaps and procure outstanding equipment, medical devices and furniture. Attend to issues of warranty, calibration and maintenance & service plans for high tech equipment. | Sekhukhune | 2016/04/01 | 2017/03/31 | Health Technology |
| Matlala Hospital | Matlala Hospital - Enabling Works Program: Access Road Connection from District Road into Main Hospital Entrance | Civil works construction at entrance and road works, Practical Completion, Final Completion, Final Account, Final Fee Account | Sekhukhune | 2016/04/01 | 2016/07/31 | Replaced assets |
| Matlala & Mecklenburg Hospitals; Sekhukhune District | Sekhukhune Staff Accommodation at Matlala & Mecklenburg Hospitals | Final completion certificate, Final account, Final fee account | Sekhukhune | 2015/04/01 | 2017/04/30 | Addition |
| Makeepsvlei Clinic | Makeepsvlei Clinic: Replacement of existing clinic on the same site | Bid evaluation and award, site handover, Construction start with sectional completion of clinic and accommodation | Sekhukhune | 2016/04/28 | 2017/07/22 | Replaced assets |
| Marble Hall Clinic | Marble Hall: Replacement of existing clinic on a new site. Retain existing clinic for EMS. Furniture & Equipment. | Site confirmation; Finalize legal & technical site matters and transfer, Appoint PSP's, Design, Tender | Sekhukhune | 2017/04/28 | 2018/07/22 | Replaced assets |
| Matlala EMS Station | Matlala EMS Station: New EMS Station within the Matlala Hospital's site. Furniture & Equipment. | Confirm land, Health Brief, Finalise design, Health Technology and Domestic Furniture List and Specifications. | Sekhukhune | 2018/02/28 | 2019/02/23 | New assets |

**ANNUAL BUDGET 2016/2019**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **ANNUAL BUDGET - 2016/2017, 2017/2018, 2018/2019** | | | | | | | | | | | | | |
| **Dept.** | **Item** | **Item Name** | **Account Type** | **ANNUAL BUDGET 2015/2016** | | **ADJUSTMENT BUDGET 2015/2016** | | **DRAFT BUDGET 2016/2017** | | **FORECAST 2017/2018** | | **FORECAST 2018/2019** | |
| **REGISTRATION AUTHORITY** | | |  | **EXPENDITURE** | **INCOME** | **EXPENDITURE** | **INCOME** | **EXPENDITURE** | **INCOME** | **EXPENDITURE** | **INCOME** | **EXPENDITURE** | **INCOME** |
| 220 | 45020 | LICENCES: TRADE & GENERAL | I |  | -3 557.54 |  | -3 557.54 |  | (3 770.99) |  | (3 997.25) |  | (4 237.09) |
| 220 | 45040 | LICENCES: MOTORVEHICLES | I |  | -7 621 188.00 |  | -7 621 188.00 |  | (8 078 459.28) |  | (8 563 166.84) |  | (9 076 956.85) |
| 220 | 45055 | DRIVERS LICENCES | I |  | -4 646 828.00 |  | -3 200 000.00 |  | (3 392 000.00) |  | (3 595 520.00) |  | (3 811 251.20) |
| 220 | 45065 | SPECIAL PERMITS | I |  | 0.00 |  | 0.00 |  | - |  | - |  | - |
| 220 | 60290 | SURPLUS CASH | I |  | 0.00 |  | 0.00 |  | - |  | - |  | - |
| 220 | 60295 | ROADWORTHY CERTIFICATES | I |  | -244 523.09 |  | -100 000.00 |  | (106 000.00) |  | (112 360.00) |  | (119 101.60) |
| 220 | 60305 | GENERAL INCOME | I |  | -21 345.23 |  | -21 345.23 |  | (22 625.94) |  | (23 983.50) |  | (25 422.51) |
| 220 | 200001 | SALARIES 1 | E | 3 724 611.54 |  | 3 737 740.00 |  | 3 999 381.30 |  | 4 239 344.18 |  | 4 493 704.83 |  |
| 220 | 200050 | LEAVE BONUSES: PD 2 | E | 299 810.81 |  | 320 109.00 |  | 342 516.63 |  | 363 067.63 |  | 384 851.69 |  |
| 220 | 200090 | INSURANCE: U I F | E | 31 011.04 |  | 31 011.04 |  | 33 181.81 |  | 35 172.72 |  | 37 283.08 |  |
| 220 | 200160 | ALLOWANCES : TRANSPORT | E | 106 999.96 |  | 106 999.96 |  | 270 000.00 |  | 286 200.00 |  | 303 372.00 |  |
| 220 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 791 500.49 |  | 794 032.00 |  | 849 995.91 |  | 900 995.67 |  | 955 055.41 |  |
| 220 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 325 841.71 |  | 325 841.71 |  | 348 650.63 |  | 369 569.67 |  | 391 743.85 |  |
| 220 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 1 654.05 |  | 1 654.05 |  | 1 769.83 |  | 1 876.02 |  | 1 988.58 |  |
| 220 | 235090 | MACHINERY & EQUIPMENT | E | 80 000.00 |  | 50 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 220 | 260050 | PURCHASING: PRINT.& STATIONARY | E | 50 000.65 |  | 50 000.65 |  | 52 250.00 |  | 55 385.00 |  | 58 708.10 |  |
| 220 | 260230 | DEPT.EXPENDITURE: ELECTRICITY | E | 83 090.74 |  | 83 090.74 |  | 89 738.00 |  | 95 122.28 |  | 100 829.62 |  |
| 220 | 260240 | DEPT.EXPENDITURE: REFUSE | E | 13 138.03 |  | 13 138.03 |  | 13 926.31 |  | 14 761.89 |  | 15 647.60 |  |
| 220 | 260250 | DEPT EXPENDITURE:SEWERAGE | E | 1 441.73 |  | 1 441.73 |  | 1 528.23 |  | 1 619.93 |  | 1 717.12 |  |
| 220 | 260260 | DEPT EXPENDITURE: WATER | E | 4 027.39 |  | 4 027.39 |  | 4 269.03 |  | 4 525.18 |  | 4 796.69 |  |
| 220 | 260471 | SERVICES: CELL PHONES | E | 13 803.00 |  | 13 803.00 |  | 14 493.00 |  | 15 362.58 |  | 16 284.33 |  |
| 220 | 260490 | PROVINCE - LICENCES | E | 6 096 650.00 |  | 6 096 650.00 |  | 6 462 449.00 |  | 6 850 195.94 |  | 7 261 207.70 |  |
| 220 | 260500 | PRODIBA-DRIVING LICENCES | E | 713 505.66 |  | 713 505.66 |  | 756 316.00 |  | 801 694.96 |  | 849 796.66 |  |
| 220 | 260730 | SUNDRIES: TRAVELLING & ACCOM. | E | 0.00 |  | 60 000.00 |  | 63 600.00 |  | 67 416.00 |  | 71 460.96 |  |
| 220 | 305021 | EXTENSION OF OFFICES(CUBICLES) | E | 800 000.00 |  | 600 000.00 |  | 500 000.00 |  | 530 000.00 |  | 561 800.00 |  |
| 220 | 305025 | MACHINERY AND EQUIPMENT | A | 400 000.00 |  | 283 500.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 220 | 305000 | NEW ENTRANCE -BOOM GATES | A |  |  |  |  | 250 000.00 |  | 265 000.00 |  | 280 900.00 |  |
| 220 | 305000 | LEARNERS LICENSE SOFTWARE | A |  |  |  |  | 284 000.00 |  | 301 040.00 |  | 319 102.40 |  |
| 220 | 305000 | PALISADE FENCING | A |  |  |  |  | 500 000.00 |  | 530 000.00 |  | 561 800.00 |  |
|  |  | **TOTAL FOR REGISTRATION AUTHORITY** |  | **13 537 086.80** | **-12 537 441.86** | **13 286 544.96** | **-10 946 090.77** | **14 838 065.70** | **(11 602 856.22)** | **15 728 349.64** | **(12 299 027.59)** | **16 672 050.62** | **(13 036 969.24)** |
| **LICENCING AND TRAFFIC** | | | | | | | | | | | | | |
| 225 | 10019 | TRAFFIC FINES | I |  | -309 774.40 | 0.00 | -309 774.40 |  | (328 360.86) |  | (348 062.52) |  | (368 946.27) |
| 225 | 200001 | SALARIES 1 | E | 1 889 460.31 |  | 1 585 400.00 |  | 1 696 378.03 |  | 1 798 160.71 |  | 1 906 050.35 |  |
| 225 | 200030 | OVERTIME: PD 2 | E | 157 076.00 |  | 157 076.00 |  | 200 000.00 |  | 212 000.00 |  | 224 720.00 |  |
| 225 | 200050 | LEAVE BONUSES: PD 2 | E | 157 455.03 |  | 104 810.00 |  | 141 364.84 |  | 149 846.73 |  | 158 837.53 |  |
| 225 | 200060 | STANDBY ALLOWANCE: PD 1 | E | 161 533.26 |  | 161 533.26 |  | 200 000.00 |  | 212 000.00 |  | 224 720.00 |  |
| 225 | 200080 | GROUP LIFE INSURANCE | E | 21 045.44 |  | 21 045.44 |  | 22 308.17 |  | 23 646.66 |  | 25 065.46 |  |
| 225 | 200090 | INSURANCE: U I F | E | 20 661.49 |  | 20 661.49 |  | 21 901.18 |  | 23 215.25 |  | 24 608.17 |  |
| 225 | 200100 | HOUSING SUBSIDY | E | 12 275.04 |  | 14 675.00 |  | 15 555.50 |  | 16 488.83 |  | 17 478.16 |  |
| 225 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 415 681.39 |  | 343 592.00 |  | 373 203.17 |  | 395 595.36 |  | 419 331.08 |  |
| 225 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 313 198.93 |  | 261 859.00 |  | 313 198.93 |  | 331 990.87 |  | 351 910.32 |  |
| 225 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 957.61 |  | 957.61 |  | 1 015.07 |  | 1 075.97 |  | 1 140.53 |  |
| 225 | 235090 | MACHINERY & EQUIPMENT | E | 50 000.00 |  | 15 684.00 |  | 45 000.00 |  | 47 700.00 |  | 50 562.00 |  |
| 225 | 235230 | VEHICLES | E | 120 000.00 |  | 120 000.00 |  | 127 200.00 |  | 134 832.00 |  | 142 921.92 |  |
| 225 | 260050 | PURCHASING: PRINT.& STATIONARY | E | 36 269.38 |  | 36 269.38 |  | 38 082.00 |  | 40 366.92 |  | 42 788.94 |  |
| 225 | 260130 | PROTECTIVE CLOTHING | E | 160 000.00 |  | 143 682.77 |  | 120 000.00 |  | 127 200.00 |  | 134 832.00 |  |
| 225 | 260140 | PURCHASING: VEHICLE LICENCES | E | 1 317.30 |  | 1 317.30 |  | 1 396.34 |  | 1 480.12 |  | 1 568.93 |  |
| 225 | 260285 | SERVING OF SUMMONSES | E | 10 112.40 |  | 10 112.40 |  | 10 719.14 |  | 11 362.29 |  | 12 044.03 |  |
| 225 | 260350 | PRIVATE SECURITY | E | 3 949 061.56 |  | 3 206 061.56 |  | 3 750 000.00 |  | 3 816 000.00 |  | 4 044 960.00 |  |
| 225 | 260471 | SERVICES: CELL PHONES | E | 35 194.44 |  | 35 194.44 |  | 41 000.00 |  | 43 460.00 |  | 46 067.60 |  |
| 225 | 260285 | SERVING OF SUMMONSES | E |  |  |  |  | 100 000.00 |  | 106 000.00 |  | 112 360.00 |  |
| 225 | 260590 | RENTAL: TCS | E | 37 990.94 |  | 37 990.94 |  | 100 000.00 |  | 106 000.00 |  | 112 360.00 |  |
| 225 | 260730 | SUNDRIES: TRAVELLING & ACCOM. | E | 100 000.00 |  | 360 000.00 |  | 105 000.00 |  | 111 300.00 |  | 117 978.00 |  |
| 225 | 260810 | SUNDRIES: VEHICLE COSTS | E | 119 562.95 |  | 119 562.95 |  | 126 736.73 |  | 134 340.93 |  | 142 401.39 |  |
| 225 | 260815 | ARRIVE ALIVE | E | 50 000.00 |  | 5 000.00 |  | 12 000.00 |  | 12 720.00 |  | 13 483.20 |  |
| 225 | 305000 | MACHINERY & EQUIPMENT(SPEED CAMERA+FIRE ARMS) | A |  |  |  |  | 190 000.00 |  | 201 400.00 |  | 213 484.00 |  |
| 225 | 305000 | VEHICLES | A |  |  |  |  | 500 000.00 |  | 530 000.00 |  | 561 800.00 |  |
|  |  | **TOTAL FOR LICENCING AND TRAFFIC** |  | **7 818 853.47** | **-309 774.40** | **6 762 485.54** | **-309 774.40** | **8 252 059.08** | **(328 360.86)** | **8 588 182.63** | **(348 062.52)** | **9 103 473.58** | **(368 946.27)** |
| **ELECTRICITY** | | | | | | | | | | | | | |
| 260 | 60020 | CABLE FAULTS & GENERATOR HIRE | I |  | -7 000.00 |  | -7 000.00 |  | (7 550.20) |  | (8 003.21) |  | (8 483.40) |
| 260 | 60021 | CONSUMER CONNECTIONS | I |  | -30 000.00 |  | -55 000.00 |  | (59 323.00) |  | (62 882.38) |  | (66 655.32) |
| 260 | 60040 | FEES:NEW CONNECTION & UPGRADES | I |  | -6 000.00 |  | -6 000.00 |  | (6 471.60) |  | (6 859.90) |  | (7 271.49) |
| 260 | 60041 | CONSUMER CONNECTION PREPAID ME | I |  | 0.00 |  | 0.00 |  | - |  | - |  | - |
| 260 | 60080 | FEES: DEPARTMENTAL | I |  | -1 668 038.55 |  | -1 668 038.55 |  | (1 799 146.38) |  | (1 907 095.16) |  | (2 021 520.87) |
| 260 | 60100 | FINES | I |  | -373 303.00 |  | -373 303.00 |  | (402 644.62) |  | (426 803.29) |  | (452 411.49) |
| 260 | 60310 | SALES: ELECTRICITY (PRIVATE) | I |  | -48 267 699.58 |  | -46 767 699.58 |  | (50 340 751.83) |  | (53 470 259.21) |  | (56 678 474.77) |
| 260 | 60311 | SALES:ELECTRICITY PREPAID | I |  | -2 088 928.62 |  | -3 588 928.62 |  | (3 863 122.77) |  | (4 103 279.51) |  | (4 349 476.28) |
| 260 | 200001 | SALARIES 1 | E | 2 030 091.18 |  | 2 030 091.18 |  | 2 330 096.00 |  | 2 469 901.76 |  | 2 618 095.87 |  |
| 260 | 200030 | OVERTIME: PD 2 | E | 150 014.00 |  | 80 000.00 |  | 84 800.00 |  | 89 888.00 |  | 95 281.28 |  |
| 260 | 200050 | LEAVE BONUSES: PD 2 | E | 150 807.19 |  | 150 807.19 |  | 174 705.59 |  | 185 187.93 |  | 196 299.20 |  |
| 260 | 200060 | STANDBY ALLOWANCE: PD 1 | E | 112 191.75 |  | 112 191.75 |  | 118 923.26 |  | 126 058.66 |  | 133 622.17 |  |
| 260 | 200080 | GROUP LIFE INSURANCE | E | 17 009.28 |  | 17 009.28 |  | 18 029.84 |  | 19 111.63 |  | 20 258.33 |  |
| 260 | 200090 | INSURANCE: U I F | E | 14 622.33 |  | 14 622.33 |  | 19 068.95 |  | 20 213.09 |  | 21 425.87 |  |
| 260 | 200100 | HOUSING SUBSIDY | E | 12 275.04 |  | 33 875.00 |  | 44 811.50 |  | 47 500.19 |  | 50 350.20 |  |
| 260 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 388 925.25 |  | 388 925.25 |  | 436 655.44 |  | 462 854.77 |  | 490 626.05 |  |
| 260 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 139 366.90 |  | 139 366.90 |  | 204 175.18 |  | 216 425.69 |  | 229 411.23 |  |
| 260 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 1 044.66 |  | 1 044.66 |  | 1 500.00 |  | 1 590.00 |  | 1 685.40 |  |
| 260 | 235050 | TOOLS | E | 10 000.00 |  | 10 000.00 |  | 10 600.00 |  | 11 236.00 |  | 11 910.16 |  |
| 260 | 235090 | MACHINERY & EQUIPMENT | E | 40 000.00 |  | 40 000.00 |  | 42 400.00 |  | 44 944.00 |  | 47 640.64 |  |
| 260 | 235095 | TEST ELECTRICAL METERS | E | 2 703.00 |  | 2 703.00 |  | 2 865.18 |  | 3 037.09 |  | 3 219.32 |  |
| 260 | 235110 | NETWORK | E | 2 530 000.00 |  | 3 130 000.00 |  | 2 517 800.00 |  | 2 668 868.00 |  | 2 829 000.08 |  |
| 260 | 235130 | RADIOS | E | 30 000.00 |  | 30 000.00 |  | 30 000.00 |  | 31 800.00 |  | 33 708.00 |  |
| 260 | 235131 | purchasing: electrical material | E | 1 500 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 260 | 235150 | STREETLIGHTS: NETWORK | E | 366 802.40 |  | 460 000.00 |  | 487 600.00 |  | 516 856.00 |  | 547 867.36 |  |
| 260 | 235230 | VEHICLES | E | 201 400.00 |  | 201 400.00 |  | 213 484.00 |  | 226 293.04 |  | 239 870.62 |  |
| 260 | 260020 | PURCHASING: BOOKS & MAGAZINES | E | 3 000.00 |  | 3 000.00 |  | 3 180.00 |  | 3 370.80 |  | 3 573.05 |  |
| 260 | 260030 | PURCHASING: FUEL (OTHER) | E | 3 180.00 |  | 3 180.00 |  | 3 370.80 |  | 3 573.05 |  | 3 787.43 |  |
| 260 | 260050 | PURCHASING: PRINT.& STATIONARY | E | 10 600.00 |  | 15 000.00 |  | 15 900.00 |  | 16 854.00 |  | 17 865.24 |  |
| 260 | 260060 | PURCHASING: ELECTRICITY | E | 27 220 941.14 |  | 27 220 941.14 |  | 29 355 062.93 |  | 31 566 492.18 |  | 33 460 481.71 |  |
| 260 | 260090 | PURCHASING: INVENTORY ITEMS | E | 58 300.00 |  | 58 300.00 |  | 61 798.00 |  | 65 505.88 |  | 69 436.23 |  |
| 260 | 260110 | PURCHASING: LICENCES - RADIOS | E | 2 650.00 |  | 2 650.00 |  | 2 809.00 |  | 2 977.54 |  | 3 156.19 |  |
| 260 | 260120 | PURCHASING: MATERIAL & STOCK | E | 20 000.00 |  | 20 000.00 |  | 21 200.00 |  | 22 472.00 |  | 23 820.32 |  |
| 260 | 260130 | PROTECTIVE CLOTHING | E | 25 000.00 |  | 15 000.00 |  | 15 900.00 |  | 16 854.00 |  | 17 865.24 |  |
| 260 | 260230 | DEPT.EXPENDITURE: ELECTRICITY | E | 578 622.24 |  | 578 622.24 |  | 624 912.02 |  | 662 406.74 |  | 702 151.15 |  |
| 260 | 260245 | SERVICES: FREE & SUBSIDISED | E | 1 467 175.68 |  | 1 467 175.68 |  | 1 555 206.22 |  | 1 648 518.59 |  | 1 747 429.71 |  |
| 260 | 260246 | CONSULTANCY SERVICES | E | 300 000.00 |  | 206 802.40 |  | 200 000.00 |  | 212 000.00 |  | 224 720.00 |  |
| 260 | 260471 | SERVICES: CELL PHONES | E | 35 797.92 |  | 35 797.92 |  | 37 945.80 |  | 40 222.55 |  | 42 635.90 |  |
| 260 | 260690 | SUNDRIES: MEMBERSHIP FEES | E | 2 650.00 |  | 2 650.00 |  | 2 809.00 |  | 2 977.54 |  | 3 156.19 |  |
| 260 | 260730 | SUNDRIES: TRAVELLING & ACCOM. | E | 106 000.00 |  | 26 000.00 |  | 27 560.00 |  | 29 213.60 |  | 30 966.42 |  |
| 260 | 260000 | SUNDRIES:LICENSE, PDP, CERTIFICATE |  |  |  | 60 000.00 |  | 63 600.00 |  | 67 416.00 |  | 71 460.96 |  |
| 260 | 260735 | CONSUMER CONNECTIONS | E | 127 200.00 |  | 127 200.00 |  | 134 832.00 |  | 142 921.92 |  | 151 497.24 |  |
| 260 | 260810 | SUNDRIES: VEHICLE COSTS | E | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 260 | 260920 | SERVICES CONLOG | E | 115 500.00 |  | 115 500.00 |  | 122 430.00 |  | 129 775.80 |  | 137 562.35 |  |
| 260 | 305020 | DICHOEUNG HIGHMAST | E | 250 000.00 |  | 24 717.06 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 260 | 305068 | PURCHASING OF LIGHT VEHICLE | A | 350 000.00 |  | 305 706.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 260 | 305070 | MOHLOTSI HIGHMAST | E | 250 000.00 |  | 560 428.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 260 | 305096 | MOHLALAOTWANE HIGHMAST | E | 300 000.00 |  | 794 932.44 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 260 | 305097 | MBUZINI/MORARELA HIGHMAST | E | 300 000.00 |  | 865 228.05 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 260 | 305113 | TSHIKANOSHI HIGH MAST | A | 300 000.00 |  | 26 887.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 260 | 305114 | MOBILE TOILETS | A | 100 000.00 |  | 88 344.30 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 260 | 305000 | MAST LIGHT CONNECTIONS |  |  |  |  |  | 200 000.00 |  | 212 000.00 |  | 224 720.00 |  |
| 260 | 305000 | ENERGY MASTERPLAN & OM PLAN |  |  |  |  |  | 500 000.00 |  | 530 000.00 |  | 561 800.00 |  |
| 260 | 305000 | DENSIFICATION EXT 1 & 3 |  |  |  |  |  | 930 000.00 |  | 985 800.00 |  | 1 044 948.00 |  |
| 260 | 305000 | REPLACE MINISUBSTATION |  |  |  |  |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 260 | 305000 | INUSTRIAL SUBSTATION SECOND SUPPLY PHASE 1 |  |  |  |  |  | 1 200 000.00 |  | 1 272 000.00 |  | 1 348 320.00 |  |
| 260 | 305000 | UPGRADE EXT 2 PHASE 2 |  |  |  |  |  | 1 400 000.00 |  | 1 484 000.00 |  | 1 573 040.00 |  |
| 260 | 305000 | MAST REPAIR/RETROIT, ENERGY EFFICIENCY-MATLALA RAMOSHEBO |  |  |  |  |  | 430 000.00 |  | 455 800.00 |  | 483 148.00 |  |
| 260 | 305000 | CHRISTMAS DECORATIONS |  |  |  |  |  | 250 000.00 |  | 265 000.00 |  | 280 900.00 |  |
| 260 | 235000 | ELECTRICAL MATERIAL |  |  |  |  |  | 200 000.00 |  | 212 000.00 |  | 224 720.00 |  |
| 260 | 305000 | GENERATOR FOR MUNICPAL EVENTS 50KVA |  |  |  |  |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 260 | 305000 | GENERATOR FOR OFFICE ADMIN 220KVA |  |  |  |  |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 260 | 305000 | GENERTOR FOR OFFICE FIN 100KV |  |  |  |  |  | 515 357.50 |  | 546 278.95 |  | 579 055.69 |  |
|  |  | **TOTAL FOR ELECTRICITY** |  | **39 623 869.96** | **-52 440 969.75** | **39 466 098.77** | **-52 465 969.75** | **44 611 388.21** | **(56 479 010.39)** | **47 738 196.98** | **(59 985 182.67)** | **50 602 488.80** | **(63 584 293.63)** |
| **TECHNICAL SERVICES MANAGEMENT** | | | | | | | | | | | | | |
| 300 | 55037 | GRANT MIG | I |  | -32 405 000.00 | 0.00 | -32 405 000.00 |  | (31 917 000.00) |  | (34 179 000.00) |  | (36 987 000.00) |
| 300 | 55042 | MIG: ROLL OVER | I |  |  |  | -3 011 882.00 |  |  |  |  |  | - |
| 300 | 200001 | SALARIES 1 | E | 827 141.76 |  | 827 141.76 |  | 876 770.27 |  | 929 376.49 |  | 985 139.08 |  |
| 300 | 200030 | OVERTIME: PD 2 | E | 7 225.43 |  | 7 225.43 |  | 7 658.96 |  | 8 118.50 |  | 8 605.61 |  |
| 300 | 200040 | LEAVE BONUSES: PD 1 | E | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 300 | 200050 | LEAVE BONUSES: PD 2 | E | 44 014.50 |  | 44 014.50 |  | 46 655.37 |  | 49 454.69 |  | 52 421.97 |  |
| 300 | 200080 | GROUP LIFE INSURANCE | E | 1 774.92 |  | 1 860.00 |  | 1 971.60 |  | 2 089.90 |  | 2 215.29 |  |
| 300 | 200090 | INSURANCE: U I F | E | 5 247.07 |  | 5 247.07 |  | 5 561.89 |  | 5 895.60 |  | 6 249.34 |  |
| 300 | 200100 | HOUSING SUBSIDY | E | 0.00 |  | 4 200.00 |  | 4 452.00 |  | 4 719.12 |  | 5 002.27 |  |
| 300 | 200160 | ALLOWANCES : TRANSPORT | E | 128 400.00 |  | 128 400.00 |  | 136 104.00 |  | 144 270.24 |  | 152 926.45 |  |
| 300 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 151 402.99 |  | 151 402.99 |  | 160 487.17 |  | 170 116.40 |  | 180 323.38 |  |
| 300 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 17 449.56 |  | 25 000.00 |  | 26 500.00 |  | 28 090.00 |  | 29 775.40 |  |
| 300 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 174.11 |  | 174.11 |  | 184.56 |  | 195.63 |  | 207.37 |  |
| 300 | 260001 | PMU ESTABLISHMENT | E | 1 600 000.00 |  | 1 600 000.00 |  | 1 517 000.00 |  | 1 608 020.00 |  | 1 704 501.20 |  |
| 300 | 260050 | PURCHASING PRINT & STATIONERY | E | 16 507.50 |  | 16 507.50 |  | 17 497.95 |  | 18 547.83 |  | 19 660.70 |  |
| 300 | 260130 | PROTECTIVE CLOTHING | E | 5 000.00 |  | 5 000.00 |  | 5 300.00 |  | 5 618.00 |  | 5 955.08 |  |
| 300 | 260210 | SEWERAGE COMSUMER ACCOUNT | I | 400 000.00 |  | 400 000.00 |  | 424 000.00 |  | 449 440.00 |  | 476 406.40 |  |
| 300 | 260211 | WATER SERVICES ACCOUNT | E | 600 000.00 |  | 600 000.00 |  | 636 000.00 |  | 674 160.00 |  | 714 609.60 |  |
| 300 | 260471 | SERVICES: CELL PHONES | E | 17 950.32 |  | 17 950.32 |  | 19 027.34 |  | 20 168.98 |  | 21 379.12 |  |
| 300 | 260690 | SUNDRIES: MEMBERSHIP FEES | E | 10 000.00 |  | 10 000.00 |  | 30 600.00 |  | 32 436.00 |  | 34 382.16 |  |
| 300 | 260710 | SUNDRIES: ENTERTAINMENT | E | 7 053.07 |  | 7 053.07 |  | 8 000.00 |  | 8 480.00 |  | 8 988.80 |  |
| 300 | 260730 | SUNDRIES: TRAVELLING & ACCOM. | E | 222 774.45 |  | 222 774.45 |  | 236 140.92 |  | 250 309.38 |  | 265 327.94 |  |
| 300 | 260735 | BOOKS AND REFERENCES | E | 20 000.00 |  | 20 000.00 |  | 21 200.00 |  | 22 472.00 |  | 23 820.32 |  |
|  |  | **TOTAL FOR TECHNICAL SERVICES MANAGEMENT** |  | **4 082 115.68** | **-32 405 000.00** | **4 093 951.20** | **-35 416 882.00** | **4 181 112.03** | **(31 917 000.00)** | **4 431 978.75** | **(34 179 000.00)** | **4 697 897.48** | **(36 987 000.00)** |
| **HEALTH GENERAL** | | | | | | | | | | | | | |
| 325 | 200001 | SALARIES 1 | E | 2 102 745.68 |  | 2 097 412.00 |  | 2 223 256.72 |  | 2 356 652.12 |  | 2 498 051.25 |  |
| 325 | 200030 | OVERTIME | E | 20 000.00 |  | 20 000.00 |  | 21 200.00 |  | 22 472.00 |  | 23 820.32 |  |
| 325 | 200050 | BONUS | E | 156 861.72 |  | 156 861.72 |  | 166 273.42 |  | 176 249.83 |  | 186 824.82 |  |
| 325 | 200080 | GROUP LIFE INSURANCE | E | 8 069.43 |  | 8 069.43 |  | 8 553.60 |  | 9 066.81 |  | 9 610.82 |  |
| 325 | 200090 | INSURANCE: U I F | E | 17 446.86 |  | 17 446.86 |  | 18 493.67 |  | 19 603.29 |  | 20 779.49 |  |
| 325 | 200100 | HOUSING SUBSIDY | E | 6 137.52 |  | 50 538.00 |  | 53 570.28 |  | 56 784.50 |  | 60 191.57 |  |
| 325 | 203020 | PENSION FUND CONTRIBUTION | E | 404 980.92 |  | 404 980.92 |  | 429 279.78 |  | 455 036.56 |  | 482 338.76 |  |
| 325 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 115 152.20 |  | 115 152.20 |  | 122 061.33 |  | 129 385.01 |  | 137 148.11 |  |
| 325 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 1 479.94 |  | 1 479.94 |  | 1 568.74 |  | 1 662.86 |  | 1 762.63 |  |
| 325 | 260040 | PURCHASING: CHEMICALS | E | 23 850.00 |  | 23 850.00 |  | 25 281.00 |  | 26 797.86 |  | 28 405.73 |  |
| 325 | 260050 | PURCHASING: PRINT.& STATIONARY | E | 8 480.00 |  | 8 480.00 |  | 8 988.80 |  | 9 528.13 |  | 10 099.82 |  |
| 325 | 260086 | ENVIRONMENTAL MANAGEMENT PLAN | E | 420 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 325 | 260130 | PROTECTIVE CLOTHING | E | 38 902.00 |  | 28 902.00 |  | 30 636.12 |  | 32 474.29 |  | 34 422.74 |  |
| 325 | 260180 | PURCHASING: CLEANSING MATERIAL | E | 150 000.00 |  | 150 000.00 |  | 159 000.00 |  | 168 540.00 |  | 178 652.40 |  |
| 325 | 260215 | INIGENT FUNERALS | E | 25 170.23 |  | 25 170.23 |  | 26 680.44 |  | 28 281.27 |  | 29 978.15 |  |
| 325 | 260471 | SERVICES: CELL PHONES | E | 11 106.60 |  | 11 106.60 |  | 11 773.00 |  | 12 479.38 |  | 13 228.14 |  |
| 325 | 260730 | SUNDRIES: TRAVELLING & ACCOM. | E | 22 790.00 |  | 22 790.00 |  | 24 157.40 |  | 25 606.84 |  | 27 143.25 |  |
|  |  | **TOTAL FOR HEALTH GENERAL** |  | **3 533 173.10** | **0.00** | **3 142 239.90** | **0.00** | **3 330 774.29** | **-** | **3 530 620.75** | **-** | **3 742 458.00** | **-** |
| **SPORTS ARTS AND CULTURE** | | | | | | | | | | | | | |
| 335 | 200001 | SALARIES 1 | E | 535 634.72 |  | 535 634.72 |  | 567 772.80 |  | 601 839.17 |  | 637 949.52 |  |
| 335 | 200030 | OVERTIME: PD 2 | E | 51 060.40 |  | 51 060.40 |  | 50 000.00 |  | 53 000.00 |  | 56 180.00 |  |
| 335 | 200050 | LEAVE BONUSES: PD 2 | E | 44 636.23 |  | 44 636.23 |  | 47 314.40 |  | 50 153.27 |  | 53 162.46 |  |
| 335 | 200090 | INSURANCE: U I F | E | 5 728.69 |  | 5 728.69 |  | 6 072.41 |  | 6 436.76 |  | 6 822.96 |  |
| 335 | 200160 | ALLOWANCES:TRANSPORT | E | 285 596.40 |  | 285 596.40 |  | 302 732.18 |  | 320 896.12 |  | 340 149.88 |  |
| 335 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 117 839.49 |  | 117 839.49 |  | 124 909.86 |  | 132 404.45 |  | 140 348.72 |  |
| 335 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 54 382.54 |  | 54 382.54 |  | 57 645.49 |  | 61 104.22 |  | 64 770.48 |  |
| 335 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 261.17 |  | 261.17 |  | 276.84 |  | 293.45 |  | 311.06 |  |
| 335 | 260471 | CELL PHONE | E | 16 178.40 |  | 16 178.40 |  | 17 149.10 |  | 18 178.05 |  | 19 268.73 |  |
| 335 | 260472 | SPORT EQUIP & FIELD MARKING | E | 74 682.00 |  | 10 000.00 |  | 52 000.00 |  | 55 120.00 |  | 58 427.20 |  |
| 335 | 260476 | PROMOTION OF SAC | E | 99 852.00 |  | 99 852.00 |  | 90 000.00 |  | 95 400.00 |  | 101 124.00 |  |
| 335 | 260690 | IMMSA MEMBERSHIP | E | 39 326.00 |  | 39 326.00 |  | 12 000.00 |  | 12 720.00 |  | 13 483.20 |  |
| 335 | 260730 | SUNDRIES: TRAVELLING & ACCOM. | E | 44 944.00 |  | 44 944.00 |  | 166 700.00 |  | 176 702.00 |  | 187 304.12 |  |
| 335 | 260801 | DITURUPA | E | 150 000.00 |  | 150 000.00 |  | 210 000.00 |  | 222 600.00 |  | 235 956.00 |  |
| 335 | 260000 | HERITAGE DAY CELEBRATION |  |  |  |  |  | 35 000.00 |  | 37 100.00 |  | 39 326.00 |  |
| 335 | 260000 | MAYORS MARATHON |  |  |  |  |  | 40 000.00 |  | 42 400.00 |  | 44 944.00 |  |
| 335 | 260802 | MAYOR'S CUP | E | 53 000.00 |  | 53 000.00 |  | 65 000.00 |  | 68 900.00 |  | 73 034.00 |  |
| 335 | 305000 | RESURFACING OF TENNIS COURTS | A |  |  |  |  | 250 000.00 |  | 265 000.00 |  | 280 900.00 |  |
|  |  | **TOTAL FOR SPORTS ARTS AND CULTURE** |  | **1 573 122.04** | **0.00** | **1 508 440.04** | **0.00** | **2 094 573.10** | **-** | **2 220 247.48** | **-** | **2 353 462.33** | **-** |
| **SOLID WASTE** | | | | | | | | | | | | | |
| 360 | 60020 | REFUSE | I |  | -833 596.78 |  | -833 596.78 |  | (883 612.59) |  | (936 629.34) |  | (992 827.10) |
| 360 | 60080 | FEES: DEPARTMENTAL | I |  | -269 665.08 |  | -269 665.08 |  | (285 844.98) |  | (302 995.68) |  | (321 175.42) |
| 360 | 60220 | FEES: REFUSE REMOVAL | I |  | -3 033 732.14 |  | -3 033 732.14 |  | (3 215 756.07) |  | (3 408 701.43) |  | (3 613 223.52) |
| 360 | 60330 | SALES: REFUSE BINS | I |  | 0.00 |  | 0.00 |  | - |  | - |  | - |
| 360 | 60331 | SALES: REFUSE BAGS | I |  | -9 725.29 |  | -9 725.29 |  | (10 308.81) |  | (10 927.34) |  | (11 582.98) |
| 360 | 60333 | FEES:LEEUWFONTEIN | I |  | -11 320.80 |  | -11 320.80 |  | (12 000.05) |  | (12 720.05) |  | (13 483.25) |
| 360 | 200001 | SALARIES 1 | E | 2 660 896.63 |  | 2 660 896.63 |  | 2 899 045.83 |  | 3 072 988.58 |  | 3 257 367.90 |  |
| 360 | 200030 | OVERTIME: PD 2 | E | 467 804.00 |  | 467 804.00 |  | 490 000.00 |  | 519 400.00 |  | 550 564.00 |  |
| 360 | 200050 | LEAVE BONUSES: PD 2 | E | 221 741.39 |  | 221 741.39 |  | 235 045.87 |  | 249 148.63 |  | 264 097.54 |  |
| 360 | 200080 | GROUP LIFE INSURANCE | E | 4 242.72 |  | 4 242.72 |  | 4 497.28 |  | 4 767.12 |  | 5 053.15 |  |
| 360 | 200090 | INSURANCE: U I F | E | 27 792.31 |  | 27 792.31 |  | 29 459.85 |  | 31 227.44 |  | 33 101.09 |  |
| 360 | 200100 | HOUSING SUBSIDY | E | 6 137.52 |  | 75 737.00 |  | 80 281.22 |  | 85 098.09 |  | 90 203.98 |  |
| 360 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 576 263.57 |  | 576 263.57 |  | 610 839.38 |  | 647 489.75 |  | 686 339.13 |  |
| 360 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 81 300.83 |  | 81 300.83 |  | 86 178.88 |  | 91 349.61 |  | 96 830.59 |  |
| 360 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 2 437.55 |  | 2 437.55 |  | 2 583.80 |  | 2 738.83 |  | 2 903.16 |  |
| 360 | 235050 | TOOLS | E | 12 210.83 |  | 5 210.83 |  | 8 500.00 |  | 9 010.00 |  | 9 550.60 |  |
| 360 | 235090 | MACHINERY & EQUIPMENT | E | 18 984.35 |  | 18 984.35 |  | 21 500.00 |  | 22 790.00 |  | 24 157.40 |  |
| 360 | 235220 | DUMPING SITE & STREET BINS | E | 320 000.00 |  | 320 000.00 |  | 324 000.00 |  | 343 440.00 |  | 364 046.40 |  |
| 360 | 235221 | UPGRADING AND MAINTENANCE OF L | E | 244 115.46 |  | 244 115.46 |  | 256 000.00 |  | 271 360.00 |  | 287 641.60 |  |
| 360 | 235230 | VEHICLES | E | 792 912.61 |  | 792 912.61 |  | 840 487.37 |  | 890 916.61 |  | 944 371.61 |  |
| 360 | 260010 | SPECIAL PROJECT | E | 84 800.00 |  | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 360 | 260030 | PURCHASING: FUEL (OTHER) | E | 7 220.97 |  | 7 220.97 |  | 7 500.00 |  | 7 950.00 |  | 8 427.00 |  |
| 360 | 260120 | PURCHASING: MATERIAL & STOCK | E | 135 800.00 |  | 135 800.00 |  | 141 800.00 |  | 150 308.00 |  | 159 326.48 |  |
| 360 | 260130 | PROTECTIVE CLOTHING | E | 67 416.00 |  | 37 416.00 |  | 61 000.00 |  | 64 660.00 |  | 68 539.60 |  |
| 360 | 260140 | PURCHASING: VEHICLE LICENCES | E | 18 115.36 |  | 18 115.36 |  | 19 202.28 |  | 20 354.42 |  | 21 575.68 |  |
| 360 | 260471 | SERVICES CELLPHONE | E | 8 230.44 |  | 8 230.44 |  | 8 815.00 |  | 9 343.90 |  | 9 904.53 |  |
| 360 | 260730 | SUNDRIES:TRAVELLING & ACCOMODA | E | 10 770.00 |  | 10 770.00 |  | 11 300.00 |  | 11 978.00 |  | 12 696.68 |  |
| 360 | 260810 | SUNDRIES: VEHICLE COSTS | E | 1 006 545.25 |  | 1 006 545.25 |  | 1 066 937.97 |  | 1 130 954.24 |  | 1 198 811.50 |  |
| 360 | 305072 | NCA: LANDFILL SITE | A |  |  |  |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 360 | 305000 | FENCING OF ACCESS ROAD |  |  |  |  |  | 160 000.00 |  | 169 600.00 |  | 179 776.00 |  |
| 360 | 305070 | MACHINERY & EQUIPMENT | A |  |  |  |  | 460 000.00 |  | 487 600.00 |  | 516 856.00 |  |
| 360 | 305000 | WEIGHBRIDGE WITH SOFTWARE | A |  |  |  |  | 700 000.00 |  | 742 000.00 |  | 786 520.00 |  |
|  |  | **SOLID WASTE** |  | **6 775 737.79** | **-4 158 040.09** | **6 723 537.27** | **-4 158 040.09** | **8 524 974.74** | **(4 407 522.50)** | **9 036 473.22** | **(4 671 973.85)** | **9 578 661.62** | **(4 952 292.28)** |
| **COMMUNITY SERVICES MANAGEMENT** | | | | | | | | | | | | | |
| 375 | 200001 | SALARIES 1 | E | 801 967.40 |  | 448 645.00 |  | 754 620.69 |  | 799 897.94 |  | 847 891.81 |  |
| 375 | 200030 | OVERTIME: PD 2 | E | 51 060.40 |  | 51 060.40 |  | 54 634.63 |  | 57 912.71 |  | 61 387.47 |  |
| 375 | 200050 | LEAVE BONUSES: PD 2 | E | 66 830.62 |  | 32 661.00 |  | 34 947.27 |  | 37 044.11 |  | 39 266.75 |  |
| 375 | 200090 | INSURANCE: U I F | E | 5 711.10 |  | 5 711.10 |  | 6 110.88 |  | 6 477.53 |  | 6 866.18 |  |
| 375 | 200160 | ALLOWANCES : TRANSPORT | E | 101 034.49 |  | 101 034.49 |  | 108 106.90 |  | 114 593.32 |  | 121 468.92 |  |
| 375 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 194 528.44 |  | 116 550.00 |  | 166 016.55 |  | 175 977.55 |  | 186 536.20 |  |
| 375 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 96 469.49 |  | 51 204.00 |  | 54 788.28 |  | 58 075.58 |  | 61 560.11 |  |
| 375 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 261.17 |  | 261.17 |  | 279.45 |  | 296.22 |  | 313.99 |  |
| 375 | 260471 | SERVICES: CELL PHONES | E | 17 950.32 |  | 17 950.32 |  | 19 206.84 |  | 20 359.25 |  | 21 580.81 |  |
| 375 | 260710 | SUNDRIES: ENTERTAINMENT | E | 21 849.30 |  | 21 849.30 |  | 8 000.00 |  | 8 480.00 |  | 8 988.80 |  |
| 375 | 260730 | SUNDRIES: TRAVELLING & ACCOM. | E | 317 646.31 |  | 317 646.31 |  | 136 705.09 |  | 144 907.39 |  | 153 601.84 |  |
|  |  | **TOTAL FOR COMMUNITY SERVICES MANAGEMENT** | | **1 675 309.04** | **0.00** | **1 164 573.09** | **0.00** | **1 343 416.59** | **-** | **1 424 021.58** | **-** | **1 509 462.88** | **-** |
| **HIV / AIDS SERVICES** | | | | | | | | | | | | | |
| 405 | 26000 | SALARIES 1 | E |  |  |  |  |  |  | 0.00 |  | 0.00 |  |
| 405 | 260151 | PROGRAMMES EVENT & MEETINGS | E | 50 944.00 |  | 50 944.00 |  | 64 500.00 |  | 68 370.00 |  | 72 472.20 |  |
| 405 | 260152 | MARKETING MATERIALS | E | 7 618.00 |  | 7 618.00 |  | 7 800.00 |  | 8 268.00 |  | 8 764.08 |  |
| 405 | 260153 | AWARENESS CAMPAIGNS | E | 25 978.00 |  | 25 978.00 |  | 40 800.00 |  | 43 248.00 |  | 45 842.88 |  |
| 405 | 260154 | TRANSPORT | E | 24 876.00 |  | 24 876.00 |  | 34 500.00 |  | 36 570.00 |  | 38 764.20 |  |
| 405 | 260730 | SUNDRIES: TRAVELLING AND ACCOMO | E | 120 000.00 |  | 20 000.00 |  | 50 000.00 |  | 53 000.00 |  | 56 180.00 |  |
|  |  | **TOTAL FOR HIV / AIDS SERVICES** |  | **229 416.00** | **0.00** | **129 416.00** | **0.00** | **197 600.00** | **-** | **209 456.00** | **-** | **222 023.36** | **-** |
| **PARKS AND CEMETERIES** | | | | | | | | | | | | | |
| 425 | 60050 | FEES: CEMETRY | I |  | -22 705.20 | 0.00 | -22 705.20 |  | (24 067.51) |  | (25 511.56) |  | (27 042.26) |
| 425 | 60060 | FEES: GRAVE PLANS | I |  | -2 830.20 | 0.00 | -2 830.20 |  | (3 000.01) |  | (3 180.01) |  | (3 370.81) |
| 425 | 200001 | SALARIES 1 | E | 2 236 756.38 |  | 2 248 156.00 |  | 2 405 527.32 |  | 2 549 858.96 |  | 2 702 850.50 |  |
| 425 | 200030 | OVERTIME: PD 2 | E | 92 876.00 |  | 92 876.00 |  | 97 000.00 |  | 102 820.00 |  | 108 989.20 |  |
| 425 | 200050 | LEAVE BONUSES: PD 2 | E | 186 396.36 |  | 187 346.00 |  | 198 586.76 |  | 210 501.97 |  | 223 132.08 |  |
| 425 | 200060 | STANDBY ALLOWANCE | E | 16 564.39 |  | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 425 | 200080 | GROUP LIFE INSURANCE | E | 5 021.60 |  | 5 021.60 |  | 5 322.90 |  | 5 642.27 |  | 5 980.81 |  |
| 425 | 200090 | INSURANCE: U I F | E | 23 098.77 |  | 23 098.77 |  | 24 484.70 |  | 25 953.78 |  | 27 511.00 |  |
| 425 | 200100 | HOUSING SUBSIDY | E | 0.00 |  | 54 600.00 |  | 57 876.00 |  | 61 348.56 |  | 65 029.47 |  |
| 425 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 476 959.39 |  | 476 959.39 |  | 505 576.95 |  | 535 911.57 |  | 568 066.26 |  |
| 425 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 99 142.78 |  | 101 543.00 |  | 107 635.58 |  | 114 093.71 |  | 120 939.34 |  |
| 425 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 2 002.27 |  | 2 002.27 |  | 2 122.41 |  | 2 249.75 |  | 2 384.74 |  |
| 425 | 235090 | MACHINERY & EQUIPMENT | E | 120 798.00 |  | 90 798.00 |  | 124 000.00 |  | 131 440.00 |  | 139 326.40 |  |
| 425 | 235230 | VEHICLES | E | 337 522.70 |  | 337 522.70 |  | 357 774.06 |  | 379 240.51 |  | 401 994.94 |  |
| 425 | 235300 | SPECIAL PROJECT(TRUCK INN)(EPWP) | E | 101 857.79 |  | 101 857.79 |  | 111 600.00 |  | 118 296.00 |  | 125 393.76 |  |
| 425 | 260030 | PURCHASING: FUEL (OTHER) | E | 39 492.61 |  | 39 492.61 |  | 41 200.00 |  | 43 672.00 |  | 46 292.32 |  |
| 425 | 260040 | PURCHASING: CHEMICALS | E | 40 440.00 |  | 30 440.00 |  | 23 700.00 |  | 25 122.00 |  | 26 629.32 |  |
| 425 | 260130 | PROTECTIVE CLOTHING | E | 58 300.00 |  | 33 300.00 |  | 48 200.00 |  | 51 092.00 |  | 54 157.52 |  |
| 425 | 260140 | PURCHASING: VEHICLE LICENCES | E | 2 169.11 |  | 2 169.11 |  | 2 299.26 |  | 2 437.21 |  | 2 583.44 |  |
| 425 | 260170 | PURCHASING: PLANTS & SEED | E | 53 000.00 |  | 53 000.00 |  | 54 600.00 |  | 57 876.00 |  | 61 348.56 |  |
| 425 | 260240 | DEPT.EXPENDITURE: REFUSE | E | 2 903.97 |  | 2 903.97 |  | 3 078.21 |  | 3 262.90 |  | 3 458.67 |  |
| 425 | 260250 | DEPT EXPENDITURE:SEWERAGE | E | 3 337.11 |  | 3 337.11 |  | 3 537.34 |  | 3 749.58 |  | 3 974.55 |  |
| 425 | 260260 | DEPT EXPENDITURE: WATER | E | 40 610.35 |  | 40 610.35 |  | 43 046.97 |  | 45 629.79 |  | 48 367.58 |  |
| 425 | 260471 | SERVICES: CELL PHONES | E | 8 230.44 |  | 8 230.44 |  | 8 724.27 |  | 9 247.72 |  | 9 802.59 |  |
| 425 | 260730 | SUNDRIES; TRAVELLING & ACCOMOD | E | 20 005.75 |  | 10 005.75 |  | 10 400.00 |  | 11 024.00 |  | 11 685.44 |  |
| 425 | 260799 | FENCING OF CEMETRIES | E | 661 440.00 |  | 641 440.00 |  | 690 500.00 |  | 731 930.00 |  | 775 845.80 |  |
| 425 | 260810 | SUNDRIES: VEHICLE COSTS | E | 134 272.79 |  | 134 272.79 |  | 142 329.16 |  | 150 868.91 |  | 159 921.04 |  |
| 425 | 305070 | MACHINERY & EQUIPMENT | E | 586 339.20 |  | 586 339.20 |  | 980 000.00 |  | 1 038 800.00 |  | 1 101 128.00 |  |
| 425 | 305071 | LANDSCAPING& GREENING PROJECT | E | 1 000 000.00 |  | 600 000.00 |  | 1 120 000.00 |  | 1 187 200.00 |  | 1 258 432.00 |  |
| 425 | 305000 | ELECTRONIC BILLBOARDS |  |  |  |  |  | 200 000.00 |  | 212 000.00 |  | 224 720.00 |  |
| 425 | 305111 | EXTENSIONS TO CEMETERY | E | 750 000.00 |  | 750 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
|  |  | **TOTAL FOR PARKS AND CEMETERY** |  | **7 099 537.76** | **-25 535.40** | **6 657 322.85** | **-25 535.40** | **7 369 121.87** | **(27 067.52)** | **7 811 269.19** | **(28 691.58)** | **8 279 945.34** | **(30 413.07)** |
| **CORPORATE SERVICES MANAGEMENT** | | | | | | | | | | | | | |
| 450 | 200001 | SALARIES 1 | E | 1 405 907.84 |  | 1 237 029.00 |  | 1 311 250.74 |  | 1 389 925.78 |  | 1 473 321.33 |  |
| 450 | 200030 | OVERTIME: PD 2 | E | 13 053.87 |  | 13 053.87 |  | 13 837.10 |  | 14 667.33 |  | 15 547.37 |  |
| 450 | 200050 | LEAVE BONUSES: PD 2 | E | 101 619.80 |  | 189 166.80 |  | 200 516.81 |  | 212 547.82 |  | 225 300.69 |  |
| 450 | 200090 | INSURANCE: U I F | E | 6 892.13 |  | 6 892.13 |  | 7 305.66 |  | 7 744.00 |  | 8 208.64 |  |
| 450 | 200100 | HOUSING SUBSIDY | E | 12 275.04 |  | 12 275.04 |  | 13 011.54 |  | 13 792.23 |  | 14 619.77 |  |
| 450 | 200160 | ALLOWANCES : TRANSPORT | E | 261 371.04 |  | 188 466.00 |  | 199 773.96 |  | 211 760.40 |  | 224 466.02 |  |
| 450 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 268 276.39 |  | 228 858.00 |  | 242 589.48 |  | 257 144.85 |  | 272 573.54 |  |
| 450 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 76 220.81 |  | 62 427.00 |  | 66 172.62 |  | 70 142.98 |  | 74 351.56 |  |
| 450 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 348.22 |  | 348.22 |  | 369.11 |  | 391.26 |  | 414.74 |  |
| 450 | 260021 | MUNICIPAL NEWS LETTER | E | 250 000.00 |  | 150 000.00 |  | 275 000.00 |  | 291 500.00 |  | 308 990.00 |  |
| 450 | 260471 | SERVICES: CELL PHONES | E | 34 449.72 |  | 34 449.72 |  | 36 516.70 |  | 38 707.71 |  | 41 030.17 |  |
| 450 | 260680 | SUNDRIES: CONGRESS FEES | E | 23 000.00 |  | 23 000.00 |  | 24 380.00 |  | 25 842.80 |  | 27 393.37 |  |
| 450 | 260690 | SALGA MEMBERSHIP | E | 500 000.00 |  | 500 000.00 |  | 700 000.00 |  | 742 000.00 |  | 786 520.00 |  |
| 450 | 260710 | SUNDRIES: ENTERTAINMENT | E | 2 000.00 |  | 12 000.00 |  | 8 000.00 |  | 8 480.00 |  | 8 988.80 |  |
| 450 | 260730 | SUNDRIES: TRAVELLING & ACCOM. | E | 134 754.00 |  | 134 754.00 |  | 142 839.24 |  | 151 409.59 |  | 160 494.17 |  |
|  |  | **TOTAL FOR CORPORATE SERVICES MANAGEMENT** | | **3 090 168.86** | **0.00** | **2 792 719.78** | **0.00** | **3 241 562.97** | **-** | **3 436 056.74** | **-** | **3 642 220.15** | **-** |
| **ADMINISTRATION** | | | | | | | | | | | | | |
| 500 | 60090 | FEES: PHOTOCOPIES | I |  | 0.00 | 0.00 |  |  |  |  |  |  |  |
| 500 | 200001 | SALARIES 1 | E | 3 646 491.82 |  | 3 480 818.00 |  | 3 911 905.57 |  | 4 146 619.91 |  | 4 395 417.10 |  |
| 500 | 200030 | OVERTIME: PD 2 | E | 40 702.80 |  | 40 702.80 |  | 43 144.97 |  | 45 733.67 |  | 48 477.69 |  |
| 500 | 200050 | LEAVE BONUSES: PD 2 | E | 283 000.73 |  | 254 534.00 |  | 269 806.04 |  | 285 994.40 |  | 303 154.07 |  |
| 500 | 200080 | GROUP LIFE INSURANCE | E | 5 738.07 |  | 5 738.07 |  | 6 082.35 |  | 6 447.30 |  | 6 834.13 |  |
| 500 | 200090 | INSURANCE: U I F | E | 28 176.57 |  | 28 176.57 |  | 29 867.16 |  | 31 659.19 |  | 33 558.75 |  |
| 500 | 200100 | HOUSING SUBSIDY | E | 12 275.04 |  | 21 275.00 |  | 22 551.50 |  | 23 904.59 |  | 25 338.87 |  |
| 500 | 200160 | ALLOWANCES : TRANSPORT | E | 382 035.97 |  | 303 551.00 |  | 321 764.06 |  | 341 069.90 |  | 361 534.10 |  |
| 500 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 721 890.72 |  | 687 244.00 |  | 801 832.83 |  | 849 942.80 |  | 900 939.37 |  |
| 500 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 230 018.33 |  | 251 126.00 |  | 266 193.56 |  | 282 165.17 |  | 299 095.08 |  |
| 500 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 1 392.88 |  | 1 392.88 |  | 1 476.45 |  | 1 565.04 |  | 1 658.94 |  |
| 500 | 235131 | MAINTANANCE OF ICT EQUIPMENT | E | 120 000.00 |  | 120 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 500 | 260020 | PURCHASING: BOOKS & MAGAZINES | E | 83 000.00 |  | 83 000.00 |  | 65 000.00 |  | 68 900.00 |  | 73 034.00 |  |
| 500 | 305000 | RECORD MANAGEMENT | E |  |  |  |  | 400 000.00 |  | 424 000.00 |  | 449 440.00 |  |
| 500 | 260050 | PURCHASING: PRINT.& STATIONARY | E | 285 000.00 |  | 285 000.00 |  | 285 000.00 |  | 302 100.00 |  | 320 226.00 |  |
| 500 | 260130 | PROTECTIVE CLOTHING | E | 4 000.00 |  | 500.00 |  | 600.00 |  | 636.00 |  | 674.16 |  |
| 500 | 260400 | SERVICES: POSTAGE | E | 5 787.00 |  | 5 787.00 |  | 5 787.00 |  | 6 134.22 |  | 6 502.27 |  |
| 500 | 260430 | SERVICES: PROGRAMMING | E | 1 060 679.00 |  | 1 860 679.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 500 | 260460 | SERVICES: 3 G | E | 40 000.00 |  | 72 000.00 |  | 76 320.00 |  | 80 899.20 |  | 85 753.15 |  |
| 500 | 260470 | SERVICES: TELEPHONE | E | 610 082.00 |  | 1 260 082.00 |  | 1 000 000.00 |  | 1 060 000.00 |  | 1 123 600.00 |  |
| 500 | 260471 | SERVICES: CELL PHONES | E | 49 459.68 |  | 49 459.68 |  | 60 449.00 |  | 64 075.94 |  | 67 920.50 |  |
| 500 | 260590 | RENTAL FEES:MACH & EQUIPMENT | E | 1 079 568.00 |  | 1 079 568.00 |  | 1 187 524.89 |  | 1 258 776.38 |  | 1 334 302.97 |  |
| 500 | 260730 | SUNDRIES: TRAVELLING & ACCOM. | E | 215 396.00 |  | 215 396.00 |  | 135 000.00 |  | 143 100.00 |  | 151 686.00 |  |
| 500 | NEW V | MEMBERSHIP FOR PROFESSIONAL BODIES | E |  |  |  |  | 1 300.00 |  | 1 378.00 |  | 1 460.68 |  |
| 500 | 260740 | CUSTOMER CARE | E | 10 000.00 |  | 500.00 |  | 530.00 |  | 561.80 |  | 595.51 |  |
| 500 | 260745 | ICT LICENSES | E | 714 852.00 |  | 714 852.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 500 | 260781 | MAINTANANCE OF WEBSITE | E | 200 000.00 |  | 200 000.00 |  | 0.00 |  | 63 600.00 |  | 67 416.00 |  |
| 500 | 305051 | MAINTANANCE OF FIRE DETECTORS | E | 56 162.00 |  | 56 162.00 |  | 21 600.00 |  | 22 896.00 |  | 24 269.76 |  |
| 500 | 235000 | MAINTANANCE OF COUNCIL CHAMBER | E |  |  |  |  | 15 000.00 |  | 15 900.00 |  | 16 854.00 |  |
| 500 | 305053 | FILE STORAGE CENTRE | E | 350 000.00 |  | 350 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 500 | 305060 | INSTALLATION OF FIRE DETECTORS | A | 407 712.00 |  | 407 712.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 500 | 305065 | PURCHASE OF FURNITURE | A | 700 000.00 |  | 200 000.00 |  | 550 000.00 |  | 583 000.00 |  | 617 980.00 |  |
|  |  | **TOTAL FOR ADMINISTRATION** |  | **11 343 420.61** | **0.00** | **12 035 256.00** | **0.00** | **9 478 735.39** | **-** | **10 111 059.52** | **-** | **10 717 723.09** | **-** |
| **ICT** | | | | | | | | | | | | | |
| 501 | 200001 | SALARIES 1 | E |  |  |  |  |  |  |  |  |  |  |
| 501 | 200030 | OVERTIME: PD 2 | E |  |  |  |  |  |  |  |  |  |  |
| 501 | 200050 | LEAVE BONUSES: PD 2 | E |  |  |  |  |  |  |  |  |  |  |
| 501 | 200080 | GROUP LIFE INSURANCE | E |  |  |  |  |  |  |  |  |  |  |
| 501 | 200090 | INSURANCE: U I F | E |  |  |  |  |  |  |  |  |  |  |
| 501 | 200100 | HOUSING SUBSIDY | E |  |  |  |  |  |  |  |  |  |  |
| 501 | 200160 | ALLOWANCES : TRANSPORT | E |  |  |  |  |  |  |  |  |  |  |
| 501 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 1 | E |  |  |  |  |  |  |  |  |  |  |
| 501 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E |  |  |  |  |  |  |  |  |  |  |
| 501 | 203040 | CONTRIBUTION: BARGAINING COUNC | E |  |  |  |  |  |  |  |  |  |  |
| 501 | 235131 | ACQUISITION AND MAINTENANCE OF ICT EQUIPMENT | E |  |  |  |  | 500 000.00 |  | 530 000.00 |  | 561 800.00 |  |
| 501 | 260020 | PURCHASING: BOOKS & MAGAZINES | E |  |  |  |  | 5 000.00 |  | 5 300.00 |  | 5 618.00 |  |
| 501 | 260050 | PURCHASING: PRINT.& STATIONARY | E |  |  |  |  | 25 000.00 |  | 26 500.00 |  | 28 090.00 |  |
| 501 | 260130 | PROTECTIVE CLOTHING | E |  |  |  |  | 600.00 |  | 636.00 |  | 674.16 |  |
| 501 | 260000 | DEVELOPMENT OF ICT FRAMEWORK | E |  |  |  |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 501 | 260400 | SERVICES: POSTAGE | E |  |  |  |  |  |  | 0.00 |  | 0.00 |  |
| 501 | 260430 | SERVICES: PROGRAMMING | E |  |  |  |  | 1 860 679.00 |  | 1 972 319.74 |  | 2 090 658.92 |  |
| 501 | 260730 | SUNDRIES: TRAVELLING & ACCOM. | E |  |  |  |  | 80 396.95 |  | 85 220.77 |  | 90 334.01 |  |
| 501 | 235000 | SERVER ROOM MAINTENACE | E |  |  |  |  | 80 000.00 |  | 84 800.00 |  | 89 888.00 |  |
| 501 | 260745 | ICT LICENSES | E |  |  |  |  | 854 852.76 |  | 906 143.93 |  | 960 512.56 |  |
| 501 | 260781 | WEBSITE MAINTENANCE | E |  |  |  |  | 75 000.00 |  | 79 500.00 |  | 84 270.00 |  |
|  |  | **TOTAL FOR ADMINISTRATION** |  | **12 857 294.61** | **0.00** | **0.00** | **0.00** | **3 481 528.71** | **-** | **3 690 420.43** | **-** | **3 911 845.66** | **-** |
| **COUNCIL GENERAL** | | | | | | | | | | | | | |
| 505 | 15015 | COMMUNITY SERVICES LEVY | I |  | 0.00 |  | 0.00 |  | - |  | - |  | - |
| 505 | 60009 | SALE OF TENDER DOCUMENTS | I |  | -518 756.11 |  | -518 756.11 |  | (549 881.48) |  | (582 874.37) |  | (617 846.83) |
| 505 | 60012 | GRANT:WARD COMITEE SUPPORT | I |  | -5 779 000.00 |  | -5 779 000.00 |  | (6 078 000.00) |  | (6 375 000.00) |  | (6 689 000.00) |
| 505 | 60016 | CELLPHONE INCOME | I |  | -169 165.97 |  | -169 165.97 |  | (179 315.93) |  | (190 074.88) |  | (201 479.38) |
| 505 | 60025 | CLAIMS - SKILLS DEVELOPMENT | I |  | -208 403.28 |  | -208 403.28 |  | (220 907.48) |  | (234 161.93) |  | (248 211.64) |
| 505 | 60026 | EPWP GRANT | I |  | -1 157 000.00 |  | -1 157 000.00 |  | (1 258 000.00) |  | - |  | - |
| 505 | 60295 | PROPERTY RATES GOVERNMENT | I |  | -335 809.35 |  | 0.00 |  | - |  | - |  | - |
| 505 | 200001 | SALARIES 1 | E | 3 188 264.19 |  | 2 568 713.00 |  | 3 611 709.71 |  | 3 828 412.29 |  | 4 058 117.03 |  |
| 505 | 200030 | OVERTIME: PD 2 | E | 55 682.80 |  | 45 682.80 |  | 48 423.77 |  | 51 329.19 |  | 54 408.95 |  |
| 505 | 200050 | LEAVE BONUSES: PD 2 | E | 260 773.10 |  | 160 354.00 |  | 169 975.24 |  | 180 173.75 |  | 190 984.18 |  |
| 505 | 200060 | STANDBY ALLOWENCES | E | 25 680.00 |  | 25 680.00 |  | 27 220.80 |  | 28 854.05 |  | 30 585.29 |  |
| 505 | 200080 | GROUP LIFE INSURANCE | E | 3 506.48 |  | 3 506.48 |  | 3 716.87 |  | 3 939.88 |  | 4 176.27 |  |
| 505 | 200090 | INSURANCE: U I F | E | 25 753.28 |  | 25 753.28 |  | 27 298.48 |  | 28 936.39 |  | 30 672.57 |  |
| 505 | 200100 | HOUSING SUBSIDY | E | 18 412.56 |  | 18 412.56 |  | 19 517.31 |  | 20 688.35 |  | 21 929.65 |  |
| 505 | 200160 | ALLOWANCES : TRANSPORT | E | 887 296.39 |  | 486 591.00 |  | 515 786.46 |  | 546 733.65 |  | 579 537.67 |  |
| 505 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 680 252.01 |  | 453 414.00 |  | 780 074.80 |  | 826 879.29 |  | 876 492.04 |  |
| 505 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 177 361.49 |  | 129 423.00 |  | 137 188.38 |  | 145 419.68 |  | 154 144.86 |  |
| 505 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 1 305.83 |  | 1 305.83 |  | 1 384.18 |  | 1 467.23 |  | 1 555.26 |  |
| 505 | 235230 | VEHICLES | E | 112 360.00 |  | 112 360.00 |  | 119 101.60 |  | 126 247.70 |  | 133 822.56 |  |
| 505 | 260001 | COUNCILLORS SALARIES & WAGES | E | 6 803 405.84 |  | 6 803 405.84 |  | 7 211 610.19 |  | 7 644 306.80 |  | 8 102 965.21 |  |
| 505 | 260002 | COUNCILLORS TRANSPORT ALLOWANC | E | 1 763 593.68 |  | 1 763 593.68 |  | 1 869 409.30 |  | 1 981 573.86 |  | 2 100 468.29 |  |
| 505 | 260003 | COUNCILLORS PENSION FUND CONTR | E | 1 728 127.75 |  | 1 728 127.75 |  | 1 831 815.42 |  | 1 941 724.34 |  | 2 058 227.80 |  |
| 505 | 260005 | COUNCILLORS CELL PHONE ALLOWAN | E | 707 842.56 |  | 707 842.56 |  | 750 313.11 |  | 795 331.90 |  | 843 051.81 |  |
| 505 | 260006 | CLOTHING ALLOWANCES | E | 12 720.00 |  | 12 720.00 |  | 13 483.20 |  | 14 292.19 |  | 15 149.72 |  |
| 505 | 260140 | PURCHASING: VEHICLE LICENCES | E | 1 152.81 |  | 1 152.81 |  | 1 221.98 |  | 1 295.30 |  | 1 373.02 |  |
| 505 | 260450 | SERVICES: LEGAL FEES | E | 3 270 735.47 |  | 3 270 735.47 |  | 3 000 000.00 |  | 3 180 000.00 |  | 3 370 800.00 |  |
| 505 | 260471 | SERVICES: CELL PHONES | E | 87 299.16 |  | 87 299.16 |  | 92 537.11 |  | 98 089.34 |  | 103 974.70 |  |
| 505 | 260490 | SPECIAL PROGRAMMES | E | 250 000.00 |  | 150 000.00 |  | 250 000.00 |  | 265 000.00 |  | 280 900.00 |  |
| 505 | 260630 | MAYORAL DONATIONS | E | 150 000.00 |  | 150 000.00 |  | 175 000.00 |  | 185 500.00 |  | 196 630.00 |  |
| 505 | 260631 | MAYORAL PROGRAMME: YOUTH DEVEL | E | 100 000.00 |  | 100 000.00 |  | 106 000.00 |  | 112 360.00 |  | 119 101.60 |  |
| 505 | 260641 | WARD COMMITTEE SUPPORT -STIPEND | E | 1 920 000.00 |  | 1 920 000.00 |  | 2 035 200.00 |  | 2 157 312.00 |  | 2 286 750.72 |  |
| 505 | 260642 | WARD COMMITTEE SUPPORT | E | 980 000.00 |  | 980 000.00 |  | 980 000.00 |  | 1 038 800.00 |  | 1 101 128.00 |  |
| 505 | 260690 | SUNDRIES: MEMBERSHIP FEES | E | 258 228.85 |  | 158 228.85 |  | 167 722.58 |  | 177 785.94 |  | 188 453.09 |  |
| 505 | 260710 | SUNDRIES: ENTERTAINMENT | E | 150 000.00 |  | 150 000.00 |  | 159 000.00 |  | 168 540.00 |  | 178 652.40 |  |
| 505 | 260720 | SUNDRIES: TRAINING COURSES | E | 200 000.00 |  | 100 000.00 |  | 200 000.00 |  | 212 000.00 |  | 224 720.00 |  |
| 505 | 260725 | SUNDRIES: PUBLIC PARTICIPATION | E | 700 000.00 |  | 500 000.00 |  | 600 000.00 |  | 636 000.00 |  | 674 160.00 |  |
| 505 | 260730 | SUNDRIES: TRAVELLING & ACCOM. | E | 1 100 000.00 |  | 1 100 000.00 |  | 1 148 000.00 |  | 1 216 880.00 |  | 1 289 892.80 |  |
| 505 | 260731 | EPWP EXPENSES | E | 1 157 000.00 |  | 1 157 000.00 |  | 1 258 000.00 |  | 0.00 |  | 0.00 |  |
| 505 | 260790 | SETA LEVIES | E | 480 845.43 |  | 480 845.43 |  | 509 696.16 |  | 540 277.93 |  | 572 694.60 |  |
| 505 | 260810 | SUNDRIES: VEHICLE COSTS | E | 199 577.79 |  | 199 577.79 |  | 211 552.46 |  | 224 245.60 |  | 237 700.34 |  |
| 505 | 260900 | NAME CHANGE & CORPORATE IMAGE | E | 350 000.00 |  | 250 000.00 |  | 265 000.00 |  | 280 900.00 |  | 297 754.00 |  |
| 505 | 305000 | MAYORAL VEHICLE |  |  |  |  |  | 800 000.00 |  | 0.00 |  | 0.00 |  |
|  |  | **TOTAL FOR COUNCIL GENERAL** |  | **27 807 177.47** | **-8 168 134.71** | **25 801 725.29** | **-7 832 325.36** | **29 096 959.10** | **-8 286 104.88** | **28 661 296.65** | **-7 382 111.17** | **30 380 974.44** | **-7 756 537.84** |
| **HUMAN RESOURCES** | | | | | | | | | | | | | |
| 510 | 200001 | SALARIES 1 | E | 2 198 032.73 |  | 2 202 904.00 |  | 2 357 108.07 |  | 2 498 534.55 |  | 2 648 446.62 |  |
| 510 | 200030 | OVERTIME: PD 2 | E | 55 682.80 |  | 55 682.80 |  | 59 023.77 |  | 62 565.19 |  | 66 319.11 |  |
| 510 | 200050 | LEAVE BONUSES: PD 2 | E | 171 836.67 |  | 171 836.67 |  | 182 146.87 |  | 193 075.68 |  | 204 660.22 |  |
| 510 | 200060 | STANDBY ALLOWANCE: PD 1 | E | 25 680.00 |  | 25 680.00 |  | 27 220.80 |  | 28 854.05 |  | 30 585.29 |  |
| 510 | 200080 | GROUP LIFE INSURANCE | E | 19 464.93 |  | 19 464.93 |  | 20 632.83 |  | 21 870.80 |  | 23 183.04 |  |
| 510 | 200090 | INSURANCE: U I F | E | 15 952.84 |  | 15 952.84 |  | 16 910.01 |  | 17 924.61 |  | 19 000.09 |  |
| 510 | 200100 | HOUSING SUBSIDY | E | 6 137.52 |  | 8 538.00 |  | 9 050.28 |  | 9 593.30 |  | 10 168.89 |  |
| 510 | 200160 | ALLOWANCES : TRANSPORT | E | 426 245.11 |  | 426 245.11 |  | 451 819.82 |  | 478 929.01 |  | 507 664.75 |  |
| 510 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 445 535.92 |  | 445 535.92 |  | 486 551.10 |  | 515 744.16 |  | 546 688.81 |  |
| 510 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 75 067.78 |  | 75 067.78 |  | 79 571.85 |  | 84 346.16 |  | 89 406.93 |  |
| 510 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 783.50 |  | 783.50 |  | 830.51 |  | 880.34 |  | 933.16 |  |
| 510 | 260050 | PURCHASING: PRINT.& STATIONARY | E | 250 000.00 |  | 150 000.00 |  | 159 000.00 |  | 168 540.00 |  | 178 652.40 |  |
| 510 | 260111 | PURCHASING;BOOKS AND MAGS | A | 95 000.00 |  | 95 000.00 |  | 100 700.00 |  | 106 742.00 |  | 113 146.52 |  |
| 510 | 260146 | PERFORMANCE MANAGEMENT SYSTEM | E | 42 400.00 |  | 42 400.00 |  | 44 944.00 |  | 47 640.64 |  | 50 499.08 |  |
| 510 | 260471 | SERVICES: CELL PHONES | E | 32 677.80 |  | 32 677.80 |  | 34 638.47 |  | 36 716.78 |  | 38 919.78 |  |
| 510 | 260661 | EMPLOYEE PROGRAMMES | E | 350 000.00 |  | 250 000.00 |  | 400 000.00 |  | 424 000.00 |  | 449 440.00 |  |
| 510 | 260720 | SUNDRIES: TRAINING COURSES | E | 650 000.00 |  | 670 000.00 |  | 700 000.00 |  | 742 000.00 |  | 786 520.00 |  |
| 510 | 260721 | OCCUPATIONAL HEALTH AND SAFETY | E | 300 000.00 |  | 300 000.00 |  | 350 000.00 |  | 371 000.00 |  | 393 260.00 |  |
| 510 | 260722 | ADVERTS | E | 550 000.00 |  | 350 000.00 |  | 371 000.00 |  | 393 260.00 |  | 416 855.60 |  |
| 510 | 260723 | WCA:WROKMEN'S COMPENSATION | E | 900 000.00 |  | 900 000.00 |  | 1 100 000.00 |  | 1 166 000.00 |  | 1 235 960.00 |  |
| 510 | 260724 | RENTAL OF CLOCKING SYSTEM | E | 100 000.00 |  | 100 000.00 |  | 75 000.00 |  | 79 500.00 |  | 84 270.00 |  |
| 510 | 260726 | JOB EVALUATION | E | 500 000.00 |  | 500 000.00 |  | 600 000.00 |  | 636 000.00 |  | 674 160.00 |  |
| 510 | 260727 | HUMAN RESOURCE STARTEGY | E | 250 000.00 |  | 250 000.00 |  | 265 000.00 |  | 280 900.00 |  | 297 754.00 |  |
| 510 | 260730 | SUNDRIES: TRAVELLING & ACCOM. | E | 250 000.00 |  | 250 000.00 |  | 265 000.00 |  | 280 900.00 |  | 297 754.00 |  |
| 510 | 260812 | EMPLOYMENT EQUITY | E | 50 000.00 |  | 20 000.00 |  | 50 000.00 |  | 53 000.00 |  | 56 180.00 |  |
| 510 | 260000 | TOP LEARNERS AWARDS | E |  |  |  |  | 80 000.00 |  | 84 800.00 |  | 89 888.00 |  |
| 510 | 260813 | EMPLOYEE MERIT AWARD | E | 100 000.00 |  | 100 000.00 |  | 120 000.00 |  | 127 200.00 |  | 134 832.00 |  |
| 510 | 306020 | BURSARY FUND:COMMUNITY | E | 700 000.00 |  | 700 000.00 |  | 850 000.00 |  | 901 000.00 |  | 955 060.00 |  |
| 510 | 306021 | BURSARY FUND:STAFF | E | 300 000.00 |  | 300 000.00 |  | 318 000.00 |  | 337 080.00 |  | 357 304.80 |  |
|  |  | **TOTAL FOR HUMAN RESOURCES** |  | **8 860 497.60** | **0.00** | **8 457 769.35** | **0.00** | **9 574 148.36** | **-** | **10 148 597.26** | **-** | **10 757 513.10** | **-** |
| **LIBRARY** | | | | | | | | | | | | | |
| 540 | 5010 | CHARGES: LOST BOOKS - LIBRARY | I |  | -1 132.08 |  | -1 132.08 |  | (1 200.00) |  | (1 272.01) |  | (1 348.33) |
| 540 | 40010 | FINES | I |  | -201.97 |  | -201.97 |  | (214.09) |  | (226.93) |  | (240.55) |
| 540 | 60090 | FEES: PHOTOCOPIES - LIBRARY | I |  | -1 132.08 |  | -1 132.08 |  | (1 200.00) |  | (1 272.01) |  | (1 348.33) |
| 540 | 200001 | SALARIES 1 | E | 362 722.04 |  | 362 722.04 |  | 388 112.58 |  | 411 399.34 |  | 436 083.30 |  |
| 540 | 200050 | LEAVE BONUSES: PD 2 | E | 30 226.84 |  | 30 226.84 |  | 32 342.72 |  | 34 283.28 |  | 36 340.28 |  |
| 540 | 200090 | INSURANCE: U I F | E | 3 819.13 |  | 3 819.13 |  | 4 086.47 |  | 4 331.66 |  | 4 591.56 |  |
| 540 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 79 798.93 |  | 79 798.93 |  | 85 384.86 |  | 90 507.95 |  | 95 938.42 |  |
| 540 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 174.11 |  | 174.11 |  | 186.30 |  | 197.48 |  | 209.32 |  |
| 540 | 260050 | PURCHASING: PRINT.& STATIONARY | E | 25 519.68 |  | 25 519.68 |  | 27 050.86 |  | 28 673.91 |  | 30 394.35 |  |
| 540 | 260230 | DEPT.EXPENDITURE: ELECTRICITY | E | 26 968.51 |  | 26 968.51 |  | 28 586.62 |  | 30 301.82 |  | 32 119.93 |  |
| 540 | 260240 | DEPT.EXPENDITURE: REFUSE | E | 2 189.67 |  | 2 189.67 |  | 2 321.05 |  | 2 460.31 |  | 2 607.93 |  |
| 540 | 260250 | DEPT EXPENDITURE:SEWERAGE | E | 1 165.66 |  | 1 165.66 |  | 1 235.60 |  | 1 309.74 |  | 1 388.32 |  |
| 540 | 260260 | DEPT EXPENDITURE: WATER | E | 3 425.71 |  | 3 425.71 |  | 3 631.25 |  | 3 849.13 |  | 4 080.08 |  |
| 540 | 260730 | SUNDRIES: TRAVELLING & ACCOM. | E | 2 120.00 |  | 2 120.00 |  | 2 247.20 |  | 2 382.03 |  | 2 524.95 |  |
|  |  | **TOTAL FOR LIBRARY** |  | **538 130.28** | **-2 466.13** | **538 130.28** | **-2 466.13** | **575 185.51** | **(2 614.10)** | **609 696.64** | **(2 770.94)** | **646 278.44** | **(2 937.20)** |
| **MUNICIPAL OFFICES** | | | | | | | | | | | | | |
| 570 | 20020 | RENTAL: BUILDINGS | I |  | 0.00 | 0.00 |  |  |  |  |  |  |  |
|  |  | **TOTAL FOR MUNICIPAL OFFICES** |  | **0.00** | **0.00** | **0.00** | **0.00** | **-** | **-** | **-** | **-** | **-** | **-** |
| **HOUSING AND BUILDING CONTROL** | | | | | | | | | | | | | |
| 625 | 20020 | RENTAL BUILDINGS | I |  | -168 540.68 |  | -168 540.68 |  | (178 653.12) |  | (189 372.31) |  | (200 734.65) |
| 625 | 20040 | RENTAL MARIA VISAGIE | I |  | -28 889.22 |  | -28 889.22 |  | (30 622.57) |  | (32 459.93) |  | (34 407.52) |
| 625 | 20050 | RENTAL: EQUIPMENT | I |  | 0.00 |  | 0.00 |  | - |  | - |  | - |
| 625 | 60020 | SUNDRIES INCOME | I |  | 0.00 |  | 0.00 |  | - |  | - |  | - |
| 625 | 60060 | FEES: BUILDING PLANS | I |  | -52 479.52 |  | -52 479.52 |  | (55 628.29) |  | (58 965.99) |  | (62 503.95) |
| 625 | 200001 | SALARIES 1 | E | 1 400 662.96 |  | 1 427 063.00 |  | 1 522 933.82 |  | 1 614 309.85 |  | 1 711 168.44 |  |
| 625 | 200030 | OVERTIME: PD 2 | E | 11 350.00 |  | 41 350.00 |  | 43 831.00 |  | 46 460.86 |  | 49 248.51 |  |
| 625 | 200050 | LEAVE BONUSES: PD 2 | E | 111 931.98 |  | 114 132.00 |  | 120 979.92 |  | 128 238.72 |  | 135 933.04 |  |
| 625 | 200060 | HOUSING & BUILDING CONTROL | E | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 625 | 200090 | INSURANCE: U I F | E | 11 064.23 |  | 11 064.23 |  | 11 728.08 |  | 12 431.77 |  | 13 177.67 |  |
| 625 | 200100 | HOUSING SUBSIDY | E | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 625 | 200160 | ALLOWANCES : TRANSPORT | E | 346 053.66 |  | 346 053.66 |  | 366 816.88 |  | 388 825.89 |  | 412 155.45 |  |
| 625 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 279 001.52 |  | 279 001.52 |  | 322 400.03 |  | 341 744.03 |  | 362 248.67 |  |
| 625 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 52 672.25 |  | 52 672.25 |  | 55 832.59 |  | 59 182.54 |  | 62 733.49 |  |
| 625 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 609.39 |  | 609.39 |  | 645.95 |  | 684.71 |  | 725.79 |  |
| 625 | 235021 | AIRCONDITIONING | E | 169 335.00 |  | 269 335.00 |  | 285 495.10 |  | 302 624.81 |  | 320 782.29 |  |
| 625 | 235030 | BUILDINGS & EQIPMENTS(CIVIL) | E | 634 284.90 |  | 634 284.90 |  | 572 341.99 |  | 606 682.51 |  | 643 083.46 |  |
| 625 | 260130 | PROTECTIVE CLOTHING | E | 10 000.00 |  | 10 000.00 |  | 10 600.00 |  | 11 236.00 |  | 11 910.16 |  |
| 625 | 260230 | DEPT.EXPENDITURE:ELEC. | E | 1 688 488.08 |  | 1 588 488.08 |  | 1 183 797.36 |  | 1 254 825.21 |  | 1 330 114.72 |  |
| 625 | 260240 | DEPT.EXPENDITURE:REFUSE | E | 50 980.02 |  | 50 980.02 |  | 54 038.82 |  | 57 281.15 |  | 60 718.02 |  |
| 625 | 260250 | DEPT.EXPENDITURE:SEWERAGE | E | 11 084.81 |  | 11 084.81 |  | 11 749.90 |  | 12 454.89 |  | 13 202.19 |  |
| 625 | 260260 | DEPT.EXPENDITURE:WATER | E | 59 919.42 |  | 59 919.42 |  | 63 514.59 |  | 67 325.46 |  | 71 364.99 |  |
| 625 | 260310 | SERVICES: TOWN PLANNING | E | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 625 | 260471 | SERVICES:CELL PHONES | E | 30 122.64 |  | 30 122.64 |  | 31 930.00 |  | 33 845.80 |  | 35 876.55 |  |
| 625 | 260580 | RENTAL FEES LAND & BUILDING | E | 306 088.76 |  | 402 000.00 |  | 426 120.00 |  | 451 687.20 |  | 478 788.43 |  |
| 625 | 305000 | PROVISION OF OFFICE SPACE |  |  |  | 0.00 |  | 800 000.00 |  | 848 000.00 |  | 898 880.00 |  |
| 625 | 260730 | SUNDRIES: TRAVELLING & ACCOM. | E | 97 961.42 |  | 97 961.42 |  | 103 839.11 |  | 110 069.45 |  | 116 673.62 |  |
|  |  | **TOTAL FOR HOUSING AND BUILDING CONTROL** |  | **5 271 611.04** | **-249 909.42** | **5 426 122.34** | **-249 909.42** | **5 988 595.14** | **(264 903.99)** | **6 347 910.85** | **(280 798.22)** | **6 728 785.50** | **(297 646.12)** |
| **FLEET MANAGEMENT** | | | | | | | | | | | | | |
| 640 | 200001 | SALARIES 1 | E | 997 517.26 |  | 831 978.00 |  | 1 067 343.47 |  | 1 131 384.07 |  | 1 199 267.12 |  |
| 640 | 200030 | OVERTIME: PD 2 | E | 71 775.60 |  | 61 775.00 |  | 65 481.50 |  | 69 410.39 |  | 73 575.01 |  |
| 640 | 200050 | LEAVE BONUSES: PD 2 | E | 83 126.44 |  | 69 331.00 |  | 73 490.86 |  | 77 900.31 |  | 82 574.33 |  |
| 640 | 200090 | INSURANCE: U I F | E | 8 370.78 |  | 8 370.78 |  | 8 873.03 |  | 9 405.41 |  | 9 969.73 |  |
| 640 | 200100 | HOUSING SUBSIDY | E | 6 137.52 |  | 6 137.52 |  | 6 505.77 |  | 6 896.12 |  | 7 309.88 |  |
| 640 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 211 716.56 |  | 175 298.00 |  | 234 815.56 |  | 248 904.50 |  | 263 838.77 |  |
| 640 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 47 171.59 |  | 47 171.59 |  | 50 001.89 |  | 53 002.00 |  | 56 182.12 |  |
| 640 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 522.33 |  | 522.33 |  | 553.67 |  | 586.89 |  | 622.10 |  |
| 640 | 235230 | VEHICLES | E | 3 370 800.00 |  | 3 370 800.00 |  | 3 073 048.00 |  | 3 257 430.88 |  | 3 452 876.73 |  |
| 640 | 260030 | PURCHASING: FUEL (OTHER) | E | 180 041.34 |  | 180 041.34 |  | 190 843.82 |  | 202 294.45 |  | 214 432.12 |  |
| 640 | 260050 | PURCHASING: PRINT.& STATIONARY | E | 1 476.41 |  | 1 476.41 |  | 1 564.99 |  | 1 658.89 |  | 1 758.43 |  |
| 640 | 260230 | DEPT.EXPENDITURE: ELECTRICITY | E | 48 611.89 |  | 48 611.89 |  | 51 528.60 |  | 54 620.32 |  | 57 897.54 |  |
| 640 | 260240 | DEPT.EXPENDITURE: REFUSE | E | 11 495.77 |  | 11 495.77 |  | 12 185.52 |  | 12 916.65 |  | 13 691.65 |  |
| 640 | 260250 | DEPT EXPENDITURE:SEWERAGE | E | 1 278.13 |  | 1 278.13 |  | 1 354.82 |  | 1 436.11 |  | 1 522.27 |  |
| 640 | 260260 | DEPT EXPENDITURE: WATER | E | 9 706.42 |  | 9 706.42 |  | 10 288.81 |  | 10 906.13 |  | 11 560.50 |  |
| 640 | 260471 | SERVICES: CELL PHONE | E | 18 759.24 |  | 18 759.24 |  | 19 884.79 |  | 21 077.88 |  | 22 342.55 |  |
| 640 | 260730 | SUNDRIES: TRAVELLING & ACCOM. | E | 17 891.77 |  | 17 891.77 |  | 18 965.28 |  | 20 103.19 |  | 21 309.38 |  |
| 640 | 260810 | SUNDRIES: VEHICLE COSTS | E | 32 711.39 |  | 32 711.39 |  | 34 674.07 |  | 36 754.52 |  | 38 959.79 |  |
| 640 | 260815 | FUEL AND OIL | E | 1 950 000.00 |  | 1 950 000.00 |  | 1 567 000.00 |  | 1 661 020.00 |  | 1 760 681.20 |  |
| 640 | 200130 | PROTECTIVE CLOTHING | E |  |  |  |  | 6 000.00 |  |  |  |  |  |
| 640 | 260816 | FLEET MANAGEMENT | E | 47 945.58 |  | 47 945.58 |  | 50 822.31 |  | 53 871.65 |  | 57 103.95 |  |
|  |  | **TOTAL FOR FLEET MANAGEMENT** |  | **7 117 056.02** | **0.00** | **6 891 302.16** | **0.00** | **6 545 226.76** | **-** | **6 931 580.36** | **-** | **7 347 475.19** | **-** |
| **ROADS AND STORMWATER** | | | | | | | | | | | | | |
| 650 | 200001 | SALARIES 1 | E | 5 141 572.17 |  | 5 117 663.00 |  | 5 471 565.39 |  | 5 799 859.32 |  | 6 147 850.88 |  |
| 650 | 200030 | OVERTIME: PD 2 | E | 322 676.00 |  | 322 676.00 |  | 342 036.56 |  | 362 558.75 |  | 384 312.28 |  |
| 650 | 200050 | LEAVE BONUSES: PD 2 | E | 402 027.84 |  | 401 548.00 |  | 426 149.51 |  | 451 718.48 |  | 478 821.59 |  |
| 650 | 200060 | STANDBY ALLOWANCE | E | 26 840.83 |  | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 650 | 200090 | INSURANCE: U I F | E | 47 830.35 |  | 47 830.35 |  | 50 700.17 |  | 53 742.18 |  | 56 966.71 |  |
| 650 | 200100 | HOUSING SUBSIDY | E | 6 137.52 |  | 92 538.00 |  | 79 842.40 |  | 84 632.94 |  | 89 710.92 |  |
| 650 | 200160 | ALLOWANCE:TRANSPORT | E | 48 150.00 |  | 48 150.00 |  | 51 039.00 |  | 54 101.34 |  | 57 347.42 |  |
| 650 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 1 011 976.60 |  | 1 011 976.60 |  | 1 134 295.15 |  | 1 202 352.86 |  | 1 274 494.03 |  |
| 650 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 68 719.68 |  | 77 684.00 |  | 72 842.86 |  | 77 213.43 |  | 81 846.24 |  |
| 650 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 4 352.76 |  | 4 352.76 |  | 4 613.93 |  | 4 890.77 |  | 5 184.21 |  |
| 650 | 235050 | TOOLS | E | 5 893.72 |  | 0.00 |  | 5 893.72 |  | 6 247.34 |  | 6 622.18 |  |
| 650 | 235090 | MACHINERY & EQUIPMENT | E | 2 257.80 |  | 0.00 |  | 2 257.80 |  | 2 393.27 |  | 2 536.86 |  |
| 650 | 235170 | STREETS | E | 1 730 175.47 |  | 1 730 175.47 |  | 1 633 986.00 |  | 1 732 025.16 |  | 1 835 946.67 |  |
| 650 | 235210 | AERODROME | E | 4 430.98 |  | 4 430.98 |  | 500 000.00 |  | 530 000.00 |  | 561 800.00 |  |
| 650 | 235211 | ROAD MARKING PAINT | E | 500 000.00 |  | 500 000.00 |  | 230 000.00 |  | 243 800.00 |  | 258 428.00 |  |
| 650 | 235230 | VEHICLES | E |  |  |  |  | 337 522.70 |  | 357 774.06 |  | 379 240.51 |  |
| 650 | 260050 | PURCHASING: PRINT.& STATIONARY | E | 7 895.37 |  | 7 895.37 |  | 8 369.09 |  | 8 871.24 |  | 9 403.51 |  |
| 650 | 260130 | PROTECTIVE CLOTHING | E | 58 663.65 |  | 58 663.65 |  | 62 183.47 |  | 65 914.48 |  | 69 869.35 |  |
| 650 | 260140 | PURCHASING: VEHICLE LICENCES | E | 26 028.48 |  | 26 028.48 |  | 27 590.19 |  | 29 245.60 |  | 31 000.34 |  |
| 650 | 260149 | BOMAG ROLLER | E | 500 000.00 |  | 500 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 650 | 260240 | DEPT.EXPENDITURE: REFUSE | E | 132 635.14 |  | 132 635.14 |  | 140 593.25 |  | 149 028.85 |  | 157 970.58 |  |
| 650 | 260471 | SERVICES:CELL PHONES | E | 28 825.80 |  | 28 825.80 |  | 30 555.35 |  | 32 388.67 |  | 34 331.99 |  |
| 650 | 260690 | PROFFESIONAL MEMBERSHIP | E | 50 000.00 |  | 25 000.00 |  | 26 500.00 |  | 28 090.00 |  | 29 775.40 |  |
| 650 | 260730 | SUNDRIES:TRAVELLING & ACCOMODA | E | 200 000.00 |  | 100 000.00 |  | 106 000.00 |  | 112 360.00 |  | 119 101.60 |  |
| 650 | 305025 | CONSULTANCY SERVICES |  |  |  |  |  | 200 000.00 |  | 212 000.00 |  | 224 720.00 |  |
| 650 | 305025 | DUMPER X 2 | A | 650 000.00 |  | 650 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 650 | 305077 | ROAD & STORM WATER MASTERPLAN | A | 1 000 000.00 |  | 1 000 000.00 |  | 500 000.00 |  | 530 000.00 |  | 561 800.00 |  |
| 650 | 305114 | MOBILE TOILETS | A | 240 000.00 |  | 240 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 650 | 305131 | PHETWANE INT ROAD | MIG | 1 500 000.00 |  | 1 490 000.00 |  | 7 000 000.00 |  | 7 420 000.00 |  | 7 865 200.00 |  |
| 650 | 305137 | ELANDSKRAAL INTERNAL STREETS | MIG | 14 000 000.00 |  | 11 360 000.00 |  | 7 000 000.00 |  | 7 420 000.00 |  | 7 865 200.00 |  |
| 650 | 305141 | UPGRADING OF ROAD MATILU |  | 5 000 000.00 |  | 5 710 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 650 | 305142 | UGRADING OF ROAD PULENG |  | 5 000 000.00 |  | 7 380 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 650 | 305143 | MOHLALAOTWANE INTERNAL STREET | A | 6 805 000.00 |  | 6 805 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 650 | 305144 | DICHOEUNG INTERNAL ROAD | A | 7 000 000.00 |  | 12 500 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 650 | 305000 | RATHOKE INTERNAL STREET | MIG |  |  |  |  | 7 000 000.00 |  | 7 420 000.00 |  | 7 865 200.00 |  |
| 650 | 305000 | NGWALEMONG INTERNAL STREETS | MIG |  |  |  |  | 7 000 000.00 |  | 7 420 000.00 |  | 7 865 200.00 |  |
| 650 | 305000 | REHABILITATION OF LEEUWFONTEIN INTERNAL STREETS |  |  |  |  |  | 2 000 000.00 |  | 2 120 000.00 |  | 2 247 200.00 |  |
| 650 | 305000 | CONSTRUCTION OF INUSTRIA ROAD |  |  |  |  |  | 1 000 000.00 |  | 1 060 000.00 |  | 1 123 600.00 |  |
| 650 | 305000 | PLANNING AND DESIGN FOR MASHEMONG/MOIHOEK | MIG |  |  |  |  | 1 200 000.00 |  | 1 618 980.00 |  | 2 473 378.80 |  |
| 650 | 305000 | PLANNING AND DESIGN FOR MAMPHOGO SPORTS COMPLEX | MIG |  |  |  |  | 1 200 000.00 |  | 1 272 000.00 |  | 1 348 320.00 |  |
| 650 | 305145 | MOGANYAKA ACCESS ROAD | E | 8 500 000.00 |  | 8 500 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 650 | 305146 | CONSTRUCTION: N 11 DUALISATION | A | 5 000 000.00 |  | 1 700 000.00 |  | 6 900 000.00 |  | 7 314 000.00 |  | 7 752 840.00 |  |
| 650 | 305147 | STORMWATER EXT: 6 | A | 7 000 000.00 |  | 2 400 000.00 |  | 6 000 000.00 |  | 6 360 000.00 |  | 6 741 600.00 |  |
| 650 | 305148 | SAW CUTTER x 2 | A | 120 000.00 |  | 120 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 650 | 305149 | BACKHOE LOADER |  |  |  |  |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 650 | 305150 | MOTOR GRADER |  |  |  |  |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 650 | 305151 | LIGHT DELIVERY VEHICLE X2 |  |  |  |  |  | 400 000.00 |  | 424 000.00 |  | 449 440.00 |  |
| 650 | 305000 | REHABILITATION OF INTERNAL STREET |  |  |  |  |  | 2 500 000 |  | 2 650 000 |  | 2 809 000 |  |
| 650 |  | EPWP LEARNERSHIP(LED) |  |  |  |  |  | 0.00 |  | 0.00 |  | 0.00 |  |
|  |  | **TOTAL FOR ROADS AND STORMWATER** |  | **72 142 090.16** | **0.00** | **70 093 073.60** | **0.00** | **60 644 536.55** | **-** | **64 630 188.74** | **-** | **69 265 260.06** | **-** |
| **OFFICE OF THE MUNICPAL MANAGER** | | | | | | | | | | | | | |
| 750 | 200001 | SALARIES 1 | E | 1 538 216.93 |  | 1 625 437.00 |  | 1 999 837.40 |  | 2 119 827.64 |  | 2 247 017.30 |  |
| 750 | 200030 | OVERTIME: PD 2 | E | 15 634.84 |  | 15 634.84 |  | 16 572.93 |  | 17 567.31 |  | 18 621.34 |  |
| 750 | 200050 | LEAVE BONUSES: PD 2 | E | 117 484.74 |  | 109 753.00 |  | 139 154.12 |  | 147 503.36 |  | 156 353.57 |  |
| 750 | 200080 | GROUP LIFE INSURANCE | E | 3 883.46 |  | 3 883.46 |  | 4 116.47 |  | 4 363.46 |  | 4 625.26 |  |
| 750 | 200090 | INSURANCE: U I F | E | 7 687.82 |  | 7 687.82 |  | 8 149.09 |  | 8 638.03 |  | 9 156.32 |  |
| 750 | 200160 | ALLOWANCES : TRANSPORT | E | 136 214.64 |  | 136 214.64 |  | 148 423.98 |  | 157 329.42 |  | 166 769.18 |  |
| 750 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 310 153.98 |  | 310 153.98 |  | 367 366.87 |  | 389 408.88 |  | 412 773.41 |  |
| 750 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 21 964.10 |  | 143 056.00 |  | 151 639.36 |  | 160 737.72 |  | 170 381.98 |  |
| 750 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 435.28 |  | 435.28 |  | 461.40 |  | 489.08 |  | 518.43 |  |
| 750 | 260146 | PERFORMANCE MANAGEMENT SYSTEM | E | 334 137.28 |  | 500 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 750 | 260410 | AUDIT, PERFOMANCE & RISK COMMITTEES | E | 697 117.61 |  | 691 117.61 |  | 700 000.00 |  | 848 000.00 |  | 898 880.00 |  |
| 750 | 260000 | SERVICES: INTERNAL AUDIT |  |  |  |  |  | 350 000.00 |  | 424 000.00 |  | 449 440.00 |  |
| 750 | 260680 | MEMBERSHIP FEES |  |  |  | 6 000.00 |  | 14 500.00 |  | 15 370.00 |  | 16 292.20 |  |
| 750 | 260471 | SERVICES: CELL PHONES | E | 30 580.44 |  | 30 580.44 |  | 32 415.27 |  | 34 360.18 |  | 36 421.79 |  |
| 750 | 260680 | DELEGATIONS | E | 4 707.32 |  | 4 707.32 |  | 4 989.76 |  | 5 289.14 |  | 5 606.49 |  |
| 750 | 260710 | SUNDRIES: ENTERTAINMENT | E | 16 552.06 |  | 20 000.00 |  | 15 000.00 |  | 15 900.00 |  | 16 854.00 |  |
| 750 | 260730 | SUNDRIES: TRAVELLING & ACCOM. | E | 393 812.12 |  | 293 812.12 |  | 311 440.85 |  | 330 127.30 |  | 349 934.94 |  |
|  |  | **TOTAL FOR WATER SERVICES** |  | **3 628 582.62** | **0.00** | **3 898 473.51** | **0.00** | **4 264 067.48** | **-** | **4 678 911.53** | **-** | **4 959 646.22** | **-** |
| **URBAN RENEWAL PROGRAMME** | | | | | | | | | | | | | |
| 760 | 60196 | GRANT: MSIG | I |  | -930 000.00 | 0.00 | -930 000.00 |  | - |  | - |  | - |
| 760 | 200001 | SALARIES 1 | E | 1 192 902.68 |  | 946 207.00 |  | 1 351 660.22 |  | 1 432 759.83 |  | 1 518 725.42 |  |
| 760 | 200050 | LEAVE BONUSES: PD 2 | E | 99 408.56 |  | 96 463.00 |  | 112 637.35 |  | 119 395.59 |  | 126 559.33 |  |
| 760 | 200090 | INSURANCE: U I F | E | 6 709.49 |  | 6 709.49 |  | 7 179.15 |  | 7 609.90 |  | 8 066.50 |  |
| 760 | 200100 | HOUSING SUBSIDY | E | 6 137.52 |  | 8 538.00 |  | 9 135.15 |  | 9 683.26 |  | 10 264.25 |  |
| 760 | 200160 | ALLOWANCES : TRANSPORT | E | 247 003.43 |  | 247 003.43 |  | 264 293.67 |  | 280 151.29 |  | 296 960.37 |  |
| 760 | 203010 | CONTRIBUTIONS:PENSIONFUND: PD1 | E | 232 181.09 |  | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 760 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 0.00 |  | 220 882.00 |  | 297 362.61 |  | 315 204.36 |  | 334 116.63 |  |
| 760 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 63 863.81 |  | 63 863.81 |  | 68 334.28 |  | 72 434.33 |  | 76 780.39 |  |
| 760 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 433.16 |  | 433.16 |  | 459.15 |  | 486.70 |  | 515.90 |  |
| 760 | 260025 | IDP PROCESS | E | 265 000.00 |  | 165 000.00 |  | 300 000.00 |  | 318 000.00 |  | 337 080.00 |  |
| 760 | 260050 | PRINTING AND STATIONARY | E | 10 000.00 |  | 10 000.00 |  | 10 600.00 |  | 11 236.00 |  | 11 910.16 |  |
| 760 | 260111 | STRATEGIC PLANNING SESSION | E | 159 000.00 |  | 259 000.00 |  | 300 000.00 |  | 318 000.00 |  | 337 080.00 |  |
| 760 | 260112 | GIS | E | 180 000.00 |  | 380 000.00 |  | 202 800.00 |  | 214 968.00 |  | 227 866.08 |  |
| 760 | 260151 | LED STRATEGY | E | 300 000.00 |  | 300 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 760 | 260310 | SERVICES:TOWN PLANNING | E | 1 505.67 |  | 1 505.67 |  | 1 596.01 |  | 1 691.77 |  | 1 793.28 |  |
| 760 | 260315 | IMPLEMENTATION OF SPLUMA BYLAW | E | 100 000.00 |  | 100 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 760 | 260320 | REVIEW OF SDF | E | 100 000.00 |  | 100 000.00 |  | 106 000.00 |  | 112 360.00 |  | 119 101.60 |  |
| 760 | 260325 | REVIEW OF TPS | E | 180 000.00 |  | 100 000.00 |  | 106 000.00 |  | 112 360.00 |  | 119 101.60 |  |
| 760 | 260380 | SERVICES: MARKETING | E | 230 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 760 | 260381 | LED SUMMIT | E |  |  | 80 000.00 |  | 84 800.00 |  | 89 888.00 |  | 95 281.28 |  |
| 760 | 260382 | LED FORUM | E |  |  | 20 000.00 |  | 21 200.00 |  | 22 472.00 |  | 23 820.32 |  |
| 760 | 260385 | PMS QUARTERLY LEGKOTLA | E |  |  | 60 000.00 |  | 63 600.00 |  | 67 416.00 |  | 71 460.96 |  |
| 760 | 260000 | PERFORMANCE ASSESSMENTS |  |  |  |  |  | 80 000.00 |  | 84 800.00 |  | 89 888.00 |  |
| 760 | 260000 | PERFORMANCE MANAGEMENT SYSTEM |  |  |  |  |  | 500 000.00 |  | 530 000.00 |  | 561 800.00 |  |
| 760 | 260443 | GRANT: MSIG EXPENSES | E | 930 000.00 |  | 930 000.00 |  | 0.00 |  | 0.00 |  | 835 280.00 |  |
| 760 | 260471 | SERVICES: CELL PHONES | E | 37 848.14 |  | 37 848.14 |  | 40 119.03 |  | 42 526.17 |  | 45 077.74 |  |
| 760 | 260710 | SUNDRIES: ENTERTAINMENT | E | 5 300.00 |  | 5 300.00 |  | 8 000.00 |  | 8 480.00 |  | 8 988.80 |  |
| 760 | 260730 | SUNDRIES: TRAVELLING & ACCOM. | E | 160 000.00 |  | 160 000.00 |  | 169 600.00 |  | 179 776.00 |  | 190 562.56 |  |
|  |  | **TOTAL FOR URBAN RENEWAL PROGRAM** |  | **4 507 293.55** | **-930 000.00** | **4 298 753.70** | **-930 000.00** | **4 105 376.61** | **-** | **4 351 699.21** | **-** | **5 448 081.16** | **-** |
| **FINANCE** | | | | | | | | | | | | | |
| 775 | 10012 | PROPERTY RATES | I |  | -26 430 545.80 |  | -26 766 355.15 |  | (28 372 336.46) |  | (30 074 676.65) |  | (31 879 157.25) |
| 775 | 25010 | INTEREST: OUTSTANDING CONS ACC | I |  | -2 241 476.00 |  | -2 241 476.00 |  | (2 375 964.56) |  | (2 518 522.43) |  | (2 669 633.78) |
| 775 | 25020 | INTEREST: INVESTMENTS | I |  | -1 170 377.80 |  | -1 170 377.80 |  | (1 240 600.47) |  | (1 315 036.50) |  | (1 393 938.69) |
| 775 | 25040 | INTEREST: CURRENT ACCOUNT | I |  | -1 280 281.38 |  | -2 080 281.38 |  | (2 205 098.26) |  | (2 337 404.16) |  | (2 477 648.41) |
| 775 | 55035 | EQUITABLE SHARE | I |  | -112 767 000.00 |  | -112 767 000.00 |  | (111 478 000.00) |  | (120 628 000.00) |  | (128 521 000.00) |
| 775 | 55037 | GRANT FMG | I |  | -1 675 000.00 |  | -1 675 000.00 |  | (1 810 000.00) |  | (2 145 000.00) |  | (2 400 000.00) |
| 775 | 60006 | SUNDRY: INCOME ELANDSKRAAL | I |  | -113 208.00 |  | 0.00 |  |  |  | - |  | - |
| 775 | 60008 | SUNDRY: INCOME LEEUWFONTEIN | I |  | -169 812.00 |  | 0.00 |  |  |  | - |  | - |
| 775 | 60009 | SUNDRIES: UNALLOCATED RECEIPTS | I |  | 0.00 |  | 0.00 |  |  |  | - |  | - |
| 775 | 60020 | SEARCH FEES | I |  | -76 893.63 |  | -76 893.63 |  | (81 507.25) |  | (86 397.68) |  | (91 581.54) |
| 775 | 60200 | FEES: CLEARANCE CERTIFICATES | I |  | -9 056.64 |  | -9 056.64 |  | (9 600.04) |  | (10 176.04) |  | (10 786.60) |
| 775 | 60230 | FEES: VALUATION CERTIFICATES | I |  | -11 320.80 |  | -16 320.80 |  | (17 300.05) |  | (18 338.05) |  | (19 438.33) |
| 775 | 60290 | SURPLUS CASH/OVER&UNDER BANK | I |  | -2 106.88 |  | -2 106.88 |  | (0.00) |  | (2 367.29) |  | (2 509.33) |
| 775 | 60016 | SALE OF ASSETS |  |  |  |  |  |  | (600 000.00) |  |  |  |  |
| 775 | 200001 | SALARIES 1 | E | 5 452 710.28 |  | 4 983 402.00 |  | 5 906 572.80 |  | 6 260 967.16 |  | 6 636 625.19 |  |
| 775 | 200030 | OVERTIME: PD 2 | E | 47 165.60 |  | 47 165.60 |  | 50 467.19 |  | 53 495.22 |  | 56 704.94 |  |
| 775 | 200050 | LEAVE BONUSES: PD 2 | E | 492 529.70 |  | 448 121.00 |  | 527 900.23 |  | 559 574.24 |  | 593 148.70 |  |
| 775 | 200060 | STANDBY ALLOWANCE: PD 1 | E | 20 642.81 |  | 20 642.81 |  | 22 087.81 |  | 23 413.08 |  | 24 817.86 |  |
| 775 | 200080 | GROUP LIFE INSURANCE | E | 4 242.72 |  | 4 242.72 |  | 4 539.71 |  | 4 812.09 |  | 5 100.82 |  |
| 775 | 200090 | INSURANCE: U I F | E | 57 948.31 |  | 57 948.31 |  | 62 004.69 |  | 65 724.97 |  | 69 668.47 |  |
| 775 | 200100 | HOUSING SUBSIDY | E | 12 275.04 |  | 33 875.00 |  | 36 246.29 |  | 38 421.07 |  | 40 726.33 |  |
| 775 | 200160 | ALLOWANCES : TRANSPORT | E | 583 244.16 |  | 510 338.00 |  | 583 244.16 |  | 618 238.81 |  | 655 333.14 |  |
| 775 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 1 206 812.34 |  | 1 087 368.00 |  | 1 393 656.60 |  | 1 477 276.00 |  | 1 565 912.56 |  |
| 775 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 234 555.98 |  | 348 700.00 |  | 369 622.00 |  | 391 799.32 |  | 415 307.28 |  |
| 775 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 2 785.77 |  | 2 785.77 |  | 2 952.92 |  | 3 130.09 |  | 3 317.90 |  |
| 775 | 235230 | VEHICLES | E | 16 967.26 |  | 16 967.26 |  | 17 985.30 |  | 19 064.41 |  | 20 208.28 |  |
| 775 | 255010 | REDEMPTION OF LOANS (EXTERNAL) | E | 2 809 000.00 |  | 2 009 000.00 |  | 1 865 187.16 |  | 1 977 098.39 |  | 2 095 724.29 |  |
| 775 | 255050 | INTEREST ON LOANS (EXTERN) | E | 752 812.00 |  | 752 812.00 |  | 797 980.72 |  | 845 859.56 |  | 896 611.14 |  |
| 775 | 260050 | PURCHASING: PRINT.& STATIONARY | E | 208 418.32 |  | 208 418.32 |  | 220 923.42 |  | 234 178.82 |  | 248 229.55 |  |
| 775 | 260115 | VALUATION ROLL AND GIS | E | 500 000.00 |  | 370 000.00 |  | 1 357 828.81 |  | 415 732.00 |  | 440 675.92 |  |
| 775 | 260121 | CHARGES CASH IN TRANSIT | E | 125 257.90 |  | 125 257.90 |  | 132 773.37 |  | 140 739.78 |  | 149 184.16 |  |
| 775 | 260140 | PURCHASING:VEHICLE LICENCES | E | 970.79 |  | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 775 | 260290 | SERVICES: ADVERT/NOTICES | E | 340 505.17 |  | 240 505.17 |  | 254 935.48 |  | 270 231.61 |  | 286 445.51 |  |
| 775 | 260300 | SERVICES: BANK CHARGES | E | 389 174.29 |  | 389 174.29 |  | 412 524.75 |  | 437 276.23 |  | 463 512.81 |  |
| 775 | 260370 | SERVICES: AUDITFEES | E | 2 810 600.00 |  | 4 010 600.00 |  | 4 291 342.00 |  | 4 548 822.52 |  | 4 821 751.87 |  |
| 775 | 260400 | SERVICES: POSTAGE | E | 178 623.61 |  | 178 623.61 |  | 189 341.03 |  | 200 701.49 |  | 212 743.58 |  |
| 775 | 260430 | SERVICES: PROGRAMMING | E | 2 192 166.35 |  | 692 166.35 |  | 733 696.33 |  | 777 718.11 |  | 824 381.20 |  |
| 775 | 260441 | SERVICES: FMG GRANT | E | 1 675 000.00 |  | 1 675 000.00 |  | 1 810 000.00 |  | 2 145 000.00 |  | 2 400 000.00 |  |
| 775 | 260471 | SERVICES: CELL PHONES | E | 70 607.16 |  | 70 607.16 |  | 74 843.59 |  | 79 334.20 |  | 84 094.26 |  |
| 775 | 260435 | PROFESSIONAL FEES: AFS |  |  |  | 3 000 000.00 |  | 3 210 000.00 |  | 3 402 600.00 |  | 3 606 756.00 |  |
| 775 | 260670 | INSURANCE: COMPREHENSIVE | E | 1 200 000.00 |  | 1 200 000.00 |  | 1 272 000.00 |  | 1 348 320.00 |  | 1 429 219.20 |  |
| 775 | 260680 | SUNDRIES: CONGRESS FEES | E | 45 030.58 |  | 45 030.58 |  | 47 732.41 |  | 50 596.36 |  | 53 632.14 |  |
| 775 | 260710 | SUNDRIES: ENTERTAINMENT | E | 16 705.58 |  | 16 705.58 |  | 10 000.00 |  | 10 600.01 |  | 11 236.01 |  |
| 775 | 260730 | SUNDRIES: TRAVELLING & ACCOM. | E | 336 160.23 |  | 336 160.23 |  | 356 329.84 |  | 377 709.63 |  | 400 372.21 |  |
| 775 | 260731 | SUNDRIES:MATERIAL AND STOCK | E | 10 000.00 |  | 10 000.00 |  | 10 600.00 |  | 11 236.00 |  | 11 910.16 |  |
| 775 | 260780 | GAMAP/GRAP ASSET REGISTER | E | 3 000 000.00 |  | 3 000 000.00 |  | 3 180 000.00 |  | 3 370 800.00 |  | 3 573 048.00 |  |
| 775 | 306025 | DEPRECIATION | E | 42 400 000.00 |  | 42 400 000.00 |  | 44 944 000.00 |  | 47 640 640.00 |  | 50 499 078.40 |  |
| 775 | 306090 | IRRECOVERABLE DEBT | E | 6 900 000.00 |  | 6 900 000.00 |  | 7 314 000.00 |  | 7 752 840.00 |  | 8 218 010.40 |  |
|  |  | **TOTAL FOR FINANCE** |  | **74 092 911.95** | **-145 947 078.93** | **75 191 617.66** | **-146 804 868.28** | **81 463 318.61** | **(148 190 407.09)** | **85 553 951.19** | **(159 135 918.80)** | **90 813 488.26** | **(169 465 693.93)** |
| **STORES** | | | | | | | | | | | | | |
| 810 | 200001 | SALARIES 1 | E | 356 146.16 |  | 310 940.00 |  | 381 076.39 |  | 403 940.98 |  | 428 177.44 |  |
| 810 | 200050 | LEAVE BONUSES: PD 2 | E | 29 678.85 |  | 25 912.00 |  | 31 756.37 |  | 33 661.75 |  | 35 681.45 |  |
| 810 | 200090 | INSURANCE: U I F | E | 4 070.41 |  | 4 070.41 |  | 4 355.34 |  | 4 616.66 |  | 4 893.66 |  |
| 810 | 200100 | HOUSING SUBSIDY | E | 0.00 |  | 4 200.00 |  | 4 494.00 |  | 4 763.64 |  | 5 049.46 |  |
| 810 | 203020 | CONTRIBUTIONS:PENSIONFUND PD 2 | E | 78 352.12 |  | 78 352.12 |  | 83 836.81 |  | 88 867.01 |  | 94 199.04 |  |
| 810 | 203030 | CONTRIBUTIONS: MEDICAL SCHEME | E | 50 877.22 |  | 52 077.00 |  | 55 722.39 |  | 59 065.73 |  | 62 609.68 |  |
| 810 | 203040 | CONTRIBUTION: BARGAINING COUNC | E | 261.17 |  | 261.17 |  | 279.45 |  | 296.22 |  | 313.99 |  |
| 810 | 260140 | PURCHASING: VEHICLE LICENCES | E | 444.95 |  | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 810 | 260141 | PURCHASING:PRINT & STATIONARY | E | 250 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 810 | 260142 | PURCHASING:REFUSE BAGS | E | 150 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
| 810 | 260143 | PURCHASING:CLAENING MATERIAL | E | 150 000.00 |  | 0.00 |  | 0.00 |  | 0.00 |  | 0.00 |  |
|  |  | **TOTAL FOR STORES** |  | **1 069 830.88** | **0.00** | **475 812.70** | **0.00** | **561 520.75** | **-** | **595 211.99** | **-** | **630 924.71** | **-** |
|  |  | **TOTAL FOR EPLM** |  | **305 416 992.68** | **-257 174 350.69** | **298 835 365.99** | **-259 141 861.60** | **313 763 847.54** | **(261 505 847.54)** | **330 465 377.34** | **(278 313 537.34)** | **352 012 139.98** | **(296 482 729.58)** |

**CHAPTER 12 - INTERGRATION PHASE**

The major output of this phase is the integration of plans and programmes.

Status of the plans

|  |  |  |  |
| --- | --- | --- | --- |
| **Status of the plans Sector Plan** | **Date of approval** | **Last date of review** | **Current status** |
| SDF | 27/06/2007 | N/A | Functional |
| Organisational Performance Management System | 25/11/2010 | N/A | Functional |
| LED Strategy | N/A | N/A | N/A |
| LUMS | 2008 | N/A | Functional |
| Waste Management Plan | 30/09/2003 | N/A | Functional |
| Integrated Environmental Plan | 29/03/2005 | N/A | Functional |
| Integrated Transport Plan | N/A | N/A | N/A |
| Draft HIV/AIDS policy | N/A | N/A | N/A |
| Energy Master Plan | N/A | N/A | N/A |
| Road Master Plan | N/A | N/A | N/A |
| Municipal Infrastructure Investment Framework | N/A | N/A | N/A |
| Public Participation/Communication Strategy | 27/06/2013 | N/A | Functional |
| Work skills Plan | N/A | N/A | Functional |
| Employment Equity Plan | 11/12/2014 | N/A | Functional |
| Housing Plan | N/A | N/A | N/A |
| Audit Action Plan | Annually | 31 March 2016 | Functional |
| Risk Management Strategy | N/A | N/A | Waiting for Council Approval |
| Anti-corruption plan | N/A | N/A | Waiting for Council Approval |
| Disaster Management Plan | 26/09/2006 | N/A | Functional |
| Institutional plan |  | N/A | Functional |
| PMS Framework | 25/11/2010 | 29/06/2015 | Functional |
| Safety and Security Strategy | N/A | N/A | N/A |
| Telecommunication Strategy | N/A | N/A | N/A |
| Organisational Performance Management System | N/A | N/A | N/A |
| Human Settlement Plan | N/A | N/A | N/A |
| Integrated Transport Plan | N/A | N/A | N/A |

**Chapter 12** **APPROVAL**

Ephraim Mogale Local Municipality addressed gaps that were identified by adopting a developmental approach and by insuring that it can respond to and meet the challenges it faces as an organization. It has developed its strategic focus within its integrated developmental processes with programs based on both national KPAs and municipal strategies.

Signed

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**CLLR MY MMAKOLA DATE**

**MAYOR**