

CONSIDERATION AND ADOPTION OF THE DRAFT INTEGRATED DEVELOPMENT PLAN 2020/2021**DATE : 23/03/2020****AGENDA : COUNCIL MEETING: 31/03/2020**

REPORT: EXECUTIVE MAYOR**1. PURPOSE**

The purpose of the report is to table the draft Integrated Development Plan 2020/2021 for council consideration and adoption.

2. STRATEGIC OBJECTIVE

To adopt the council's draft overall strategic plan for public engagements and inputs.

3. BACKGROUND

The Integrated Development Plan is a single and inclusive strategic planning documents that is intended to provide Basic Services, promote Local Economic Development, develop Institutional Capacity, increase Financial Management and Accounting, enhance Good Governance, Transparency and Accountability and involve Public Participation.

4. DISCUSSION

In terms of legislation council is to consider and adopt the draft Integrated Development Plan 2020/2021 and adopt the plan ninety days before the end of the financial year. In considering the document, council is to ensure that the document is aligned to the international, national and provincial priorities as captured in the following strategic documents:

- Sustainable Development Goals 2013
- National Development Plan Vision 2030
- Medium-term Strategic Framework 2014-2019
- Government 12 Outcomes
- Free State Growth and Development Strategies
- Thabo Mofutsanyana Revised Integrated Development Plan Framework
- Municipal Sector Plans
- Municipal Priorities

Because this is the fourth draft Integrated Development Plan document for the current term of councillors for the period 2017-2022, this document together with the budget should also be addressing the injunctions flowing from the following:

- State of the Nation Address 2020
- State of the Province 2020
- Operation Hlasela
- Back to Basic Principles
- 54th ANC Elective Conference Resolutions

This document after adoption, should inform the draft Service Delivery and Budget Implementation Plan 2020/2021, this should be taking place during the advertisement period from the 03 April 2020 to the 03 May 2020.

5. ANNEXURES

Attached to this draft document are the following documents:

- Annexure A : Integrated Development Plan Review Process 2018/2019
- Annexure B : Draft Budget 2020/2021

All the other sector plans as required by law will be attached to the final document as their statuses have not changed since May 2019.

6. STAKEHOLDERS CONSULTED

- Management Committee
- National and Provincial Sector Departments
- Community Members
- Office of the Auditor-General
- Audit and Performance Audit Committee
- Middle Management
- Supervisors

7. LEGAL IMPLICATIONS

- Compliance with Municipal Finance Management Act, 56 of 2003
- Compliance with Municipal Systems Act, 32 of 2000
- Compliance with Municipal Structure Act, 117 of 1998
- Compliance with Division of Revenue Act of 2020
- Compliance with Spatial Planning and Land Use Management Act, 16 of 2013
- MFMA mSCOA Circular 1
- MFMA Circular 11
- MFMA Circular 12
- MFMA Circular 13
- MFMA Circular 85
- MFMA Circular 97

- MFMA Circular 98

Considering the COVID-19 Pandemic, the following additional pieces of legislation are also considered in compiling the draft IDP 2020/2021 to ensure compliance and that all required measures to curb the spread of the disease are implemented:

- Disaster Management Act, 57 of 2002
- Regulation No 318 as per Government Gazette No 43096 of 15 March 2020
- Amendment of Regulation No 318 as per Government Gazette No 40396 of 18 March 2020 as published on 25 March 2020
- Regulations as per Government Gazette No 43107 of 15 March 2020

8. STAFF IMPLICATION

All Municipal Departments

9. FINANCIAL IMPLICATIONS

As per the Medium-Term Revenue and Expenditure Framework contained in the draft Budget 2020/2021

10. RISKS

Non-compliance with Key Laws and Regulations

11. RECOMMENDATIONS

It is recommended that:

1. Council adopts the draft Integrated Development Plan 2020/2021;
2. Each department to start the review of their sector plans and drafts to be included in the final Integrated Development Plan 2020/2021 to be tabled to Council on the 30 June 2020
3. The Executive Mayor to inform the community and stakeholders that in terms of the Regulations No 43107, No 43147 and Circular 6 of 2020, issued in terms of the Disaster Management Act, 57 of 2002, regarding the COVID-19 Pandemic, that all community and stakeholder consultative meetings as per the approved IDP Review Process Plan 2019/2020, are suspended for duration of the lockdown, and that communities and stakeholders are requested to make written representation as per the public notice that is going to be issued within ten days after the adoption.
4. The adopted draft Integrated Development Plan 2020/2021 and the adopted draft Budget 2020/2021 informs the process of developing the draft Service Delivery and Budget Implementation Plan 2020/2021;



DRAFT INEGRATED DEVELOPMENT PLAN
2020/2021

*Building relationships of trust
within the municipal environment-
the road towards sustainable basic
services provision*

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Section A: Executive Summary

1.1 Executive Mayor's Foreword

Realizing the objective of developmental local government is a challenging task for municipalities, Integrated Development Planning is a key instrument which focuses on local issues rather than being a sector or development dimension-driven approach. The notion of integration, central to integrated development planning, suggest that both sectors and dimensions needs to be approached not in and for themselves. Alternatively, the key consideration in the integrated development planning process that drives the decision-making is the priority issues that are identified and defined by every citizen. These priority issues are derived from a process of analyzing the existing local situation and focusing on the problems facing the communities living in the municipal area, as well as the municipality's development potential.

From this range of problems and potentials, the priority issues are extracted and become the focus for planning. The municipality simply does not have enough resources to address all the issues identified by the members of the community. In terms of this issue-driven approach, dimensions are considered as cross-cutting concerns or principles throughout the planning process-they underlie the very concept of development. Sectors, on the other hand, should be considered where they are relevant to the local priority issues and in relation to one another rather than in isolation. Developmental local government should address the cross-cutting dimensions of development throughout the planning process as these dimensions are aspects of all development and cannot be ignored in any planning process if it is to be sustainable and developmental in nature.

Care needs to be taken to ensure that the dimensions are appropriately dealt with and mainstreamed throughout the planning process, and the guidelines, principles and strategies relating to dimensions are considered and used to guide and inform the municipality. Although specific sector requirements were met during the planning process, sector planning only featured in the integrated development planning process where it was part of the municipality's priorities identified in the integrated development planning process. A key concern among role-players in the integrated development planning process is how to achieve alignment between the different development sectors to support municipal development. For municipal planning and delivery to be integrated, vertical and horizontal alignment needs to take place between and within the spheres of government.

Secondly, since the latest municipal reconfiguration through the proposed District Development Model, and the demarcation process, establishes a wall-to-wall municipal across the country, the provincial and national sector departments implement their programmes within the municipal area in a district, this means that local priorities need to form the basis for alignment between government sectors and spheres. Local development is multi-dimensional, underpinned by development dimensions relevant to the planning and delivery processes. Dimensions are simply aspects of development including social, legal, technological, financial; economical, political, institutional and environmental aspects. In addition to these, there is also certain issues that cut across and influence all development processes, such as COVID-19, HIV/AIDS, and migration and population issues.

These cross-cutting issues are part and parcel of the development dimensions affecting local development. It is also important not to confuse the concept of cross-cutting issues with priority issues-the latter are specific local issues the municipality will identify in the local area that needs to be addressed in the planning process. To illustrate the dimensions and cross-cutting, consider the notion of unemployment in the municipal area. Unemployment has many development facets and impacts; it affects household income and poverty levels, rates and services payment, private investment in housing and commercial activities. Similarly, the concept of dimensions and cross-cutting issues can also be considered at the strategy formulation and project design level.

Employment generation strategies would need a range of development dimensions and sectors. These may include environmental impact, fiscal sustainability for the municipality, gender issues in terms of who should be employed in different projects and sector programmes promoting gender equality and equity in employment generation. It is also important to consider the impact of the development dimensions on all sector issues. For example, settlement patterns in a municipal area may be spatially fragmented and segregated. This spatial reality will have an influence on sectors as transport, the cost of providing municipal services and the possibility of identifying specific project to address the spatial fragmentation.

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An awareness of the following dimensions and cross-cutting issues have formed the basis on which the integrated development planning for 2020/2021 was undertaken, as they have affected all the development processes in the context of integrated development planning. These are:

- Demographics;
- Infrastructure Development;
- Natural Environment;
- Spatial Dimension;
- Economic Dimension;
- Institutional Development
- Public Safety;
- Social Security;
- Health; and
- Education

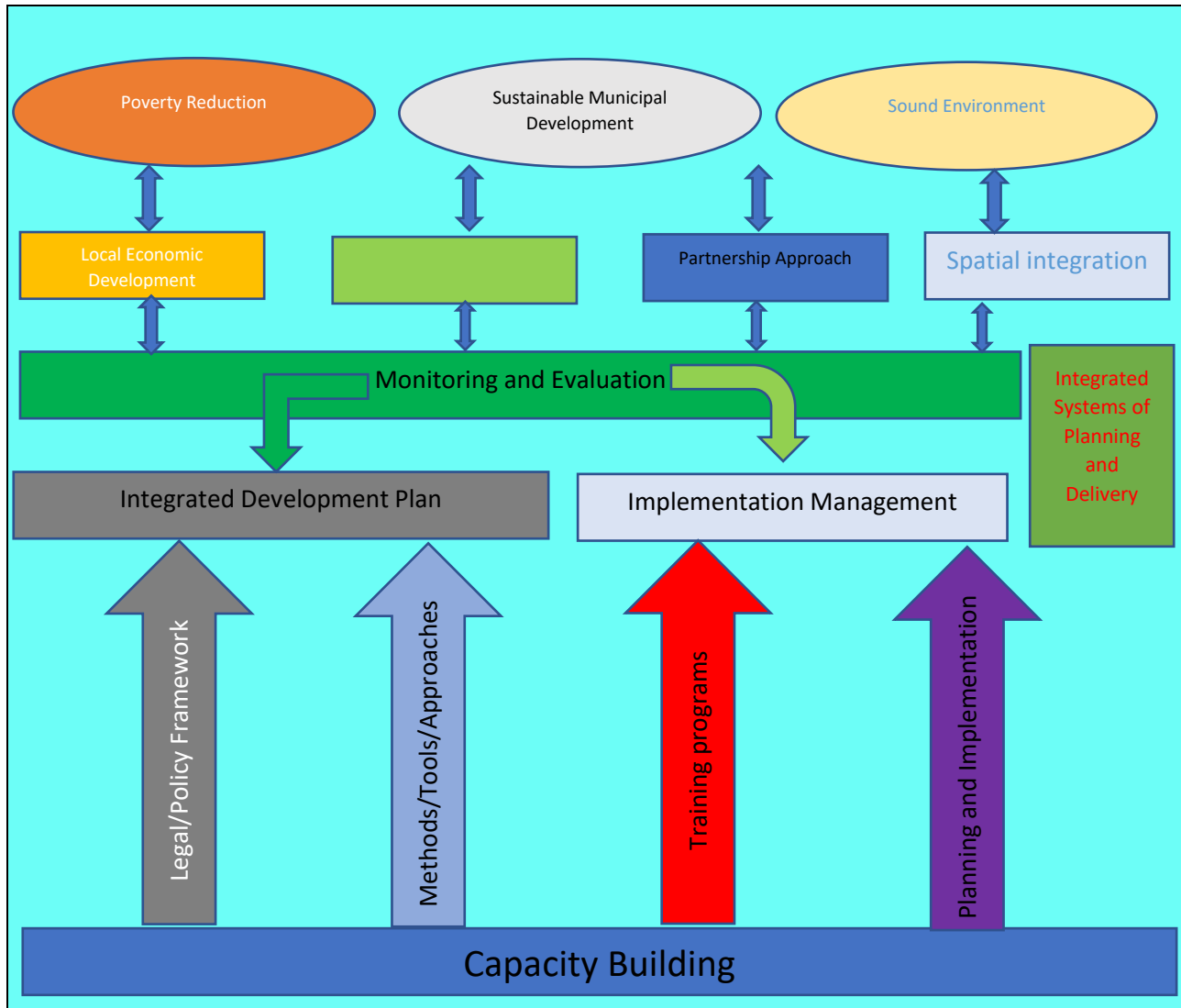
Many stakeholders including national and provincial departments have been involved in the integrated development planning process for the 2020/2021 financial year. I am therefore, confident that, as a result, this Integrated Development Plan 2020/2021 will be useful in providing the sustainable services to our communities and serve as a source of inspiration for all of you who were involved in producing this document in our endeavours to produce a tool that would address the social and economic needs of our communities more effectively. This is indeed the year in which we are ***“Building the relationships of trust within the municipal environment-the road toward sustainable basic services provision”***

**COUNCILLOR KOALANE K
EXECUTIVE MAYOR**

Section A: Executive Summary

1.2 Municipal Manager’s Overview

Integrated development planning is a process through which municipalities prepare a strategic development plan for a five-year period, which is evaluated and reviewed on an annual basis. The Integrated Development Plan is a product of the integrated approach towards local development. The Integrated Development Plan is the strategic planning instrument which guides and informs all planning, budgeting, management and decision-making in a municipality. The integrated planning system can be summarised as follows:



According to the Local Government: Municipal Systems Act, 32 of 2000, all municipalities must undertake an integrated development planning process to produce Integrated Development Plans. As the Integrated Development Plan is a legislative requirement, it has a legal status and it supersedes all other plans that guide development at a local government level.

Every new council that comes into office after the local government elections must prepare its own Integrated Development Plan which will guide them for the five years that they are in office. The Integrated development Plan is therefore, linked to the term of office of councillors. The new council has the option either to adopt the Integrated Development Plan of its predecessor should it feel appropriate to do so or develop a new integrated Development Plan, taking into consideration the already existing planning documents.

Integrated development planning is a very interactive and participatory process which requires involvement of several stakeholders. Because of its participatory nature, it takes a municipality approximately six to nine months to complete

Section A: Executive Summary

an Integrated Development Plan; and its timing is closely related to municipal budgeting cycle. However, during this period, delivery and development is not at a standstill, it continues. The Integrated Development Plan is reviewed annually which results in the amendment of the plan should it be necessary. This is the fourth review of the current term of office of councillors.

The current administration for the period 2017/2018 to 2021/2022 has adopted the following Key Performance Areas and Predetermined Objectives which are aligned to the Back to Basic principles:

Key Performance Area	Predetermined Objective
Basic Services	Supporting delivery of municipal services to the right quality standard
Local Economic Development	Creating a conducive environment for economic development
Institutional Capacity	Building institutional resilience and administrative capacity
Financial Management	Ensuring sound financial management and accounting
Promoting Good Governance, Transparency and Accountability	Promoting good governance, transparency and accountability
Public Participation	Putting people and their concerns first

The councillors and management of the municipality would like to sincerely thank all the stakeholders and members of the public who took their time to contribute in the development of the Integrated Development Plan 2020/2019. Through this document the municipality believes that all aspiration of the municipal citizenry would be met, and the municipality will sure be a place where our local community receives a pleasant, sustainable, effective and efficient provision of basic services.

RAMAKARANE STR
MUNICIPAL AMANAGER

Section A: Executive Summary

1.3 Introduction

The Integrated Development Plan is the municipality's principle strategic document. Importantly, it ensures close co-ordination between projects, programmes and activities, both internally and externally. The Integrated Development Plan, therefore, ultimately, enhances integrated service delivery, development and promotes sustainable integrated communities, providing a full basket of services, as communities cannot develop in a fragmented manner.

As a key strategic plan of the municipality, the priorities identified in the Integrated Development Plan informs all the financial planning and budgeting undertaken by the municipality. The attainment of the Integrated Development Plan and Budget targets and deliverables is monitored and evaluated on an ongoing basis. However, this requires that targets and deliverables are credible and realistic. Consequently, the Financial Plan as well as the Performance Management Systems of the municipality are also outlined in the Integrated Development Plan.

This is the fourth review of the fourth generation Integrated Development Plan of the municipality for the period 2017/2018 to 2021/2022. The review will result in the development and approval of the Integrated Development Plan 2020/2021, the Budget 2020/2021, as well as the Service Delivery and Budget Implementation Plan 2020/2021.

1.4 The need for Integrated Development Plan

An Integrated Development plan is a constitutional and legal process required by the South African municipalities; however, apart from legal compliance, there are many advantages and benefits to undertaking the integrated development planning. These include the following:

- (a) Prioritization and allocation of scarce resources to areas of greatest need aligned to spatial budget;
- (b) Achieving sustainable development and economic growth;
- (c) Democratizing local government by ensuring public participation in municipal planning, budgeting, implementation, monitoring and evaluation processes;
- (d) Providing access to development funding through Medium-term Revenue and Expenditure Framework;
- (e) Encouraging both local and outside investment by developing local economic strategies; and
- (f) Using the available capacity effectively, efficiently and economically.

1.5 Why an Integrated Development Plan Review?

Local government operates in an over-arching environment. The dynamic nature of local, district, provincial, national and global environments constantly present local government with new demands and challenges. Similarly, the needs of communities of the municipality continuously change. This Integrated Development Plan 2020/2021, is as a result of conforming to a legislative requirement in terms of Local Government: Municipal Systems Act, 32 of 2000, which states that in:

- (1) Each municipal council must, within a prescribed period after the start of each elected term, adopt a single, inclusive and strategic plan for the development of the municipality which-
 - (a) Links, integrates and co-ordinate plans and takes into account proposals for the development of the municipality;
 - (b) Aligns the resources and capacity of the municipality with the implementation of the plan;
 - (c) Forms policy framework for general basis on which annual budgets must be based;
 - (d) Complies with the provision of this Chapter; and
 - (e) Is compatible with the national and provincial plans and planning requirements binding on the municipality in terms of legislation.
- (2) An integrated development plan adopted by the municipal council in terms of section (1) may be amended in terms of section 34 and remains in force until the integrated development plan is adopted by the next council.
- (3) (a) a newly municipal council may, within a prescribed period referred in subsection (1), adopt the integrated development plan of its predecessor, but before taking a decision, it must comply with section 29(1)(b)(i)(c) and
 - (d)
 - (b) a newly elected municipal council that adopts the integrated development plan of its predecessor with amendments must do so in accordance with the process referred to in section 34(b).

Section A: Executive Summary

The focus of the current council term has focused the amendments on the following programmes and strategies:

- (a) community needs and priorities identified for the term of office of council and present challenges;
- (b) update statistical data due to the Community Survey 2016;
- (c) identification of targets to keep them realistic within the scarce resources;
- (d) revision of the Spatial Development Framework and other sector plans;
- (e) alignment with the Sustainable Development Goals 2030;
- (f) alignment with the National Development Plan 2030;
- (g) alignment with the Medium-Term Strategic Framework 2019-2024;
- (h) alignment with the Free State Growth and Development Strategies;
- (i) alignment with the National and Provincial Election Manifesto 2019;
- (j) alignment with the local election manifesto 2016;
- (k) alignment with the State of the Nation Address 2020; and
- (l) alignment with the State of the Province Address 2020.

The Integrated Development Plan Review Process Plan and the Budget Process Timetable 2019/2020 was tabled to Mayoral Committee meeting on the 19 September 2019 for recommendation to council for adoption and was implemented accordingly.

1.6 Integrated Development Review Process Plan and the Budget Process Timetable 2019/2020

The review of the Integrated Development Plan 2019/2020 has been informed by the following Integrated Development Plan Review Process Plan and Budget Process Timetable 2019/2020 which was approved by the Mayoral Committee on the 19 September 2019 and adopted by the council in October 2019. The Integrated Development Plan Review Process Plan and the Budget Process Timetable 2019/2020 is compiled as per the Municipal Finance Management act, 56 of 2003, Circular 54.

Activity	Timeframes	Responsibility
Evaluation Framework for credible Integrated Development Plan	05 July 2019	Department of Corporative Governance and Traditional Affairs in the Free State Thabo Mofutsanyana District Municipality
Submission of Budget Strategy and Assumptions 2020/2021 to Finance Committee	Finance Committee meeting in accordance with the Year Plan	Municipal Manager Chief Financial Officer
Departments to be provided with base 2020/2021 to 2022/2023 Operating and Capital Budgets which have been adjusted to reflect Budget Strategies and Assumptions approved by council	18-19 February 2020	Chief Financial Officer
Draft three-year budget forecast on human resources costs of departments presented to departments	18-19 February 2020	Director Corporate Services
Commencement of annual review of tariffs, fees and charges	18-19 February 2020	Chief Financial Officer
Liaise with National and Provincial Governments regarding any adjustments to projected allocations for the next three years in terms of the Medium-term revenue and Expenditure Framework	18-19 February 2020	Chief Financial Officer

Section A: Executive Summary

Activity	Timeframes	Responsibility
Ward Based planning	26-27 February 2020	Executive Mayor
Final date for the submission of operating budget and capital budget by departments	26-27 February 2020	Municipal Manager Directors
Consolidation of public inputs on ward-based planning	9-10 March 2020	IDP Manager
Draft Integrated Development Plan 2020/2021 and Budget 2020/20221-2022/2023 for submission to IDP/Budget Steering Committee	10 March 2020	IDP Manager Chief Financial Officer
Consolidation of Integrated Development Plan Representative Forum Report into the Integrated Development Plan	12 March 2020	IDP manager
Review related Budget Policies	13 March 2020	Municipal Manager Chief Financial Officer
Tabling of draft Integrated Development Plan 2020/2021 and Budget 2020/20221-2022/2023 to council for adoption and consultation with stakeholders	30 March 2020	Executive Mayor
Advertisement for public comments on the adopted Integrated Development Plan 2020/2021 and Budget 2020/2021-2022/2023	08 April 2020	Municipal Manager Chief Financial Officer IDP Manager IT Specialist
Public meetings for the consultation with communities on the adopted Integrated Development Plan 2020/2021 and Budget 2020/2021-2022/2023	09 April 2020 to 13 May 2020	Executive Mayor Municipal manager Directors Managers
Evaluation Framework for credible Integrated Development Plan	Department of Corporate Governance and Traditional affairs and the Thabo Mofutsanyana District Municipality to provide dates	Department of Corporative Governance and Traditional Affairs in the Free State Thabo Mofutsanyana District Municipality
Liaise with National and Provincial Governments regarding any adjustments to projected allocations for the next three years in terms of the Medium-term revenue and Expenditure Framework	09 April 2020 to 13 May 2020	Chief Financial Officer
Consolidate all inputs and comments from the community and relevant stakeholders	14 May 2020	IDP Manager
Submission of the drafts Integrated development Plan 2020/2021 and the Budget 2020/2021-2022/2023 to the Mayoral Committee	Mayoral Committee meeting as per the Year Plan	Municipal Manager Chief Financial Officer IDP Manager

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Activity	Timeframes	Responsibility
Present draft Service Delivery and Budget Implementation Plan 2020/2021 to the Mayoral Committee	Mayoral Committee meeting as per the Year Plan	Municipal Manager
Approval of the Integrated Development Plan 2020/2021 and the Budget 2020/2021-2022/2023 by council	28 May 2020	Executive Mayor
Forward approved Integrated Development Plan 202/2021 and the Budget 2020/2021-2022/2023 to National and provincial treasuries and Free State Department of Corporative Governance and Traditional Affairs within ten working days after approval	11 June 2020	Municipal manager Chief Financial Officer IDP Manager IT Specialist
Service delivery and Budget Implementation Plan 2020/2021 approved by the Executive mayor and signing of Performance Agreements by Senior Managers	26 June 2020	Executive Mayor Municipal Manager Directors

1.7 Strategic Agenda for the Municipality

The strategic agenda of the municipality is based on the following Pillars of the Back to Basic Principles as adopted by council:

Key Performance Area	Predetermined Objective	Table A2 and Supporting Table SA4 Reconciliation of Integrated Development Plan Strategic Objective and Budget
Revenue		
Basic services	Supporting the delivery of municipal services to the right quality and standard	488 041 000
Local Economic Development	Creating a conducive environment for economic development	46 000
Institutional Capacity	Building institutional resilience and administrative capability	337 000
Financial Management	Ensuring sound financial management and accounting	114 942 000
Good Governance, Transparency and Accountability	Promoting good governance, transparency and accountability	58 539 000
Public Participation	Putting people and their concerns first	58 539 000
Total		720 444 000

Source: Table A2 Budget Financial Performance (Expenditure by Functional Classification)

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Key Performance Area	Predetermined Objective	Table A2 and Supporting Table SA5 Reconciliation of Integrated Development Plan Strategic Objective and Budget
Expenditure		
Basic services	Supporting the delivery of municipal services to the right quality and standard	481 000 000
Local Economic Development	Creating a conducive environment for economic development	8 792 000
Institutional Capacity	Building institutional resilience and administrative capability	34 290 000
Financial Management	Ensuring sound financial management and accounting	54 418 000
Good Governance, Transparency and Accountability	Promoting good governance, transparency and accountability	51 232 000
Public Participation	Putting people and their concerns first	51 232 000
Total		680 964 000
Surplus/Deficit		39 480 000

Source: Table A2 Budget Financial Performance (Expenditure by Functional Classification)

Total revenue and expenditure must reconcile to the Table SA4-Budgeted Financial performance: -Revenue and Expenditure. The above figures exclude non-cash items like assets depreciation and debt impairment.

1.8 International Perspective

In September 2015, the United Nations General Assembly formally adopted the 2030 Agenda for Sustainable Development, along with a set of 17 bold new Global Goals, which Mr. Ba hailed as a universal, integrated, transformative vision for the world. These goals encourage development by improving social and economic conditions framework for the entire international community to work together toward a common vision and making sure that the human development reaches everyone everywhere. Within the 17 Global Goals are the 69 specific targets which explain in more details what the world could look like by 2030 if the goals are achieved. Below are the goals and their specific outcomes:

No	Goal	Outcome
1	No Poverty	End poverty in all forms everywhere
2	Zero Hunger	End hunger, achieve food security and improved nutrition and promote agriculture
3	Good Health and Well-being	Ensure healthy lives and promote well-being for all ages
4	Quality Education	Ensure inclusive and equitable education and promote lifelong learning opportunities
5	Gender Equality	Achieve gender equality and empower women and girls
6	Clean Water and Sanitation	Ensure availability and sustainable management of water and sanitation for all
7	Affordable and Clean Energy	Ensure access to affordable, reliable, sustainable and modern energy for all
8	Good jobs and Economic Growth	Promote sustained, inclusive economic growth, full and productive employment and decent work for all
9	Industry, Innovation and Infrastructure	Build resilience infrastructure, promote inclusive and sustainable industrialization and foster innovation
10	Reduced Inequalities	Reduce inequality within and among countries
11	Sustainable Cities and Communities	Make cities and human settlement inclusive, safe, resilient and sustainable
12	Responsible Consumption	Ensure sustainable consumption and production pattern

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No	Goal	Outcome
13	Climate Action	Take urgent action to combat climate change and its impact
14	Life below Water	Conserve and sustainably use oceans, seas and marine resources for sustainable development
15	Life on Land	Protect, restore and promote sustainable use of terrestrial ecosystem, sustainably manage forest, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16	Peace and Justice	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
17	Partnerships for Goals	Strengthens the means of implementation and revitalize the global partnership for sustainable development

1.9 National Perspective

National Development Plan 2030 informs the national priorities, strategies and policies that must be implemented by all spheres of government. The National Development Plan 2030 offers a long-term perspective. It defines a desired destination and identifies the role the different sectors of society need to play in reaching that goal.

It aims to eliminate poverty and reduce inequality by 2030. Accordingly, South Africa can realize these goals by drawing on energies of its people, growing an inclusive economy, build capabilities, enhancing the capacity of the state and promoting leadership and partnerships through =out the society as envisioned by Agenda 2030 for Sustainable Development Goals.

The plan highlights the need to strengthen the ability of local government to fulfil its developmental role. This Integrated Development Plan 2020/2021 is being used more strategically to focus attention on the critical priorities of the National Development Plan 2030 that relate to the mandate of local government such as spatial planning, infrastructure and basic services.

Like the provincial planning processes, the Integrated Development Plan 2020/2021 focuses on the aspect of the National Development Plan 2030 that fit within the municipality's core responsibilities. This has allowed the integrated development planning process to becoming more manageable and participatory process more meaningful, thus helping to narrow the gap between the aspirations contained in this document and what can be achieved.

To do so effectively, the integrated development planning process was led by municipal staff, not outsourced to consultants. The National Development Plan 2030 addresses the following chapters and objectives:

Chapter	Objective
Economy and Employment	The unemployment rate should fall from 24.9% in June 2012 by 2012 to 14% by 2020 and 6% by 2030. This requires an additional 11 million jobs. Total employment should rise from 13 million to 24 million
Economic Infrastructure	The proportion of people with access to the electricity grid should rise to at least 90% by 2030 with non-grid options available to the rest
Environmental sustainability and resilience	A set of indicators for natural resources, accompanied by publication of annual reports on the health of identified resources to inform policy
Inclusive rural economy	An additional 643 000 direct jobs and 326 000 indirect jobs in agriculture, agro-processing and related sectors by 2030
South Africa in the region and the world	Intra-regional trade in Southern Africa should increase from 7% of trade to 25% of trade by 2030
Transforming human settlement	Strong and efficient spatial planning system, well integrated across the spheres of government

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Chapter	Objective
Improving education, training and innovation	Make early childhood development a priority among the measures to improve the quality of education and long-term prospects of future generations. Dedicated resources should be channeled toward ensuring that all children are well cared for from early age and receive appropriate emotional, cognitive and physical development and stimulation
Health care for all	Increase average male and female life expectancy at birth to 70 years
Social protection	Ensure progressively and through multiple avenues that no one lives below a defined minimum social protection
Building safer communities	In 2030, people living in South Africa feel safe and have no fear of crime. They feel safe at home, at school and at work., they enjoy active community life free of fear. Women can walk freely in the street and children can play safely outside. The police service is a well-resourced professional institution staffed by highly skilled officers who value their work, serve the community, safe-guard lives and property without discrimination, protect the peaceful against violence and respect the rights of all to equality and justice
Building capable and developmental state	A state that can play a developmental and transformative role
Fighting corruption	A corrupt free society, a high adherence to ethics throughout society and government that is accountable to its people
Nation building and social cohesion	Our vision is a society where opportunity is not determined by race or birth right, where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non-sexist and democratic South Africa

1.10 Provincial Perspective

The overarching goal of the Free State Growth and Development Strategies is to align the provincial and national policies and programmes and to guide the development in terms of the effective and efficient management and governance to achieve growth and development. The strategy is a living document that uses the latest business planning and evaluation tools in order to maximize the effect of all spending.

A consultative process was embarked upon through which social partners provided valuable inputs which culminated in the development of the Free State Growth and Development Strategies that is truly a product of all people in the province. The strategy seeks to address the following key priority areas as well as strategies and programmes that are relevant to the municipality:

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Key priority Area	Strategy	Programme
Economic Growth, Development and Employment	Support the creation and expansion of Small, Medium and Macro Enterprises	<ul style="list-style-type: none"> • Facilitate and improve access to finding sources and support for Small, Medium and Macro Enterprises development • Support small scale farmers • Support to beneficiaries of land redistribution and restitution programme • Support farmers through Comprehensive Agricultural Support Programme • Implement internship programmes for Small Medium Macro Enterprises • Train Small Medium and Macro Enterprises in business skills • Enhance Small Medium and Macro Enterprise support structures • Create local business support infrastructure • Support organized agriculture (NADU) • Maintain central business support infrastructure including data base • Develop and improve institutional capacity for Small Medium and Macro Enterprise support • Implement Local Economic Development programme
	Optimize agricultural production	<ul style="list-style-type: none"> • Diversify agricultural products • Introduce high value crop
	Facilitate provision of conducive environment to accelerate infrastructure development	<ul style="list-style-type: none"> • Develop enabling policies, strategies and capacity • Transform government property ownership (Broad based Black Economic Empowerment)
	Avail land for infrastructure development	<ul style="list-style-type: none"> • Support the macro planning and identify urban nodes • Secure land tenure rights in the Free State
	Ensure advance enabling infrastructure network	<ul style="list-style-type: none"> • Expand on-line learner technology • Expand utilization of Information Communication Technologies
	Improve the maintenance of government property	<ul style="list-style-type: none"> • Ensure designated funding for maintenance • Upgrading and maintain buildings

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Key priority Area	Strategy	Programme
Social and Human Development	Enhance people's skills and self-reliance	<ul style="list-style-type: none"> • Implement adult literacy and numeracy programmes • Provide Adult Basic Education and Training in accordance with Adult Basic Education and Training Act • Implement skills development programmes • Capacity building of clients incorporated in service delivery • Implement Learnership Programmes
	Address the backlog about social infrastructure	<ul style="list-style-type: none"> • Provide housing • Provide sanitation • Eradicate bucket system where there is access to water and infrastructure • Provide water • Provide electricity • Provide education infrastructure • Provide library services • Provide sport facilities • Provide multi-purpose centres
	Improve safety-net and livelihood	<ul style="list-style-type: none"> • Increase to social grants • Provide emergency food security to needy families and individuals • Implement School Nutrition Programme • Provide transport for farm school learners • Provide accommodation for learners from non-viable farm schools
	Accelerate community development	<ul style="list-style-type: none"> • Increase access to commonage • Implement community development projects • Income generation projects for youths, women and persons with disability
	Engage and promote participation in cultural activities	<ul style="list-style-type: none"> • Facilitate mass participation and recreational activities/events
	Accelerate performance in sport	<ul style="list-style-type: none"> • Render sport science, exercise rehabilitation and sport development services

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Key priority Area	Strategy	Programme
	Provide special programmes for survival development, care and protection of vulnerable	<ul style="list-style-type: none"> • Implement training programmes to support the care and protection of the vulnerable • Implement service programmes targeting vulnerable children, vulnerable women, vulnerable older and frail persons • Provide early childhood development services • Implement programmes targeting the unemployed and out-of-school youth • Promote social integration and empowerment of people with disabilities • Implement special programmes for the vulnerable in government
Social and Human Development	Reduce the burden of disease	<ul style="list-style-type: none"> • Implement and monitor a comprehensive plan on care, treatment and management of HIV/AIDS and COVID-19 • HIV/AIDS and COVID-19 prevention and support programmes • Provide an integrated service to people affected and effected by HIV/AIDS and COVID-19 • Implement the nation TB strategy • Improve immunization coverage of children • Implement provincial Health Promotion Strategy • Implement Integrated Management of Childhood Illness Strategy
Justice, Crime prevention and Security	Establish an effective disaster prevention and response capacity for disasters throughout the province	<ul style="list-style-type: none"> • The coordination of integrated disaster management services • Minimize the impact of disasters • Implement integrated disaster management strategy
	Improve traffic and road incident management in the province	<ul style="list-style-type: none"> • Provide effective emergency communication • Implement road traffic regulations effectively • Implement effective emergency services
	Ensure safe and secure environment at all institutions	<ul style="list-style-type: none"> • Implement safety programmes at all institutions

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Key priority Area	Strategy	Programme
Effective and efficient governance and administration	Improve integrated development planning and implementation	<ul style="list-style-type: none"> • Align and coordinate Integrated Development Plan and Free State Growth and Development Strategies • Improve cluster system across the two spheres of government in the province • Ensure effective implementation of intergovernmental relations • Coordinate strategic programmes (Extended Public Works Programme, Integrated Rural Development Programme, Community Works Programme, etc.) • Maintain and consolidate constructive partnerships with all key provincial role-players • Implement national and provincial programme of action • Implement community-based ward planning through ward committees • Accelerate community development worker's programme
	Ensure effective communication with stakeholders and clients	<ul style="list-style-type: none"> • Improve interaction between government and the people • Implement one stop government services • Implement e-Government
Effective and efficient governance and administration	Promote Black Economic Empowerment	<ul style="list-style-type: none"> • Create opportunities for broad based black economic empowerment for women, youth and people with disabilities • Review procurement system
	Ensure effective human resource development and management	<ul style="list-style-type: none"> • Coordinate integrated human resource development strategy • Coordinate employment equity plan • Coordinate retention strategy • Coordinate employee assistance programme • Coordinate bursary and learner support programme
	Ensure improved financial management	<ul style="list-style-type: none"> • Improve and coordinate revenue resources and mechanisms • Strengthen financial management capacity in departments • Strengthen financial management capacity in municipalities
	Promote integrity in government	<ul style="list-style-type: none"> • Implement anti-corruption and fraud strategy • Promote ethical behavior in government
	Establish proper management of information and records management system	<ul style="list-style-type: none"> • Improve record management services in departments • Secure information within departments

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Key priority Area	Strategy	Programme
	Improve assets management	<ul style="list-style-type: none"> • Improve control of assets and resources
	Build government's capacity in critical areas	<ul style="list-style-type: none"> • Improve financial management capacity • Improve strategic planning, training, monitoring and evaluation capacity • Develop information technology skills • Enhance Batho Pele skills • Provide capacity building programmes for all staff
	Ensure health environment through integrated environmental management	<ul style="list-style-type: none"> • Implement integrated environmental management • Coordinate integrated environmental management
	Monitor, evaluate and review Free State Growth and Development Strategies	<ul style="list-style-type: none"> • Implement Free State Growth and Development Strategies Monitoring and Evaluation System

1.11 District Perspective

Thabo Mofutsanyana District Municipality is responsible for drafting, approving, implementing and reviewing the District Integrated Development Framework, a mechanism to ensure alignment and integration of and between the local municipalities' Integrated Development Plans. The district municipality consists of the following locals:

- Dihlabeng;
- Mantsopa;
- Maluti-a-Phofung;
- Nketoana;
- Phumelela; and
- Setsoto

The framework is to guide and inform the process plan of the district and its local municipalities. It provides the linkages for relationships established between the district and local municipalities. In doing so, proper consultation, coordination and alignment of the integrated development planning processes of the district and its local municipalities are maintained.

The powers and functions of the district municipality are clearly prescribed in Chapter 5 of Local Government: Municipal Structures Act, 119 of 1998, section 83, which states:

“a district municipality must seek to achieve the integrated sustainable and equitable social and economic development of its area as a whole by-“

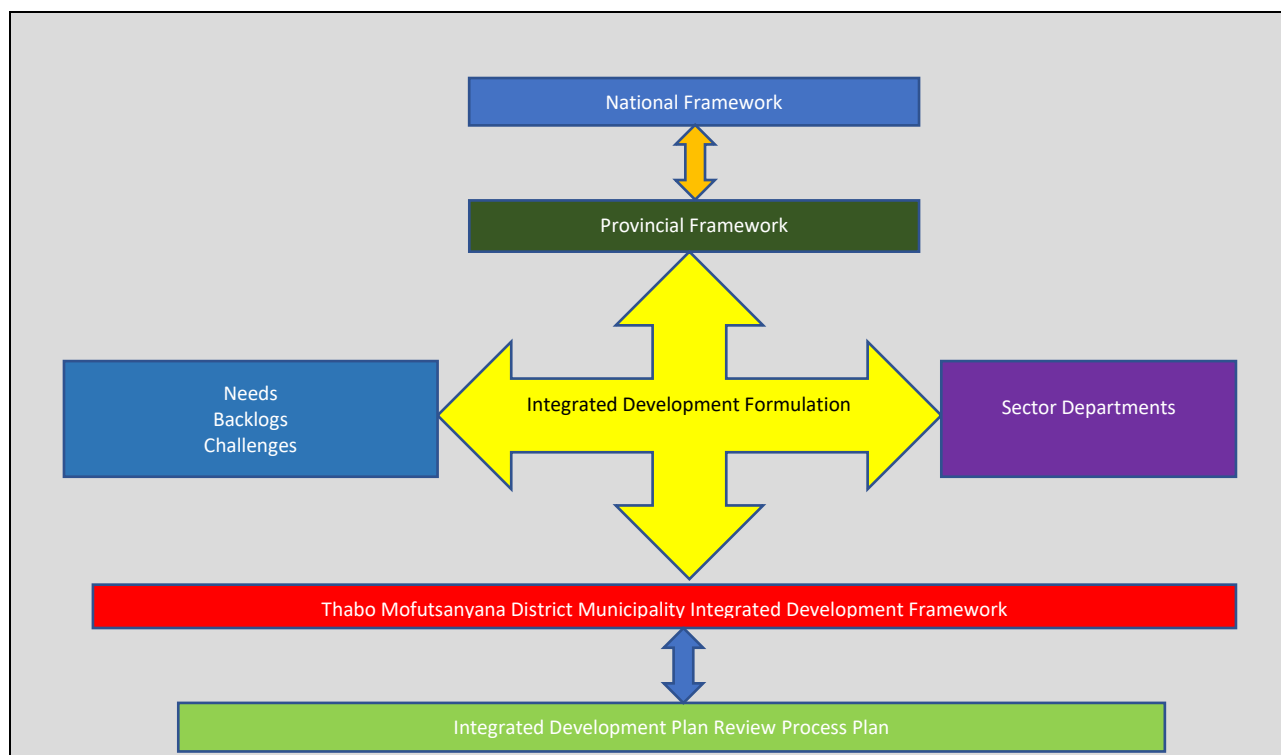
- Ensuring integrated development planning for the district as a whole;
- Promoting bulk infrastructure development and service for the district as a whole;
- Building capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and
- Promoting equitable distribution of resources between local municipalities in its area to ensure appropriate levels of municipal services within the area.

Government has now introduced a new measure to enhance regional planning in the form of a District Development Model, a model which is going to drive district planning and development within the area. The current Integrated Development Plan of the district addresses the following priority areas:

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Government Priorities	Thabo Mofutsanyana District Municipality's Priorities
Basic Services and Infrastructure	Basic Services and Infrastructure
Local Economic Development	Local Economic Development
Organizational Development and Transformation	Organizational Development and Transformation
Financial Viability and Management	Financial Viability and Management
Good Governance and Public Participation	Good Governance and Public Participation

It was essential to ensure that the district and local municipalities' priorities are reflected in the different departmental project's prioritization process and in turn that the departmental projects are reflected in the Integrated Development Plan 2020/2021. Regular strategic meetings with sector departments were required to be held during the integrated development planning review to ensure horizontal and vertical alignment.



1.12 Local Perspective

The people driven integrated development plan and budget of the municipality reflect the community priorities. In addition, the integrated development plan is also informed by the global perspective, national perspective, provincial perspective and the Thabo Mofutsanyana District Municipality Integrated Development Plan Framework 2020/2021, therefore, the Integrated Development 2020/2021 is a government-wide expression of developmental commitments.

All strategies and agendas, whether global, national, provincial or district, are underpinned and guided by and designed to satisfy the needs of all local communities. Municipal citizenry takes the lead in defining and shaping their priorities through a variety of public participation processes and programmes, such as ward-based planning, community development workers and ward committees. The following are key performance areas of the municipality as prioritized by the local community and aligned to the Sustainable Development Goals Agenda 2030, National Development Plan 2030, Free State Growth and Development Strategies and the Thabo Mofutsanyana District Municipality's Integrated Development Plan 2020/2021:

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Key Performance Area	Predetermined Objective	Supporting Table SA4 Reconciliation of Integrated Development Plan Strategic Objective and Budget
Revenue		
Basic services	Supporting the delivery of municipal services to the right quality and standard	488 041 000
Local Economic Development	Creating a conducive environment for economic development	46 000
Institutional Capacity	Building institutional resilience and administrative capability	337 000
Financial Management	Ensuring sound financial management and accounting	114 942 000
Good Governance, Transparency and Accountability	Promoting good governance, transparency and accountability	58 539 000
Public Participation	Putting people and their concerns first	58 539 000
Total		720 444 000
Expenditure		
Basic services	481 000 000	281 415 000
Local Economic Development	8 792 000	220 587 000
Institutional Capacity	34 290 000	4 639 000
Financial Management	54 418 000	114 942 000
Good Governance, Transparency and Accountability	51 232 000	29 691 000
Public Participation	51 232 000	29 691 000
Total		680 964 000
Surplus/Deficit		39 480 000

1.13 Municipality's Integrated Development Plan Role-players and Stakeholders

Various role-players and stakeholders have guided the integrated development planning and budgeting processes. These are:

- Community members
- Political Parties
- Business Organizations
- Non-governmental Organizations
- Non-profit Organizations
- Community-Based Organizations
- Councilors
- National and Provincial Sector Departments
- Local Municipalities within the Thabo Mofutsanyana District Municipality
- Thabo Mofutsanyana District Municipality
- Ward Committees
- Community Development Workers
- Service Providers
- Municipal Staff

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1.14 Legislative Framework

1.14.1 Constitution of the Republic of South Africa, 108 of 1996

It stipulates that a municipality must give priority to the basic needs of its community and promote their social and economic development to achieve a democratic, safe and healthy environment. Section 33 supported by section 195 outlines basic values and principles governing public administration and highlight the following:

- A high level of professional ethics must be promoted and maintained;
- Efficient, economic and effective use of resources must be promoted;
- Public service administration must be development-oriented;
- Services must be provided impartially, fairly, equitably and without bias;
- People's needs must be responded to, and public must be encouraged to participate in policymaking;
- Public administration must be accountable;
- Transparency must be fostered by providing the public with timely, accessible and accurate information;
- Good human resource management and career-development practices, to maximize human potential, must be cultivated; and
- Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

The Constitution in section 152 and 153 further outlines the kind of local government needed in the country, local government oversees the development processes in municipalities, and notably in charge of planning for the municipal area. The Constitutional mandate gives a clear indication of the intended purpose of municipal integrated development planning, which is to:

- Ensure sustainable provision of services;
- Promote social and economic development;
- Promote safe and healthy environment;
- Give priority to basic needs of communities; and
- Encourage involvement of communities.

The Constitution also demands local government to improve intergovernmental coordination and cooperation to ensure integrated development across the neighbouring communities. This will be enhanced by the roll-out of the District Development Model.

1.14.2 The White Paper on Local Government, 1999

Within any local area many different agencies contribute to development, including national and provincial departments, parastatals, trade unions, community groups and private sector institutions. Developmental local government must provide a vision and leadership for all those who must play a role in achieving local prosperity. Poor coordination between service providers could severely undermine the development effort. Municipalities should actively develop ways to leverage resources and investment from both public and private sectors to meet development targets.

One of the most important methods of achieving greater coordination and integration is integrated development planning. Integrated development plans provide powerful tools for municipalities to facilitate integrated and coordinated delivery within their locality. The principles set out in the Development Facilitation Act should guide municipalities in their approach to building integrated, livable settlements. There is a summary of these principles in Annexure D at the back of the White Paper (See also point 3.1 for more detail on integrated development plans.)

While strategies for building human settlements may differ between localities, it is clear that the establishment of sustainable and livable settlements depends on the coordination of a range of services and regulations, including land-use planning, household infrastructure, environmental management transport, health and education, safety and security and housing. Municipalities will need to work closely with other sphere of government and service providers and play an active integrating and coordinating role here.

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Municipal Councils play central role in promoting local democracy. In addition to representing community interest within the Council municipal councillors should promote the involvement of citizens and community groups in the design and delivery of municipal programmes. In the past, local government has tended to make its presence felt in communities by controlling or regulating citizen's actions.

While regulations remain an important municipal function, it must be supplemented with leadership encouragement, practical support and resources for community action. Municipalities can do a lot to support individual and community initiative, and to direct community energies into projects and programmes which benefit the area as a whole. The involvement of youth organizations in this regard is particularly important.

Municipalities need to be aware of the divisions within local communities and seek to promote the participation of marginalized and excluded groups in community processes. For example there are many obstacles to the equal and effective participation of women, such as social values and norms, as well as practical issues such as the lack of transport, household responsibilities, personal safety, and etc. municipalities must adopt inclusive approach to fostering community participation, including strategies aimed at removing obstacles to, and actively encouraging, the participation of marginalized groups in the local community.

A central principle of Reconstruction and Development programme is the empowerment of the poor and marginalized communities. This is repeated in the Growth, Employment and Redistribution strategy which calls for "a redistribution of income and opportunities in favour of the poor". Developmental local government is uniquely placed to combine empowerment and redistribution in a number of concrete programmes:

- Service subsidies are a focused mechanism for providing services to the poor at below cost, and thereby provide an opportunity for low-income households to improve their circumstances. The equitable share will provide the basis for a standardized subsidy mechanism for all poor households. Municipalities need to plan the level and number of additional subsidies in a way which is affordable within the overall municipal budget.;
- Support to community organizations in the form of finances, technical skills or training can enhance the ability of the poor to make their needs known and to take control of their own development process;
- Linkage policies aim to directly link profitable growth or investment with redistribution and community development. An example is a development levy imposed in fast-growing areas and used to subsidize housing or other services for the poor. An alternative is a condition which requires developers to make social responsibility investment in return for planning permission. Another example is a condition impose on companies which supply goods and services to municipalities to invest in training, affirmative action or community development; and
- Socio-economic development and community empowerment is mainly directed at poverty eradication. Most of the poor are women, and empowerment strategies which focus on women are likely to prove the most effective and inclusive. Municipalities need to develop their capacity to understand the diverse needs of women in the community and address these needs in planning and delivery processes to enhance their impact on poverty eradication.

Extremely rapid changes at the global, regional, national and local levels are focusing local communities to rethink the way they are organized and governed. All over the world communities must find the new ways to sustain their economies, build their resources, protect their environments, improve personal safety (in particular for women) and eliminate poverty.

There is no single correct way to achieve these goals. National frameworks and support from other levels of government are critical, but cities, towns and rural communities are increasingly having to find within themselves ways to make their settlements more sustainable. This requires trust between individuals and open and accommodating relationships between stakeholders. Local government has a key role to play in building this kind of social capital-this sense of common purpose-to find local solutions for increased sustainability. In practical terms, municipalities can build social conditions favourable to development through:

- Building the kind of political leadership that can bring together coalitions and networks of local interests that cooperate to realise a shared vision;
- Responsive problem-solving and commitment to working in open partnerships with business, trade unions and community-based organisations;

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- Ensuring that knowledge and information are acquired and managed in a way that promotes continuous learning and which everyone can access easily and quickly;
- Enhancing local democracy through raising awareness of human rights issues and promoting constitutional values and principles;
- Building an awareness of environmental issues and how the behaviour of residents impacts on the local environment, and encouraging citizens to utilise scarce natural resources in a prudent, careful manner;
- Investing in youth development as a key resource for the future, and building on their creativity and motivation through involvement in civic and development programmes;
- Actively seeking to empower the most marginalised groups in the community and encouraging participation, and
- Empowering ward councillors as community leaders who should play a pivotal role in building a shared vision and mobilising community resources for development.

Developmental local government requires that municipalities become more strategic, visionary and ultimately influential in the way they operate. Municipalities have a crucial role as policymakers, as thinkers and innovators, and as institutions of local democracy.

A developmental municipality should play a strategic policy-making and visionary role, and seek to mobilise a range of resources to meet basic needs and achieve developmental goals. Citizens and communities are concerned about areas where they live: they are concerned about access to services and economic opportunities, mobility, safety, absence of pollution and congestion, proximity of social and recreational facilities and so on.

Local government can impact on all of these facets of our lives. The outcomes which developmental local government seeks to achieve may differ over time. However, in our current circumstances the key outcomes are as follows:

- Provision of household infrastructure and services;
- Creation of liveable, integrated cities, towns and rural areas;
- Local economic development; and
- Community empowerment and redistribution.

Each of these outcomes needs to be seen within the context of global, regional, national and provincial development and the principles and values of social justice, gender and racial equity, nation-building and the protection and regeneration of the environment.

1.14.3 Municipal Systems Act, 32 of 2000

Section 25 (1) of the Municipal Systems Act stipulates that “Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality”.

The Act dictates that the plan should: link, integrate and co-ordinate plans and should take into account proposals for the development of the municipality. In addition, the plan should align the resources and capacity of the municipality with the implementation of the plan.

Moreover, the plan must form the policy framework and general basis on which annual budgets must be based. Furthermore, the plan should be compatible with national and provincial development planning requirements binding on the municipality in terms of legislation.

The IDP has a legislative status. Section 35 (1) of the Municipal Systems Act, 32 of 2000 states that an IDP adopted by the council of a municipality—

- is the principal strategic planning instrument which guides and informs all planning and development, and all decisions regarding planning, management and development, in the municipality;
- binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality’s integrated development plan and national or provincial legislation, in which case such legislation prevails; and
- binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law

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1.14.4 Municipal Finance Management Act, 56 of 2003

Section 53 of the Municipal Finance Management Act, 56 of 2003 makes provision for alignment between the IDP and the Municipal Budget. The Service Delivery and Budget Implementation Plan is the mechanism that ensures that the IDP and Budget are aligned. Section 53 (1)(c)(ii) of the Municipal Finance Management Act, 56 of 2003, the Service Delivery and Budget Implementation Plan as a detailed plan approved by the mayor of the municipality's delivery of municipal services and its annual budget, and which must indicate the following:

- (a) projection for each month of: -
 - (i) revenue to be collected, by source
 - (ii) operational and capital expenditure, by vote
- (b) service delivery targets, and performance indicators for each quarter; and
- (c) other matters prescribed

Section 52 (d) of the Municipal Finance Management Act, 56 of 2003 compels the Mayor to submit a report to council on the implementation of the budget and the financial state of affairs of the municipality within thirty (30) days of the end of each quarter. The quarterly performance projections captured in the Service Delivery and Budget Implementation Plan form the basis of the Mayor's quarterly report.

The actual organisational performance will be measured within the Service Delivery and Budget Implementation Plan quarterly reporting, where performance is to be examined against defined key performance areas. Appropriate remedial action will be taken to address poor or non-performance with service delivery.

1.14.5 Municipal Planning and Performance Management Regulations of 2001

Makes provision for inclusion in the Integrated Development Plan of the following:

- (i) institutional framework for implementation of the Integrated Development Plan;
- (ii) investment and development initiatives;
- (iii) Key Performance Indicators and other important statistical information;
- (iv) A financial plan; and
- (v) A Spatial Development Framework.

1.14.6 Spatial Planning and Land Use Management Act, 16 of 2013

It provides that each municipality be responsible for municipal spatial planning and land use management within its jurisdiction. This requires a municipality to make administrative decisions which are lawful, reasonable and procedurally fair. The spatial planning and land use management legislative change and reform has brought significant changes. The most notable is the way spatial planning and land use management decisions are to be made in the municipal sphere of government.

The Spatial Planning and Land Use Management Act, 16 of 2013, further permits the political leadership at municipal sphere of government to decide on the future of development vision for an area through the development and approval of the spatial development frameworks and thereafter to have land use management decisions to be consistent with the spatial development frameworks. It also involves the consideration and determination of all land use and land development applications to be categorised with certain categories of applications being decided upon by Municipal Planning Tribunal and other categories of applications being decided upon by an Authorising Official.

In addition, the Spatial Planning and Land Use Management Act, 16 of 2013, requires that all appeals of the first instant decisions should be determined internally by the executive authority of the municipality as the Appeal Authority. The Spatial Planning and Land Use Management Act, 16 of 2013, therefore, introduces a Spatial Planning System which consist of four levels of planning which are individually interrelated, which include:

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- Spatial Development Frameworks and specific Municipal Spatial Development Frameworks;
- Development principles guiding spatial planning, land use management and land development;
- Management of land use through Land Use Schemes; and procedures and processes for preparations, submissions and consideration of Land Development Applications (together with provincial planning legislation and municipal planning bylaws).

1.15 How was our Integrated Development Plan developed?

The procedure for reviewing the Integrated Development Plan as an event-centred approach, comprises a systematic sequence of planning activities as outlined in the Integrated Development Plan Guide Packs, the Revised the Integrated Development Plan Guide for the municipalities outside Metros and Secondary Cities and the Integrated Planning and Accountability Model 2016 and detailed in the Integrated Development Plan Review Process Plan and Budget Process Timetable 2019/2020. These activities are carefully organised in certain planning events or steps to be carried out in different phases.

This section provides an overview of the planning process and methodology followed for the review formulation of the Integrated Development Plan 2020/2021-2022/2023 for the local municipality. It specifically deals with the way in which the local municipality completed activities within the different phases of the Integrated Development Plan 2020/2021 formulation. Finally, this section also makes provision for self-assessment of the way in which the methodology complied with the process and procedures described in the IDP Review Process Plan and Budget Process Timetable 2019/2020.

1.16 Integrated Development Review Process Plan and Budget Process Timetable 2019/2020

In order to ensure the effective and productive formulation and implementation of the integrated development plan review process, the Integrated Development Plan Steering Committee compiled Integrated Development Plan Review Process Plan and Budget Process Timetable 2019/2020 which functions as a business plan and management tool to assist with the day-to-day management of the review process. The Integrated Development Plan Review Process Plan and Budget Process Timetable 2019/2020 deals with several aspects aimed at streamlining the integrated development plan review process, as detailed below.

Firstly, the institutional arrangements are outlined which provides a clear understanding of the organisational structure, the different role-players (internal and external), as well as the distribution of their roles and responsibilities. Since the active involvement of the community and stakeholder organisations is a key feature in the Integrated Development Plan formulation, the Integrated Development Plan Review Process Plan and Budget Process Timetable 2019/2020 also makes provision for mechanisms and procedures for public participation.

A Public Participation Strategy has been adopted which contains several tools and principles for participation, roles and responsibilities, means of encouraging participation and logistical arrangements. To ensure parallel processes and effective co-ordination between the local municipality and other spheres of government, the Integrated Development Plan Review Process Plan and Budget Process Timetable 2019/2020 also includes different procedures for alignment.

It makes provision for alignment with the Integrated Development Plan Review Framework of the Thabo Mofutsanyana District Municipality which is a mutually aligned review process highlighting agreement principles, communication mechanisms, joint events and timeframes as well as organisational structures and mechanisms for solving disputes.

Finally, the Integrated Development Plan Review Process Plan and Budget Process Timetable 2019/2020 provides a detailed Action Plan with Budgeted Cost with Timeframes for implementation of all planning activities as well as a summary of all external planning requirements to ensure a truly integrated review process.

The Integrated Development Plan Review Process Plan and Budget Process Timetable 2019/2020 was approved by Mayoral Committee on the 19 September 2019 and is attached hereto as Annexure A. Although the intention of the Integrated Development Plan Review Process Plan and Budget Process Timetable 2019/2020 is to effectively guide the formulation of the Integrated Development Plan 2020/2021, several changes were made during the formulation process. Deviations where the procedures did not conform to the originally intended formulation process are discussed at the self-assessment of the planning process below.

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1.17 Formulation Procedure and Planning Activities

The procedure for formulating the Integrated Development Plan 2020/2021 included several planning activities combined into different steps and phases detailed in the following paragraphs.

1.17.1 Section B: Situational Analysis

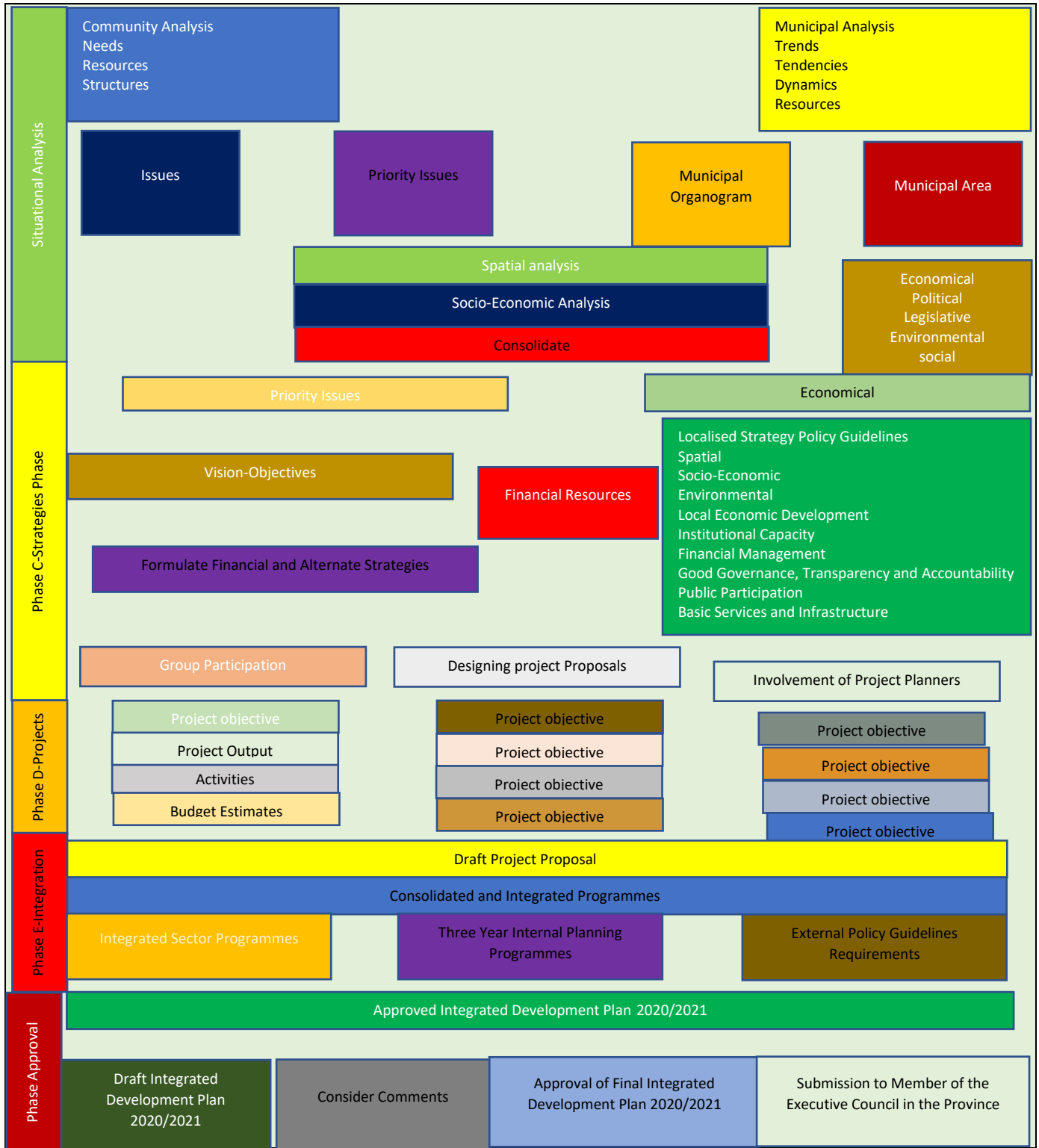
The Situational Analysis phase of the Integrated Development Plan 2020/2021 is regarded as the platform of existing trends and current realities within the municipal area where communities and stakeholders were given the opportunity to analyse their problems and determine their priorities. The main purpose of this phase was to form an understanding of the dynamics influencing development within the framework of people's priority needs and knowledge in respect of available resources.

During this phase, several planning steps were followed to analyse developmental problems, major trends and causing factors as well as the availability of capacity of resources. In order to achieve the desired outputs, this phase comprised both community analysis as well as a municipal analysis. Prior to any community involvement, a current reality scan was done which included the compilation and documentation of all available quantitative (socio-economic indicators) and qualitative (previous visions, goals and strategies) information.

This information assisted the community analysis process about the identification of community needs and issues, existing infrastructure and structures, resources and capacities that would guide the identification of community priorities. The municipal level analysis focussed on the identification of prevailing trends, tendencies and dynamics which affect the core operational and management requirements of the institution and its area, as well as the available resources to address these problems.

In order to ensure that the development strategies and projects consider all economic, environmental, legislative, technological, political and institutional potential and limitations, an investigation in respect of strengths, weaknesses, opportunities and threads was conducted throughout the process.

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Furthermore, in support of the municipal and community analysis, both a spatial and socio-economic analysis were conducted in order to highlight spatial constraints, opportunities and trends as well as to sufficiently consider the needs of disadvantaged population groups and underdeveloped areas.

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Based on the inputs from different analysis as described above, several priority issues were identified aimed at giving direction to the remaining phases of the of the Integrated Development Plan 2019/2020-2021/2022. An in-depth analysis of the underlying causes for each priority was conducted in order to ensure that the priorities were addressed effectively in the strategies and projects phases.

The priorities were used to give developmental direction during the formulation process. It was therefore necessary to evaluate the priority issues in terms of broader development direction that the Sustainable Development Goals, National Development Plan Vision 2030, Medium Term Strategic Framework 2014-2019, The Free State Growth and Development Strategies and the Thabo Mofutsanyana District Municipality Integrated 2020/2021 are giving for the country, the province and the district respectively.

1.17.2 Section C: Strategies

Given the development priorities identified in the previous phase, the strategies phase ensured ample opportunity for public debate on the appropriate ways and means of solving problems. The aim of this phase was to define what benefit the municipality need to deliver, as well as what choices and solutions need to be made in order to achieve the benefits. In attempting to address the priority areas identified in the analysis phase in an integrated manner, a need was identified to formulate a common vision in order to build a base for agreement and consensus, concentrating on common aspirations of all concerned parties.

In line with the development vision as well as the priority issues identified in Phase B, a set of interrelated midterm objectives were identified for each priority issue reflecting the desired future and providing direction to the planning and implementation process. Following the above, a set of localised strategy guidelines were formulated in conjunction with the Thabo Mofutsanyana District Municipality and other sister municipalities in order to guide strategy formulation.

The purpose of this exercise was to consider all national and provincial policy guidelines as well as to address issues of common interests throughout the district. With the localised strategy guidelines and clear objectives in mind, it was possible to take the process one step further by formulating alternative strategies aimed at achieving the relevant development objectives. The strategies were formulated against the background of a resource framework that considered internal and external financial resources as well as available natural and human resources.

The alternative strategies were then debated during the Integrated Development Plan Community Representative Fora held to gain insight into the functionality of each alternative and to determine acceptability regarding the implementation thereof. Taking cognisance of the community input, the alternatives were then transformed into final strategies after which specific projects were identified for implementation together with a preliminary budget that is municipal Standard Chart of Accounts compliant.

1.17.3 Section D: Projects

Derived from strategies and identified projects it was necessary to take the process yet another step forward by ensuring the detailed design of concrete and sufficiently specified project proposals. The purpose of this phase was to create a smooth and effective planning and implementation link by identifying structures and appropriate roles for implementation as well as designing mechanisms for financing, implementing and monitoring of projects within available resources. More specifically, the following aspects were considered during the detailed project design:

- Project objectives and performance indicators (quantitative and qualitative);
- Project output, targets and location;
- Major activities, responsibilities and timing;
- Internal and external budget estimates and sources of finance; and
- A set or prioritisation criteria to distinguish between the levels of importance.

The detailed design of projects was done by Municipal Manager's Integrated Development Plan Task Team. It is intended that Municipal Manager's Integrated Development Plan Task Team continue to exist in order to oversee the implementation and monitoring of projects as well as to adjust project designs if necessary.

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1.17.4 Spatial Development Framework

Detailed in Section E of the document.

1.17.5 Section F: Financial Strategy

The fundamental success of a strategy depends on three critical factors:

- An institution's alignment with external environment;
- A realistic view of core competencies and sustainable competitive advantage; and
- Careful implementation and monitoring.

Any person, corporation or nation should know who or where they are, where they want to be, and how to get there. The strategic planning process utilizes analytical models that provide a realistic picture of the individual, corporation or nation at its "consciously competent level", creating the necessary motivation for the development of a strategic plan.

A good strategic plan includes metrics that translate the vision and mission into specific end points. This is critical because strategic planning is ultimately about resource allocation and would not be relevant if resources were unlimited. This chapter aims to explain how finance, financial goals and financial performance can play a more integral role in the strategic planning and decision-making process, particularly in the implementation and monitoring stage.

1.17.5.1 The Strategic Planning and Decision-making process

1.17.5.1.1 Vision Statement

The creation of a broad statement about the municipality's values, purpose and a future direction is the first step in the strategic planning process. The vision statement must express the municipality's core ideologies-what it stands for and why it exists-and its vision for the future, that is, what it aspires to be, achieve or create.

1.17.5.1.2 Mission Statement

An effective mission statement conveys nine key components about the organisation. These are:

- Target different consumer categories;
- Basic services
- Geographic domain;
- Commitment to sustainability;
- Core technologies;
- Growth and viability;
- Philosophy;
- Self-concept; and
- Desired public image.

The municipality's Medium-term Revenue and Expenditure Framework goals represent its commitment to a strategy that is innovative, updated, unique, value-driven and superior to those of its competitors.

1.17.5.1.3 Analysis

This is the analysis of the municipality's business trends, external opportunities, internal resources and core competencies. For external analysis, most company's utilize the Porter's Five Forces Model of industry competition, which identifies the company's level of rivalry with the existing competitors, the threat of substitute products, the potential for new entrants, the bargaining power of suppliers and the bargaining power of customers.

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For internal analysis, companies can apply Industry Evolution Model, which identifies take-off (technology, product quality and product performance features), rapid growth (driving costs down and pursuing product motivation), early maturity and slowing down growth (cost reduction, value services and aggressive tactics to maintain or gain market share), market saturation (elimination of marginal products and continuous improvement of value-chain activities), and stagnation or decline (redirection of fastest-growing market segments and efforts to be a low-cost industry leader).

Another method, Value Chain Analysis, clarifies a company's value-creation process based on its primary and secondary activities. This becomes a more insightful analytical tool used in conjunction with activity-based costing and benchmarking tools that help the company determine its major costs, resource strengths, competencies, as well as identify areas where productivity can be improved.

SWOAT (strength, weaknesses, opportunities and threats) is a classic model of internal and external analysis providing management information to set priorities and fully utilize the company's competencies and capabilities to exploit external opportunities, determine critical weaknesses that need to be corrected and counter existing and future threats.

1.17.5.1.4 Strategy Formulation

To formulate a long-term strategy, Porter's generic strategy model is useful as it helps the company aim for one of the following competitive advantage;

- a) low-cost leadership (product is a commodity, buyers' needs price sensitive, and the few opportunities for differentiation);
- b) differentiation (buyers' needs and preference are diverse and there are opportunities for product differentiation);
- c) best-cost provider (buyer expect superior value at a lower price);
- d) focused-low cost (market niches with specific taste and needs); or
- e) Focused differentiation (market niches with unique preference and needs).

1.17.5.1.5 Strategy Implementation and Management

In the last ten years, the balanced scorecard has become one of the most effective management instruments for implementing and monitoring strategy execution as it helps to align strategy with the expected performance and it stresses the importance of establishing financial goals for employees, functional areas and business units. The balanced scorecard ensures that strategy is translated into objectives, operational actions, financial goals and focuses on four key dimensions:

- Financial factors;
- Employee learning and growth;
- Customer satisfaction; and
- Internal business processes.

1.17.5.1.6 The Role of Finance

Financial metrics have long been the standard for assessing the company's performance. The balanced scorecard support the role of finance in establishing and monitoring specific and measurable financial strategic goals on a coordinated, integrated basis, thus enabling the company to operate efficiently and effectively. Financial goals are established based on benchmarking the best-in-industry and include:

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1.17.5.1.6.1 Free Cash Flow

This is a measure of the company's financial soundness and shows how efficiently its financial resources are being utilized to generate additional cash for future investments. It represents the net cash available after deducting the investments and working capital increases from the company's operating cash flow. Companies should utilize this metrics when they anticipate substantial capital expenditure soon or follow-through for implemented projects.

1.17.5.1.6.2 Economic Value-Add

This is the bottom-line contribution on risk-adjusted basis and helps management to make effective, timely decision to expand businesses that increase the company's economic value and implement corrective actions in those that are destroying its value. It is determined by deducting the operating capital costs from net income. Companies set economic value-added goals to effectively assess their business' value contribution and improve the resource allocation process.

1.17.5.1.6.3 Asset Management

This calls for efficient management of current assets (cash, receivables and inventory) and current liabilities (payables and accruals) turnovers and enhanced management of its working capital and cash conversion cycle. Companies must utilize this practice when operating performance falls behind industry benchmarked companies.

1.17.5.1.6.4 Financing Decisions and Capital Structure

Financing is limited to optimal capital structure (debt ration leverage) which is the level that minimize the company's costs of capital. This optimal capital structure determines the company's reserve borrowing capacity (short-and-long-term) and risk of potential financial distress. Companies establish this structure when their cost of capital rise above that of direct competitor and there is lack of new investments.

1.17.5.1.6.5 Profitability Ratios

This is a measure of operational efficiency of the company. Profitability ratios indicate inefficient areas that require corrective actions by management, they measure profit relationships with sales, total assets and new net worth. Companies must set profitability ratio gaols when needed to operate more effectively and pursue improvements in their value-chain activities.

1.17.5.1.6.6 Growth Indices

Growth indices evaluate sales and markets share growth and determine the acceptable trade-offs of growth with respect to reduction in cash flows, profit margins and return on investment. Growth usually drains cash and reserve borrowing funds, and sometimes, aggressive asset management is required to ensure enough cash and limited borrowing. Companies must set growth index goals when growth rates have lagged behind the industry norms or when they have high operating leverage.

1.17.5.1.6.7 Risk Assessment and Management

Organisation must address its key uncertainties by identifying, measuring and controlling its existing risks in corporate governance and regulatory compliance, the likelihood of their occurrence, and their economic impact. A process must be implemented to mitigate the causes and effects of those risks. Companies must take these assessments when they anticipate greater uncertainty in their business or when there is a need to enhance their risk culture.

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1.17.5.1.6.8 Tax Optimisation

Many functional areas and business units to manage the level of tax liability are taken in conducting business and to understand that mitigating risk also reduces expected taxes. Moreover, new initiatives, acquisitions and products development projects must be weighed against their tax implication and net after-tax contribution to the company's value. In general, performance must, whenever possible, be measured on an after-tax basis. The municipality must adopt this measure when operating in different tax environments, where it is able to take advantage of inconsistencies in tax regulations, if any.

The introduction of balanced scorecard emphasised financial performance as one of the key indicators of the municipality's success and helped to link the strategic goals to performance and provide timely, useful information to facilitate strategic and operational control decision. This has led to the role of finance in the strategic planning process becoming more relevant than ever.

Empirical studies have shown that a vast majority of corporate strategies fail during execution. The above financial metrics helps companies implement and monitor their strategies with specific, industry-related and measurable financial goals, strengthening the organization's capabilities with hard-to-imitate and non-substitutable competencies. They create sustainable competitive advantages that maximise the organizations value, the main objective of all stakeholders.

1.17.6 Section G: Institutional Capability and Performance Management System

An institutional plan is a document that guides the municipality's acquisition, growth and allocation of resources. It is generally multi-year and has measurable goals and methods by which the municipality evaluates success. It includes prioritization action steps, establishes timelines and assigns responsibilities for implementing the plan.

It also assesses and addresses resources needed to see the plan to fruition. It is often supplemented by an implementation of operating plan that puts the decision made in the institutional plan into practice. Implementation plans addresses the day-to-day operations or specific operational area, such as collection, financial management, service provision and governance. Institutional Plan should be current and be aligned with the mission.

Finding the time to plan is a difficult task. Since resources are finite and communities evolve, municipality engage in planning to be sustainable and relevant. An Institutional Plan integrates and focuses operations in order to meet the mission and the needs of the community. The following factors should be considered when developing an Institutional Plan:

- The process of creating and implementing the plan is far more important and beneficial to the municipality than the actual plan itself;
- The plan may seem like the end result, but in actuality, the end result is what is achieved through using and updating the plan;
- There are many ways to plan;
- Each municipality has its own set of challenges, which require thoughtfulness in planning;
- Municipalities are encouraged to take time to explore their circumstances and articulate them accurately in their plans;
- Planning should be integrated in order to be effective; and
- Each of the municipality's departmental plans should speak to one another consistently and comprehensively to support the municipality's mission.

The Institutional Plan should provide an overview of the planning process, this should be done by providing some background on how the plan was developed, who was involved and what challenges and opportunities came to light, which will give context for decisions and action steps that would follow. It is important that the municipality create

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transparency in the process and document the planning process. When the municipality conduct the subsequent planning, it can extent this process rather than creating it.

The plan should also give an overview of the operations and programs, which is an assessment of all the municipality's projects and programs. To help make strategic choices about the municipality's focus, priority goals, allocate resources as necessary and create a baseline for measuring progress and the identification of strengths and weaknesses. The summary of human resources can help the municipality align the strategic goals with the staffing. For instance, the goal is to revamp revenue collection programs, an organisational chart might reveal lack of staff capacity.

The plan should also outline what the municipality is going to do, who is going to do what, when is it going to happen, how much it will cost and how it will be funded. The municipality should be specific about the measurable end goals and the means and methods for achieving them. It is important to assess, identify and plan to secure resources, both human and financial needed to implement the plan. A timeline will delineate when things will rollout so that these goals are coordinated and integrated.

Evaluation helps the municipality decide when the plan needs to be updated, when strategies need to change or when priorities shifts. It is important to discuss this during the planning process so that those using the Institutional Plan know how to define and measure success. A plan has specific, time-bound goals, but the need for a plan does not disappear after the past plan is completed. Using action items as part of staff yearly work plans and regular review and assessment of the plan and the municipality's progress can help encourage a culture of planning.

1.17.7 Section H: Integration

During Section H of the Integrated Development Plan 2020/2021, the municipality had to ensure that the project proposals from previous phase were in line with the agreed vision, objectives, strategies and activities, the resource framework as well as the legal requirements and government strategies. In order to arrive at a truly integrated and credible Integrated Development Plan 2020/2021 for development, the purpose of this phase was to harmonize the contents of the former phases into a consolidated and integrated programme for different departments of the municipality as well as the different sector departments and/or service providers.

The integration phase is a comprehensive operational strategy for the municipality and consequently includes several consolidated and integrated programmes. The relevant programmes and plans are discussed in detail in Phase F and attached to the Integrated Development Plan 2020/2021 as draft Service delivery and Budget Implementation Plan 2020/2021. This phase also includes the internal and external policy frameworks as well as all the approved sector plans for the 2020/2021 financial year which are attached to this document as annexures.

1.17.8 Section I: Approval

During this section of the integrated development planning process, community and stakeholders are given the opportunity to comment on the draft Integrated Development Plan 2020/2021 and the draft Budget 2020/2021 to 2022/2023 to ensure:

- Vertical coordination and sector alignment;
- A smooth planning implementation link;
- Legal compliance;
- Feasibility and viability of projects; and
- A high quality and credible planning document

Secondly, the Thabo Mofutsanyana District Municipality and neighbouring municipalities are also consulted during the district integrated development planning processes engagement sessions, to ensure that the plans of all local municipalities within the district are aligned and do not propose contradicting types of development in adjacent areas.

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Thirdly, all residents and affected parties are given the opportunity to comment on the draft Integrated Development Plan 2020/2021 during the advertisement period, as required by legislation. The advert was done through the local, district, provincial and national press and the draft Integrated Development Plan 2020/2021 and the draft Budget 2020/2021 to 2022/2023 are available for inspection at the pre-identified public places as well as the municipal website for a period of twenty-one days.

1.18 Self-Assessment and Planning Process

The formulation of the Integrated Development Plan 2020/2021 was done over a period of nine months and included several planning meetings and workshops as indicated on the actual implementation programme. As indicated already, the actual formulation and implementation procedure followed in completing the Integrated Development Plan 2020/2021 did not conform to the originally intended formulation process. The deviation are discussed briefly below.

1.18.1 Time Deviations

Throughout the formulation process, time constraints were perhaps one of the most hampering factors causing the process to fall behind schedule. Some contributing factors causing time constraints are listed below:

1.18.1.1 Participatory Structures

The involvement of national and provincial departments did not realise as originally anticipated. Several meetings and workshops were attended by departments at the provincial Capacity Workshops, Provincial IDP Manager's Forum and the District IDP managers Forum on a quarterly basis. From the 26 march 2020 the interaction with the department will no longer be during meetings due to the directive from the Office of the Presidency on the measured taken to fight the COVID-19 Pandemic, but comments will be sourced via emails.

1.18.1.2 Other Deviations

Apart from the above deviation, there were several small deviation which relate to formulation procedure and tools which were used to obtain the desired end results. These deviations, however, are not regarded as serious as the Integrated Development Plan formulations allows plenty of opportunities to align the deliverables with the Integrated Development Plan Review Process Plan and Budget Timetable 2019/2020. Notwithstanding the above deviations, council is confident that the procedure followed complies with the relevant legal requirements and more importantly adequately considered and addressed the needs of the community.

1.19 Alignment

The Thabo Mofutsanyana District Municipality's Integrated Development Plan Framework 2019/2020 was used as the basis for alignment during the formulation process. Although the process was stipulated, the outputs of the alignment were not always achieve due to several reasons. Limited participation by government departments was one of the main problems. Legal compliance due to the measure put in place to curb the further spreading of COVID-19 was also one of the challenges facing the municipality.

The National and Provincial Budget Cycle differing to that of the municipality also cause difficulties in aligning projects and programmes. Alignment with the Thabo Mofutsanyana District Municipality, Dihlabeng Local Municipality, Mantsopa Local Municipality, Phumelela Local Municipality, Nketoana Local Municipality and Maluti-a-Phofung Local Municipality was less difficult as regular contact and information sharing occurred.

Importantly, alignment that needed to take place throughout the formulation process was the alignment of and between the Sustainable Development Goals 2030, National Development Plan 2030, Government Outcomes, Medium-Term Strategic Agenda 2019-2024, Back to Basic Principles, Free State Growth and Development Strategies and the Thabo Mofutsanyana Integrated Development Plan 2020/2021.

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1.20 Acknowledgements

Appreciated for the following stakeholders who contributed to the formulation of the Integrated Development Plan 2020/2021:

- National and Provincial Sector Departments
- National Treasury
- Provincial Treasury
- Department of Corporative Governance
- Department of Corporative Governance and Traditional Affairs
- Office of the Premier
- South African Local Government Association
- Thabo Mofutsanyana District Municipality
- Dihlabeng Local Municipality
- Nketoana Local Municipality
- Phumelela Local Municipality
- Mantsopa Local Municipality
- Maluti-a-Phofung Local Municipality
- Office of the Speaker
- Office of the Executive Mayor
- All Councillors
- Office of the Municipal Manager
- Senior Managers
- Managers
- Supervisors
- Audit and Performance Audit Committee
- Auditor General of South Africa
- Political Parties
- Business Organisations
- Non-Governmental Organisations
- Community Organisations
- Ward Committees
- Municipal Public Accounts Committee
- Risk Management Committee
- Community Development Workers
- Vision Activ
- Munsoft

Section B-Situational Analysis

2. Introduction

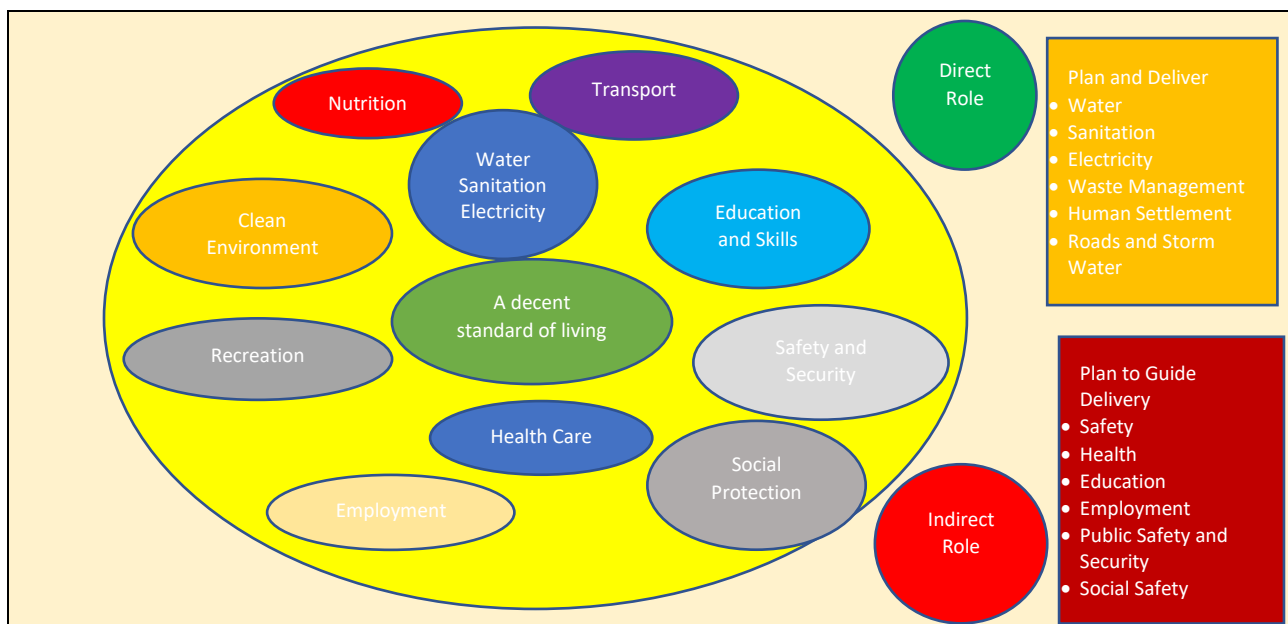
The purpose of this section is to ensure that all actors involved in the planning process are aware of and have access to basic facts and figures related to the present situation, trends and dynamics. This will contribute to the identification of realistic solutions, with proper consideration of real needs and available resources. A detailed status quo analysis of the municipal area, spatial analysis and strengths, weaknesses, opportunities and threats analysis was done and inputs from the community, organisations, businesses, non-governmental organisations and state-owned institutions were solicited.

The first step of the integrated development planning process was to look at the existing situation of the municipality. During the situational analysis phase the process focused on relevant issues and aspects influencing the development of the municipality. The purpose of this phase was to ensure that decisions on strategies and projects are based on:

- The qualitative priority needs and challenges on local citizenry;
- Proper quantitative information on all those priority issues;
- Clear knowledge of available resources;
- A holistic understanding of dynamic of key issues determining the various priorities within the municipal area, be it political, technological, legislative, environmental, and economical or scientific;
- Basic demographic figures;
- Service levels and service gaps for all public services;
- Available institutional capacities; and
- Compilation of crucial policy requirements

Relevant statistical information gathered during the formulation of the integrated development planning process was presented to the community members during community meetings. This served as the basis for discussing the needs and priorities of the residents within various functional areas of the municipality. The priority issues were then analysed and discussed further at the Integrated Development Plan Community Representative Forum to identify the causes determining each priority issue and to formulate certain development principles against the knowledge of such causes.

The findings were then presented under several integrated sectors, which coincide with various analysis proposed within the integrated development plan guide-pack and include institutional, social, infrastructure, economic, environmental and spatial analysis. Deriving from the current realities and cross-cutting analysis, a list of priority development issues was identified and served as a basis for more detailed, in-depth analysis. The following methodology was followed:



Section B-Situational Analysis

2.1 Location, Composition and Size

Setso Local Municipality is an administrative area in the Thabo Mofutsanyana District Municipality of the Free State in South Africa. The name is a Sesotho word meaning "beauty". The municipality is headed by Ficksburg, Caledon Park and Meqheleng, followed by Senekal and Matwabeng, Clocolan and Hlohlolwane, Marquard and Moemaneng. It is the gateway municipality to the Kingdom of Lesotho through Ficksburg and Clocolan at Ficksburg Bridge and Peka Bridge respectively. Setso is rich in agriculture as well as producing cherries. The local municipality area measures 5 948.35 km² in extent.

Place	Code	Area (km2)	Number of Erven		Population		
			Ward	Number	2001	2011	2016
Clocolan	41201	16.71	8	2 289	1 366		
Hlohlolwane	41203	2.25	9	1 822	15 275		
			1	2 108			
			1				
Sub-Total		18.96		6 219	16 641		17 602
Ficksburg	41201	21.63	10	1 219	8 309		
Meqheleng	41207	4.13	12	1 487	25 900		
Mafeleng (Caledon Park)	41204	0.23	13	2 145	1 255		
			14	1 791			
			15	2 554			
			16	2 396			
			17	2 029			
Sub-Total		25.99		13 621	35 464		41 248
Marquard	41205	1.56	1	1 781	1 024		
Moemaneng	41208	1.86	2	2 679	12 067		
Sub-Total		3.42		4 460	13 091		15 502
Matwabeng	41206	3.65	3	1 649	19 218		
Senekal	412209	33.40	4	1 566	3 333		
			5	722			
			6	3 102			
			7	2 348			
Sub-Total		37.05		9 387	22 551		25 543
Total		85.42		33 687	93 747		100 195
Remainder of the municipality	41210	5 880.95		2 913	35 434		12 704
Sub-Total		5 880.95		2 913	35 447		12 704
Total		5 966.37		36 600	123 194		112 599
							117 363

The number of people has increased from 112 599 to 117 363 between 2011 and 2016. It increased with 4 764 people for Community Survey 2016. The majority of these people are still Back African, followed by Whites, the third largest being the Coloured. According to Community Survey 2016 results, the number of erven are as follows:

Formal Dwelling	Informal Dwelling	Traditional Dwelling	Other	Unspecified	Total
28 564	3 211	373	240	0	37 388

2.2 Level of Government

Establishment in 2000:

Setso Local Municipality was established as category B municipality with a collective system combined with ward participatory system as contemplated in section 2(f) of the Determination of the Types of Municipalities Act, 1 of 2000 in terms of Provincial Notice 184 of 28 September 2000. This Notice is also known as Section 12 Notice for purposes of Local Government Municipal Structures

Re-establishment in 2016:

Act, 117 of 1998. The Provincial Notice 184 of 28 September 2000 as amended, is hereby repealed and replaced by the provisions contained below:

Section B-Situational Analysis

The type of Setsoto Local Municipality (FS 191) in terms of Provincial Gazette of 28 October 2016 is hereby changed from the type of municipality with a collective system combined with ward participatory system to a municipality with a mayoral executive system combined with a ward participatory system. Setsoto Local Municipality (FS 191) is a category B municipality as determined by the Municipal Demarcation Board in terms of section 4 of the Municipal Structures Act, 117 of 1998.

The boundaries of the municipality as indicated by the DEM in the Municipal Demarcation Notice remain unchanged. The council of Setsoto Local Municipality (FS 191) consists of 33 councillors with effect from the local government elections in 2016. The following councillors have been designated full time councillors by the municipality:

- Executive Mayor
- Speaker
- Chairpersons of the Mayoral Committee

2.2.1 Speaker and Council

Setsoto Local Municipality consists of 33 councillors of which 17 are ward councillors and 16 are proportional representative councillors. The Speaker, Councillor Mokhuoane S K, presides at Council meetings. The list below indicates all councillors with their names, capacity and gender.

No	Name	Capacity	Gender	Representation
1	Mokhuoane Krog Sexton	Speaker: C/P: Rules Committee	Male	Proportional Representation
2	Maoke Nthateng Alice	Executive Mayor	Female	Proportional Representation
3	Taylor Nnini Annie	Member of Mayoral Committee	Female	Proportional Representation
4	Lipoko Ratsholwane S	Councillor	Male	Proportional Representation
5	Selasi Motsamai William	Member of Mayoral Committee	Male	Ward Representation
6	Koalane Komane Elias	Member of Mayoral Committee	Male	Ward Representation
7	Koqo Palesa Elizabeth	Councillor	Female	Proportional Representation
8	Kitshane Nthatisi Petronella	Member of Mayoral Committee	Female	Proportional Representation
9	Strydom Phillip Evert	Councillor	Male	Proportional Representation
10	Mokhele Modise Moses	Councillor	Male	Proportional Representation
11	Mathuhle John	Councillor	Male	Proportional Representation
12	Schee Pulane Constance	Councillor	Female	Proportional Representation
13	Makhubu Ntshali Selina	Councillor	Female	Proportional Representation
14	Mohosho Andronika M	Councillor	Female	Proportional Representation
15	Matsau Malefane Patrick	Councillor	Male	Proportional Representation
16	Makhalanyane Tieho G	Councillor	Male	Proportional Representation
17	Moipatli Chere Daniel	Councillor	Male	Proportional Representation
18	Bester Aletta Catharina	Councillor	Female	Proportional Representation
19	Mothibedi Moselantja M	Councillor	Female	Ward Representation
20	Selikane Thabiso Shadrack	Councillor	Male	Ward Representation
21	Mthimkulu Mamotena L	Councillor	Female	Ward Representation
22	Ralehlahi Mahlomola Klaas	Councillor	Male	Ward Representation
23	Makobane Serame Ishmael	Councillor	Male	Ward Representation
24	Khatlake Ntema Peter	Councillor	Male	Ward Representation
25	Jakobo Tshediso Bernard	Councillor	Male	Ward Representation
26	Mthimkhulu Thabo Isaac	Councillor	Male	Ward Representation
27	Vries Isak	Councillor	Male	Ward Representation
28	Hlakane Moeketsi	Member of Mayoral Committee	Male	Ward Representation
29	Semahla Mookho Hilda	Councillor	Female	Ward Representation
30	Matobako Puseletso C	Councillor	Female	Ward Representation
31	Sellane Matieho Theresia	Councillor	Female	Ward Representation
32	Mokoena Teboho Jacob	Councillor	Male	Ward Representation
33	Mavaleliso Paka Isaac	Chairperson of MPAC	Male	Ward Representation

Section B-Situational Analysis

2.2.2 Section 79 Committees

The following Committees are established in order to advice council.

Committee	Functions	Composition
Audit and Performance Audit Committee	<ul style="list-style-type: none"> To report to council on issues of Financial and Non-Financial Performance Information 	Mr. Mathibela H B-Chairperson Mrs. Masite J Mr. Zororo T Ms. Kobo F Mr. Mofokeng L S
Municipal Public Accounts Committee	<ul style="list-style-type: none"> To consider the Annual Report and engage communities on the Annual Report and submit recommendations to council To develop an Oversight Report for Council adoption Investigate and recommend to council on the unauthorised, irregular, fruitless and wasteful expenditure 	Cllr Mavaleliso P I-Chairperson Cllr Cllr Cllr Cllr Cllr Cllr

The following committee is established to report to the Municipal Manager on risk management issues:

Committee	Functions	Composition
Risk Management Committee	<ul style="list-style-type: none"> To report to Municipal Manager on issues of Risk Management 	Ms Foko F-Chairperson Mrs Masisi M Mr. Kunene ZT-Acting Mr Zondo T Mrs. Mokoena B-Acting Ms Lebeko S D Mr Bugwandeen R Mr Makhele M S

2.2.3 Section 80 Committees

Committee	Functions
Finance Committee	Deals with all matters relating to finance and recommend to the Mayoral Committee
Infrastructure Committee	Deals with all matters relating to infrastructure development and recommend to Mayoral Committee
Community Service and Social Development Committee	Deals with all matters relating to socio-economic activities and recommend to Mayoral Committee
Administration and Human Resources Committee	Deals with all matters relating to administration, governance, public participation and human resources management and recommend to the Mayoral Committee
Urban Planning and Housing Committee	Deals with all matter relating to land and housing and recommend to the Mayoral Committee

2.3 Stakeholder Participation

This needs are then taken to the IDP Community Representative Forum, which is a structured link between the municipality and the community. The forum provides an organisational mechanism for discussions, negotiations and decision-making between stakeholders and the municipality. The IDP Community Representative Forum is constituted four times a year to ensure effective communication between stakeholders that are involved in the integrated development process.

The municipality also collaborated with the sector departments and the Thabo Mofutsanyana District Municipality to streamline intergovernmental and joint planning through different engagements that have been introduced in the province, i.e. Provincial Planning Forum, Thabo Mofutsanyana District Municipality Integrated Development Plan Community Representative Forum and the Thabo Mofutsanyana Integrated Development Plan Manager's Forum. All key related issues raised during the public participation processes have been considered by the municipality for implementation, thus the development of the Key Performance Areas that are align to the National Priority Areas.

Section B-Situational Analysis

2.3.1 Ward Committees

Seventeen (17) Ward Committees were established by the municipality as per Council Resolution number 2/12 of 2016. The establishment process of Ward Committees was completed on the 19 of January 2017. The newly elected members of the Ward Committees were trained during the 2017/2018 to ensure that they are capable to execute their duties as committee members: Below is the list of Ward Committee Members and their Portfolios:

Ward	Member	Gender	Portfolio
Ward 1	Mokamole Monaheng Victor	Male	Education
	Nthako Malefu	Female	Health
	Motsoane Nkobo Walter	Male	Infrastructure
	Nkhatho Tseko Isaak	Male	Religion and Traditional Affairs
	Ralekhetla Mamodidid Jeanet	Female	Safety and Security
	Moya Disebo Clairina	Female	Sport and Recreation
	Jonas Madikotsi Rose	Female	Social Development
	Likhoele Puseletso Gladys	Female	Home Affairs
	Koto Leaoa Petrus	Male	Secretary
	Moletsane Makhobotlo Anna	Female	Human Settlement
Ward 2	Mahlatsi Malakia	Male	Gender and Tradition
	Masakala Puleng Veronica	Female	Infrastructure
	Dhlamini Malefu Mirriam	Female	Local Economic Development
	Masukela Ngoejane Maria	Female	Youth and Support
	Moabi Motshewa Anastacia	Female	Health and Social Development
	Debeshe Timothy Lebeko	Male	Education
	Sekharume Moselantja	Female	Human Settlement
	Peea Makaalo	Male	Safety and Security
	Semenyane Thulo David	Male	Disaster
	Thoo Lipuo Julia	Female	Secretary
Ward 3	Molelekoa Ami Joseph	Male	Land and Human Settlement
	Khotleli Mookgo Alina	Female	Education
	Molapo Meikie Mamikie	Female	Gender and Traditional Affairs
	Phakoe Folatha	Female	Safety and Security
	Mokhothu Mamonyane Dina	Female	Secretary
	Qhamakoane Francina Mamlibatsi		Health and Social Development
	Monosi Pitso Phillip	Male	Youth and Support
	Chacha Moipone Alice	Female	Infrastructure
	Selasi Ntaoleng Maria	Female	Disaster
	Theletsane Moliehi Christinah	Female	Local Economic Development
Ward 4	Rampoli Seipati	Female	Arts, Sport and Culture
	Mokhothu Lettia Tsejoa	Female	Human Settlement
	Mositi Moroosi	Female	Home Affairs
	Mohapi Mamothibi	Female	Infrastructure
	Tshotshotso Teboho	Male	Health and Social Development
	Mokhatla Kheola Isaac	Male	Disaster and Environmental Management
	Lemeko Winnie Mannyane	Female	Education
	Molisenyane Matshediso Emily	Female	Safety and Security
	Bohata Leku Abram	Male	Gender and Traditional Affairs
	Montle Alina Martha	Female	Local Economic Development
Ward 5	Tshabalala Tshediso	Male	Local Economic Development
	Halele Pelaelo Lydia	Female	Gender and Traditional Affairs
	Ramohlokoane Maditaba Anna	Female	Secretary
	Thejane Nnane Emphraim	Male	Youth and Support
	Mokoinohi Mosele Chressie	Female	Disaster
	Makate Mamalanga Anna	Female	Land and Human Settlement
	Zondo Dikeledi Precia	Female	Health and Social Development
	Mofolo Lebina	Male	Education
Mohlomi Maditaba Paulina	Female	Safety and Security	

Section B-Situational Analysis

Ward	Member	Gender	Portfolio
Ward 6	Mokhothu Pule Ismael	Male	Education
	Lebakeng Moipone Paulina	Female	Secretary
	Ndiniza Nontsizi	Female	Infrastructure
	Macholo Mapho Lydia	Female	Safety and Security
	Isaac Masole Isaac	Male	Sport and Recreation
	Macholo Mojalefa Joel	Male	Health and Social Development
	Sehola Teboho Shadrack	Male	Gender and traditional Affairs
	Sekgakweng Lerato Brenda	Female	Disaster
	Mpekoa Moeketsi Paulus	Male	Land and Human Settlement
	Morabane Pulane Sophia	Female	Local Economic Development
Ward 7	Taunyane Nthona Lucy	Female	Health and Social Development
	Thabana Puseletso Germina	Female	Land and Human Settlement
	Takalo Molefi Moses	Male	Safety and Security
	Khiba Madira Adolphine	Female	Secretary
	Bokhatsi Dikeledi Julia	Female	Gender and traditional Affairs
	Maloka Bopane Merriam	Female	Education
	Makona Moeketsi Lucas	Male	Youth and Support
	Thakedi Thubaka Sidwell	Male	Disaster
	Makhalima Majoro Joseph	Male	Infrastructure
	Sefuthi Mookho Olivia	Female	Local Economic Development
Ward 8	Rapudutsoane Seabata Zakaria	Male	Disaster
	Theko Malineo	Female	Safety and Security
	Rantsatsi Seipati Maria	Female	Infrastructure
	Mokhethi Puleng Agnes	Female	Youth and Sport
	Tongoane Makolitsoe Florina	Female	Education
	Mathe Joseph	Male	Human Settlement
	Sello Mokone	Male	Health
	Rachere Thabo Sidwell	Male	Social Development
	Khathatsi Tebello Amelia	Female	Home Affairs
	Selepe Lefulesele Agnes	Female	Secretary
Ward 9	Mongoana Setisho Mannini Selina	Female	Health
	Moahloli Mathabo Mary	Female	Social Development and Home Affairs
	Morobe Teboho James	Male	Sport and Recreation
	Makelefane Thabang Lloyd	Male	Infrastructure
	Letsoara Thabo Roman	Male	Secretary
	Matalinyane Maletsatsi Clementina	Female	Gender and Disability
	Sello Modiehi Christina	Female	Education
	Lothane Monyamene Jan	Male	Religion and traditional Affairs
	Makhobalo Malefu Julia	Female	Rural Development
	Nthoroane Letuka Paulus	Male	Safety and Security
Ward 10	Tommy Ancell	Male	Human Settlement
	Phahlane Keketso	Female	Education
	Marotholi Thabo Simon	Female	Home Affairs
	Monoko Tebello Samuel	Male	Social Development
	Cowley Jenifer Ann	Female	Infrastructure
	Krotz Johan Christo	Male	Local Economic Development
	Lehana Motshidisi	Female	Gender and traditional Affairs
	Lephoto Nthabiseng Maria	Female	Safety and Security
	Msimanga Dimakatso Maria	Female	Secretary
Ward 11	Ramphoma Joalane Jeanette	Female	Gender and Traditional Affairs
	Sempe Mathakane Emily	Female	Health and Social Development
	Lebakeng Matlakala Elizabeth	Female	Disaster
	Tigedi Masentle Angelina	Female	Land and Human Settlement
	Lihaba Malimakatso Julia	Female	Local Economic Development
	Moeketsanae Ramahlapane David	Male	Youth and Support
	Maphisa Mapena Michael	Male	Secretary
	Mereko Khethenyane Johannes	Male	Safety and Security
	Selloana Sellone Annah	Male	Education
	Moea George Albinus	Female	Infrastructure

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Ward	Member	Gender	Portfolio
Ward 12	Tlake Alphonsina Tlalane	Female	Local Economic Development
	Tshabalala Teboho Edwin	Male	Health and Social Development
	Tooane Emily Moloitsane	Female	Gender and traditional Affairs
	Maloke Modiehi Alphoncina	Female	Land and Human Settlement
	Mokhemisa Mateboho Sophie	Female	Infrastructure
	Mokheseng Teboho Paulus	Male	Safety and Security
	Mohapi Thabiso Ridder	Male	Youth and Support
	Letube Morake Edward	Male	Education
	Tsolo Nehemia Mogale	Male	Secretary
	Masukela Molefinyane Abednico	Male	Disaster
Ward 13	Mofokeng Mathapelo Tinah	Female	Secretary
	Tsoloane libuseng Valentino	Female	Health
	Tsenase Selloane Rosalia	Female	Social Development
	Majake Khauta Daniel	Male	Infrastructure
	Nketoane Matseko	Female	Home Affairs
	Mokiti Lebohlang Cecilia	Female	Human Settlement
	Raboroko Moses	Male	Religious and Traditional Affairs
	Mofolo Motlatsi	Male	Education
Ward 14	Motloenya Lefu Elliot	Male	Sport and Recreation
	Nhlapo Tsiliso	Male	Safety and Security
	Letlaka Nzimeni Jan	Male	Home Affairs
	Taioe Rammitli Nehemia	Male	Infrastructure
	Kakana Mapaseka Isabel	Female	Health
	Liakhele Lerato Penelope	Female	Human Settlement
	Maele Nthabeleng Magdaline	Female	Secretary
	Mofokeng Dimakatso Maria	Female	Social Development
	Thulo Sepiriti Ishmael	Male	Safety and Security
	Lebesa Matshediso Lucia	Female	Land and Agriculture
Ward 15	Lipali Moeketsi Vonk	Male	Sport and Recreation
	Sefate Fulatha	Female	Education
	Tena Vincent Teboho	Male	Education
	Sekhonyane Deliwe Patricia	Female	Sport and Recreation
	Shai Mantswedi Maria	Female	Secretary
	Mohosho Ntswaki Betty	Female	Safety and Security
	Motaung Matsietsi Alinah	Female	Human Settlement
	Monokoa Mafoma Clementina	Female	Social Development
	Du Toit Benjamin Johannes	Male	Religion and Traditional Affairs
	Masupe Padi Joseph	Male	Home Affairs
Ward 16	Chaka Motlalepula Anthony	Male	Land Reform and Agriculture
	Seleso Sello Heriel	Male	Infrastructure
	Leponesa Madipuo Yvonne	Female	Health
	Mohlomi Moferefere David	Male	Religion and traditional Affairs
	Motseare Jeremane Paulus	Male	Infrastructure
	Ntholi Teboho Joshua	Male	Human Settlement
	Tseeke Mamodiehli Gloria	Female	Education
	Selepe Libuseng	Female	Home Affairs
	Masena Mamoliso Elizabeth	Female	Social Development
	Selate Moipone Landa	Female	Safety and Security
Ward 17	Mokone Mamojalefa Jermina	Female	Secretary
	Mazibuko Koto Alex	Male	Sport and recreation
	Sekoboto Makamohelo Theresia	Female	Health
	Tongoane Nthabiseng Augustina	Female	Home Affairs
	Tshabalala Mensef	Male	Sport and Recreation
	Tsoeu Lerato Lucas	Male	Safety and Security
	Mofokeng Teboho	Male	Infrastructure
	Lebona Polo Julia	Male	Education
	Monyane Moelo Anna	Female	Social Development
	Mokatile Khahliso James	Male	Secretary
Rametse Majobo Agnes	Female	Human Settlement	
Mokoena Pulane Anencia	Female	Religion and Traditional affairs	

Section B-Situational Analysis

2.4 Powers and Functions

The objects of local government as per section 152(1) of the Constitution are to:

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

The powers and functions assigned to the municipality are stipulated in sections 156 and 229 of the Constitution and sections 83 and 84 of Local Government Municipal Structures Act, 117 of 1998, as amended. More specifically, the powers and functions of the municipality relating to section 84 of the said Act were promulgated in Provincial Notice Number 25 dated 11 April 2008 and are as follows:

Section 84(1) (e) Solid Waste disposal sites, in so far as it relates to-

- (i) The determination of a waste disposal strategy;
- (ii) The regulation of waste disposal; and
- (iii) The establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district.

Section 84(1) (f) Municipal roads which form an integral part of a road transport system for the area of the district municipality.

Section 84(1) (j) Fire fighting services serving the area of the district municipality, which includes-

- (i) Planning, co-ordination and regulation of fire services;
- (ii) Specialised fire fighting services such as mountain, veld and chemical fire services;
- (iii) Co-ordination of the standardisation of infrastructure, vehicle, equipment and procedures; and
- (iv) Training of fire officers.

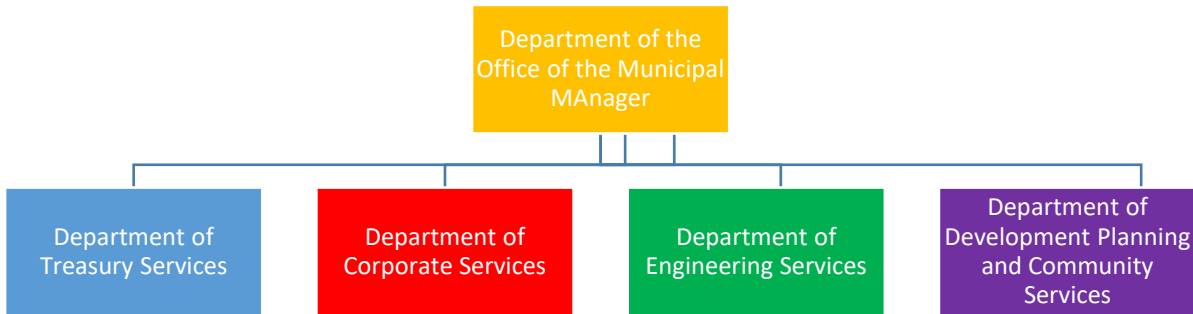
Section 84(1) (l) The establishment, conduct and control of cemeteries and crematoria serving the area of major proportion of municipalities in the district.

Section 84(1) (n) Municipal public works relating to any of the above functions or any other functions assigned to the district municipality.

Section B-Situational Analysis

2.5 The Level of Administration and the Existing Human Resources

The administrative structure comprises of four administrative units with the Municipal Manager as head of administration situated in the head centre in Ficksburg. The organisational structure and levels of administration and existing human resources are indicated in The Institutional Plan and Performance Management Systems are attached to this document. The macro-structure of the organisation is made up of the following departments:



The above consists of the following divisions:

2.5.1 Office of the Municipal Manager

- Office of the Speaker
- Office of the Executive Mayor
- Office Operations and Unit Support
- Internal Audit Unit
- Integrated Development Plan and Performance Management Systems
- Information Communication Technologies

2.5.2 Department of Treasury Services

- **Supply Chain Management Division**

The Supply Chain Management Division is mainly responsible for procurement of goods and services that are necessary for the smooth operation of the municipality in order to fulfil its mandate as prescribed by legislation.

The processes will emanate from the Integrated Development Plan strategies being captures on a procurement plan which is subsequently being submitted to Department of Treasury Services where it is being implemented and monitored. The following are issues that are facing the municipality, and which makes it difficult to perform all the activities required to provide sustainable services to our communities:

- Late submissions from user departments;
- Rushed processes that results in unnecessary errors;
- Dependence on struggling and unwilling suppliers;
- Supplier management; and
- Propensity to engage in procurement of goods and services outside supply chain management processes is still very high

Section B-Situational Analysis

- **Budget and Financial Reporting Division**

The Budget and Financial Reporting is responsible for the budget preparation and financial reporting in terms of legislation. The following challenges are facing the municipality in terms of this requirements:

- The introduction of mSCOA posed challenges in the financial management system with the changing of votes description in the general ledger;
- The conversion from one version to another also created challenges with the opening balances of assets and liability accounts; and
- The modification of mSCOA versions becomes more complex year on year which requires more staff to be added in the division.

- **Expenditure Management**
- **Revenue Management**
- **Asset management**

Assets Management Division is responsible for:

- Maintaining, managing, accounting and information system that accounts for the assets of the municipality;
- Valuation of municipal assets in accordance with GRAP Standards; and
- Maintenance of internal control and assets register.

The following challenges are facing the municipality regarding assets management:

- Lack of staff which result in high rate of unverified assets;
- Unreliable financial management system; and
- Lack of cooperation between assets management and other custodians regarding acquisitions, maintenance and repairs, which results in misstatement of assets values.

2.5.3 Department of Development Planning and Community Services

- Parks and Cemetery Management
- Local Economic Development
- Public Safety
- Waste Management

2.5.4 Department of Corporate Services

- Human Resources Management
- Human Resources Development
- Payroll Administration
- Legal and Contract Management
- Administration and Support

2.5.5 Department of Engineering Services

- Utilities Management
- Water and Sewer Bulk
- Water and Sewer Operations
- Roads and Storm Water
- Project Management
- Urban Planning and Human Settlement

Section B-Situational Analysis

2.6 How will our progress be measured?

The implementation of the Integrated Development Plan 2020/2021 will be measured by applying the Performance Management System Framework of the municipality and the implementation of the approved Service Delivery and Budget Plan for 2020/2021. Sections 54A, 56 and employees up to post level will sign the performance agreements which will be evaluated on a quarterly interval.

The reporting will migrate fully to the electronic performance systems from April 2020 and employees will be required to have updated their quarterly progress report by the 10th of every month to ensure that the performance is reviewed and quality assured. The Appraisal Panel will sit on the third week of each month to evaluate the quarterly performance and make recommendations to the accounting officer.

The portfolio of evidence will also be uploaded electronically onto the system by each employee assisted by the departmental pathfinders to ensure that targets and actuals can be verified against the evidence. After the IDP/PMS Division has reviewed the performance progress reports they submit it to the Internal Audit Unit to provide audit assurance and the consolidated report is then submitted to the Audit and Performance Audit Committee to provide further external audit assurance before the report is submitted to council as section 52(d) report of the Executive Mayor. Progress reports on the implementation of the Integrated Development Plan and the Budget through the implementation of the Service Delivery and Budget Implementation Plan will be evaluated four times a year during these periods:

- October 2020 for the period July 2020 to September 2020;
- January 2021 for the period October 2020 to December 2020 as well as Mid-year Budget and Performance Assessment for the period July 2020 to December 2020;
- April 2021 for the period January 2021 to March 2021; and
- July 2021 for the period April 2021 to June 2021 and for the entire year from July 2020 to June 2021.

The first and third quarter evaluation could be informal if the progress is satisfactory, but the second and the fourth quarterly evaluation should always be formal. The results of the annual progress evaluation will decide if performance rewards where performance was more than expected is to be given or if consequent management is to be implemented where performance was not satisfactorily.

Section B-Situational Analysis

2.7 Population Profile

Age	1996			2001			2011			2016		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-4	5 153	5 268	10 421	5 971	5 973	11 944	6 591	6 559	13 150	6 260	6 169	12 429
5-9	6 348	6 415	12 753	6 473	6 534	13 007	6 159	6 145	12 305	5 877	5 823	11 700
10-14	6 846	6 963	13 808	7 532	7 719	15 251	5 431	5 256	10 688	5 725	5 915	11 640
15-19	6 178	6 564	12 741	7 509	7 647	15 156	5 675	5 651	11 325	6 620	6 354	12 974
20-24	5 435	5 829	11 264	5 505	6 267	11 772	5 259	5 455	10 714	5 405	5 476	10 881
25-29	4 188	4 806	8 994	4 658	5 567	10 225	4 700	5 057	9 758	6 286	6 017	12 303
30-34	3 499	4 272	7 772	3 786	4 674	8 460	3 783	4 288	8 071	4 258	5 396	9 654
35-39	2 954	3 339	6 292	3 515	4 333	7 848	3 203	3 775	6 978	3 186	4 220	7 406
40-44	2 447	2 972	5 419	2 858	3 540	6 398	2 573	3 344	5 917	2 751	2 989	5 740
45-49	2 149	2 500	4 649	2 405	3 204	5 609	2 227	3 088	5 316	2 189	2 530	4 719
50-54	1 638	2 028	3 666	2 060	2 666	4 729	1 949	2 569	4 517	2 021	2 451	4 472
55-59	1 218	1 627	2 845	1 487	1 995	3 482	1 692	2 401	4 093	1 425	2 187	3 612
60-64	1 044	1 594	2 638	1 163	1 793	2 956	1 276	1 922	3 199	1 457	1 743	3 200
65-69	739	1 193	1 932	827	1 566	2 393	858	1 437	2 294	886	1 940	2 826
70-74	458	759	1 228	572	951	1 523	549	1 176	1 726	580	921	1 501
75-79	430	854	1 283	295	636	931	355	885	1 240	209	871	1 080
80-84	208	408	615	263	623	886	193	506	699	183	534	717
85+	154	373	525	161	463	624	159	451	609	84	426	510
Total	51 093	57 764	108 857	57 041	66 154	123 195	52 633	59 964	112 597	55 402	61 962	117 364

Source: Statistics South Africa-Community Survey 2016

Section A: Executive Summary

2.7.1 Ficksburg/Caledon Park/Meqheleng

Place	Population	Area (Km ²)	Racial Make Up	Numbers	Percentage
Ficksburg	5 400	50.35	Black African	37 372	90.6%
Boitumelo	1 532	0.51	Coloured	784	1.9%
Ha Molo	311	0.13	Indian/Asian	660	1.6%
Itumeleng Zone 3	630	0.11	Whites	2 310	5.6%
Katlehong	3 197	0.71	Other	122	0.3%
Khaphamadi	646	0.2	Total	41 248	100%
Marallaneng	727	0.09	Percentage of Total Population		36.63%
Masaleng	2 184	0.6	Male		20 890
Meqheleng Zone 1	590	0.9	Female		24 434
Meqheleng Zone 2	1 633	0.26			
Meqheleng Zone 3	1 210	0.3			
Meqheleng Zone 4	975	0.21			
Meqheleng Zone 5	1 745	0.26			
Meqheleng Zone 6	2 822	0.49			
Meqheleng Zone 7	5 223	0.68			
Meqheleng Zone 8	10 529	1.93			
Vukazenzele	1 894	0.46			
Total	41 248	58.19			

Source: Statistics South Africa-Census 2011.

2.7.2 Senekal/Matwabeng

Place	Population	Area (Km ²)	Racial Make Up	Numbers	Percentage
Senekal	3 466	32.88	Black African	23 751	93%
Matwabeng Extension 4	9 883	1.63	Coloured	158	0.6%
Matwabeng Extension 5	2 450	0.87	Indian/Asian	83	0.3%
Matwabeng Extension 6	413	0.1	Whites	1 497	5.9%
Matwabeng SP	992	0.07	Other	54	0.2%
Matwabeng Zone 1	1 254	0.38	Total	25 543	100%
Matwabeng Zone 2	6 037	1.08	Percentage of Total Population		22.68%
Matwabeng Zone 3	1 048	0.08	Male		11 908
Total	25 543	37	Female		13 643

Source: Statistics South Africa-Census 2011.

2.7.3 Clocolan/Hlohlolwane

Place	Population	Area (Km ²)	Racial Make Up	Numbers	Percentage
Clocolan	1 349	15.76	Black African	16 839	96.3%
Diamong	934	12	Coloured	61	0.3%
Dipotomaneng	1 616	0.28	Indian/Asian	56	0.3%
Hlohlolwane Extension 6	6 707	1.05	Whites	19	0.1%
Mandela Park	1 650	0.5	Other	627	3%
Matikareng	962	0.19	Total	17 602	100.00
Mokodumela	994	0.16	Percentage of Total Population		15.63%
Ntsharebone	732	0.29	Male		8 049
Sunflower Park	2 024	0.35	Female		9 553
Thethe	634	0.27			
Total	17 602	30.85			

Source: Statistics South Africa-Census 2011.

Section B-Situational Analysis

2.7.4 Marquard/Moemaneng

Place	Population	Area (Km ²)	Racial Make Up	Numbers	Percentage
Marquard	1 033	7.3	Black African	14 813	95.3%
Moemaneng Extension 1	940	0.17	Coloured	56	0.7%
Moemaneng Extension 2	1 038	0.22	Indian/Asian	84	0.5%
Moemaneng Extension 3	1 848	0.37	Whites	499	3.2%
Moemaneng Extension 4	2 187	0.35	Other	50	0.3%
Moemaneng Extension 7	1 239	0.11	Total	15 502	100%
Moemaneng Extension 8	838	0.14	Percentage of Total Population		13.76
Moemaneng SP	4 409	0.83	Male		7 254
Motampelong	1 191	0.25	Female		8 248
Riverside	779	0.15			
Total	15 502	9.89			

Source: Statistics South Africa-Census 2011

Deriving from the tables above, it is evident that the percentage from the urban areas of the municipality is 88.70% and that of the rural/farming area is 11.30% which is 104 102 and 13 262 people respectively.

2.7.5 Population Growth Rates -1996, 2001, 2011 AND 2016

Total Population		Growth Rate	Total Population		Growth Rate	Total Population		Growth Rate
1996	2001	(1996-2001)	2001	2011	(2001-2011)	2011	2016	2011-2016
109 768	123 194	2.3	123 194	112 597	-0.9	112 597	117 362	1.04

Source: Statistics South Africa-Community Survey 2016

2.7.5 Sex Ratios- 1996, 2001, 2011, AND 2016

Male				Female				Sex Ratios			
1996	2001	2011	2016	1996	2001	2011	2016	1996	2001	2011	2016
51 563	57 041	52 633	55 400	58 205	66 154	59 964	61 962	89	86	88	89

Source: Statistics South Africa-Community Survey 2016

2.7.6 Distribution of the Population Group (Black African) and Sex-1996, 2001 AND 2011

1996			2001			2011		
Male	Female	Total	Male	Female	Total	Male	Female	Total
46 360	52 652	99 012	53 093	61 882	114 974	48 304	55 652	103 956

Source: Statistics South Africa-Census 2011

2.7.7 Distribution of the Population by Group (Coloured) and Sex-1996, 2001, 2011

1996			2001			2011		
Male	Female	Total	Male	Female	Total	Male	Female	Total
525	525	1 051	535	568	1 039	574	556	1 130

Source: Statistics South Africa-Census 2011

2.7.8 Distribution of the Population by Group (Indian/Asian) and Sex-1996, 2001 AND 2011

1996			2001			2011		
Male	Female	Total	Male	Female	Total	Male	Female	Total
192	166	358	335	311	646	507	386	893

Source: Statistics South Africa-Census 2011

2.7.9 Distribution of the Population Group (White) and Sex-1996, 2001 AND 2011

1996			2001			2011		
Male	Female	Total	Male	Female	Total	Male	Female	Total
4 376	4 743	9 119	3 078	3 393	6 471	3 075	3 291	6 367

Source: Statistics South Africa-Census 2011

Section B-Situational Analysis

2.7.10 Distribution of the Population by Functional Age Groups and Sex-1996, 2001 AND 2011

Age	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-14	18 347	18 646	36 993	19 976	20 226	40 202	18 152	17 960	36 142
15-64	30 748	35 531	66 280	34 946	41 689	76 635	32 337	37 550	69 887
65+	1 998	3 587	5 585	2 118	4 239	6 357	2 114	4 454	6 568
Total	51 093	57 764	108 857	57 041	66 154	123 194	52 633	59 964	112 597

Source: Statistics South Africa-Census 2011

2.7.11 Dependency Ratios-1996, 2001, 2011 AND 2016

0-14				15-64				65+				Dependency Ratio			
1996	2001	2011	2016	1996	2001	2011	2016	1996	2001	2011	2016	1996	2001	2011	2016
36 993	40 202	36 142	35 770	66 280	76 635	69 887	7 1760	5 585	6 357	6 568	9 832	64.2	60.8	61.1	54.6

Source: Statistics South Africa-Community Survey 2016

2.7.12 distribution of Population by Marital Status-1996, 2001 AND 2011

1996				2001				2011			
Married/ Living Together	Never Married	Widowed	Divorced/ Separated	Married/ Living Together	Never Married	Widowed	Divorced/ Separated	Married/ Living Together	Never Married	Widowed	Divorced/ Separated
33 966	64 770	5 183	3 877	36 879	74 903	6 881	4 530	31 881	70 795	7 173	2 748

Source: Statistics South Africa-Census 2011

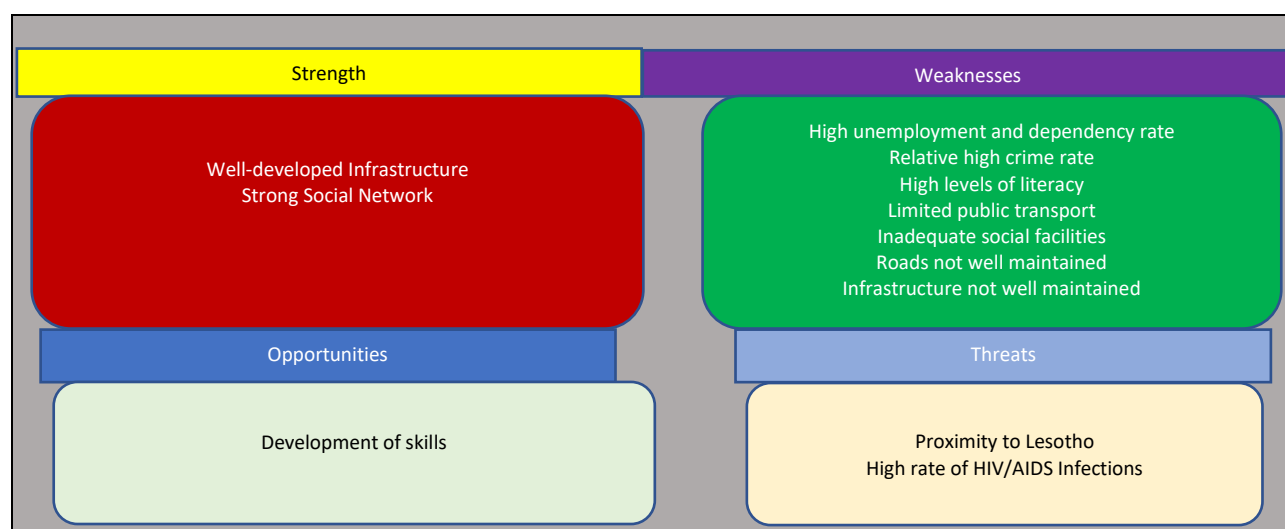
2.8 Priority Issues from the Community and Stakeholders

Following a process of intensive community process and stakeholder workshops through ward based placed meetings held in the previous financial year with representatives from each of the eighteen wards within the local municipality, a whole range of needs, issues and aspirations were identified. These needs were then reprioritised in accordance with the available resource allocation for the 2019/2020 financial year and their relevance to such.

2.9 Priority Issues from the Municipality

Following a similar process as with the community and stakeholders, councillors, officials and sector departments were requested to identify the priority needs in relation to the operational systems together with the relevance of the needs to their respective functional areas. These reprioritised issues were then discussed at a representative forum workshop held in held third week of March 2018 in order to create a context and common understanding of issues.

2.10 Combined Priority Issues and Scoring



Section B-Situational Analysis

2.11 Social Analysis

The outputs of the Integrated Development Plan formulation process are aimed at improving the lives of local communities and it is important to ensure that the municipality's strategies and projects sufficiently consider the social realities and needs of all residents. Consideration should specially be given to the disadvantaged and/ or marginalised population groups, as this will guide poverty reduction efforts effectively. During the above-mentioned processes, an overview of social strengths and weaknesses within the municipality was done, as well as the opportunities and threats outside the municipality. This enables the identification of;

- Social
- Environmental
- Legislative
- Political
- Technological
- Economical

needs and constraints that need to be considered and addressed during the process. Based on the analysis done, the following were identified:

2.11.1 Health

The municipality has three hospitals, one in each town except in Marquard, there are thirteen clinics spread all over the four towns of the municipality. The challenges are with the rural/farming areas that are in need of mobile facilities, as most of these people travel more than five kilometres to reach a clinic.

Poor conditions of roads also contribute to these situations as some of the areas are inaccessible. The shortage of staff at the clinics also plays a role in our incapacity to provide sustainable health services to our communities. Doctors are also not available full time at the clinics as they only visit on certain days. Most of the people infected with HIV/AIDS put a strain on the health system within our municipal area, and our locality with Lesotho also aggravates the situation as more Lesotho citizens' uses facilities that are in our area for their health. There are only two ARV Assessment and Treatment sites in the municipality, the one is situated in Marquard and the other in Ficksburg.

In addition to the quantitative standards, other demand drives, which have impact on the provision of clinics, include the Department of Health's regulations, the medical expenditure of households and existing clinics in the area. The facility at the rural service centre should be a Primary Health Care Centre; a mobile clinic could be operated from here to the outlying areas. Emergency Medical Services is under the control of the Free State Provincial Government Department of Health, this service is under capacitated in terms of human resources and equipment. Below tables gives an overview of the current situation with regard the service facilities.

Table 1: Health facilities

Area	Hospital	Clinic	Mobile Clinic	Community Care Centre
Ficksburg	1	2	2	2
Caledon Park	0	0	0	0
Megheleng	0	3	0	0
Senekal	1	3	2	0
Matwabeng	0	2	0	0
Clocolan	1	1	1	0
Hlohlolwane	0	1	0	0
Marquard	0	0	0	1
Moemaneng	0	3	0	0
Rural/Farming Area	0	0	5	0
Total	3	15	10	3

Source: Thabo Mofutsanyana Department of Health-Sr Kotze

The following factors are affecting population change:

Section B-Situational Analysis

Factor	Place	Number
Live Births	Phuthuloha Hospital in Ficksburg	441
	JD Newberry Hospital in Clocolan	321
	Itemoheng Hospital in Senekal	409
Total		1 171
Death 0-5 Years	Phuthuloha Hospital in Ficksburg	9
	JD Newberry Hospital in Clocolan	11
	Itemoheng Hospital in Senekal	8
Total		28
Maternal Deaths	Phuthuloha Hospital in Ficksburg	0
	JD Newberry Hospital in Clocolan	0
	Itemoheng Hospital in Senekal	0
Total		0
Teenage Deliveries < 18 Years	Phuthuloha Hospital in Ficksburg	25
	JD Newberry Hospital in Clocolan	13
	Itemoheng Hospital in Senekal	20
Total		58
Catchment Population	Phuthuloha Hospital	0
	Masebabatso Clinic	8 901
	Meqheleng Clinic	10 483
	Meqheleng Clinic	8 339
	Soetwater Clinic	9 897
	Ficksburg Mobile Clinic	1 093
	JD Newberry Hospital	0
Catchment Population	Clocolan Clinic	8 891
	Hlohlohwane Clinic	8 807
	Clocolan Mobile	1 139
	Mamello CHC	15 936
	Nothnagel Clinic	2 166
	Kokelong Clinic	0
	Itemoheng Hospital	0
	Matwabeng Clinic	6 983
	OR Tambo Clinic	8 154
	Senekal Clinic	12 326
	Senekal Mobile	1 115
Total		107 798

2.11.1.1 Distribution of the Population Aged 20 Years and Older by Level of Education Attained and BY SEX- 1996, 2001, 2011 AND 2016

Level of Education	1996			2001			2011			2016
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Percentage
No Schooling	4 753	6 350	11 103	5 491	7 832	13 323	2 142	3 435	5 573	
Some Primary	6 339	8 552	14 881	6 856	9 634	16 480	4 594	6 912	11 507	4.2
Completed Primary	2 641	3 471	6 112	2 857	3 721	6 378	1 878	2 739	4 617	
Some Secondary	7 688	9 428	17 115	8 485	10 530	19 095	10 500	12 811	23 311	80.1
Grade 12/Std 10	2 787	2 802	5 389	4 623	4 793	9 416	6 944	7 530	14 473	36.5
Higher Education	1 443	1 391	2 834	1 464	1 670	3 134	2 089	2 348	4 435	7.7
Total	25 651	31 793	57 444	29 956	38 281	67 837	28 147	35 774	63 821	54.4

Source: Statistics South Africa-Community Survey 2016

2.11.2 Public Safety and Security

There are four police stations, one in each town, 1 mobile police station, two border post station, one in Ficksburg/Maputsoe Bridge and one in Clocolan/Peka Bridge and one Cluster Command Centre in Ficksburg servicing the whole municipal area. There is no satellite office in the former townships and the rural/farming areas within the municipal area. Given the vast nature of the vast and extensive nature of the rural/farming area, which is in extent of 5 796.98 km² of the 5 948.35 km² allocated to the municipality, satellite offices need to be established to enhance:

- Police visibility within the areas
- Turnaround time to reach crime scenes
- Availability of police to attend minor cases

Section B-Situational Analysis

Security is very tight in all towns because of the proximity of the municipality to the international border and it being in the centre of the Free State and South Africa. The municipality is having the Clocolan/Peka Bridge, the Ficksburg/Maputsoe, which is the second busiest port of entry after OR Tambo International Airport and gateway to Katse Dam, as well as the N5 in Senekal which is at the heart of the Free State, everybody, every vehicle passes through this area on their way to either, Cape Town, Durban and/or Lesotho. The following structures assist the police and the army to deal with crimes along the borderlines:

- Cross Border Committee
- District Liaison Committee

Below is the spread of police stations in the area:

Area	Police Station	Border Post Station	Cluster Command Centre	Mobile Police
Clocolan	1	1	0	0
Hlohlolwane	0	0	0	0
Ficksburg	1	1	1	0
Caledon Park	0	0	0	0
Meqheleng	0	0	0	0
Senekal	1	0	0	1
Matwabeng	0	0	0	0
Marquard	1	0	0	0
Moemaneng	0	0	0	0
Total	4	2	1	1

Source: Ficksburg SAPS Cluster

2.11.3 Public Open Space System

All formalised recreational facilities are owned by private companies within the municipality. Those belonging to the municipality are not formalised and are in a very bad situation. Existing recreational facilities are in a dilapidated state and are not being maintained by the municipality.

2.11.3.1 Ficksburg/Caledon Park/Meqheleng

Private	Municipality
18-hole golf course	Hennie De Wet Stadium (Rugby, Cricket, Tennis Courts, Hockey and Swimming Pool)
Bowling Course	Manie Fourie Stadium
Meulspruit Dam	Caravan Park
	Meqheleng Holiday Resort
	Parks
	Meqheleng Sport Stadium almost complete

2.11.3.2 Clocolan/Hlohlolwane

Private	Municipality
Golf Course	Caravan Park need upgrading
Bowling Club	Sport Stadium need upgrading
Tennis Club	Parks- one at the entrance of the town being upgraded

2.11.1.3 Marquard/Moemaneng

Private	Municipality
Tennis Courts	Show Grounds
Squash Courts	Stadium
9-hole Golf Course	Parks
	Swimming Pool

Section B-Situational Analysis

2.11.1.4 Senekal/Matwabeng

Private	Municipality
Stadium	Caravan Park
Golf Course	Squash
Matwabeng Boere Park	Bowling
	Tennis

Planned sites for recreational and sport are found in all areas within the urban centres of the municipality. The trend is that the facilities in the former town areas are better developed although not adequately maintained and the facilities in the former township areas poorly developed or not developed at all. Most of these sites are occupied by different churches and religions within the municipality, this issue needs to be addressed accordingly.

2.12 Economic Profile

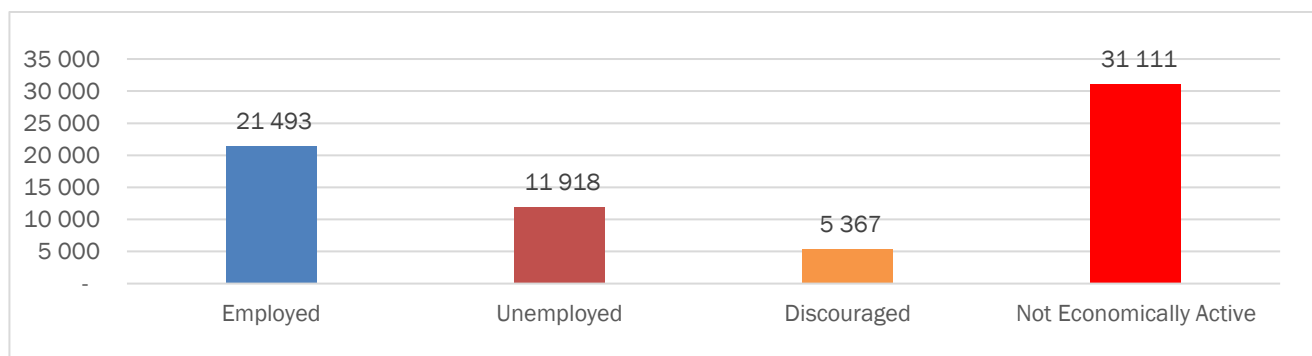
South Africa's unemployment rate came in at 26.7 percent in the first quarter of 2018, unchanged from the previous period. The number of unemployed increased by 100 thousand to 5.98 million and the number of employed rose by 207 thousand to 16.38 million.

The number of unemployed persons jumped by 100 thousand to 5.98 million from 5.88 million in the fourth quarter of 2017. Employment grew by 207 thousand to 16.38 million from 16.17 million in the prior period. Jobs gains occurred in formal sector (111 thousand), informal (93 thousand) and in private household (5 thousand) while losses were recorded in agriculture (-3 thousand).

The labour force edged up by 307 thousand to 22.36 million from 22.05 million in the fourth quarter and those detached from it declined by 154 thousand to 15.32 million from 15.47 million. The expanded definition of unemployment, including people who have stopped looking for work, rose to 36.7 percent in the first quarter of the year from 36.3 percent in the previous quarter. A year earlier, the jobless rate was higher at 27.7 percent.

Of the 33 411 economically active (employed or unemployed but looking for work) people in the municipality, 35.7% are unemployed. Of the 17 173 economically active youth (aged 15-34) in the area, 46.7% are unemployed. Agriculture is the main economic activity in the municipality.

2.12.1 Employment of those Aged 15-64



Source: Statistics South Africa-Census 2011

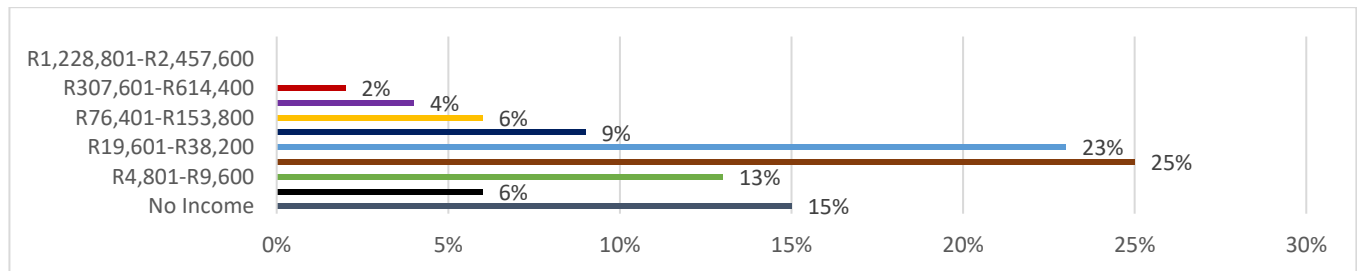
2.12.1.1 Distribution of the Population Aged 15-64 Years by Employment Status- 1996, 2001 And 2011

Employed			Unemployed			Unemployment Rate		
1996	2001	2011	1996	2001	2011	1996	2001	2011
30 412	25 658	21 315	8 914	18 856	11 886	22.7	41.2	36.0

Source: Statistics South Africa-Census 2011

Section B-Situational Analysis

2.12.1.2 Average Household Income



Source: Statistics South Africa-Census 2011

2.12.1.3 Gross Geographic Product

Gross Geographic Product Sector	Contribution per Sector
Agriculture	179 082
Mining	111
Manufacturing	44 450
Electricity/Water	7 929
Construction	2 769
Trade	117 394
Transport	22 848
Finance	118 939
Community	6 574
General Government	98 870
Other Producers	15 276
Total	614 242

Source: Statistics South Africa-Census 2011

2.12.1.4 Number of Persons and Sectors Employed

Sector	Persons Employed
The formal sector	14 435
Informal sector	2 885
Private Household	3 997
Do not know	603
Not applicable	90 679
Total	112 599

Source: Statistics South Africa-Census 2011

2.12.1.5 Local Economic Development and Tourism Development

The main primary goal of Local Economic Development and Tourism Development is to provide a service to the local community such that will expand the local economy in order to enhance the community's quality of life and to improve the living condition of its communities in general. The division is inspired by an outcome-driven approach which focuses on the following interventions:

- Investment promotion and business support
- Property and infrastructure development
- Municipal procurement and public-works support
- Small and micro enterprise support including support for the informal sector and
- Support for tourism development initiatives and sports activities

Towards the promotion of tourism, the municipality has once more financially supported the two major annual events hosted in Ficksburg, Cherry Jazz and Cherry Festival in kind and the Cherry festival with an amount of R 200 00.00. The municipality is currently busy with the review of the Local Economic Development Strategy which was last approved by Council on 19 March 2014.

Section B-Situational Analysis

Jobs Created during Year 2014/2015 by LED Initiatives (Excluding EPWP projects)				
Total Jobs created / Top 3 initiatives	Jobs created	Jobs lost/displaced by other initiatives	Net total jobs created in year	Method of validating jobs created/lost
	No.	No.	No.	
Total (all initiatives)				
2013/2014	0	0	0	0
2014/2015	0	0	0	0
2015/2016	0	0	0	0
2016/2017	0	0	0	0

Jobs Created during Year 2016/2017 by LED Initiatives (Excluding EPWP projects)				
Total Jobs created / Top 3 initiatives	Jobs created	Jobs lost/displaced by other initiatives	Net total jobs created in year	Method of validating jobs created/lost
	No.	No.	No.	
Total (all initiatives)				
2012/2013	464	0	464	Reports
2013/2014	994	0	994	Reports
2014/2015	921	0	921	Reports
2015/2016	230	0	230	Reports
2016/2017	1808	0	1808	Reports
Initiative A (Meulspruit Pipeline Phase 02)	26	0	26	Reports, attendance registers
Initiative B (Clocolan bucket Eradication)	186	0	186	Reports, attendance registers
Initiative C (3km paved road)	10	0	10	Reports, attendance registers
Initiative D (Matwabeng Indoor sports recreation facility)	36	0	36	Reports, attendance registers
Initiative E (Abstraction of water: Caledon to Meulspruit)	12	0	12	Reports, attendance registers
Initiative F (Incentive Training)	17	0	17	Reports, attendance registers
Initiative G (Cleaning and Beautification)	142	0	142	Reports, attendance registers
Initiative H (Setsoto Waste Collection Projects)	104	0	104	Reports, attendance registers
Initiative I (Non-State Sector-CWP)	1200	0	1200	Reports, attendance registers
Initiative J (Perching of potholes)	75	0	75	Reports, attendance registers
Totals	1 808	0	1 808	

2.13 Sport and Recreation

The following sporting codes are active within the municipal area and they need to be encouraged to have a health citizenry.

2.13.1 Boxing

This sport is very popular in Ficksburg and has produced an Intercontinental Champion in the junior Flyweight Division- Thabiso Moorosi, in January 2014, although the town is having only one boxing club and about ten professional boxers as well as numerous amateur boxers. However, lack of sponsorship and development is diminishing interest in this code. Lekala Foundation is having an annual Boxing Tournament held at Manie Fourie Stadium every Easter Weekend where the proceeds are being channelled to some of the non-governmental organisation in the area.

2.13.2 Tennis

This sport used to be practiced by young and old within the entire municipal area and has died due to lack of facilities and development. In the former towns the existing facilities are not maintained well enough to encourage participation in this sport and these facilities need to be revived and new ones developed.

Section B-Situational Analysis

2.13.3 Soccer

Undisputedly the most loved game in the municipal area, the District, the Province and the whole of South Africa. There must be a vision to have a least one or two teams from this area representing the municipality in the Mvela and ABC Motsepe League in the next three years. This will have to be done by introducing the Setsoto Soccer League within the next twelve months. Relevant stakeholders shall have to be involved in the meantime to look at the realisation of this programme.

2.13.4 Other Sporting Codes

All other sporting codes also need to be accommodated in the planning cycle of the municipality so that we have an Integrated Sporting Support Programme for the municipality that encompasses everyone and every corner of the municipal boundary.

2.14 Arts and Culture

There is no doubt that talent is in abundance within our municipality, but we have been unable to unearth and take it to greater heights, this in turn has affected our municipality negatively within the tourism industry. The following is with mentioning regarding the above:

- The Heritage Day every September 24th
- The Cherry Jazz Festival in Ficksburg
- The Main Cherry Festival in Ficksburg
- Clocolan Trekker Dienste
- Marquard Wilds Braai
- Senekal Horse Show

2.15 Spatial Analysis

Setsoto local municipality has a vast network of main and internal roads that provide access and proper drainage of storm-water to urban and rural areas. Service Objective consider gravel road as basic service level of the municipality. Most of the rural roads and storm-water infrastructure are however in poor conditions. Some of the internal gravel roads and storm-water drainage system especially in town areas also require upgrading, resurfacing and rehabilitation.

Through the assistance of the Thabo Mofutsanyane District the municipality is developing a Rural Roads Asset Management System (RRAMS) which is still a draft document that will assist the municipality in developing the proper Operation and Maintenance Plan. The municipality has registered projects on Municipal Infrastructure Grant that will facilitate the upgrade of roads and storm-water drainage system and also plan maintenance budget.

The municipality has roads and storm-water master plan adopted by Council in May 2015, Storm-Water Maintenance Plan, Road Maintenance Policy, and Procedure and Access to Properties during road works that were adopted by council in March 2016. Setsoto local municipality also consist of the following formal settlement areas with services and infrastructure below the "adequate" or minimum levels. Such services including roads and storm-water drainage system:

- Katilehong 1 & 2 informal settlement, Meqheleng
- Outstad informal settlement, Caledon park
- Boitumelo informal settlement, Meqheleng
- Baipheng informal settlement, Hlohlowane
- Masaleng informal settlement, Matwabeng

Section B-Situational Analysis

2.15.1 Meqheleng/Ficksburg/Caledon Park

Consists of five (5) collectors: major and minor streets, local and Cul-de-sac streets designed and constructed in a rectangular grit format. These five (5) collectors' streets are namely: McCabe Street, Bloem Street, Van Soelen Street, De Villiers and Zone 8 Street. The R26 road, and the industrial area are accessible from the major collectors Meqheleng/Ficksburg streets. McCabe Street provides access to the R26 provincial road, and also Bloem Street providing access to Lesotho boarder (Maputsoe). Mobility along the Streets is controlled by official road signage and traffic lights. The condition of the roads can be summarized as follows:

- Surfaced- Although cracked with wide spreading potholes, and deformation of structure.
- Single lane road widths vary from 3.5m to 6m
- Traffic flow along the roads is satisfactory-McCabe, Bloem, Van Soelen and Zone 8 Street are the busiest roads.
- Most of Local streets are gravel/unsurfaced roads especially in town areas which requires upgrading to paved roads, and also poor storm water drainage system to be upgraded.

2.15.2 Matwabeng/Senekal

Consists of eight (8) collectors: major and minor streets, local and Cul-de-sac streets designed and constructed in a rectangular grit format. These eight (8) collectors' streets are namely: Charl Cilliers Street, Dreyer Street, John Du Plessis Street, Water Street, Lange Street, Van Deventer Street, Van Der Watt Street, and Old Matwabeng Main Street. The N5 highway road, and the industrial area are accessible from the major collectors Matwabeng/Senekal streets. The N5 highway serve as minor collector and provides access to the R70 and R707 provincial road, and also R70 provides access to N1 highway. Mobility along the streets is controlled by official road signage and traffic lights. The condition of the roads can be summarized as follows:

- Surfaced- Although cracked with wide spreading potholes, and deformation of structure.
- Single lane road widths vary from 3.5m to 6m
- Traffic flow along the roads is satisfactory-Lange, Dreyer, Water and Charl Cilliers Street are the busiest roads.
- Most of Local streets are gravel/unsurfaced roads especially in town areas which requires upgrading to paved roads, and poor storm water drainage system to be upgraded.

2.15.3 Moemaneng/Marquard

Consists of five (5) collectors: major and minor streets, local and Cul-de-sac streets designed and constructed in a rectangular grit format. These five (5) collectors' streets are namely: Van der Watt Street, Froneman Street, Union Street, Steyn Street, Ds de Wet Street, Kruger Street, and Moemaneng Main Street. The R708 and R707 provincial roads and the industrial area are accessible from the Van der Watt Street. Mobility along the Streets is controlled by official road signage. The condition of the roads can be summarized as follows:

- Surfaced- Although cracked with wide spreading potholes, and deformation of structure.
- Single lane road widths vary from 3.5m to 6m
- Traffic flow along the roads is satisfactory-Van der Watt, Steyn, and Union Street are the busiest roads.
- Most of Local streets are gravel/unsurfaced roads especially in town areas which requires upgrading to paved roads, and also poor storm water drainage system to be upgraded.

2.15.4 Hlohlolwane/Clocolan

Consists of four (4) collectors: major and minor streets, local and Cul-de-sac streets designed and constructed in a rectangular grit format. These five (5) collectors' streets are namely: Piet Retief Street, Andries Pretorius Avenue, 1st and 2nd street. The R703, and R708 provincial roads, and the industrial area are accessible from the major collectors Hlohlolwane/Clocolan streets. The Piet Retief, 1st and 2nd Streets provides access to the R703 and R708 provincial roads. Mobility along the Streets is controlled by official road signage and traffic lights. The condition of the roads can be summarized as follows:

Section A: Executive Summary

- Surfaced- Although cracked with wide spreading potholes, and deformation of structure.
- Single lane road widths vary from 3.5m to 6m
- Traffic flow along the roads is satisfactory-Piet Retief, Andries Pretorius and Hlohlolwane Main Street are the busiest roads.

Most of Local streets are gravel/unsurfaced roads especially in town areas which requires upgrading to paved roads, and also poor storm water drainage system to be upgraded. The municipality need to secure funding which aims to address all projects and challenges/ risks identified in the roads and stormwater sector plans. Priority projects are included as part of funded and unfunded projects which are aimed to address maintenance, upgrades and backlogs. These priority projects include investment on new infrastructure projects. Furthermore, the municipality need to secure funding of implementing non-motorized mode of transport.

2.16 Rail

All four towns in the municipality are linked with a railway passing through the Free State. The secondary railway line between Bloemfontein and Durban passes to the west of Ficksburg. The Ficksburg station is situated North-West of the Central Business District and road linkage between the towns and the railway station is excellent. The railway line between the Ficksburg and Fouriesburg is developed privately for commercial farming and leisure purposes (Sandstone Estates). The existing railway lines serve Marquard and greater emphasis should be placed on its potential to stimulate growth in this area. There are two railway lines that pass-through Senekal, one railway links the industrial area in Senekal and Marquard.

2.17 Air

The Maluti Airport is situated approximately five kilometres from Ficksburg n the R26 to Fouriesburg. The Airport has a one fourth of a kilometre runway and air traffic ranges between twenty-five to eighty flights monthly. This is the airstrip the former President of South Africa, Honourable Dr Nelson Mandela used en route to Lesotho in 1997.

The landing strip in Senekal is being maintained whilst in Marquard has deteriorated to such an extent that it is not used anymore. There need for such a facility is also limited. A privately-owned airport is available at Sparta in Marquard.

2.18 Spatial Planning and Land Use Management

Spatial and land use planning is dealing with land use management which is the system of legal requirements and regulations that apply to land in order to achieve desirable and harmonious development of the built environment. Every property in the municipality has a set of regulations to control development. These regulations are determined by the zoning of the property.

Property zoning is set out in the applicable Town Planning Scheme and Conditions of Title to which determines such aspects as possible land use, floor area, coverage, building lines, parking provisions etc. In terms of SPLUMA (Act 16 of 2013), the municipality must develop a uniform Land Use Scheme that will apply in all areas of the municipality and get away from different Town Planning Schemes. The municipality is busy compiling the Land Use Scheme with the assistance from CoGTA.

2.18.1 Powers and Function

- The determination of all land development applications is solely the responsibility of the municipality through Land Development Officer and Municipal Planning Tribunal.

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2.18.1.1 Spatial and Land Use Planning Core Functions

- Facilitate the implementation SPLUMA
- Ensure proper development of land
- Regulating the use and development of land
- Coordinating development of Land Use Schemes
- Coordinate and facilitate the implementation of Land Use Scheme
- Development of spatial plans of the municipality
- Enforcement, compliance to building standards and regulations

2.18.1.1.2 Challenges to Ensure Proper Land Use Management and Spatial Planning

- Personnel to fully implement SPLUMA
- Land Invasion
- Informal Settlements

More focus will be given to additional land uses and patterns in the Spatial Development Framework, contained in this document as Annexure E

2.18.2 Number of Erven per Town

Town	Number
Ficksburg/Meqheleng/Caledon Park	13 621
Senekal/Matwabeng	9 387
Marquard/Moemaneng	4 460
Clocolan/Hlohlolwane	6 219
Total	33 687

Source: Statistics South Africa-Census 2011

The Urban Planning and Housing Division is responsible for sustainable human settlements. The process starts by identifying the need for developments. The need is basically to accommodate the low, middle- and high-income group. Setsoto is having a high number of low-income groups. The municipality need to fast track the investigation studies to identify suitable land for township establishments.

The municipality need to immediately allocate sites to the needy communities as soon as the township has been proclaimed in order to ensure access to security of tenure. The provision of housing is the competence of the Department of Human Settlements in the Free State Province. Communities who afford to buy sites and build houses within the municipality are expected to comply with the National Building Regulations and Building Standards Act (Act 103 of 1977).

The municipality still need to develop programmes that aims to address the gap market. The future of the municipality, short- and long-term goals are illustrated in the Spatial Development Framework adopted by Council in 2013, which is under review in order to be Spatial Planning and Land Use Management Act, 16 of 2013 compliant. The municipality uses the Spatial Planning and Land Use Management Act, 16 of 2013 to address all land development matters. Every land development made by private, government and government parastatals are all approved in terms of the Municipal Land Use Planning By-Laws as adopted by council in October 2015.

The municipality promotes integration in a way that high density and low density are connected. The municipality also support medium density developments by allowing developers to do FLISP projects which is the Human Settlements program. Municipality's biggest challenges is to formalise informal settlements. There is a total number of five informal settlement namely Oudstad (Caledon Park), Boitumelo (Meqheleng), Katlehong 1 and 2 (Meqheleng), Baipehing (Hlohlolwane), Masaleng (Matwabeng). The Marquard/Moemeneng area currently does not have any informal settlement.

Section B-Situational Analysis

2.18.3 Powers and Function

- The provision of houses remains the function of the Provincial Department of Governance, Human Settlement.
- The role of the municipality is mainly to coordinate the identification of sites, beneficiaries and monitoring the construction process.

The municipality has a backlog of 12 400. Informal Settlements therefore remains a problem as long as the housing backlog is not addressed. There is also a backlog of 2 237 sites that are without services which needs to be addressed by the Engineering Department. These are indicated in the table below:

2.18.3.1 Municipal Erven Backlog

Town	No of sites(exc. parks & streets)
Ficksburg	6
Ficksburg industrial	41
Clocolan	60
Clocolan ext. 5	89
Hloholwane ext.7	18
Hloholwane ext. 8	36
Hloholwane ext.9	106
Moemaneng ext. 10	1 100
Senekal	18
Senekal industrial	21
Matwabeng ext. 7	781
Total	2 237

2.18.4 Challenges in the Provision of Sustainable Human Settlements

- Allocation of houses by the Department of Human Settlements does not meet the demand of the municipality.
- Monitoring and evaluating the work of housing contractors in order to ensure provision of quality houses.
- Land invasion
- Funding constrains for township establishment on land owned by the municipality
- Funding constrains to service the new townships

2.18.5 Types of Dwellings

Types of Dwellings	Number
House or brick/concrete block-structure on a single stand	22 643
Traditional dwelling/hut/structure made of traditional material	911
Flat or apartment in a block of flats	434
Cluster house in complex	65
Townhouse (semi-detached house in a complex)	101
Semi-detached house	41
House/room/flat in backyard	323
Types of Dwellings	Number
Informal dwelling (shack in backyard)	2 473
Informal dwelling (shack not in backyard; e.g. in an informal/squatter settlement or on a farm)	6 481
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	39
Caravan/tent	10
Other	166
Total	33 687

Source: Statistics South Africa-Census 2011

2.18.5.1 Distribution of Households by Type of Dwelling-1996, 2001, 2011 And 2016

Formal				Traditional				Informal			
1996	2001	2011	2016	1996	2001	2011	2016	1996	2001	2011	2016
12 585	15 321	23 645	28 903	4 966	4 023	911		8 310	13 357	8 954	

Source: Statistics South Africa-Community Survey 2016

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2.18.5.2 Average Household Size-1996, 2001, 2011 And 2016

Total Household Population				Number of Households				Average Household Size			
1996	2001	2011	2016	1996	2001	2011	2016	1996	2001	2011	2016
103 721	119 898	110 335	117 346	26 228	32 746	33 667	37 246	4.0	3.7	3.3	3.2

Source: Statistics South Africa-Community Survey 2016

2.18.6 Household Head by Gender

Gender	Number
Male	18 056
Female	15 632
Total	33 687

Source: Statistics South Africa-Community Survey 2011

2.18.7 Household by Tenure

Type	Number
Rented	6 210
Owned but not yet paid off	2 917
Occupied rent free	6 035
Owned and fully paid off	17 959
Other	566
Total	33 687

Source: Statistics South Africa-Community Survey 2011

2.18.8 Distribution of Households by Tenure Status-2001 And 2011

Owned and fully paid off		Owned but not paid off		Rented		Occupied rent-free	
2001	2011	2001	2011	2001	2011	2001	2011
12 915	17 959	4 228	2 917	7 700	6 210	7 902	6 035

Source: Statistics South Africa-Community Survey 2011

2.18.9 Distribution of Households with Radio, Television, Refrigerator, Computer, Cell Phone, Landline/Telephone and Access to Internet-2001 And 2011

Radio		Television		Refrigerator		Computer		Cell phone		Telephone		Internet
2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2011
23 990	25 040	14 813	24 577	13 152	22 422	935	3 729	5 380	28 100	5 112	2 837	7 973

2.19 Analysis of Level of Services and Challenges

The municipality is both a Water Services Authority) and Water Service Provider) and its primary responsibility includes but not limited to ensuring the provision of water services, ensuring basic access to water for all communities of Setsoto Local Municipality, planning in terms of Water Services Development Plan as adopted by Council in May 2015 and Water Safety Plan adopted by Council in May 2011 which are under review. Water and Sanitation Master Plan as adopted

by Council in May 2015 to ensure effective, efficient, affordable, economical and sustainable access to water and sanitation services that promote sustainable livelihoods and economic development and report annually on progress against these plans.

To improve access to quality water and sanitation services and to ensure regular maintenance of water and sanitation infrastructure. Included in the sector plans are the maps and an indication of services for both water and sanitation as per figures SLM 1.1 to 6.5 and Figures SLM 1.1 to 6.3 respectively. The municipality still need to secure funding for upgrading of the Aging Water Infrastructure especially the asbestos pipes and steel pipes in Town areas, furthermore, to ensure that funding is secured to address all projects and challenges/ risks identified in all the water and sanitation sector plans. Priority projects are included as part of funded and unfunded projects which are aimed to address maintenance, upgrades and backlogs.

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These priority projects include investment on new bulk infrastructure projects. The water and sanitation By-Laws were adopted by Council in March 2016. There is also a need to ensure that all vacant posts are filled in order to ensure efficient, effective and sustainable performance of the water division. The municipality consider the following basic access to water and sanitation service:

- The basic access to sanitation is a Pit toilet with ventilation (VIP) and
- Basic access to water is public taps within a 200m from dwelling.

2.20 Electricity

The municipality is a License Authority and supplier electricity for Towns areas it's primarily responsibility includes but not limited to ensuring the provision of improved, quality and affordable electricity supply and public lighting. All townships are supplied by Eskom. The municipality had developed the Electricity master plan which is used for planning of maintenance and infrastructure upgrades.

The Electricity By-laws were adopted by Council in May 2012. The municipality need to secure funding which aims to promote energy efficiency projects and to address all projects and challenges/ risks identified in the electricity sector plan. Priority projects are included as part of funded and unfunded projects which are aimed to address maintenance, upgrades and backlogs.

These priority projects include investment on new bulk infrastructure projects. The municipality consider the basic level of services as 50kWh per household per month for a grid base system for qualifying domestic consumers and 50W per non-grid connected supply system for all households connected to the official non-grid systems.

2.20.1 Distribution of Households Using Electricity for Lighting, Cooking and Heating-1996, 2001, 2011 And 2016

Lighting				Cooking				Heating			
1996	2001	2011	2016	1996	2001	2011	2016	1996	2001	2011	2016
16 884	23 767	29 850	93%	9 197	10 618	27 469	93%	7 874	7 488	15 430	93%

The electricity provision backlog is currently at 1 321 household which should be included in the Engineering Service Delivery and Budget Implementation Plan 2020/2021 for addressing in the next five financial years. There are also 2 255 un-occupied sites which if occupied will also increase the number of backlogs. There is still a need for the municipality to ensure that all informal settlements are formalised (as indicated in the urban planning backlogs) and basic access to electricity provided to those areas.

2.21 Sanitation

Type	Number
Flush toilet connected to sewerage system	19 076
Flush toilet with septic tank	1 482
Chemical toilet	185
Pit toilet with ventilation	1 562
Pit toilet without ventilation	1 792
Bucket toilet	7 841
None	1 377
Other	373
Total	33 687

Source: Statistics South Africa-Census 2011

2.21.1 Distribution of Households by Type of Toilet Facility-1996, 2001 And 2011

Flush chemical toilets				Pit latrines				Bucket toilet				No toilets		
1996	2001	2011	2016	1996	2001	2011	2016	1996	2001	2011	2016	1996	2001	2011
7 161	7 806	20 743	69.3%	3 718	3 605	3 354		11 253	17 028	7 841		4 005	4 307	821

Source: Statistics South Africa-Census 2011

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The municipality has the total number of 33 687 housed as per the stats 2011, and there is a current backlog of 14 612 for all toilets to be connected to a full water borne sewerage system. These 14 612 household backlogs should be included in the Engineering Service Delivery and Budget Implementation Pan 2020/2021 for addressing in the next five financial years specially to address the eradication of bucket sanitation system. There is still a need for the municipality to ensure that all informal settlements are formalised (as indicated in the urban planning backlogs) and basic access to water and sanitation are provided to those areas.

2.22 Refuse Removal

Waste Management Division is rendering the following services to the communities in all the towns of the municipality:

- the collection of household waste once a week as per the National Standard
- the collection of business waste once a week
- collection of perishable waste at least three times a week but with arrangement waste collected and disposed daily
- the collection of waste from schools, clinics and hospitals once a week or as per arrangement
- no hazardous waste is collected because the landfill sites are only permitted for general waste
- cleaning of litter at central business areas in all four towns within the municipality
- managing licensed landfill sites in all the towns of which two are fenced but the sites are not compliant to license conditions
- continuous cleaning of areas in the townships and the removal of corner dumping from public open areas encouraging recycling by entrepreneurs

2.22.1 Situation Analysis on Solid Waste Management

Solid Waste Service Delivery Levels					
Description	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
Solid Waste Removal: (minimum level)					
Removed at least once a week	17 418	18 534	26 949	32 259	32 259
<i>Minimum Service Level and above sub –total</i>	17 418	18 534	26 949	2 428	2 428
Minimum Service Level and Above percentage	56%	67%	80%	93%	93%
Solid Waste Removal: (Below minimum level)					
Below min service delivery level	13 685	15 153	6 737	2 428	2 428
Below min service delivery level %	44%	45%	20%	7%	7%
Removed less frequently than once a week	0	0	0	0	0
Using communal refuse dump	0	0	0	0	0
Using own refuse dump	0	0	0	0	0
No rubbish disposal	0	0	0	0	0
Total number of households	31 103	33 687	33 687	34 687	34 687

Source: Statistics South Africa-Census 2011

2.22.2 Distribution of Households by Type of Refuse Removal-1996, 2001 And 2011

Removed by local authority/private company			Communal/own refuse dump				No rubbish disposal			
1996	2001	2011	2016	1996	2001	2011	2016	1996	2001	2011
16 809	20 960	19 375	61%	7 489	8 390	11 769		1 586	3 395	2 323

Source: Statistics South Africa-Census 2011

Extended Public Works Programme employees assist the permanent employees with the collection of waste, litter picking in the central business areas as well as areas identified with problem of littering. Working over weekends to catch up on any service not rendered at any given time, to prevent any backlog in the collection of refuse service.

The collection of business waste on a weekly basis was accomplished, and the collection of perishable waste at least three (3) times a week was a priority to prevent any health nuisance in the towns and townships. The disposal of waste was done at the licensed landfill sites in Ficksburg, Senekal, Clocolan and Marquard. It was however difficult to maintain these sites as per license conditions due to the non-availability or dedicated vehicles and equipment. About 534.5 of loads (903 tons) were removed from illegal corner dumps from four towns.

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The program of street cleaning in the central business areas in all the units of Setsoto was effective and done seven (7) days a week in Ficksburg and Senekal, and six (6) days a week in Clocolan and Marquard. Due to the Border post with Lesotho in Ficksburg and the N5 running through Senekal it was necessary to clean these areas 7 days a week. Recycling is done by private entrepreneurs that are collecting recyclable material from re-claimers at landfill sites in Setsoto.

2.23 Water

The municipality has the total number of 33 687 housed as per the stats 2011, and the current backlogs in terms of access to piped water inside the yard (but not in the dwelling) is 4120. This need to be included in the SDBIP of the Engineering Department for the 2019/2020 and beyond. There is still a need for the municipality to ensure that all informal settlements are formalised (as indicated in the urban planning backlogs) and basic access to water and sanitation provided to those areas.

Type	Number
Water connected to a household	29 567
Borehole	2 502
Spring	143
Rain Water Tank	105
Dam/Pool/Stagnant water	153
River/Stream	48
Water Vendor	288
Water Tanker	608
Other	273
Total	33 687

Source: Statistics South Africa-Census 2011

2.23.1 Distribution of Household Having Access to Piped Water-1996, 2001 and 2011

Piped water (tap) inside the dwelling/yard				Piped (tap) water on communal stand			No access		
1996	2001	2011	2016	1996	2001	2011	1996	2001	2011
17 047	15 712	30 595	93%	6 985	15 468	2 462	2 103	1 566	631

Source: Statistics South Africa-Census 2011

2.24 Business

2.24.1 Ficksburg/Caledon Park/Meqheleng

The area provides the following land uses for business within the Central Business District:

- Retail and wholesale
- Professional Services
- Financial Services
- Accommodations
- Entertainment
- Administration
- Informal Trade

A secondary business node can be found at the Border Post. Businesses found at this place include petrol stations, liquor stores, light industries, taxi rank, butcheries and wholesale stores.

2.24.2 Clocolan/Hlohlolwane

Opposed to the original planning, the Central Business District of the town is now within the walking distance of for the community in the township. Businesses in Hlohlolwane are mostly informal. Future business development must focus in a more central location to Hlohlolwane and Clocolan, so that communities can access these facilities easily. Land is available for this purpose and the necessary planning and rezoning should be done to accommodate this initiative.

2.24.3 Marquard/Moemaneng

Marquard has a well-defined Central Business District along the major access streets serving Marquard and Moemaneng, but there is no formal Central Business District planned for Moemaneng. There are one hundred and three business sites in Marquard and thirty-eight in Moemaneng.

Moemaneng is serviced by the businesses that have developed along the major collector streets. The truck stop on the Winburg-Marquard-Clocolan road has a major potential for business agglomeration for the future and the access street linking Marquard and Moemaneng has opportunities for business development.

2.24.4 Senekal/Matwabeng

The Central Business District of the town can be broadly defined between Hoog-Water, Kort and Van der Walt Streets. The business component of Matwabeng is poorly developed and consists of local order businesses (corner shops) that are attributed throughout the residential areas.

2.25 Industries

2.25.1 Ficksburg/Caledon Park/Meqheleng

The industrial area is situated adjacent to and north east of the Central Business District. Ficksburg railway station and railway sidings formed the backbone of the industrial area. Prominent land uses within the industrial area include grain silos, food processing plants, a clothing factory, wholesale, panel beaters and abattoir. A secondary light industrial area is situated at Van Soelen Street/Terror Lekota Drive intersection at the entrance to Meqheleng. Some industries also take place in the Central Business District.

2.25.2 Clocolan/Hlohlolwane

Only one industrial area exists in Clocolan, it is situated on the eastern side of the town, its location was determined to a large extent by the railway line, which can still be a large benefit to this area. Only a small percentage of these sites are occupied. No future spatial impact is predicted, and the area is very accessible with vehicles and rail but a bit far from Hlohlolwane where potential labour is situated.

2.25.3 Marquard/Moemaneng

Marquard does not have an industrial area like other towns within the municipality. The area towards the silos and railway has been developed with land uses that can be associated with industrial activities, like an auction kraal and silo. However, small light industries have developed along the major access road to Marquard as part of the business corridor. This trend will continue and should be encouraged, especially along the connector road with Moemaneng. Moemaneng has two light industries that have been developed.

2.25.4 Senekal/Matwabeng

The industrial area is located between Senekal and Matwabeng and is quite central towards both areas and could be extended towards Matwabeng and along Johan Du Plessis Street towards the Senekal-Bethlehem road, although development will be limited due to the restriction of the refuse dumping site. In Matwabeng a light industrial area could be established between Zone 4 and the proposed provincial road as planned as per the proposal in the 1989 Matwabeng Structure Plan, which also found that planning should be done to create the entities as needed for light industrial purposes.

2.26 Cemeteries

In rural or farming areas, there are no formalised cemeteries and family members are dependent on the approval of the landowner for the burial of their deceased. The burial costs are also very high when the burial is to take place in the cemeteries in the urban areas.

For this reason, the municipality should plan cemeteries that are within close proximity to rural or farming areas and this should be rural service centres. Depending on the proximity of the rural service centres, centralised cemeteries can be developed in order to serve more than one rural or farming area. This possibility needs to be investigated.

A new cemetery to the southernmost part of Meqheleng has been developed and is functioning well. There are two cemeteries in Ficksburg of which one is full and the other one has enough capacity for approximately three years, and it is being utilised by all the people to promote integrated sub-cemeteries.

2.27 Natural Resources

Natural resources in the area are limited to vast sandstone formations that hold significant mining potential and abundant water for the Caledon River and Meulspruit Dam, Laaispruit and Willem Pretorius Dams. The area is relative mountainous especially along the eastern parts closer to Lesotho. Other natural resources include fertile agricultural land, grass that can be used for thatching, natural herbs and a good climate. There are fossils found in Senekal during the excavation of the solid waste disposal site which needed to be explored further, there is also a diamond mining potential in Marquard.

2.28 Environmentally Sensitive Areas

All-natural areas along streams, watercourses, rivers, dams and very scenic mountain areas southern part of the municipality. Environmental Management Unit is not incorporated in organizational structure. The unit will be considered when reviewing the Organisational Structure. The existence of an Environmental Management Intern as per Groen Sebenza Programme through Department of Environmental Affairs has been valuable. The Programme ended on 31 December 2015 and the municipality has since appointed the incumbent on contractual basis to continue to address the environmental issues within the municipality. The following was done by the unit:

- Developed Integrated Environmental Management Plan
- Review Integrated Waste Management Plan of the municipality as required in terms of National Environmental Management Act. The draft document has been produced and presented to council
- Developed and implemented Paper Minimization and Recycling Policy which was presented to Management for approval. This policy is developed to ensure separation of waste at source in Municipal Offices.
- The unit is responsible for coordinating and conducting the public environmental awareness campaigns. The awareness campaign is conducted for the community in all the wards as well as schools of Setsoto Local Municipality. It is also responsible for monitoring and mentoring the Youth Jobs in Waste beneficiaries.
- Celebration of environmental calendar days with the schools (e.g. National Water Week, World Meteorological day, World Environmental day, Arbor Week, etc.) every quarter.
- Terms of Reference for the Setsoto Local Environmental Forum were developed for establishment of Local Environmental Forum.
- The unit is facilitating the management and control of alien plants within the municipality.
- The unit is leading the Waste to Energy project that the municipality intends to implement.

2.28.1 Situational Analysis on Environmental Management

At the beginning of the 21st century, environmental management has emerged as a major concern for the welfare of people and the whole ecosystem. The past few years have witnessed an extensive change in the attitudes, approaches and policies of most people being involved in development planning. This major change in attitudes of people is aiming at strengthening the concept of sustainability principles in all development planning activities. Municipalities have a significant role to play in environmental conservation as part of their mandate to provide a safe and healthy

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environment for residents. Environmental Management in Setsoto Local Municipality is dealt with through the Waste Management division.

Environmental management section strives to reduce and avoid environmental issues and improves the quality of life for the community. This is done by identifying and monitoring environmental aspects and providing remedial and mitigation measures. It also strives to ensure compliance with environmental legislation within the municipality. The municipality has developed the Integrated Environmental Management Plan (IEMP) and reviewed the Integrated Waste Management Plan. Both sector plans are part of the IDP. The state of the environment for Setsoto Local Municipality as described by the IEMP is explained below. The focus must be on sensitive, vulnerable, endangered, highly endangered or stressed ecosystems especially where they are subject to significant human activities and development pressure.

Area	Size/ Hectare	Size/Percentage
Overall Municipal area	596635,94	100
Area remaining natural	365003,4	61,18
Areas where no natural habitat remains	231352,5	38,78

2.29 Climate

The mean average rainfall ranges between 600 mm and 750 mm in Setsoto Local Municipality which is the same as the whole district (Thabo Mofutsanyane District Municipality). Frost occurs usually from May up to early October in the eastern Free State. Setsoto Municipality like the other eastern parts of the Free State Province has a climate characterised by warm to hot summers and cold winters. It experiences snowfalls some years.

2.29.1 Air Quality

Poor air quality occurs when pollutants reach high enough concentrations to endanger human health or the environment. Most of the emissions that are contributing to poor air quality in Setsoto municipality are emanating from vehicles; agricultural activities; domestic fuel and waste burning; landfill sites; small industries and wastewater treatment works (WWTW). These emissions are, however, have little contributions to the air quality. There is no air quality monitoring in Setsoto Local Municipality.

2.29.2 Vegetation Cover

Setsoto is 100% covered by the Grassland biome, it comprises of ten vegetation types which includes Basotho Montane Shrubland, Bloemfontein Karroid Shrubland, Central Free State Grassland, Eastern Free State Clay Grassland, Eastern Free State Sandy Grassland, Eastern Temperate Freshwater Wetlands, Highveld salt Pans, Lesotho Highlands Basalt Grassland, Vaal-Vet Sandy Grassland and Winburg Grassy Shrubland.

Vegetation Type	Area/ Hectare	Area/ Percentage
Basotho Montane Shrubland	35107,4 ha	5,88%
Bloemfontein Karroid Shrubland	57,8 ha	0,01%
Central Free State Grassland	48531,1 ha	8,13%
Eastern Free State Clay Grassland	363331,1 ha	60,9%
Eastern Free State Sandy Grassland	132468,2 ha	22,2%
Eastern Temperate Freshwater Wetlands	341,4 ha	0,06%
Highveld Salt Pans	65,8 ha	0,01%
Lesotho Highland Basalt Grassland	1691,6 ha	0,28%
Vaal-Vet Sandy Grassland	9647,7 ha	1,62%
Winburg Grassy Shrubland	5393,5 ha	0,9%

Source: The Environmental State for Setsoto Local Municipality (Source: South African National Biodiversity Institute, 2015)

Out of these ten vegetation types, one (Vaal-Vet Sandy Grassland) is classified to be endangered according to South African National Biodiversity Institute (SANBI). It covers 0.22 % of the municipal area. There are two vegetation types (Eastern Free State Clay Grassland and Eastern Temperate freshwater Wetlands) which are classified to be Vulnerable according to SANBI. They cover 29.61% and 0.06% of the municipal area respectively.

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There are no critically endangered vegetation types in Setsoto local municipality. There is only one protected area (Willem Pretorius Nature Reserve) in Setsoto which covers 2.12% of the municipal area. There is a need to conserve Setsoto's biodiversity as there is some vegetation that is vulnerable and endangered. There are wetlands that are habitat to some of these endangered plant species.

2.29.3 Topography

The topography of the area is diverse and features strong elements, namely mountainous areas, river valleys and floodplains, sloping hills and grasslands. There are relative hilly mountains (Witteberg Mountains) that are found towards the eastern parts of the municipality.

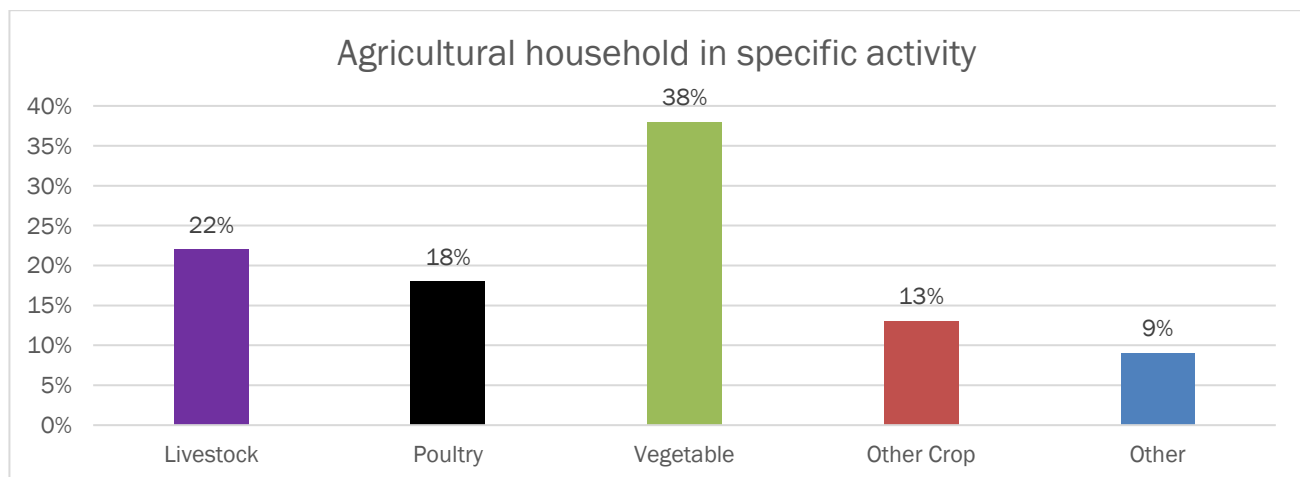
These mountains have a dramatic sandstone cliff and views over the Caledon River and Maluti mountains in Lesotho. There are south facing slopes which are important climate change refuge areas to mitigate the impact of climate change for both plant and animal life. There are also steep slopes that are around Ficksburg and in the southern parts of the municipality.

2.29.4 Geology

Natural resources in the area are limited to the vast sandstone formations that hold significant mining potential and abundant water for the Caledon River and Meulspruit, Laaispruit and Willem Pretorius dams. There are fossils found in Senekal during the excavation of the solid waste site which needed to be explored further, there is also a diamond mining potential in Marquard.

2.30 Agriculture

The municipality forms part of the most fertile agricultural areas in the Free State due to the soil quality and wonderful climate. Although all types of different farming activities occur throughout the area, it appears as if livestock farming is more evident in the central and western parts of the municipal area, whilst crop farming is more evident in the northern and eastern parts.



2.31 Tourism Development

The tourism potential of the municipality has yet to be explored to its fullest. Many areas can be identified for this development, currently most focus is on eco-tourism, but more tourism corridors can be explored as the industry develops. The municipality forms part of the most picturesque and scenic areas of the Free State, mostly along the southern parts bordering Lesotho. Since the municipality cannot operate in isolation from the neighbouring municipalities and towns, the following primary and secondary tourism corridors are identified:

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- Primary Corridor- Clarens, Fouriesburg, Ficksburg, Marquard and Winburg
- Secondary Corridor-Senekal, Marquard, Ficksburg and Rosendal

It is also proposed that each of the respective towns be earmarked as tourism nodes together with other areas of significance.

2.32 Farming

Commonage development needs to be encouraged in all the towns within the municipality and the following areas have identified:

- Ficksburg- West of Meqheleng
- Clocolan-East of the road to Excelsior
- Marquard-around the show grounds and the south-eastern part of the town
- Senekal- non-existence

However, no formal small-scale farming development has taken place although some planning has been done for intensive horticulture and dairy. A need for small scale farming opportunities exists within the municipality and opportunities need to be created to assist the community with skills, training and funding. The farm lands within the municipal area are mainly used for commercial farming practices. Different farming types are found in throughout the area, namely;

- Crop farming; and
- Stock farming

2.33 Disaster Management

The Disaster Management function is to properly coordinate effective response, recovery, rehabilitation, risk assessment, institutional arrangements and measure of mitigation in relation to disaster incidents. Current situation, the municipality has appointed a Disaster Management Focal person as Disaster Coordinator. Municipal Council has approved a reviewed Disaster Management Plan on the 04 December 2014.

Disaster Preparedness Programme, Disaster Institutional Arrangement, Disaster Risk Reduction Project, Disaster Response and Recovery and Communication project are all included on the Disaster Management Plan. Public awareness sessions were conducted with learners, ward committees and community at large. Risk Assessment has been done in accordance with historical occurrence. The Municipality does not have capacity to conduct scientific research, it therefore relies on District, Provincial and National Disaster Management Centres for assistance.

2.34 Fire Services

The municipality has Fire Contingency Plan. Due to financial constraints the municipality does not have a fully functional fire centre. It depends on the assistance of traffic officers and Disaster Coordinator as well as other personnel to attend on incidents related to fire with limited resources.

2.35 Assessment of the Financial Status of the Municipality

The financial position of the Municipality is sound and the going concern of the institution is under no threat since nothing has yet pointed anything contrary to continued support by the government. Capital projects are only committed to, when assurance is obtained from Treasury that such funds are guaranteed. Operational expenditure is similarly funded.

The Municipality is managing revenues earned and expenses incurred in line with requirements of Provincial and National Treasury. The Municipality accounts for its resource as prescribed and regulated and in line with the Generally Recognized Accounting Practice (GRAP). The greater purpose behind the financial reporting of the Municipality is to keep the municipality accountable to the public and assist it to make a fully informed disclosure of its viability and the management of resources under its control as prescribed.

No unregulated risks and rewards are executable that will pose a threat that cannot be detected by the regulatory authorities that controls its activity. The municipality's financial performance and position is currently under audit and the overall financial status is a subject of audit that is still in progress and may change after the final audit by the Auditor General.

The attached are analytical review relating to the latest liquidity, collection activity, cash management, and creditors' payments. The analytic review assumes a conventional business perspective and an ideal business activity measurement after the end of the third quarter just as a guide.

However, the measurement(s) applied are not that relevant to the actual risk profile that would otherwise prevail on a private business, but only as the available measuring tools that are scientifically available in every commercial institution with some commercial

2.35.1 Budget and Treasury Management

In terms of chapter 9 section 80(1) of MFMA, Every Municipality must establish Budget and Treasury Office. Budget and Treasury office is established, and it is led by the Chief Financial Officer. Under Budget and Treasury office we have four divisions namely, Budget and Reporting, Expenditure Management, Revenue Management, Asset Management and Supply Chain Management.

2.35.2 Budget and Financial Reporting

Budget and Reporting Section is mainly responsible for managing the budget of the Municipality and report to various stakeholders on financial matters of the Municipality. The municipality changed financial systems six years ago. The changeover has been successful however the former financial system is kept alive for the purpose of historical data and reference. The financial management system currently in use is Munsoft.

2.35.2.1 Municipal Standard Chart of Accounts

Municipal Standard Chart of Accounts provides a uniform and standardised financial transaction classification framework which is multidimensional in nature. Setsoto Local Municipality was approved to be mSCOA pilot site and only commenced the project on 03 March 2015 as compared to other pilot sites which started the project in July 2014.

In order to fast track and catch up with other pilot sites that started the project earlier, the Municipal manager through Chief financial officer together with the financial system agent, i.e. Munsoft, consultants had to employ appropriate techniques that included getting buy-in, training, and mapping migrations processes to ensure effective change management.

The success Setsoto Local Municipality experienced under stressful quick reactive changes to legacy business processes could be applauded. The theme that underpinned this change in business procedures revolved around proper staff training, morale boosting and effective oversight to ensure a smooth transition.

The project plan was drawn up and included the following activities, namely, building mSCOA ledger, aligning current budget to mSCOA ledger, migrating transactions from current budget to mSCOA, reconciling balances in the current trial balance with mSCOA, rollout capacity building programmes for all staff and key stakeholders, extracting A Schedules from mSCOA and transaction accounting on mSCOA ledger.

The municipality established mSCOA steering committee which facilitated with great determination and dedication the project by ensuring that meetings were held on a regular basis to receive and discuss progress on the implementation of the project plan and provided immediate remedial actions to any draw back experienced and foreseeable risks.

The timelines for undertaking project plan activities were much squeezed given that the project only started in March 2015 in order to chase the target date of 01 July 2015 which was ultimately met. The activities as outlined above were successfully undertaken though with some constraints around the following risk areas:

- Integration of mSCOA ledger on the financial system with the payroll system (VIP) was lagged as a challenge.

In order to mitigate the likely occurrence of late payroll integration, employees related items even those without a budget were created with the view that once VIP has programmed the validation check at point of capture on VIP master such unused segments would be disabled.

Fixed asset register was held on Excel format and was based on Institute of Municipal Engineering of Southern Africa (IMESA) standards which is driven more to disclose the current replacement cost. The MFIP II Technical Advisor and staff in Asset Management Unit put together and provide information from fixed asset register as at 30 June 2017 as required to set up parameters within Munsoft Financial System Asset Module and creating control accounts in the general ledger so that assets data could be compatible for full computerization.

Costing – traditionally Setsoto Municipality had not run fully fledged costing module incorporating departmental charges, internal charges and activity-based costing. To mitigate this constraint, it was decided that full costing to include departmental and internal charges as well as labour and vehicle charges will be introduced in July 2016. As a medium size municipality, due to the complexity of costing it may still be not so feasible to implement this segment.

The municipality is currently running its financial transactions on mSCOA. During the 2015/16 adjustment budget with the assistance of MFIP II Technical Advisor, funds that were kept central in bulk in few charts of accounts as a result of budget conversion to mSCOA were appropriately spread and allocated to the different charts of accounts.

The adjustment budget created a proper baseline from which the municipality was able to prepare most reliable budget for 2020/2021 on mSCOA. Setsoto Local Municipality could confidently indicate the benefits 2019/2020 experienced from the implementation mSCOA as follows:

- Accurate recording of transactions and therefore reduced material misstatements;
- Reduced the month-end reconciliation processes and journals processed;
- Improve quality of information for budgeting and management decision making; and
- Aligned budget and IDP as all expenditure, both capital and operating, are driven from a project-based accounting.

The municipality has the following budget related policies in place that are reviewed annually and approved together with the annual budget:

1. Asset Management Policy
2. Cash Management Policy
3. Credit Control and debt collection policy
4. Supply Chain Management policy
5. Property rates policy
6. Budget policy
7. Virement policy
8. Petty cash policy
9. Tariff policy
10. Debt write off policy
11. Indigent policy
12. Banking and investment policy
13. Cash flow Management policy

All these policies have been approved by council.

2.35.3 Revenue Management

The division is responsible for various revenue management activities, the major objectives being billing for consumption, debt management, debt collection, customer care and indigent management. The main priority of the division is to ensure that the reviewed strategy approved by Council is fully implemented.

The municipality is updating its indigent register for all qualifying household regularly so as they can access free basic services. Indigent are defined as those people, due to several factors, who are unable to make monetary contribution towards basic services, no matter how small the amounts seem to be.

Poverty is more than a lack of income. Poverty exists when an individual's or a household's, access to income, jobs, infrastructure or services is adequate to ensure full access to opportunities in society. The condition of poverty is caused by a combination of social, economic, spatial, environmental and political factors.

It is clear from the poverty profiles that not only is poverty a general critical problem, but that there is a significant number of people who are living in extreme poverty and who without Council support will be unable to afford to pay for even the most basic of services.

However, the approach is to ensure that the provision of indigent support to the community is in a sustainable manner and is within the financial and administrative capacity of the council. In 2019/2020 any household, earning less than the two (2) state pension grant income qualify to be registered as indigent, thus earning less than **R 3 4800.00**. These include also pensioners, unemployed and child headed families.

The indigent policy of the municipality provides the following as support to qualifying indigents:

- Water; 6kl plus basic charges
- Sanitation; 100%
- Refuse 100 %
- Indigent burial of **R 750** per burial
- Electricity 50kWh – supplied by Eskom in the townships and paid for by Setsoto Local Municipality through the Equitable Share.

At the end of the second quarter under review there were 5 077 indigents registered on the database versus the expected number of indigents of 11 300 (Source: Stats SA Census 2011). These indigents benefitted to a total amount of R 30 million from the equitable share for property rates, free basic water, and free basic electricity sanitation and refuse collection. In addition, poor people living in the farms and thus not registered as indigents are benefitting from water which is transported through water tankers at no cost.

Valuation roll has been implemented according to MPRA. Monthly statements are being issued to rate payers and the amount received is being deposited into the municipal primary bank account. The municipality is currently maintaining a management accounting and information system which recognized revenue when is earned.

The municipality is charging arrears, except where the council has granted exemption in accordance with budget related policies. Municipality is in the process of appointing debt collection together with the company of lawyers who will be doing litigation to those consumers who can afford to par but they are simply denying paying.

The municipality is in the process of converting all electricity meters to prepaid smart meters in order to address low collection of electricity revenue and to limit the volume of customer complaints or queries relating to billing.

The challenge of going concern is being affected due to non-payment of municipal services and implementation of full credit control measures is being considered. Evidence of billing is reflected by the fact that meter reading is collected monthly by the meter readers and that statement of accounts are submitted to consumers every month by the account's distributors and through post and emails.

2.35.4 Expenditure Management

Setseto incurs expenditure in terms of the approved budget. Expenditure is funded from revenue collected from exchange and non-exchange transaction and revenue received from grants. The municipality has and maintains an effective system of expenditure control including grants. The municipality has and maintains a management, accounting and information system which recognizes expenditure incurred.

Payment of municipal creditors are made directly to the person to whom it is due and are either made electronically or by way of non-transferable cheques, within 30 days as stipulated by the MFMA section 65 (2) (e).

The municipality complies with its tax, levy, duty, pension, medical aid, audit fees and other statutory commitments. Setseto is the only municipality in Free State Province not owing ESKOM and it has never ever been threatened with withholding of equitable share by National Treasury due to non-payment of creditors within stipulated time period.

2.35.5 Assets Management

The management of assets are safeguarded & maintained in accordance with section 63(1) (a) of the Municipal Finance Management Act no 56 of 2003. The municipality's asset register is kept and updated in accordance with all applicable accounting standards such as GRAP 17 etc.

It also caters the recording of assets acquisitions, time for maintenance, restore the impaired and replacement of assets where there is no probability of future economic benefit or service potential attached to that particular asset.

2.35.6 Supply Chain Management

Supply Chain Management, as the core component of the municipal financial management discipline, seeks to ensure the proper flow of goods and services between the supplied is in the right quality and quantity whilst advancing the Reconstruction and Development Programme goals, empowerment principles, supplier development, Local Economic Development and value for money, to ensure expeditious and appropriate service delivery.

Supply Chain Management has been developed in accordance and in conjunction with other pieces of legislation to develop and shape the supply chain management within the local government sphere. These include Section 217 of the Constitution, which compels all organs of state to implement a Supply Chain Management system that is fair, transparent, equitable, competitive and cost-effective.

Chapter 11 of the Municipal Finance Management Act, 56 of 2003, compels the municipalities to establish Supply Chain Management Units and implement the Supply Chain Management Policy, which gives effect to all supply chain management functional areas.

It is a financial management tool, seeks to reform and regulate the way public funds are utilised when procuring goods and services whilst in pursuit of service delivery that is responsive to the needs of the society and to curtail any mal-administrative and fraudulent practices in the procurement front.

Setseto Local Municipality's Supply Chain Management Unit was developed in terms of the above mentions set of prescripts and contributed heavily to the reduction of deviations which ultimately lead to the reduction the irregular and fruitless and wasteful expenditures.

2.34.8 The National and Provincial Allocations

Grant Detail	2020/2021	2021/2022	2022/2023
National Allocations			
Equitable share	205 852 000	220 718 000	0
Financial Management Grant	2 165 000	2 249 000	
Extended public Works Programme	1 892 000	0	0
Municipal Infrastructure Grant	49 750 000	53 415 000	0
Regional Bulk Infrastructure Grant	92 108 000	80 000	0
Integrated National Electrification Grant	3 200 000	3 376 000	0
Other Transfers/Grants	337 000	0	0
Total	355 304 000	279 838 000	
Provincial Allocations			
COGTA	700 000	700 000	0
Total	700 000	700 000	
Grant Total	356 004 000	280 538 000	

Supporting SA18 of the Schedule A does not disclose all the grant funding sources the annual R 700 000 from CoGTA to augment the salary of the Municipal Manager is not included.

The allocations from national and provincial government gradually decreases from year on year as per the table above, this simply imply that municipality must be self-sufficient in terms of generating own revenue, however, grants are guaranteed cash whiles own revenue through service charges and property rate depends on the honesty of consumers in pay their dues.

Should the trend of grants persist in decreasing to a level where municipalities cannot sufficiently be allocated reasonable financial assistance and consumers not being reliable in paying their accounts, this will lead to going concern being threatened?

2.35.7 Audit Matter Raised by the Auditor-General of South Africa

Audit findings for the year ended June 2019 was on the following qualification paragraphs:

- Property Plan and Equipment
- Service Charges
- Receivables from non-exchange transactions

On the audit of predetermined objective the findings were on the following:

- Percentage of unplanned water interruptions and sewer blockages complaints/callouts responded to within required timeframe
- Reported actual did not agree with the supporting evidence provided
- Source information for achieving indicators not well defined
- Planned indicators in the approved SDBIP not reported in the annual performance report

Section C: Strategies

3. Introduction

The development priorities as identified in the previous section served as the primary input to the strategies phase that provided general direction to guide strategy formulation and decision making over the medium term (3 years). Prior to proceeding with the ways and means of solving development-related problems, it was firstly necessary to establish common ground in respect of the desired future, resulting in a clear and shared vision statement for the local Municipality over the next twelve years.

With the shared vision firmly in place as foundation for development, it was possible to proceed with a more detailed step focussing on key issues which are the critical factors (internal and external) that may have an impact on a specific development issue and specifies the causes for the current state of the development priorities. With the stated concerns in mind, the key issues were transformed into specific medium-term objectives which are within the next five years, aimed at realizing the vision.

The next step was to create an understanding of the applicable national and provincial legislation and policies influencing development and local decision making. Consequently, a set of localized strategy guidelines was formulated for addressing issues with common interest in a coordinated manner throughout the entire district.

The localized strategy guidelines provided the general direction in ensuring that the development objectives could then be transformed into purposeful, action-orientated statements of intent or strategies.

These strategies are the means of solving problems by considering available resources, suggesting alternative solutions and choices as well as maximizing opportunities. Two types of strategies are distinguished namely financial strategies and development related strategies. Finally, after reaching consensus on all development strategies, several intended projects were identified for implementation.

3.1 Long-Term Growth and Development Goals

The development priorities as identified in the previous section serves as the primary input to the strategies phase that provides general direction in guiding strategy formulation and decision making over a medium term.

Prior to proceedings with the ways and means of solving development related problems, it was firstly necessary to establish common ground in respect of the desired future, resulting in a clear and shared vision statement for the municipality over the remaining term of office of current council.

With the shared vision statement firmly in place as a foundation for development, it was possible to proceed with a more detailed step focusing on key issues which are critical factors that have an impact on a specific development issue and specifies the cause for the current state of the development priorities.

With the stated concerns in mind, the issues were transformed into specific medium-term predetermined objectives which are statements of the desired outcomes or benefits to be delivered within the remaining term of office of the current council, aimed at realising the vision.

The next step was to create an understanding of the applicable national and provincial legislative and policy context influencing development and local decision making. Consequently, a set of localised strategy guidelines was formulated for addressing issues of common interests in a coordinated manner throughout the entire district, province and country.

The localised strategy guidelines provided the general direction in ensuring that the predetermined objectives could be transformed into a purposeful, action-orientated statement of intent and strategies. These strategies are means of solving the problems by considering available resources, suggesting alternative solutions and choices as well as maximising opportunities. Two types of strategies are distinguished, namely;

- Financial strategies; and
- Development related strategies

Section C: Strategies

Finally, after reaching consensus on all the predetermined objectives, several intended projects were identified for implementation.

3.2 The Municipal Vision

Focusing on the identified needs, development issues, and priorities and predetermined objectives that are aligned to the National Development Plan, the common aspirations and local identity of all concerned parties which gives a form of a picture of the “preferred future”.

A statement that describes how the future will look like if the municipality achieves its ultimate aims and is reflected in the following shared vision statement that drives us towards a compelling future, preferably 2030, that is to the benefit of all our citizenry within the Setsoto Local Municipality:

“A unified, viable and progressive municipality”

3.3 Municipal Mission

A variety of activities and services to the residents of the municipality on a continuous basis. What is shared amongst us is a strong sense of mission that brings approximately one thousand one hundred and fourteen employees together. A statement of the overall purpose of the municipality, it describes **what** municipality, for **whom** the municipality do it and the **benefit** they **derive** and is reflected in the following shared mission:

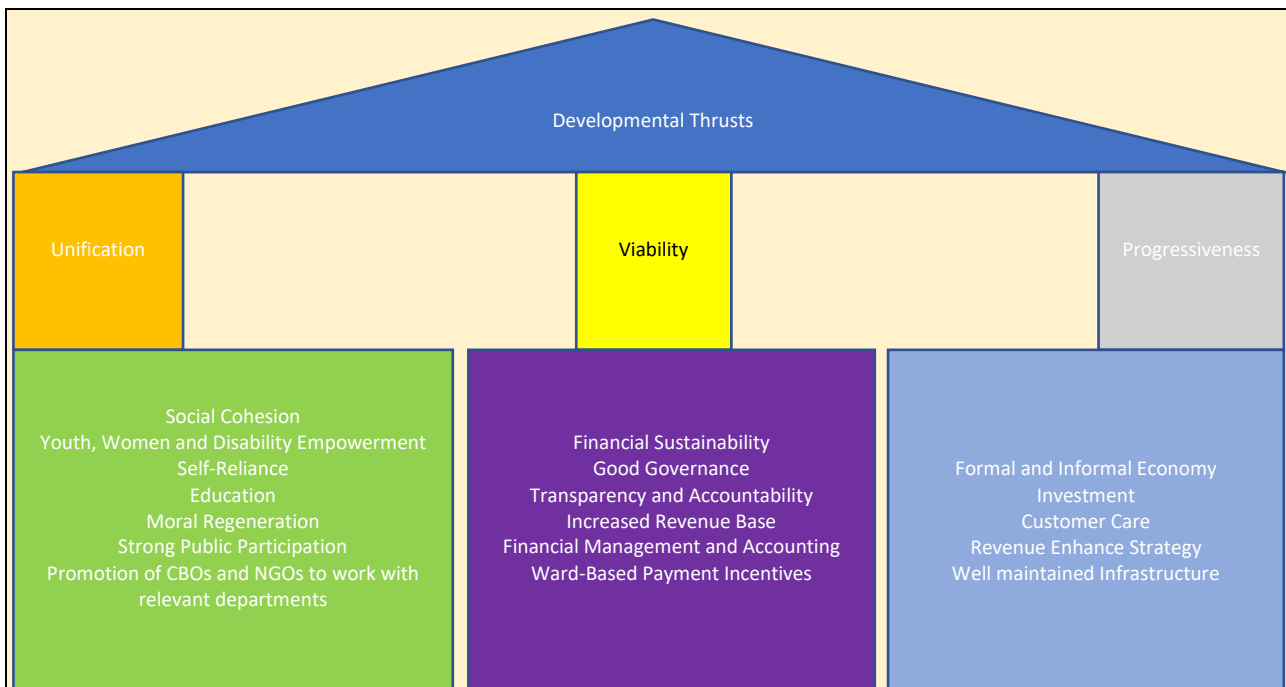
*“to enhance the **quality of life** in Setsoto by **servicing** the needs of all **people** through a responsible, **economic, efficient, sustainable, accountable and developmental system of local government”***

3.3.1 Our Motto

For our municipality and our existence, the motto that gives us a sense of identity is:

“Re Sebeletsa Katleho”

We pride ourselves to having top quality and expert professionals who are dedicated to constantly go out of their way to providing outstanding services to our communities. Deriving from the vision statement above, the municipality developed the following strategic thrusts with the accompanying three pillars:



Section C: Strategies

3.3.1.1 Values We Cherish

In order to walk the talk, we commit ourselves to values that will guide us on how we live our mission. These values are the foundation of our municipality. Every strategic decision and our daily actions must be in total alignment with our guiding values. Our values are:

3.3.1.2 Trust and Integrity

We adhere to the municipality's values and behave in an honest, ethical, professional and respectful manner, with each other and our customers. Our values guide us in every aspect of the work we do, decision we make and actions we take.

3.3.1.3 Leadership

We strive to be at the forefront in all our operations to set example others will wish to follow. We strongly believe in personal leadership at all levels of the municipality.

3.3.1.4 Quality

We commit to achieving excellence and the highest quality of work in all our activities.

3.3.1.5 Teamwork

We promise unity and cooperation amongst staff, other spheres of government as well as our customers and relevant stakeholders, in order to meet the common purpose of achieving the vision, mission, motto and work of the municipality.

3.3.1.6 Customer Satisfaction

We commit to providing the highest level of customer service in order to exceed our customers' expectations and create positive value chain.

3.3.1.7 Constant and Never-Ending Improvements

We remain flexible and responsive to change and commit to constant and never-ending improvements in every aspect of our work.

3.4 Defining Success

In aligning our predetermined objectives, strategies and priorities to those of the National Development Plan, Free State Growth and Development Strategies and the District Integrated Development Plan Framework, and all other relevant plans, we pledge that:

If today was the year 2030, the following paragraph would be the success story that we would like to tell everyone. As a municipality we will focus our collective energy to creating a compelling future that aligns the Integrated Development Plan to the National Development Plan, Free State Growth and Development Strategies, Thabo Mofutsanyana District Municipality and all relevant plans and their associated goals with the following definition of success:

"We pride ourselves on Environmental Leadership. We deliver services for a fair price as indicated by various benchmarks. In our over almost a sixteen years long effort, we have successfully completed a number of environmentally friendly projects"

"We are responsibly meeting most of the legal mandate and most requirements of developmental local government, and further striving to comply fully by June 2018, as we achieve clean audit. In our organisation, developing people is an important responsibility. While we are constantly challenged to provide resources for new services, we are blessed with highly resourceful employees who quickly think through creative ways to meet our needs."

Section C: Strategies

“In striving to meet our customers’ needs, we have redesigned the organisational structure to be in line with the current trends and legislative requirements. The approved organisational structure focuses on customers and is totally purpose driven, outcome oriented and committed to delivering value to our customers. Team work amongst employees, communication and collaborations between council, management and could not be better.”

“Being a key point of national interest, security and safety has always been a key focal point. We have safe and secure facilities that protect employees, equipment and infrastructure from potential danger. Municipal council, management and staff are well prepared to respond to emergency, whether natural or man-made.”

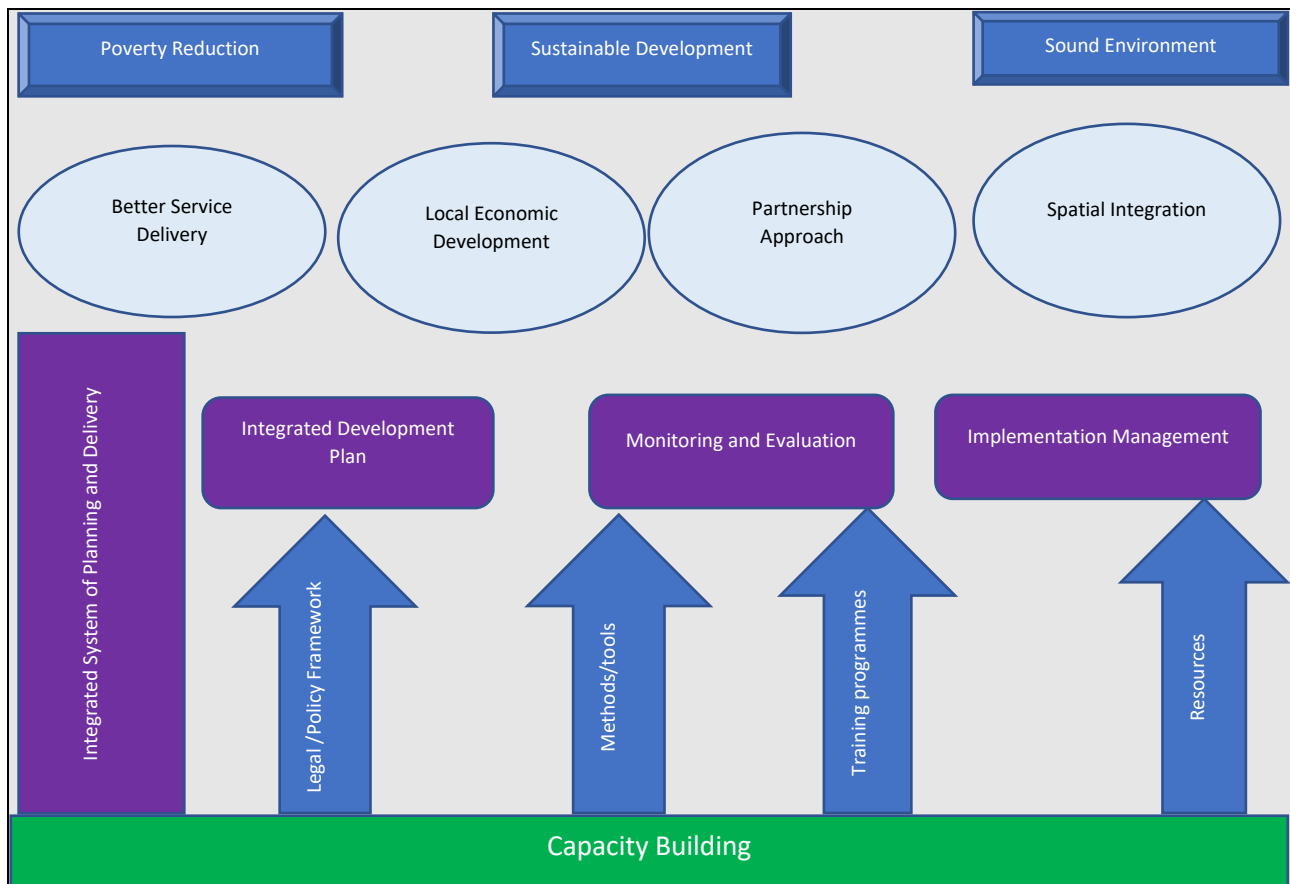
“Our financial standing is at its best through fiscally responsible financial planning and operations, and the municipality is buoyed to maintain the highest bond rating.”

“Finally, we stand for municipal leadership in all aspect of our operations. We strive to be full-service provider and have considerably increased the number and scope of services to meet the needs of our communities. We have the municipality with leadership at all levels. Managers are essentially one-minute managers-dedicating their efforts to what matters most for the municipality and continually developing and empowering their subordinates.”

“Employees enjoy coming to work and constantly perform above expectations. Our staff is more developed, well rounded and motivated than ever before. Our relationships and partnerships with our stakeholders are at its best. As a direct result of automation and technology, we are now more effective and efficient in what we do-providing sustainable services to the citizenry of Setsoto Local Municipality.”

3.5 Overview of the Process

The Integrated Development Plan is a municipal plan that last for the term of office of the council. It should be reviewed every year. There are three main goals that the programme aims to achieve. The IDP system is summarised as follows:



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3.6 Minimum Requirements

Because the Integrated Development Plan will guide all development within the district area of jurisdiction, it is necessary for the plan to be inclusive of all local municipal Integrated Development Plans, functions and systems. The Integrated Development Plan will therefore include the following:

- An overview of the current situation within the local municipalities.
- The development vision, objectives and strategies set by the local municipalities.
- An institutional framework with an organogram set for the district municipality.
- All investment and development initiatives, all known projects, plans and programmes to be implemented within the local municipalities by organs of state.
- Key Performance Indicators set by local municipalities
- Financial Plans of local municipalities that include budget projections, financial resources and financial strategies about revenue, credit control, external funding, financial management and capital and operational financing.
- Spatial Development Framework that reflects the desired spatial form of the district municipality as informed by the different Spatial Development Frameworks, objectives and strategies of local municipalities.

The ultimate purpose of the Thabo Mofutsanyana District Municipality's Integrated Development Plan is to have a framework or tool to manage and monitor as activities of the district municipality, its administrative personnel and the political office bearers. Also, to provide a framework for development of the local municipalities and therefore the entire process of compiling the Integrated Development Plan involved local municipalities in order to ensure alignment to the different planning development objectives and strategies.

The process was strengthened by the implementation of the Back to Basics Principles in the district and the local municipalities must adopt their own prior to the adoption of the Integrated Development Plan and the Budget. The focus of the district Integrated Development Plan is on the district-wide issues and powers and functions the district municipalities as indicated in the Municipal Structures Act, 117 of 1998 and the Constitution

3.7 Objectives and Localised Strategy Guidelines

In preparing for the strategy formulation process, it is important to ensure that the general guidelines related to crosscutting dimensions are adequately considered when designing strategies and projects are planned. To facilitate these requirements, a set of localised strategy guidelines was formulated regarding the following priorities:

- Spatial Development Framework
- Poverty Alleviation
- Gender Equity
- Environmental Sustainability
- Local Economic Development
- Organisational Development and Transformation
- Good Governance and Public Participation
- Financial Viability and Management
- Infrastructure and Service Delivery

In aligning these localised strategy guidelines to the National Development Plan, Free State Growth and Development Strategies, Thabo Mofutsanyana District Municipality's Integrated Development Plan Framework and Back to Basic Principles, the following issues were then reprioritised into the following six key performance areas:

1. Basic Services
2. Local Economic Development
3. Institutional Capacity
4. Financial Management
5. Promoting Good Governance

Section C: Strategies

6. Public Participation

The above-mentioned key performance areas were used throughout the process to guide the strategy formulation, project identification and integration to ensure smooth alignment at the end.

3.8 Resource Frames and Financial Strategies

Before the formulation of specific development strategies, a SWOT analysis is done on the organisational readiness to embark on such a mission. An investigation is done as to the amount of financial, human, institutional and natural resources which can be made available in implementing activities in order to achieve the predetermined objectives.

A Risk Assessment is done on those issues that could hamper the municipality to achieve those predetermined objectives. Since the implementation of the strategies will put tremendous pressure on the human and financial resources of the municipality, it is important to identify creative and innovative solutions for the coping with the human and financial resources constraints. The following strategies were then developed in order to meet the forthcoming challenges:

3.8.1 Organisational Redesign

The municipality embarked on a process of reviewing the organisational structure so that it can meet the current challenges and adhere to the legislative requirements. After numerous engagements with unions, staff and councillors, council approved a revised structure that will be phased in over a period of three years.

In terms of the approved structure the workforce is to increase from 669 to 1 153 after the filling of all positions over a period of three years. In the current and the next financial year only those positions that are critical will be filled, and departments are to identify which of these are and submit them to council for ratification on a yearly basis.

3.8.2 Five Year Financial Plan

The Plan sets out the resource framework as well as the financial strategies for the municipality and aims to provide guidelines in the formulation of development related strategies in a realistic way. These strategies relate to increasing revenue, managing assets and improving cost effectiveness of the municipality.

The budget of the municipality in the financial year **2020/2021** totals **R 550 529 million**, for **2021/2022** totals **R 581 890 million** and for the year **2022/2023** is **R 610 985 million**. This amount is funded through five main funding sources and is allocated to the following seen budgetary votes, namely;

Source	2020/2021	2021/2022	2022/2023
Property Rates	69 710 000	68 725 000	72 162 000
Service Charges	220 197 000	245 361 000	257 629 000
Investment Revenue	4 825 000	1 764 000	1 852 000
Transfers recognised-operational	210 246 000	223 147 000	234 304 000
Own Revenue	45 551 000	42 893 000	45 038 000
Total	550 529 000	581 890 000	610 985 000

Source: Table A1 Budget Summary

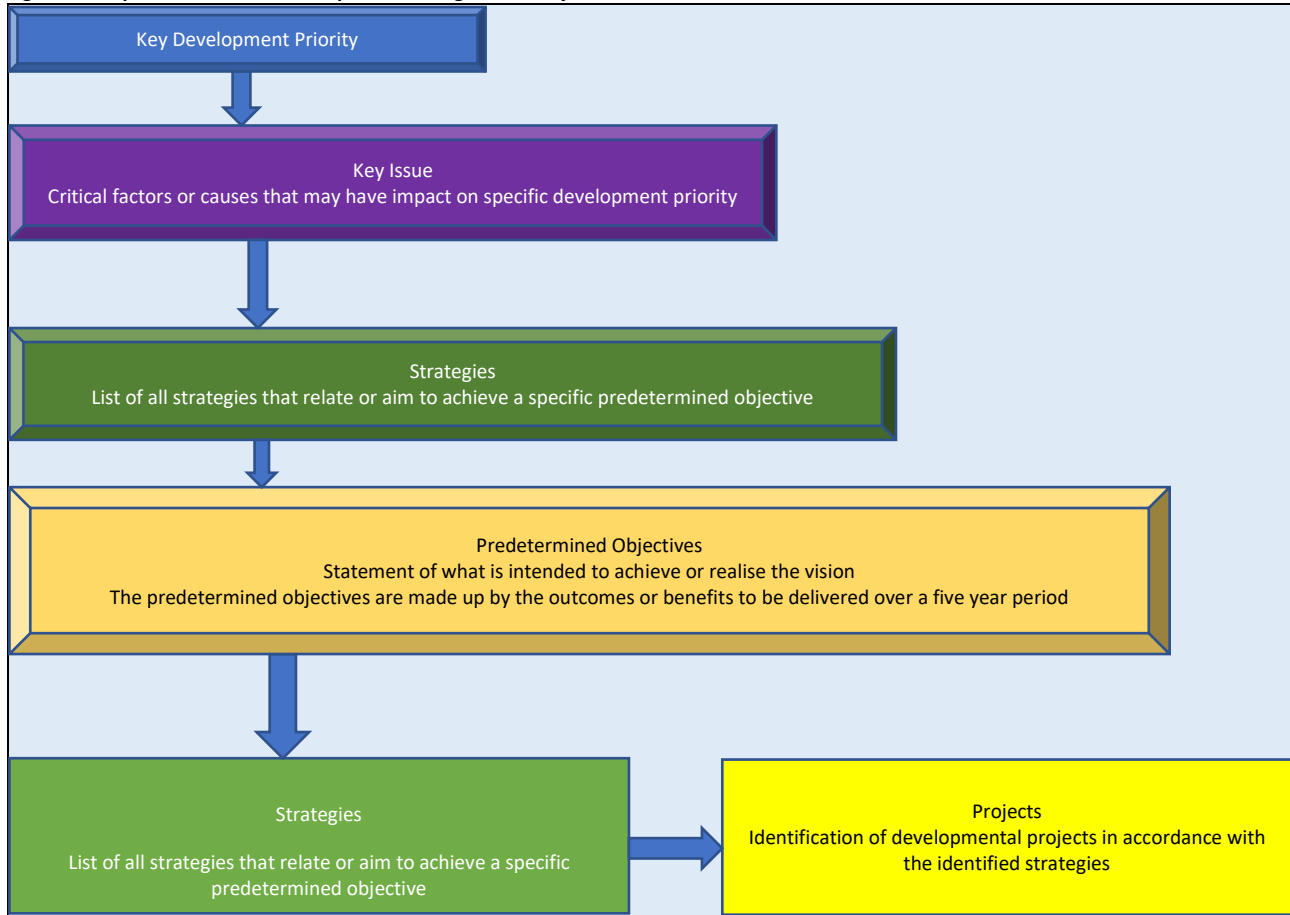
3.9 Development Strategies and Project Identification

The formulation and development of related strategies and identification of projects in this section of the planning process is also discussed under headings of the development priorities in relation to each predetermined objective.

The predetermined objectives linked to this section of the planning process are to create continuity in relation to the strategies and projects. Each predetermined objective is preceded with a set of key issues as identified during the analysis phase. Below is the flow chart of how the development strategy and the localised strategy guidelines were developed.

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Figure 3.1 Report Structure of Development Strategies and Projects



Deriving from the above diagram, the following issues we identified and compiled.

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Clean Water and Sanitation	Environmental sustainability and resilience	An efficient, competitive and responsive economic infrastructure	Ensuring access to adequate human settlements and quality basic services	Basic Services: Creating conditions for decent living	Economic growth, development and employment	Service Delivery and Infrastructure	Water	Creating conditions for decent living	<ul style="list-style-type: none"> • Maintenance of Water Network Infrastructure • Repairing/Replacing of water pipes • Repairing/Replacing Water Meters • Repairing/Replacing of Fire hydrants • To ensure access to a good quality, affordable and sustainable water infrastructure • Review of the Water Services Development Plan
Clean water and Sanitation	Environmental sustainability and resilience	An efficient, competitive and responsive economic infrastructure	Ensuring access to adequate human settlements and quality basic services	Basic Services: Creating conditions for decent living	Economic growth, development and employment	Service Delivery and Infrastructure	Sanitation	Creating conditions for decent living	<ul style="list-style-type: none"> • Maintenance of Sewer Infrastructure • Repairing/Replacing of Sewer Pipes • Unblocking of sewer pipes • Bucket Removal • Servicing of Ventilated Improved Pit latrines • Servicing of Septic Tanks • To ensure access to a good quality, affordable and sustainable sanitation infrastructure • Review of the Water Services Development Plan

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Affordable and clean energy	Economic infrastructure	An efficient, competitive and responsive economic infrastructure	Ensuring access to adequate human settlements and quality basic services	Basic Services: Creating conditions for decent living	Economic growth, development and employment	Service Delivery and Infrastructure	Electricity	Creating conditions for decent living	<ul style="list-style-type: none"> • Electrification of households • Public lighting • Repairing of streetlights and high mast • Installation of new public lighting
Affordable and clean energy	Economic infrastructure	An efficient, competitive and responsive economic infrastructure	Ensuring access to adequate human settlements and quality basic services	Basic Services: Creating conditions for decent living	Economic growth, development and employment	Service Delivery and Infrastructure	Electricity	Creating conditions for decent living	<ul style="list-style-type: none"> • Maintenance of electricity Network • Maintenance of substations • Housekeeping of substations and transformers • Replacement of MV network • Replacement of LV network • Review the Electricity Masterplan
Sustainable cities and communities	Environmental sustainability and resilience	An efficient, competitive and responsive economic infrastructure	Ensuring access to adequate human settlements and quality basic services	Basic Services: Creating conditions for decent living	Economic growth, development and employment	Service Delivery and Infrastructure	Effective Waste Management Services	Creating conditions for decent living	<ul style="list-style-type: none"> • Refuse removal • Refuse collection and disposal • Proportion of landfill sites in compliance with the National Environmental Waste Management Act, 59 of 1998 • Data collection of disposal waste at the Ficksburg landfill site

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Sustainable cities and communities	Environmental sustainability and resilience	An efficient, competitive and responsive economic infrastructure	Ensuring access to adequate human settlements and quality basic services	Basic Services: Creating conditions for decent living	Economic growth, development and employment	Service Delivery and Infrastructure	Effective Waste Management Services	Creating conditions for decent living	<ul style="list-style-type: none"> Data collection of the disposal waste at the Senekal landfill site Proportion of waste recycled Compliance to environmental management requirements Review the Integrated Environmental Management Plan Conduct Public Awareness
Industry, innovation and infrastructure	Transforming Human Settlement	An efficient, competitive and responsive economic infrastructure	Ensuring access to adequate human settlements and quality basic services	Basic Services: Creating conditions for decent living	Economic growth, development and employment	Service Delivery and Infrastructure	Roads and Storm Water	Creating conditions for decent living	<ul style="list-style-type: none"> Maintenance of flexible pavement road infrastructure Fixing of potholes Resealing of flexible pavement road Installation of Bollards Installation of speed humps Maintenance of gravel road infrastructure Re-gravel of roads Infrastructure Maintenance of storm water infrastructure Storm water network cleaned/repared Storm water kerb-inlet/catchment cleaned/repared Maintenance of side-walks infrastructure
Industry, innovation and infrastructure	Economic infrastructure	An efficient, competitive and responsive economic infrastructure	Ensuring access to adequate human settlements and quality basic services	Basic Services: Creating conditions for decent living	Economic growth, development and employment	Service Delivery and Infrastructure	Fleet Management	Development of effective and efficient fleet management systems	<ul style="list-style-type: none"> Vehicle allocation Licensing of vehicles Control of fuel Insurance claims Vehicle maintenance

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Sustainable cities and communities	Transforming Human Settlement	Sustainable human settlements and improved quality of household life	Ensuring access to adequate human settlements and quality basic services	Basic Services: Creating conditions for decent living	Economic growth, development and employment	Service Delivery and Infrastructure	Urban Planning and Human Settlement	Sustainable human settlement and improved quality of household life	<ul style="list-style-type: none"> • Land and security of tenure • Allocation of sites Verification and approval on files for sites allocated • Title deeds issued • Formalisation of informal settlements • Spatial Planning and Land use Management • Review of Spatial Development Framework
Sustainable cities and communities	Transforming Human Settlement	Sustainable human settlements and improved quality of household life	Ensuring access to adequate human settlements and quality basic services	Basic Services: Creating conditions for decent living	Economic growth, development and employment	Service Delivery and Infrastructure	Urban Planning and Human Settlement	Sustainable human settlement and improved quality of household life	<ul style="list-style-type: none"> • Municipal Planning Tribunal Seatings • Compile illegal land use reports • Issuing of zoning Certificates • Consolidation, subdivision and rezoning of council properties • Processing of land development applications • Processing of liquor registration applications • Review of the Housing Sector Plan
Sustainable cities and communities	Transforming Human Settlement	Sustainable human settlements and improved quality of household life	Ensuring access to adequate human settlements and quality basic services	Basic Services: Creating conditions for decent living	Economic growth, development and employment	Service Delivery and Infrastructure	Urban Planning and Human Settlement	Sustainable human settlement and improved quality of household life	<ul style="list-style-type: none"> • Compliance to National Building Regulations and Standards • Compile and process submitted building plans • Conduct quality control and inspection on formal structures • Conduct Inspections on municipal properties • Issue non-compliance notices for illegal structures

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Sustainable cities and communities	Transforming Human Settlement	Sustainable human settlements and improved quality of household life	Ensuring access to adequate human settlements and quality basic services	Basic Services: Creating conditions for decent living	Economic growth, development and employment	Service Delivery and Infrastructure	Urban Planning and Human Settlement	Sustainable human settlement and improved quality of household life	<ul style="list-style-type: none"> • Compliance to National Building Regulations and Standards • Compile and process submitted building plans • Conduct quality control and inspection on formal structures • Conduct Inspections on municipal properties • Issue non-compliance notices for illegal structures
Good jobs and economic growth	Economy and employment	Decent employment through inclusive economic growth	Radical economic transformation, rapid economic growth and job creation	Basic Services: Creating conditions for decent living	Economic growth, development and employment	Local Economic Development	Development of local economy	Facilitate provision of conducive environment to accelerate local economic development	<ul style="list-style-type: none"> • Expansion of business, decline in unemployment and increase in tourism • SMME development • Promotion and support of SMME's and Cooperatives development • Assist SMME's and Cooperatives with advice, information and registrations

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Good jobs and economic growth	Economy and employment	Decent employment through inclusive economic growth	Radical economic transformation, rapid economic growth and job creation	Basic Services: Creating conditions for decent living	Economic growth, development and employment	Local Economic Development	Development of local economy	Facilitate provision of conducive environment to accelerate local economic development	<ul style="list-style-type: none"> • Capacitate SMME's and Cooperatives through training, workshops and roadshows • Assist Cooperatives to access funding from government programmes • Assist potential entrepreneurs in development and marketing • Facilitate and provide support for initiatives in agro-processing • Review Local Economic Strategy • Facilitate establishment of strategic partnerships that promote SMME development • Promotion and Support for Informal Sector Development • Develop Informal Trading Policy and Management Framework • Capacitate Informal sector through training programme

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Good jobs and economic growth	Economy and employment	Decent employment through inclusive economic growth	Radical economic transformation, rapid economic growth and job creation	Basic Services: Creating conditions for decent living	Economic growth, development and employment	Local Economic Development	Development of local economy	Facilitate provision of conducive environment to accelerate local economic development	<ul style="list-style-type: none"> • Promotion and development of Agricultural Sector • Assist small scale farmers with training and workshops • Identify and support households to participate in home-based gardens programmes • Conduct audit on commonages in the municipality • Development of Commonage Management Plan based on audit • Promote and support youth in agriculture to participate in National and Provincial programmes • Business Regulation and Compliance • Issue business licenses in the municipality

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Good jobs and economic growth	Economy and employment	Decent employment through inclusive economic growth	Radical economic transformation, rapid economic growth and job creation	Basic Services: Creating conditions for decent living	Economic growth, development and employment	Local Economic Development	Development of local tourism	Facilitate provision of conducive environment to accelerate local economic development	<ul style="list-style-type: none"> Issue permits to hawkers in the municipality Development of reports on inspections performed on businesses issued with permits and licenses for the compliance and regulation Tourism Development Development of Tourism sector Plan Market tourism activities in the municipality Provide support to art and craft exhibitors Develop/acquire tourism material
Partnerships for the goals	Nation building and social cohesion	A skilled and capable workforce to support an inclusive growth path	Social cohesion and nation building	Building capable institutions and administration	Social and Human Development	Organisational Development and Transformation	Sport Development	Building capable institutions and administration	<ul style="list-style-type: none"> Sport Development Revival of Sport Councils and Sport Tournaments Review and approve Sport Management Policy
Gender Equality	Nation building and social cohesion	A skilled and capable workforce to support an inclusive growth path	Social cohesion and nation building	Building capable institutions and administration	Social and Human Development	Organisational Development and Transformation	Human Resources Development	Development of a skilled, disciplined and transformed workforce	<ul style="list-style-type: none"> Facilitation of skills Development Compilation of the Workplace Skills Plan Conduct Skills Audit Compilation of the Annual Training Report Submission of monthly Training Intervention Reports

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Gender Equality	Nation building and social cohesion	A skilled and capable workforce to support an inclusive growth path	Social cohesion and nation building	Building capable institutions and administration	Social and Human Development	Organisational Development and Transformation	Human Resources Development	Development of a skilled, disciplined and transformed workforce	<ul style="list-style-type: none"> • Achievements of Employment Equity Targets Awareness campaigns on Employment Equity Policy • Submission of EEA2 and EEA4 to the Department of Labour • Compilation and submission of Employment Equity Reports to Management • Harmonisation of Labour Relations • Awareness campaign on the South African Local Government Bargain Council Collective Agreement • Management of external and internal labour matters • Compilation and submission of monthly labour Reports to Management

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Gender Equality	Nation building and social cohesion	A skilled and capable workforce to support an inclusive growth path	Social cohesion and nation building	Building capable institutions and administration	Social and Human Development	Organisational Development and Transformation	Human Resources Management	Provision of effective and efficient human resources management services	<ul style="list-style-type: none"> • Coordination of recruitment processes • Finalisation of labour requisitions • Advertisement as per the approved structure • Coordination and facilitation of interview processes • Effective Human Resource Management Administration • Review of Human Resource Management Related Policies • Review and adoption of the organisational structure • Compilation of the Statistical Data Bank • Administration of Employee Benefits • Administration of Terminations

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Gender Equality	Nation building and social cohesion	A skilled and capable workforce to support an inclusive growth path	Social cohesion and nation building	Building capable institutions and administration	Social and Human Development	Organisational Development and Transformation	Human Resources Management	Provision of effective and efficient human resources management services	<ul style="list-style-type: none"> • Updating of employee benefits • Awareness on employee Benefits • Promotion of Health and Safety at the workplace • Conducting of assessment on municipal properties • Conducting of workshops on safety issues • Maintenance of injury on duty cases • Implementation of the Wellness Programmes • Awareness on wellness programme • Referrals made on employees
Peace and justice	Fighting corruption	A responsive, accountable effective and efficient local government system	Fighting corruption and crime	Sound Financial Management	Effective and efficient governance and Administration	Financial Viability and Management	Payroll Management	Effective and efficient payroll administration	<ul style="list-style-type: none"> • Processing and payment of salaries • Compile overtime and standby reports • Processing of payment to third parties • Administration and maintenance of leave

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Peace and justice	Fighting corruption	A responsive, accountable effective and efficient local government system	Fighting corruption and crime	Sound Financial Management	Effective and efficient governance and Administration	Financial Viability and Management	Payroll Management	Effective and efficient payroll administration	Compile report on number of absenteeism Compile report on number of sick leave taken for the month
Peace and justice	Fighting corruption	A responsive, accountable effective and efficient local government system	Fighting corruption and crime	Sound Financial Management	Effective and efficient governance and Administration	Financial Viability and Management	Revenue Management	Ensure improvement in financial management	<ul style="list-style-type: none"> • Debtors Management • Balancing control account • Report to electrical and water divisions on faulty meters • Indigent Households Management • Holding meetings with the public • Conducting radio slots • Customer care Management • Review the complaint register regularly • Cash Management • Receipting, balancing and deposit • Valuation Roll implementation • Update of valuation roll with the supplementary valuation roll

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Peace and justice	Fighting corruption	A responsive, accountable effective and efficient local government system	Fighting corruption and crime	Sound Financial Management	Effective and efficient governance and Administration	Financial Viability and Management	Revenue Management	Ensure improvement in financial management	<ul style="list-style-type: none"> • Updating of valuation roll according to deeds registrations • Credit Control and Debt Collection • Implementation of monthly cut off lists • Policy Review.
Peace and justice	Fighting corruption	A responsive, accountable effective and efficient local government system	Fighting corruption and crime	Sound Financial Management		Financial Viability and Management/.t	Expenditure Management	Ensure improvement in financial management	<ul style="list-style-type: none"> • Expenditure Management • Filing of vouchers • Pay all invoices received within thirty working days • Reconciling regular suppliers' statement and creditors register • Insurance Management • Facilitation of insurance claims • Identification of insurable risk for municipal assets • Cash Management • Prepare and review cash flow forecast • Review and clearing of unreleased payments on the bank

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Peace and justice	Fighting corruption	A responsive, accountable effective and efficient local government system	Fighting corruption and crime	Sound Financial Management		Financial Viability and Management/.t	Expenditure Management	Ensure improvement in financial management	<ul style="list-style-type: none"> • Compliance with section 32 of the Municipal Finance Management Act, 56 of 2003 • Identification and recording of irregular, fruitless and wasteful expenditure cases • Addressing issued raised by Provincial Public Accounts Committee and Municipal Public Accounts Committee
Peace and justice	Fighting corruption	A responsive, accountable effective and efficient local government system	Fighting corruption and crime	Sound Financial Management	Effective and efficient governance and Administration	Financial Viability and Management	Asset Management	Ensure improvement in financial management	<ul style="list-style-type: none"> • Effective asset management • Review of Capital Infrastructure Investment Policy • Review of the Asset Management Policy • Improvement of asset maintenance • Compilation of asset maintenance reports • Accurate and complete Asset Registers • Updating of Fixed Asset Register

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Peace and justice	Fighting corruption	A responsive, accountable effective and efficient local government system	Fighting corruption and crime	Sound Financial Management	Effective and efficient governance and Administration	Financial Viability and Management	Asset Management	Ensure improvement in financial management	<ul style="list-style-type: none"> • Conducting physical asset verification • Performing monthly asset reconciliation with the general ledger
Peace and justice	Fighting corruption	A responsive, accountable effective and efficient local government system	Fighting corruption and crime	Sound Financial Management		Financial Viability and Management	Budgeting and Financial reporting	Ensure improvement in financial management	<ul style="list-style-type: none"> • Compilation of Mid-year Budget Report • Preparation of Annual Financial Statements • Submission of Annual Financial Statements to the office of the Auditor General of South Africa within the required timeframe • Compilation of an Adjustment Budget • Submission of Adjustment Budget to council for approval within the required timeframe • Publication of the approved Adjustment Budget within the required timeframe

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Peace and justice	Fighting corruption	A responsive, accountable effective and efficient local government system	Fighting corruption and crime	Sound Financial Management		Financial Viability and Management	Budgeting and Financial reporting	Ensure improvement in financial management	<ul style="list-style-type: none"> • Submission of the approved Adjustment Budget to National Treasury, Provincial Treasury and the Free State CoGTA within the required timeframe • Compilation of the Financial Strategy • In-year reporting • Compilation of section 71 reports • Annual Budget • Compile and submission of a draft budget to council within a required timeframe • Compile and submission of a final budget to council within the required timeframe • Publication of the approved budget within the required timeframe • Submission of the approved budget to National Treasury, Provincial Treasury and the Free State CoGTA within the required timeframe

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Peace and justice	Fighting corruption	A responsive, accountable effective and efficient local government system	Fighting corruption and crime	Sound Financial Management		Financial Viability and Management	Budgeting and Financial reporting	Ensure improvement in financial management	<ul style="list-style-type: none"> Review budget related policies annually for adoption by council Debt Coverage Ratio Outstanding Service Debtors ratio Cost Coverage Ratio
Peace and justice	Fighting corruption	A responsive, accountable effective and efficient local government system	Fighting corruption and crime	Sound Financial Management	Effective and efficient governance and Administration	Financial Viability and Management	Supply Chain Management	Ensure improvement in sound financial management	<ul style="list-style-type: none"> Improved supply chain management compliance and support Enhanced compliance with regard to supply chain management Review of the Supply Chain Management Policy Develop and establish supply chain management procedure manual Stores and Inventory Management Quarterly stock take of inventory Stakeholder Engagement

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Peace and justice	Fighting corruption	A responsive, accountable effective and efficient local government system	Fighting corruption and crime	Sound Financial Management	Effective and efficient governance and Administration	Financial Viability and Management	Supply Chain Management	Ensure improvement in sound financial management	<ul style="list-style-type: none"> • Conducting workshops with stakeholders on supply chain management processes • Enhance and maintain a credible service provider database • Establishment and activation of database on Munssoft Accounting System • Management of Bid Committees • Management of Bid Specification Committees • Management of Bid Evaluation Committees • Management of Bid Adjudication Committees • Enhancing the supply chain management reporting mechanisms • Submission of supply chain management deviation reports • Submission of quarterly reports on contract management

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Peace and justice	Fighting corruption	A responsive, accountable effective and efficient local government system	Fighting corruption and crime	Sound Financial Management	Effective and efficient governance and Administration	Financial Viability and Management	Supply Chain Management	Ensure improvement in sound financial management	Preparation and monitoring of Procurement Plan
Partnerships for the goals	Nation building and social cohesion	A responsive, accountable effective and efficient local government system	Contributing to a better Africa and a better world	Good Governance	Effective and efficient governance and Administration	Good Governance and Public Participation	External and Internal Auditing	Enhancing good governance and public participation	<ul style="list-style-type: none"> • Review and approve the Audit and Performance Audit Committee Charter, Internal Audit Charter • Review and approve the Internal Audit Unit Charter • Review and approve the Audit and performance Audit Committee Charter • Review and approve the Internal Audit Strategic Plans • Review and approve the Coverage Plans • Review of Audit Programmes • Drafting of covering letter on quarterly plans • Implementation of the Coverage Plan • Review and approve Internal Audit procedure Manual

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Partnerships for the goals	Nation building and social cohesion	A responsive, accountable effective and efficient local government system	Contributing to a better Africa and a better world	Good Governance	Effective and efficient governance and Administration	Good Governance and Public Participation	External and Internal Auditing	Enhancing good governance and public participation	<ul style="list-style-type: none"> • Review of the Quarterly Assurance and Improvement Programme • Compilation and submission of quarterly reports • Compilation of follow-up audit reports • Conduct exit interview • Conduct Internal Assessment • Provision of quarterly assurance on action plans • Management of Audit and Performance Audit Committee • Compilation of Audit and Performance Audit Committee resolutions • Compilation of Audit and Performance Audit Committee reports • Coordination of external audit • Coordination of the external audit activities

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Industry, innovation and infrastructure	Economic infrastructure	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Contributing to a better Africa and a better world	Public Participation: Putting people first	Effective and efficient governance and Administration	Good Governance and Public Participation	Information Communication Technologies, Communication and Customer Care Relations	Putting people first	<ul style="list-style-type: none"> • Timeous and effective internal and external communication • Review and approval of Communication Strategic Documents • Conduct Communication Survey • Stakeholder Consultation • Engagement with local media • Promotion of themed awareness campaigns • Robust Information Communication Technology Governance • Conduct Information Communication Technology Steering Committee meetings • Production of security reports on the system • Email and internet maintenance reports

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Industry, innovation and infrastructure	Economic infrastructure	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Contributing to a better Africa and a better world	Public Participation: Putting people first	Effective and efficient governance and Administration	Good Governance and Public Participation	Information Communication Technologies, Communication and Customer Care Relations	Putting people first	<ul style="list-style-type: none"> Review Information Communication Technology Security Policies Information Communication technologies Service availability Renew CIBECS disaster recovery license Review MICROSOFT volume license agreement Renew Anti-malware and Anti-spyware Renew IMPERO remote administration license Renew ePMS license Compilation and approval of the Information Communication Technology Business Continuity Disaster recovery Test on human resource server Disaster Recovery Test on Barn Owl Server

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Industry, innovation and infrastructure	Economic infrastructure	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Contributing to a better Africa and a better world	Public Participation: Putting people first	Effective and efficient governance and Administration	Good Governance and Public Participation	Information Communication Technologies, Communication and Customer Care Relations	Putting people first	Disaster recovery test on Domain Controller server
Partnerships for the goals	Nation building and social cohesion	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Contributing to a better Africa and a better world	Public Participation: Putting people first	Effective and efficient governance and Administration	Good Governance and Public Participation	Integrated Development Planning and Performance Management Systems	Putting people first	<ul style="list-style-type: none"> • Development and adoption of the IDP Review Process Plan • Engagement with communities on the development of the IDP Review Process Plan • Publication of the IDP Review Process Plan • Uploading of the IDP Review Process Plan on the website • Adoption and review of the Integrated Development Plan • Community engagement of the review of the IDP • Submission of the draft IDP within the required timeframe • Stakeholder assessment on the draft IDP • Approval of the IDP • Stakeholder assessment on the approved IDP

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Partnerships for the goals	Nation building and social cohesion	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Contributing to a better Africa and a better world	Public Participation: Putting people first	Effective and efficient governance and Administration	Good Governance and Public Participation	Integrated Development Planning and Performance Management Systems	Putting people first	<ul style="list-style-type: none"> • Submission of the approved IDP to Free State MEC of CoGTA within the required timeframe • Adoption and review of Performance Management System • Submission of section 52(d) reports to council • Compilation of Annual Report • Submission of draft annual report to Auditor General of South Africa • Submission of the Annual report to Council for tabling • Submission of the annual report to council for consideration • Engagement on the annual report by MPAC with communities • Deliberations by the MPAC on the annual report • Monitoring the implementation of the Back to Basic principles

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Partnerships for the goals	Nation building and social cohesion	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Contributing to a better Africa and a better world	Public Participation: Putting people first	Effective and efficient governance and Administration	Good Governance and Public Participation	Integrated Development Planning and Performance Management Systems	Putting people first	Monitoring the implementation of the Audit Report Action Plan
Partnerships for the goals	Nation building and social cohesion	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Contributing to a better Africa and a better world	Public Participation: Putting people first	Effective and efficient Governance and Administration	Good Governance and Public Participation	Ward Committees and Public Participation	Putting people first	<ul style="list-style-type: none"> • Conducting customer satisfactory survey • Design and development of survey questionnaire • Appointment of field workers • Training of field Workers • Stakeholder consultation and Unit Management • Instructions given • Mayor's Imbizo's • Executive Mayor's Imbizo's • Community meetings • Management of Ward Committees • Development of Ward Operational plans • Submission of Ward Committee Reports to Council

Section C: Strategies

Sustainable Development Goals	National Development Plan	Government Outcomes	Medium-Term Strategic Framework	Back to Basic Principles	Free State Growth and Development Strategies	Key Performance Area	Focus Area	Predetermined Objectives	Developmental Strategies
Partnerships for the goals	Nation building and social cohesion	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Contributing to a better Africa and a better world	Public Participation: Putting people first	Effective and efficient Governance and Administration	Good Governance and Public Participation	Ward Committees and Public Participation	Putting people first	<ul style="list-style-type: none"> • Development of Ward Plans • Public Participation • Development of a Public Participation Strategy • Sectoral Planning Integration • Submission of sector plans from departments • Special Programmes • Implementation of special programmes from Executive Mayor, Speaker and Municipal Manager • Monitoring of the implementation of council resolutions
Industry, innovation and infrastructure	Nation building and social cohesion	A responsive, accountable effective and efficient local government system	Contributing to a better Africa and a better world	Public Participation: Putting people first	Effective and efficient Governance and Administration	Good Governance and Public Participation	Risk Management	Putting people first	<ul style="list-style-type: none"> • Management of Risk • Risk Management Plan • Facilitate Enterprise Wide Risk Assessment • Review and approve of Strategic Risk Management Documents

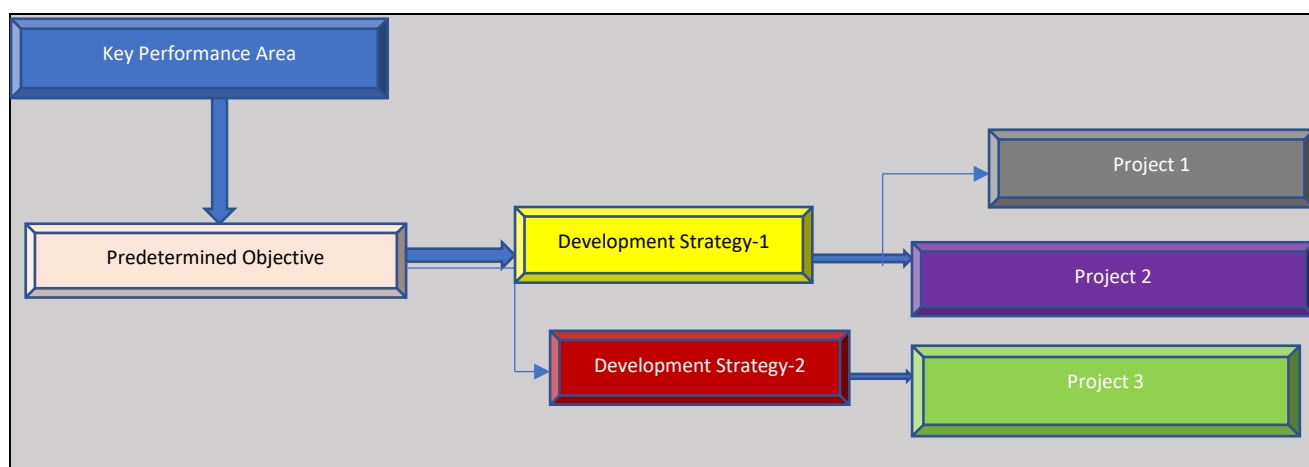
Section D: Projects

4. Introduction

Derived from the identified development strategies and projects in the previous chapter, it was necessary to formulate sufficiently detailed project proposals in order to ensure an executive direction for the implementation of the projects. This phase therefore focussed on the technical and financial decisions and formed the detailed project designs needed to ensure the link between planning and physical delivery of projects.

4.1 Detailed Project Design

In order to ensure the smooth implementation of a project proposal, it is imperative to first check that such a project complies with the principles, objectives and strategies set earlier in the integrated development planning process. In order to accomplish this each project was numbered in a unique way to indicate which strategies and/or objectives it aims to achieve. The different projects are therefore listed under the heading of its related development priority and numbered in accordance with the preferred objectives and strategies, as indicated below.



During the project design phase, it is important to design each project in accordance with a standard format to ensure uniformity and that everyone understands the output. In order to assist in the further implementation of the projects, a logical framework was created, detailing several target and activity indicators. These target and activity indicators are explained below and depicted on a one-page document per project.

4.2 Project objective

Project predetermined objective(s)	Describing the expected positive impact of the proposed project and providing focus and orientation of the project
Indicators	Measurement units, which indicates a certain anticipated outcome of the project and useful criterion to measure the progress in the achievement of the predetermined objectives
Output (Project deliverables)	A tool for implementation management and accountability, output relate to the physical and tangible outcome of the project
Target groups	Indicates how much will be delivered within a specific period and to whom
Location	Indication of the physical size and exact location of the proposed project, indicating the priority status of different locations
Activities	Simultaneous and chronological steps to be taken to make sure that output can be achieved
Timeframes	Emphasis is put on the milestones that need to be accomplished by a specific time to implement a project
Cost	Available funding in terms of the approved cash backed budget
Project prioritisation	Listing projects in order of importance according to a set criterion
Living quality	Projects impact regarding living standard of communities Determination as to whether the outcomes will address a life-threatening situation in terms of basic needs, improve living standards or simply be convenient to the community
Relevance to the core value	Evaluation of projects against a set of core issues or underlying causes
Economic value	Determination of the impact the project will have on the economy to ensure sustainable growth and the improved quality of life
Dependency ration	Criteria used to unlock a series of other projects when implemented, whilst others will be strongly dependent on the predecessor
Probability of achievement	Subjective evaluation of project against project viability and financial availability

Section D: Projects

Unfunded Projects 2020/2021-2022/2023					
Project Description		Project Value (Inclusive of budget maintenance)	Planned Expenditure for 2020/2021	Planned Expenditure for 2021/2022	Planned Expenditure 2022/2023
SLM014MWS/2018	Development of 1 145 sites in Matwabeng with Water and Sewer	46 000 000.00			
SLM015SWS/2018	Development of 30 houses in Senekal with Water and Sewer	2 000 000.00			
SLM016FWS/2018	Development of 41 erven in Ficksburg with Water and Sewer	3 500 000.00			
SLM017PSM/2018	Construction of Sewer Pump Station in Meqheleng	8 000 000.00			
SLM018BEM/2018	Bucket Eradication in Marquard/Moemaneng	56 000 000.00			
SILM019BEF/2018	Bucket Eradication in Ficksburg/Meqheleng/Caledon Park	123 000 000.00			
SLM020BEC/2018	Bucket Eradication in Clocolan/Hlohlolwane	136 000 000.00			
SLM021BES/2018	Bucket Eradication in Senekal/Matwabeng	136 000 000.00			
SLM022MSN/2018	Remedial work on Meqheleng Sewer Network	35 000 000.00			
SLM023TWF/2018	Refurbishment of Sewer Treatment Works in Ficksburg	10 000 000.00			
SLM024TWC/2018	Upgrading and Refurbishment of Waste Water Treatment Works in Clocolan	45 000 000.00			
SLM025WSC/2018	Provision of Waterborne Sanitation for 400 households in Clocolan \Hlohlolwane	6 000 000.00			
SLM026DSM/2018	Development of Solid Waste Disposal Site in Marquard	22 000 000.00			
SLM027LSL/2018	Refurbishment of Outfall Sewer Line in Senekal	10 000 000.00			
SLM028TWS/2018	Refurbishment of the old Waste Water Treatment Works in Senekal	10 000 000.00			
SLM029PSS/2018	Refurbishment of the 3 Sewer Pump Stations in Senekal	15 000 000.00			
SLM030SLS/2018	Upgrading of the 7-kilometre Outfall Sewer Line in Senekal	30 000 000.00			
SLM031SLF/2018	Upgrading of 15-kilometre Outfall Sewer Line in Ficksburg	60 000 000.00			
SLM032SLC/2018	Upgrading of 3-kilometre Outfall Sewer Line in Clocolan	15 000 000.00			
SLM033SLM/2018	Upgrading of 4.5-kilometre Outfall Sewer Line in Marquard	22 000 000.00			
SLM034PSF/2018	Upgrading of Sewer Pump Station in Ficksburg	7 000 000.00			
SLM035WAC/2018	Upgrading of the Ficksburg Water Treatment Works Abstraction from Caledon River	55 000 000.00			
SLM036DPD/2018	De Silting of the De Put Dam	5 000 000.00			
SLM037SMD/2018	De Silting of the Marquard Dam	5 000 000.00			
SLM038SCD/2018	De Silting of the Clocolan Dam	5 000 000.00			
SLM039SFD/2018	De Silting of Ficksburg Dam	5 000 000.00			
SLM040CRS/2018	Construction of 9Ml Reservoir in Senekal	22 000 000.00			
SLM041DMF/2018	Water Conservation and Water Demand Management for Ficksburg	10 000 000.00			
SLM042DMS/2018	Water Conservation and Water Demand Management for Senekal	10 000 000.00			
SLM043DMM/2018	Water Conservation and Water Demand Management for Marquard	5 000 000.00			
SLM044DMC/2018	Water Conservation and Water Demand Management in Clocolan	5 000 000.00			
SLM045PST/2018	Upgrading of pump stations in all four towns	15 000 000.00			
SLM046MCP/2018	Replacement of Asbestos Pipes in Ficksburg/Meqheleng/Caledon Park	20 000 000.00			
SLM047PCH/2018	Replacement of Asbestos Pipes in Clocolan/Hlohlolwane	20 000 000.00			
SLM048PSM/2018	Replacement of Asbestos Pipes in Senekal/Matwabeng	20 000 000.00			
SLM049PMM/2018	Replacement of Asbestos Pipes in Marquard/Moemaneng	20 000 000.00			
SLM050TWC/2018	Upgrading of Water Treatment Works in Clocolan	32 000 000.00			

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Unfunded Projects 2020/2021-2022/2023					
Project Description		Project Value (Inclusive of budget maintenance)	Planned Expenditure for 2020/2021	Planned Expenditure for 2021/2022	Planned Expenditure 2022/2023
SLM051MPI/2018	Water Catchment and Water Demand Management- Provision of Jojo Tanks for 7 000 indigents	1 000 000.00			
SLM052WLP/2018	War on Leaks Programme	3 900 000.00			
SLM053IMP/2018	Development of Comprehensive Infrastructure Maintenance Plan	2 000 000.00			
SLM054IIP/2018	Development of Compressive Infrastructure Investment Plan	2 000 000.00			
SLM055ITP/2018	Development of Integrated Transport Plan	2 000 000.00			
SLM056SDP/2018	Review of Water Service Development Plan	1 000 000.00			
SLM057LUS/2018	Development of Land Use Scheme	1 000.000.00			
SLM058SDF/2018	Review/Revision of Spatial Development Framework	1 000 000.00			
SLM059SSP/2018	Review of Water and Sanitation Sector Plans	1 000 000.00			
SLM060ESP/2018	Review of Electricity Sector Plan	1 000 000.00			
SLM061WSP/2018	Review of Roads and Storm Water Sector Plans	1 000 000.00			
SLM062DEP/2018	Development of an Energy Plan	1 000 000.00			
SLM063HSP/2018	Review of Housing Sector Plan	1 000 000.00			
SLM064RSC/2018	Development of Housing Programme for 60 Residential Sites in Clocolan	10 000 000.00			
SLM065RSF/2018	Development of Housing Programme for 79 Residential Sites in Ficksburg	5 000 000.00			
SLM066SMF/2018	Development of a Shopping Mall in Ficksburg	50 000 000.00			
SLM067SCF/2018	Development of Shopping Centre in Ficksburg	15 000 000.00			
SLM068ISM/2018	Formalisation of Boitumelo Informal Settlement in Meqheleng	2 000 000.00			
SLM069ISH/2018	Formalisation of Baipehing Informal Settlement in Hlohlohwane	2 000 000.00			
SLM070ISM/2018	Formalisation of Masaleng Informal Settlement in Matwabeng	2 000 000.00			
SLM071TEV/2018	Township Establishment in Vooruitsicht farm in Clocolan	2 000 000.00			
SLM072FFC/2018	Township Establishment of Ford Farm in Clocolan	2 000 000.00			
SLM073SDH/2018	Sub-division of Erf 3 367 in Hlohlohwane	600 000.00			
SLM074SDM/2018	Sub-division of Erf 855 in Meqheleng	600 000.00			
SLM075SDH/2018	Sub-division of Erven 1 529 and 1 530 in Hlohlohwane	750 000.00			
SLM076CCP/2018	Formalisation of Residential, Crèches and Churches on the Parks	5 000 000.00			
SLM077DCS/2018	Development of Cemetery in Senekal	6 000 000.00			
SLM078DCF/2018	Development of Cemetery in Ficksburg	6 000 000.00			
SLM079DCM/2018	Development of Cemetery in Marquard	6 000 000.00			
SLM080DCC/2018	Development of Cemetery in Clocolan	6 000 000.00			
SLM081PAS/2018	Fencing of Camps and Pound Areas in Setsoto	6 000 000.00			
SLM082HSF/2018	Construction of Hawkers Stalls in Ficksburg	15 000 000.00			
SLM083HSS/2018	Construction of Hawkers Stalls in Senekal	15 000 000.00			
SLM084HSC/2018	Construction of Hawker Stalls in Clocolan	15 000 000.00			
SLM085HSM/2018	Construction of Hawker Stalls in Marquard	15 000 000.00			

Section D: Projects

Unfunded Projects 2020/2021-2022/2023					
Project Description		Project Value (Inclusive of budget maintenance)	Planned Expenditure for 2020/2021	Planned Expenditure for 2021/2022	Planned Expenditure 2022/2023
SLM086FMC/2018	Construction of 2 kilometres of Paved Road in Ficksburg/Meqheleng/Caledon Park	18 000 000.00			
SLM087RSM/2018	Construction of 2 kilometres of Paved Road in Senekal/Marquard	18 000 000.00			
SLM088RMM/2018	Construction of 2 kilometres of Paved Road in Marquard/Moemaneng	18 000 000.00			
SLM089RCH/2018	Construction of 2 kilometres of Paved Road in Clocolan/Hlohlolwane	18 000 000.00			
SLM090FMC/2018	Maintenance and resealing of 2 kilometres of internal roads in Ficksburg/Meqheleng/Caledon Park	4 000 000.00			
SLM091RCH/2018	Maintenance and re-sealing of 2 kilometres of internal roads in Clocolan/Hlohlolwane	4 000 000.00			
SLM092RMM/2018	Maintenance and re-sealing of 2 kilometres of internal roads in Marquard/Moemaneng	4 000 000.00			
SLM093RSM/2018	Maintenance and re-sealing of 2 kilometres of internal roads in Senekal/Matwabeng	4 000 000.00			
SLM094FMC/2018	Maintenance and pothole patching of 1.5 kilometres of internal roads in Ficksburg/Meqheleng/Caledon Park	4 000 000.00			
SLM095ICH/2018	Maintenance and pothole patching of 1.5 kilometres of internal roads in Clocolan/Hlohlolwane	4 000 000.00			
SLM096RMM/2018	Maintenance and pothole patching of 1.5 kilometres of internal roads in Marquard/Moemaneng	4 000 000.00			
SLM097RSM/2018	Maintenance and pothole patching of 1.5 kilometres of internal roads in Senekal/Matwabeng	4 000 000.00			
SLM098KRF/2018	Re-sealing of 3 kilometres of road in Ficksburg	10 000 000.00			
SLM099KRC/2018	Re-sealing of 3 kilometres of road in Clocolan	10 000 000.00			
SLM100KRS/2018	Re-sealing of 3 kilometres of road in Senekal	10 000 000.00			
SLM101KRM/2018	Re-sealing of 3 kilometres of road in Marquard	10 000 000.00			
SLM102WNT/2018	Upgrading of 3 kilometres of Storm Water Networks in Ficksburg	20 000 000.00			
SLM103WNM/2018	Upgrading of 2 kilometres of Storm Water Networks in Marquard	17 000 000.00			
SLM104WNS/2018	Upgrading of 3 kilometres of Storm Water Networks in Senekal	20 000 000.00			
SLM105KSC/2018	Repair and Maintenance or Construction of 2 kilometres sidewalks in Clocolan	5 000 000.00			
SLM106KSF/2018	Repair and Maintenance or Construction of 2 kilometres sidewalks in Ficksburg	5 000 000.00			
SLM106KSF/2018	Repair and Maintenance or Construction of 2 kilometres sidewalks in Marquard	5 000 000.00			

Section D: Projects

Unfunded Projects 2020/2021-2022/2023					
Project Description		Project Value (Inclusive of budget maintenance)	Planned Expenditure for 2020/2021	Planned Expenditure for 2021/2022	Planned Expenditure 2022/2023
SLM107KSS/2018	Repair and Maintenance or Construction of 2 kilometres sidewalks in Senekal	5 000 000.00			
SLM108FMC/2018	Construction of Ficksburg/Meqheleng/Caledon Park Foot Bridges	5 000 000.00			
SLM109WCM/2018	Construction of Storm Water Culver in Zone 3 in Meqheleng	600 000.00			
SLM110FMC/2018	Construction of Non-Motorised Transport Lane in Ficksburg/Meqheleng/Caledon Park	5 000 000.00			
SLM111LCH/2018	Construction of Non-Motorised Transport Lane in Clocolan/Hlohlolwane	5 000 000.00			
SLM112LMM/2018	Construction of Non-Motorised Transport Lane in Marquard/Moemaneng	5 000 000.00			
SLM113LSM/2-18	Construction of Non-Motorised Transport Lane in Senekal/Matwabeng	5 000 000.00			
Electricity					
	Energy Efficiency Project in Senekal	10 000 000.00			
	Energy Efficiency Project in Ficksburg	10 000 000.00			
	Energy Efficiency Project in Marquard	20 000 000.00			
	Energy Efficiency Project in Clocolan	10 000 000.00			
	Maintenance of Electricity Infrastructure Phase 2-Ficksburg Sub-stations	5 000 000.00			
	Maintenance of Electricity Infrastructure Phase 3-Clocolan Sub-stations	4 000 000.00			
	Maintenance of Electricity Infrastructure Phase 4-Ficksburg and Clocolan transformers	10 000 000.00			
	Maintenance of Electricity Infrastructure Phase 5-Senekal and Marquard transformers	10 000 000.00			
	Electrification of 792 Erven in Meqheleng/Caledon Park by Eskom	9 504 000.00			
	Electrification of 222 Erven in Meqheleng/Caledon Park by Eskom	312 000.00			
	Electrification of 1 146 Erven in Senekal/Matwabeng by Eskom	13 752 000.00			
	Electrification of 205 Erven in Clocolan/Hlohlolwane by Municipality and Eskom respectively	4 460 000.00			
	Electrification of 18 Erven in Extension 7 in Hlohlolwane by Eskom	216 000.00			
	Electrification of 37 Erven in Extension 8 in Hlohlolwane by Eskom	444 000.00			
	Electrification of 1 110 Erven in Marquard/Moemaneng by Eskom	1 296 000.00			
	Electrification of 44 Households in Naledi Village	2 000 000.00			
	Electrification of 60 Erven in Clocolan by the municipality	2 500 000.00			
	Upgrading of Eskom Main Supply at Main Sub-station in Ficksburg	23 000 000.00			

Section D: Projects

Unfunded Projects 2020/2021-2022/2023				
Project Description	Project Value (Inclusive of budget maintenance)	Planned Expenditure for 2020/2021	Planned Expenditure for 2021/2022	Planned Expenditure 2022/2023
Replacement of 11kv cable between SS-2d and SS 3d in Ficksburg	3 500 000.00			
Refurbishment of Visser Sub-station in Ficksburg	1 500 000.00			
Refurbishment of Piet Retief Sub-station in Ficksburg	1 500 000.00			
Refurbishment of 11kv network at the De Put Line in Senekal/Matwabeng	3 000 000.00			
Refurbishment of Main Sub-station in Senekal	11 500 000.00			
Upgrading and refurbishment of 11kv network	11 500 000.00			
Refurbishment of SS2 Sub-station in Clocolan	2 500 000.00			
Refurbishment of SS4 Sub-station in Clocolan	2 500 000.00			
Refurbishment of SS5 Sub-station in Clocolan	2 500 000.00			
Refurbishment of Sasko Sub-station in Clocolan	2 500 000.00			
Upgrading of 11kv network at the De Put Line in Marquard	7 000 000.00			
Installation of 30 high mast lights in all four towns	10 500 000.00			
Installation of 200 street lights in all four towns	6 000 000.00			
Construction of 88kv Sub-station and line between Ficksburg and Clocolan by Eskom	250 000 000.00			
Replacement of 3 kilometre of LV cable	6 000 000.00			
Replacement of 4 kilometres HV cable	9 000 000.00			
Installation of 2 kilometres of MV cable in Piet Retief Sub-station in Ficksburg	3 000 000.00			
Installation of SCADA System in Ficksburg	15 000 000.00			
Installation of SCADA System in Senekal	15 000 000.00			
Installation of SCADA System in Marquard	15 000 000.00			
Installation of SCADA System in Clocolan	15 000 000.00			
Sport				
Upgrading of Moemaneng sport Facility	20 000 000.00			
Refurbishment of the Marquard Sport Facility	10 000 000.00			
Refurbishment of Marquard Sport Facility	4 500 000.00			
Upgrading of Hlohlolwane Sport Facility	22 000 000.00			
Refurbishment of Clocolan Sport Facility	10 000 000.00			
Refurbishment of the Senekal Sport Facility	10 000 000.00			
Upgrading of the Matwabeng Sport Facility	32 000 000.00			
Installation of Flood Lights at the Meqheleng Sport Facility	12 000 000.00			
Sport				
Upgrading of Meqheleng Extension 2 Sport Facility	5 000 000.00			
Upgrading of Hennie de Wet Sport Facility	5 000 000.00			
Development of the Park in Meqheleng	5 000 000.00			

Section D: Projects

Unfunded Projects 2020/2021-2022/2023				
Project Description	Project Value (Inclusive of budget maintenance)	Planned Expenditure for 2020/2021	Planned Expenditure for 2021/2022	Planned Expenditure 2022/2023
Park and Cemeteries				
Development of the Park in Matwabeng	5 000 000.00			
Development of the Park in Ficksburg	5 000 000.00			
Development of the Park in Senekal	5 000 000.00			
Development of the Park in Clocolan	1 900 000.00			
Development of the Park in Marquard	3 000 000.00			
Refurbishment of Beerhalls in Senekal, Marquard, Clocolan and Senekal	2 000 000.00			
Refurbishment of swimming pool in Senekal, Ficksburg and Marquard	2 000 000.00			
Construction of swimming pool in Clocolan	2 000 000.00			
Cemeteries Electronic Records Software System	3 000 000.00			
Fencing of cemeteries in Meqheleng, Masaleng, Ficksburg, Caledon Park, Senekal, Old Matwabeng, Tambo, Clocolan and Marquard	9 700 000.00			
Local Economic Development				
Formalisation of Car Washes	1 000 000.00			
Senekal Sewing Project	600 000.00			
Infrastructure Skills and Capacity Development	12 000 000.00			
SMME Development	15 000 000.00			
Construction of state-of-the-art hawker stalls in Ficksburg	20 000 000.00			
Meulspruit Dam Holiday Resort	5 000 000.00			
Imperani Hospitality	30 000 000.00			
Caravan Park in Clocolan	700 000.00			
Refurbishment of Senekal Caravan Park	500 000.00			
Meqheleng resort Chalets	20 000 000.00			
Property Maintenance				
Fencing of Ficksburg Town Hall	1 000 000.00			
Refurbishment of Marquard Town Hall	400 000.00			
Refurbishment of Moemaneng Hall	200 000.00			
Refurbishment of Ikgatholleng Hall	400 000.00			
Refurbishment of Mapenyadira Hall	450 000.00			
Refurbishment of Ficksburg Town Hall	400 000.00			
Refurbishment of Horticultural Hall	1 000 000.00			
4x4 Patrol Bakkie for Security Services	300 000.00			

Section D: Projects

Unfunded Projects 2020/2021-2022/2023				
Project Description	Project Value (Inclusive of budget maintenance)	Planned Expenditure for 2020/2021	Planned Expenditure for 2021/2022	Planned Expenditure 2022/2023
Park and Cemeteries				
4x4 Bakkie for Facility Maintenance	300 000.00			
Development of landfill sites in Clocolan	25 000 000.00			
Development of land fill site in Marquard	25 000 000.00			
Acquisition pf dedicated landfill site yellow fleet	10 000 000.00			
Replacement of old and unreliable refuse collection vehicles	12 000 000.00			
2x Fire Fighting Trucks	12 000 000.00			
4x Fire Fighting Response Bakkies	2 000 000.00			
Fire Station in Ficksburg	20 000 000.00			
Mini Fire Station in Senekal	500 000.00			

Sector Departments Projects

Section D: Projects

Temo ka Lerato in Ficksburg	Rural Development and Land Reform	Rural Enterprise and Industrial Development	5 000 000.00	5 000 000.00		
Mphuti Livestock in Senekal	Rural Development and Land Reform	Rural Enterprise and Industrial Development	308 274.00	308 274.00		
Hanbury No 520 in Marquard	Rural Development and Land Reform	RECAP	1 891 750.00	1 891 750.00		
Genade No 980 in Ficksburg	Rural Development and Land Reform	RECAP	1 891 750.00	1 891 750.00		
Driekopen & Seymor farms Soil Rehabilitation - AVMP Community Workers in Senekal	Rural Development and Land Reform	Rural Infrastructure Development	294 360.00	294 360.00		
Merino Walk No. 1536, Portion 1 of the farm Merino Hoek No. 202, & Katdoringfontein No. 379 in Senekal	Rural Development and Land Reform	SLA	15 007 968.00	15 007 968.00		
Ptn and Rem of farm Ritha No 726; Boomgaard No 1024; Landmanshoop No 1018; Syferwater No 1211 and Terrabona [Daagbreek] No 1023 in Senekal	Rural Development and Land Reform	SLA	13 500 000.00	13 500 000.00		
Mooivlaakte in Senekal	Rural Development and Land Reform	SLA				
Ficksburg	Rural Development and Land Reform	DARD	6 200 000.00	6 200 000.00		
Ficksburg	Rural Development and Land Reform	DARD	82 500.00	82 500.00		
Ficksburg	Rural Development and Land Reform	DARD	220 000.00	220 000.00		
Wilhelmina farm in Ficksburg	Rural Development and Land Reform	CASP	500 000.00	500 000.00		
Mosikili Mosamane Farm in Ficksburg	Rural Development and Land Reform	CASP	500 000.00	500 000.00		
Ladies Asparagus in Ficksburg	Rural Development and Land Reform	CASP	500 000.00	500 000.00		
Bahamas Dairy in Ficksburg	Rural Development and Land Reform	CASP	500 000.00	500 000.00		
Nem Piggery in Senekal	Rural Development and Land Reform	ILIMA	2 000 000.00	2 000 000.00		

Section E: Spatial Development Framework

5. Spatial Vision and Application of Principles

The Vision of the municipality is as follows:

“A unified, viable and progressive municipality”,

Given the analysis of the spatial characteristics and the above vision, the following spatial vision can be derived:

“To develop Setsoto into a place of beauty that recognises its setting comprising of historical, cultural and natural scenic assets that continue to give rise to tourism appeal while developing its industries around the diversity of agricultural produce to result in a unified and sustainable municipality”

The implications of the above vision are as follows:

- The tourism opportunities should be protected and enhanced
 - ✓ Eastern Free State mountain scenery
 - ✓ Historic urban settlements with Victorian sandstone architecture
 - ✓ Basotho (Southern Sotho) regional culture spilling over from ‘the mountain kingdom in the sky’
- Agricultural opportunities that should be supported and protected:
 - ✓ Mixed farming, mainly cattle
 - ✓ Some maize and wheat
 - ✓ Cherries around Ficksburg
- Spatial Planning must ensure that the municipality’s resources, mainly arable land, are not unnecessary damaged for their use by another sector, for example, future urban development should not take good agricultural land out of production
- Urban settlements should present a high-quality image and appearance so that are attractive to visitors and residents alike.

5.1 Macro-Conceptual Framework

5.1.1 Natural System Synthesis

The natural system analysis in the Status Quo report, influenced by aspects of the Municipality such as the topography, vegetation and hydrology gave rise to the conclusion that Municipality comprises two broad bio-regions

- To the west the ‘Moetlamogale Uplands’ include two settlements, Senekal and Marquard. The countryside is undulating with mainly stock farming and crops, including pastures.
- To the east, ‘Witteberg mountains’ – hilly mountainous country with dramatic sandstone cliffs and views over the Caledon river and the Maloti mountains in Lesotho.

The land use includes mixed farming with a pattern of pastures and some maize and wheat farming interspersed with patches of Vaal- Vet Sandy Grassland classified as Endangered by SANBI. Cherry farming is famous around Ficksburg and is the basis of the oldest festival in the country. The watershed that drains the rivers either into the Sand River in the northern areas or the Caledon River in the southern areas. Land currently under agricultural cultivation throughout the municipality;

Section E: Spatial Development Framework

- South facing slopes which are important climate change refuge areas for to mitigate the impact of climate change for both plant and animal life;
- Steep slopes – generally around Ficksburg and in the southern areas of the Municipality;
- Endangered Vegetation mainly Mesic Highveld Grassland that can be termed Critical Biodiversity Areas;
- Rivers, lakes, dams, pans and or vleis.
- The Willem Pretorius Nature Reserve around the Allemanskraal dam.

5.1.2 Socio-Economic and Built Environment Synthesis

- Central Statistical Services figure suggest the population has decreased from 109 000 to 102 000 between 2001 and 2007 and DWAF's figures and the 2011 Census suggest it had increased to 113 000 by 2011. The main reason for this growth is given as due to Ficksburg's proximity to Lesotho.
- Certainly, there are substantial industrial estates across the border in Maputsoe with little other development rather than low density residential. This suggests that a number of service providers and economic linkages to support these factories are across the border in Ficksburg.
- The settlements are Ficksburg, Senekal, Cocolan and Marquard and serve as the population concentration areas of the Municipality.
- There is an adequate distribution of physical health and education facilities in the towns. It appears, from the size of the population that Senekal has more health facilities than what is needed.

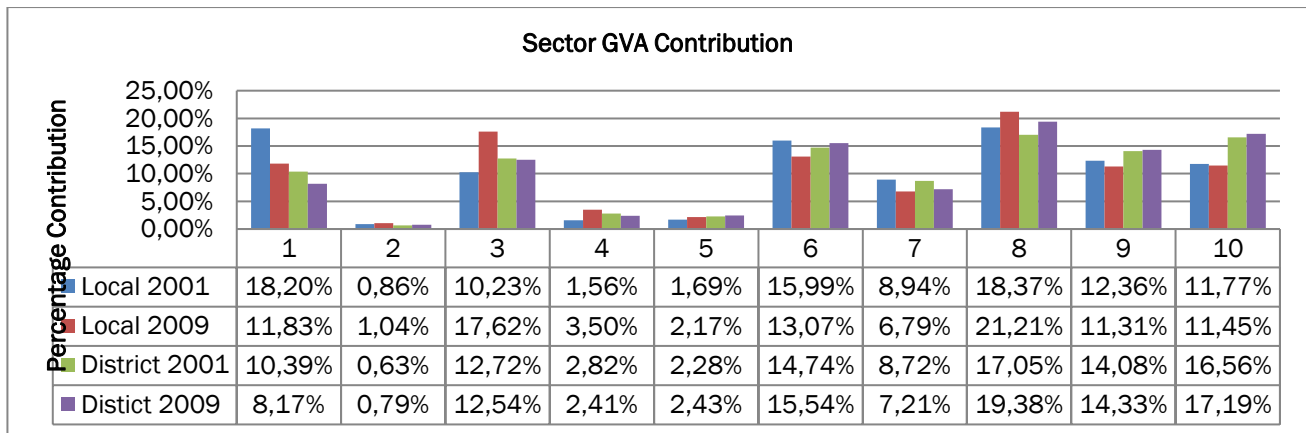
The same applies to all the settlements regarding educational facilities. However, and notwithstanding the above, it appears, given the distance to the health facilities that more facilities are needed at Matwabeng, Hlohlolwane and Meqheleng, primary schools are needed at Matwabeng, Marquard and Meqheleng and secondary schools are needed at Matwabeng, Meqheleng and Hlohlolwane. (It should be noted that the population figures should be confirmed with the most recent census to confirm this requirement.)

- Issues regarding the above facilities relate more to the quality and nature of services rendered and the far distances some of the members of the community have to walk to get access to these due to the extremely spread out nature of the settlements.
- Alternatively, local transport opportunities for example cycling should be promoted to enable people to travel further, more efficiently and with minimum cost.
- Access to schools in rural areas remains a challenge.
- A major issue is the uneven distribution of individual waste water treatment in the urban settlements with significant portions of Hlohlolwane (Cocolan), Moemaneng (Marquard) and particularly Meqheleng (Ficksburg). This needs to be addressed because the stark differences in access to provision of this service have been one of the contributors to service delivery protests.
- Providing this service in these areas is likely to be a significant financial and engineering challenge and this opportunity should be taken to explore other strategies to service provision. For example, Bill Gates has recently funded a waterless system with similar usage characteristics,
- Improvement in access to other urban services particularly roads and storm water management, is also required.
- Improvement of skills and training is required in both the agriculture and tourism sectors.

5.2 Sector Gross Value Add Contribution

- Setsoto agricultural GVA contributions appear to be declining while manufacturing and tertiary economic sectors are increasing;
- This suggests that more value add is occurring to agricultural products and that tourism and financial services are on the increase.

Section E: Spatial Development Framework



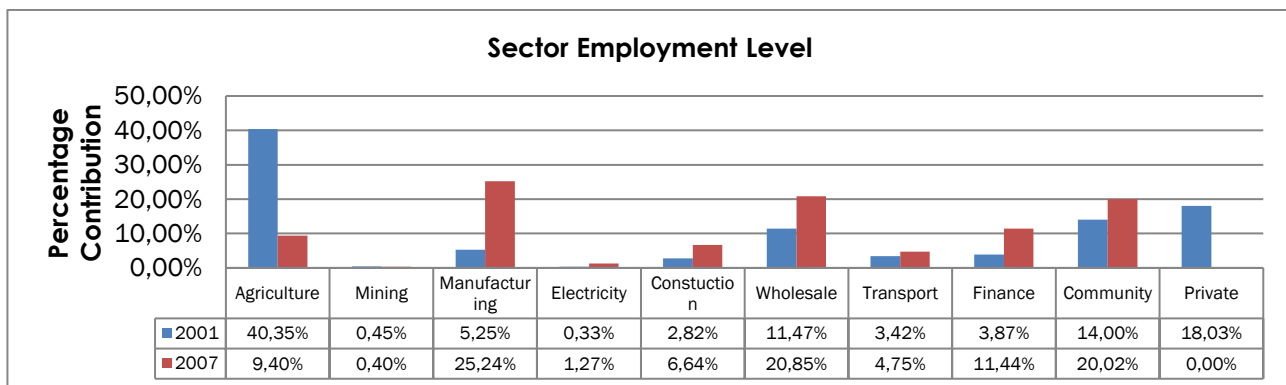
Source: Adapted from data by Quantec Research

Legend:

1. Agriculture, hunting, forestry and fishing
2. Mining and Quarrying
3. Manufacturing
4. Electricity, gas and water supply
5. Construction
6. Wholesale and retail
7. Transport, storage and communication
8. Finance, insurance, real estate and business services
9. Community, social and personal services
10. Government Services

5.2.1 Sector Employment Levels

- The increase in employment in the other sectors mirror their growth in GVA;
- The apparent extent of the large drop in agricultural employment requires further investigation



Sector contribution to Employment (MPBS, 2012)

The above shows that the following sectors should be supported as they are important for either their contribution to the economy (GVA) or to creating jobs:

- Finance, Insurance, real estate and business (21,21% of GVA);
- Manufacturing (17,65% of GVA);
- Wholesale and Retail trade (13,07% of GVA); and

Section E: Spatial Development Framework

- Agriculture, hunting, forestry and fishing (11,83% of GVA)
- Manufacturing (25,2% of the jobs);
- Wholesale and retail 20,85% of the jobs); and
- Community, social and personal services (20, 02% of the jobs).

The following sectors, that are showing the best growth, should also be supported:

- Manufacturing and wholesale and retail (from an employment perspective); and
- Manufacturing from a contribution to GVA perspective.

Agriculture, hunting, forestry and fishing reflected a substantial drop in the relative number of jobs it provided between 2001 and 2007, i.e. from 40. 35% to 9.40% of all those persons that were employed. The unemployment rate is 11.10% (MPBS, 2011)

5.3 Broad Spatial Concept

The following are the main structuring elements:

- A system of bio-physical corridors and Endangered vegetation in the form of the Mesic Highveld Grassland which highlight strategic elements of the municipality – long term resources that need to be conserved as well as which could contribute to the municipality’s economy and employment, especially tourism;
- A major road and transport corridor system that carries the main traffic flows and therefore business opportunities through the municipality. The main route is the N5 National Road that connects Winburg along the northern parts of the Municipality with Senekal. Along the eastern side of the Municipality the R26 performs a similar function and connects Ficksburg with Fouriesburg.
- Ficksburg as one of the main border posts to Lesotho.
- The watershed that drains the rivers either into the Sand River in the northern areas or the Caledon River in the southern areas.

The above three main structuring elements provide a framework in which other important land-uses are located. These land uses and precincts that include:

- The Willem Pretorius Nature Conservation and the Extensive Agriculture that is practiced around it;
- The creation of two distinctive bio-regions, namely ‘Moetlamogale Uplands’ and the ‘Witteberg mountains;’
- The four main settlements, namely Senekal, Ficksburg, Clocolan and Marquard;
- Intensive maize and wheat farming throughout the Municipality; and
- Several tourist destinations scattered throughout the municipality.

5.4 Municipal Spatial Development Framework

It comprises the following elements:

- Bio-regions;
 - Spatial Planning Categories (SPCs);
 - Settlements and Rural Service Centres; and,
 - Settlement Hierarchy;

Section E: Spatial Development Framework

- Major Infrastructure Projects;
 - Major Tourism Projects;
 - Settlement level guidelines.

5.5 Bio-regions

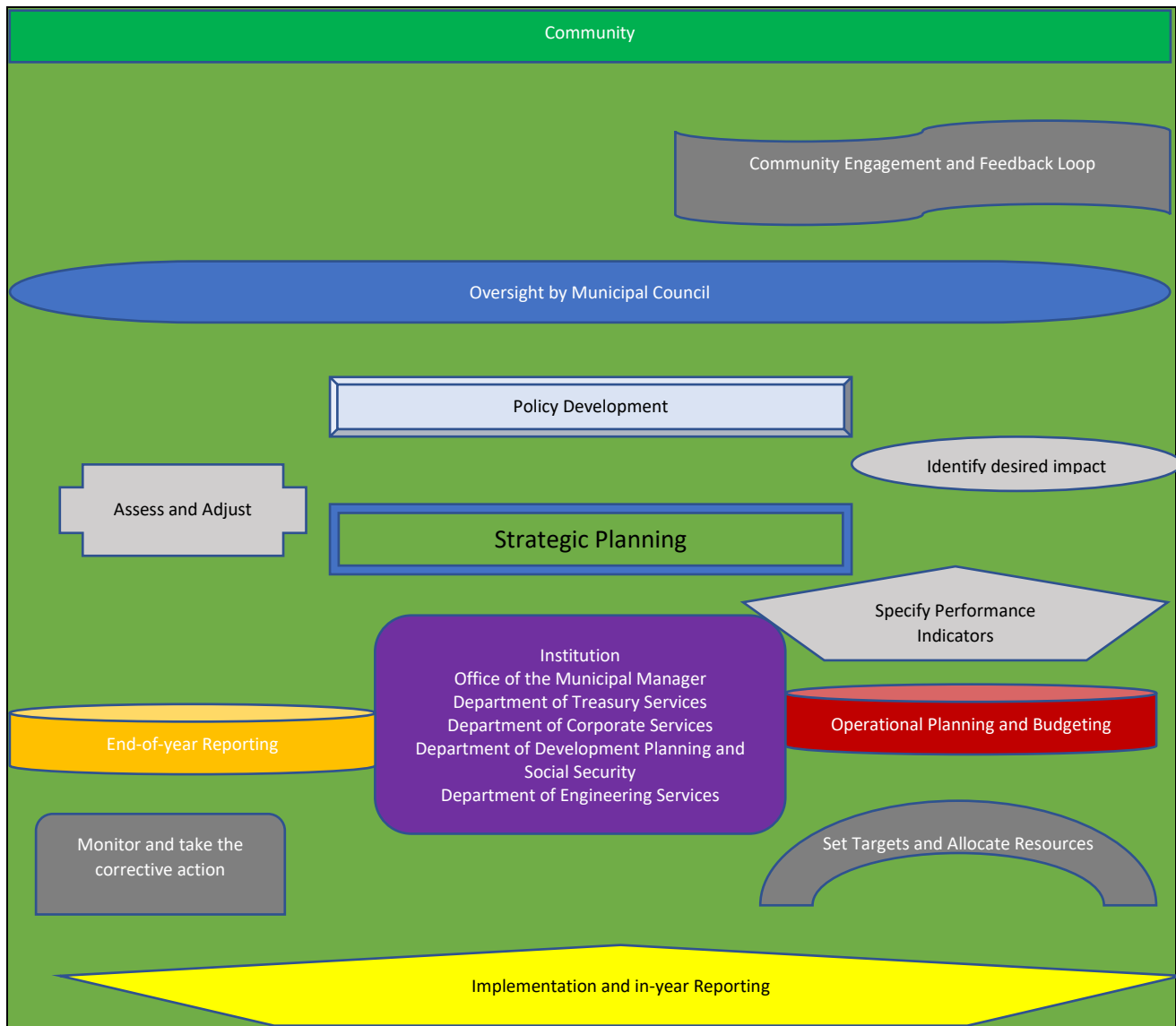
The Status Quo report Analysis and Synthesis identified two bio-regions that can be distinguished in terms of the natural environment and economy. The two bio- regions are:

- Moetlagamale Uplands; and
- Witteberg Mountains

		Moetlagamale Uplands	Witteberg Mountains		
Altitude (m)		1 200-1 800	1 400-2 000		
Population		Senekal	27 000	Ficksburg	40 000
		Marquard	14 000	Clocolan	18 000
		Rural	7 000	Rural	7 000
Agriculture		<ul style="list-style-type: none"> • Poorer soils for arable agriculture • Senekal is the largest centre for agriculture followed by Marquard • Senekal and Marquard are the main maize producers • Cattle farming on pastures is by predominant product followed by maize • The Sparta feedlot in Marquard slaughters 200 000 head per annum 		<ul style="list-style-type: none"> • Better soils for arable agriculture with some land suitable for forestry on steeper slopes • Cattle farming on pastures is by far the predominant product followed by maize • Irrigation farming occurs along the Caledon river near Ficksburg and Clocolan 	
GVA Contribution	R 322 million				
Employment	11 500				
Tertiary		Less tourism and more agriculture oriented		Tourism orientated, some border services, agriculture, finance and government	
GVA Contribution	1.6 billion				
Renewal energy potential		Solar- high medium		Solar- low	
Hydrology		Draining west to the Sand and Allemanskraal dam onto the Orange river		Water shed through centre of bio-region draining east to the Caledon river and west to the sand and Orange rivers	
Landscape character		Undulating plains becoming hillier towards the east as they rise into the Witteberg foothills		Distinctive and characterful Witteberg mountains with profusion of distinctive sandstone cliffs and dramatic valleys opening to the Caledon river and the Maluti Mountains in Lesotho to the East (union buildings stone was quarried here)	

A full Spatial Development Framework document will be attached to this document as annexure E when the review is completed.

6. Planning, Budgeting and Reporting Cycle



The purpose of the financial plan is to set out details of the financial issues that need to be addressed in a financial year. It is meant to be a tool to highlight any financial shortcomings. Financial planning is the organisation of financial data for the purpose of developing a strategic plan to constructively manage revenue, expenditure, assets and liabilities to meet the short, medium and long-term goals and objectives. Financial planning is looking at the future and bringing it back to the present while you can still do something about it. (Roy Diliberto).

It is therefore imperative to scrutinise the state of the municipal finances with regards to possible future income sources and the areas where such income is likely to be applied given the present level of backlogs and community priorities. The financial plan is a tool that is generally used by municipalities to influence the contents of the IDP so as to ensure that the IDP is actually funded and that cash is actually available to implement projects in terms of the municipal IDP objectives.

In order to ensure that projects identified in the IDP are implemented through sound financial planning, the municipality needs to ensure that:

- A financial plan is developed specifying the projects to be undertaken, the associated time-frames within which they are to be completed as well as sources of funding for the projects;
- The projects are priorities in terms of the needs of the community;

SECTION G: ORGANISATIONAL DEVELOPMENT, TRANSFORMATION AND PERFORMANCE MANAGEMENT SYSTEM

- The IDP is linked to financial planning;
- Financial plan involves producing a medium-term projection of capital and operating expenditure. The projection includes an overall overview of likely future tariffs if all other things remain equal. For example, if Eskom increases tariffs above the general norm, then the water tariffs will have to be increased accordingly.

Section 26(h) of the Municipal systems Act, 32 of 2000, provides that an Integrated Development Plan, must include a budget projection for at least the next three years. In view of the aforementioned, the following table is a consolidated overview of the proposed 2018/2019 Medium-Term Revenue and Expenditure Framework:

R thousands	Description	Current Year 2019/2020		2020/2021 Medium-term Revenue and Expenditure Framework		
		Original Budget	Adjustment Budget	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
Financial Performance						
	Property Rates	62 336 000	65 764 000	69 710 000	68 725 000	72 162 000
	Service Charges	222 550 000	207 756 000	220 197 000	245 361 000	257 629 000
	Investment Revenue	1 600 000	4 164 000	4 825 000	1 764 000	1 852 000
	Transfers recognised-operational	196 383 000	196 701 000	210 246 000	223 147 000	234 304 000
	Other own revenue	38 905 000	40 567 000	45 551 000	42 893 000	45 038 000
	Total Revenue (excluding capital transfers and contributions)	521 774 000	514 954 000	550 529 000	581 890 000	610 985 000

Total operating revenue has grown by 6.9% or **R 35 575 million** for the 2020/2021 financial year when compared to the 2019/2020 Adjustment Budget. For the two outer years, operational revenue will increase by 5.6% and 5.0% respectively.

6.1.4.2 Summary of Operating Expenditure by Standard Classification Item

R thousands	Description	Current Year 2019/2020		2020/2021 Medium-term Revenue and Expenditure Framework		
		Budget Year 2019/2020	Adjustment 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
Financial Performance						
	Employee Costs	213 385 000	195 896 000	220 171 000	235 257 000	247 020 000
	Remuneration of Councillors	16 455 000	16 205 000	16 973 000	18 141 000	19 048 000
	Depreciation and Assets Impairment	119 015 000	119 015 000	126 156 000	249 015 000	261 465 000
	Finance Charges	7 966 000	7 790 000	7 785 000	8 782 000	9 222 000
	Materials and Bulk Purchases	114 193 000	95 767 000	148 531 000	125 897 000	132 192 000
	Transfers and Grants	17 314 000	17 879 000	22 327 000	18 617 000	19 547 000
	Other Expenditure	110 357 000	96 5853 000	139 021 000	132 749 000	139 386 000
	Total Expenditure	598 684 000	549 105 000	680 964 000	788 458 000	827 881 000

Source TableA1 Budget Summary

Total operating expenditure for the 2019/2020 financial year has been appropriated at **R 549 105 million and** translates into a budgeted deficit of **R 34 151 million**. When compared to the 2019/2020 Adjustments Budget, operational expenditure has increased by **24%** or **R 131 859 million** in the 2020/2021 Budget. The deficit has been brought about mainly by the depreciation and debt impairment which are non-cash items. For the two outer year the increase is **15.7%** and **5%** respectively.

6.2 Operating Revenue Framework

For Setsoto Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality.

The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices must be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues. The municipality's Revenue Enhancement Strategy is built around the following key components:

Section F: Financial Strategy

- National Treasury's guidelines and macroeconomic policy;
- Growth in the Municipality and continued economic development;
- Efficient revenue management, which aims to ensure a fifty-five per cent annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the municipality

The sources of funding are important to ensure that budget is actually funded, and cash backed. The following items warrant specific mention:

Sale of Water and Sewer Fees

Sale of water is based on the proposed tariff structure. The amounts budget for has considered the payment level and as a result, an amount of R has been set aside as a provision for working capital reserve (provision for debt impairment).

Rent of facilities

The income is expected from the renting of Caravan Parks, Spornet Houses in Ficksburg, and Clocolan Townhouses and community halls in all towns.

Interest Income

Interest income is expected to decrease from R to R due to financial difficulties encountered by the municipality.

Equitable Share

Equitable share has been increased by R from R to R

Other operation income expected

Source	Amount
Equitable Share	205 852 000
Municipal Finance Management Grant	2 165 000
Integrated National Electrification Programme	3 200 000
Extended Public Works Programme	1 892 000
Other Grant Providers	337 000
Total	213 109 000

Source: SA18 Transfers and Grants Receipts

Capital Income

Source	Amount
Own Revenue	0.00
Municipal Infrastructure Grant	49 750 000
Regional Bulk Infrastructure Grant	92 108 000
Water Services Infrastructure Grant	26 375 000
Total	168 233 000

Source: SA18 Transfers and Grants Receipts

Section F: Financial Strategy

Operational Expenditure Framework

Employee Related Costs

The employee related costs comprise 43% of the total operating budget excluding debt impairment and depreciation.

Remuneration of Councillors

The implementation of the upper limits of councillors will have an effect of 3% increment.

Working Capital Reserve

This is the provision for doubtful debts as a result on non-collection level. The 4% increase is based on the projected collection level of 70%.

Depreciation

This is a non-cash budgeted for as per the stipulation of the new accounting standard and is funded from the backlog depreciation. The 9.52% increase is based preliminary on the 2019/2020 depreciation calculation.

Collection Costs

This is provision for collection costs and legal fees by external parties. The provision has increased due to planned vigorous collection including the use of collection agents.

Repairs and Maintenance

The budgeted amounts are for the following:

- Municipal buildings
- Vehicles; and
- Refurbishment and maintenance

The approved Budget 2020/2021 is attached hereto is Annexure B

7. Introduction

Performance Management is a process which measures the implementation of an organization's strategy. At the local government level, this has become an imperative, with economic development, transformation, governance, financial viability and service delivery being the key performance areas in terms of the Local Government Developmental Agenda. Performance management provides the mechanism to measure whether targets to meet its strategic objectives that are set by municipalities and its employees, are met. National government has also found it necessary to institutionalize and provide legislation on the performance management process for local government.

The Municipal Systems Act (MSA) of 2000 mandates municipalities to establish a performance management system, and the Planning and Performance Management Regulations of 2001 outlines the municipality's performance management system. The Municipal Finance Management Act of 2003 (MFMA) require that the 5-year strategy of a municipality, the Integrated Development Plan (IDP), should be aligned to the municipal budget and must be monitored for the implementation of the IDP against the budget via the annual Service Delivery and Budget Implementation Plan (SDBIP).

The purpose of this document is to review and update the current framework adopted in 2012, with a view to aligning it with current legislative and policy framework. In reviewing the 2012 Policy Framework, efforts have been made to reflect the changes that have occurred in local government through the introduction of the 5 Year Local Government Strategic Agenda and the five Key Performance Areas that now inform the Revised Municipal Scorecard Model.

This document will therefore incorporate recently promulgated legislation and policies, currently and an updated version of the Municipal Scorecard Model and the 5 perspectives, different levels of scorecards and the relationship of these levels, roles and responsibilities of different stakeholders. The Performance Management Systems Handbook will also reflect the linkages between the Integrated Development Plan (IDP), the Budget, the Service Delivery and Budget Implementation Plan (SDBIP) and the Electronic Performance Management System (ePMS) of the municipality. As required by the Municipal Systems Act, 2000 and the Planning and Performance Management Regulations, 2001. This Performance Management Systems Handbook sets out:

- The objectives and benefits of the performance management system;
- The principles that will inform the development and implementation of the system;
- A preferred performance model that describes what areas of performance will be measured by the municipality;
- The process by which the system will be managed;
- The roles and responsibilities of different stakeholders; and
- The process of managing employee performance

7.1 Rationale for Performance Management

7.1.1 Policy and Legal Framework

Legislative enactments which govern performance management in municipalities are found in the Batho Pele Principles; the White Paper on Local Government; Municipal Systems Act, 2000; Municipal Planning and Performance Management Regulations, 2001; Municipal Finance Management Act 2003;

Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006; the Framework on Managing Performance Information and lastly the Directive on Performance Information of the Public Audit Act, 2004 published under Notice 646 of 2007. Although it is not considered necessary to go into detail in respect of all the legislation it is important to give a brief overview of the most important legislative provisions set out in:

SECTION G: Institutional Capacity and Performance Management Systems

- The Municipal Systems Act No. 32 of 2000
- The Municipal Planning and Performance Management Regulations of 2001
- The Municipal Finance Management Act No. 56 of 2003; and
- The Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers of 2006.

Summaries of the provisions relating to organisational performance management are therefore set out hereunder.

A. The Municipal Systems Act, 32 of 2000

Chapter 6 of the Municipal Systems Act (2000) provides briefly that a municipality must

- Develop an Electronic Performance Management System (ePMS);
- Promote a performance culture;
- Administer its affairs in an economical, effective, efficient and accountable manner;
- Set Key Performance Indicators (KPI's) as a yardstick for measuring performance;
- Set targets to monitor and review the performance of the municipality based on indicators linked to their IDP;
- Monitor and review performance at least once per year;
- Take steps to improve performance;
- Report on performance to relevant stakeholders;
- Publish an annual performance report on performance of the municipality forming part of its annual report as per the provisions of the Municipal Finance Management Act of 2003;
- Incorporate and report on a set of general (sometimes also referred to as national) indicators prescribed by the national Minister of Provincial and Local Government;
- Conduct an internal audit of all performance measures on a continuous basis;
- Have their annual performance report audited by the Auditor-General; and
- Involve the community in setting indicators and targets and in reviewing municipal performance.

Sections 55 to 58 of the Municipal Systems Act further outline the provisions on the employment and functions of the Municipal Manager and Managers directly accountable to the Municipal Manager.

B. The Municipal Planning and Performance Regulation of 2001

In summary the Regulations provide that a municipality's Performance Management System must:

- Entail a framework that describes and represents how the municipality's cycle and process of performance management, including measurement, review, reporting and improvement, will be conducted;
- Comply with the requirements of the Municipal Systems Act;
- Relate to the municipality's employee performance management processes and be linked to the municipality's IDP; and that:
- A municipality must:
 - Set key performance indicators (KPI's) including input, output and outcome indicators in consultation with communities;
 - Annually review its Key Performance Indicators;
 - Set performance targets for each financial year;
 - Measure and report on the nine nationally prescribed KPI's;
 - Report on performance to Council at least twice a year;
 - As part of its internal audit process audit the results of performance measurement;
 - Appoint a performance audit committee; and
 - Provide secretarial support to the said audit committee

SECTION G: Institutional Capacity and Performance Management Systems

C. Municipal Finance Management Act, 56 of 2003

The Municipal Finance Management Act also contains various important provisions relating to performance management. In terms of the Act all municipalities must:

- Annually adopt a service delivery and budget implementation plan with service delivery targets and performance indicators;
- When considering and approving the annual budget, set measurable performance targets for revenue from each source and for each vote in the budget;
- Empower the Mayor or Executive Committee to approve the Service Delivery and Budget Implementation Plan and the Performance Agreements of the Municipal Managers and the Managers directly accountable to the Municipal Manager; and
- Compile an annual report, which must, amongst other things, include the municipality's performance report compiled in terms of the Municipal Systems Act.

D. The Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to the Municipal Manager of 2006

This legislation regulates the management of the Section 57 employees of a municipality by providing an outline of employment contracts, performance agreements, performance plans, employee development and empowerment measures and performance evaluation processes. These regulations further provide criteria for performance assessment and the 5-point rating upon which performance of an individual need to be scored during the assessment and evaluation.

7.2 Objectives of Performance Management

The objectives of institutionalizing performance management are beyond the legislative compliance requirements. The general objectives of managing performance are to:

- facilitate increased accountability;
- facilitate learning and improvement;
- provide early warning signals; and
- facilitate decision-making processes
- To serve as a primary mechanism to monitor, review and improve the implementation of the Setsoto municipality's IDP.

7.3 Principles that will Guide the Development and Implementation of the Performance Management System

In developing the system, the municipality will be guided by the following principles both development and implementation of the system must be driven by top management and council;

- The system must place the community at the centre of the local government processes;
- The system should not be punitive but be developmental to provide learning and growth opportunities through the coaching and review processes.
- The system must be developed and implemented within the available capacity and resources of the municipality;
- The system should align to other municipal initiatives, systems and processes; and
- The performance management system will be implemented in such a way that it:

Is developmental and not punitive in nature as employees will be provided with career opportunities and allowed space to be creative and innovative in improving their performance. Provides a clear and detailed framework for:

- Agreement on performance contracts;
- Clear key performance indicators, targets and standards which are agreed upon;
- A balance between organizational needs and employee rights;
- Provides clear linkages between performance and recognition and reward;
- Provides a clear guide on dealing with poor or non-performance

A full Organisational Performance Management Systems Handbook is attached to this document as Annexure H

7.5 Organisational Structure

7.5.1 Purpose

The purpose of this process is to review the existing organisational structure and align it with the strategic objectives of the Setsoto Local Municipality. It will also be to determine the base for the alignment, revision and or retaining of functions and positions as well as conclusions culminate in proposals for the approval of a new organisational structure which will also addresses the alignment of functions in a systematic manner, to group functions that related into same departments where possible, keeping in mind that all functions and departments are cross-cutting and should therefore complement each other.

7.5.2 Background/Brief Overview

The Setsoto Local Municipality was established in terms of section 12 of the Local Government: Municipal Structures Act, 117 of 1998 as amended. Measuring 5 498 km², it is situated in the Eastern Free State and forms part of the Thabo Mofutsanyana District Municipality. The Setsoto Municipality comprise of four towns i.e. Ficksburg: Head Quarters, Senekal, Marquard and Clocolan.

The Municipality derives its powers from the Constitution of the Republic of South Africa, Act 108 of 1996, sections 156 and 229; and the Local Government: Municipal Structure Act, 117 of 1998 as amended. Recent events, which included community unrest, as well as the poor performance by the municipality both on strategic and operational levels, have hindered the municipality's efforts to deliver on both its constitutional and legislative and strategic mandate. The Municipal Systems Act, Act 32 of 2000, provides as it relates to the organizational structure of a municipality - Section 66 - for the following:

- " 1. A municipal Manager, within a policy frame work determined by the Municipal Council and subject to any applicable legislation, must:
- Approve a staff establishment for the municipality;
 - Provide a job description for each post on the staff establishment
 - Attach to those post the remuneration and other conditions of service as may be determined in accordance with any applicable legislation and
 - Establish a processes and mechanism to regularly evaluate the staff establishment and if necessary, review the staff establishment and remuneration and conditions of service

Other reference points for the organogram review process were-

- Local Government: Municipal Planning and Performance Management regulations of 2001
- Municipal Finance Management Act, Act 56 of 2003
- Skills Development Act
- Employment Equity Act.
- Integrated Development Plan of the Setsoto Municipality.
- Organogram framework-DPSA

8. Introduction

8.1 Integrated Sector Programmes

One of the challenges identified during the assessment of the Integrated Development Plans was a lack of integration of various programmes in the Integrated Development Plan. This lack of integrating could be attributed to many factors-one of them is an inability to identify and demonstrate relationships among various sector plans. This is because in most instances sector plans are normally developed as a standalone plan independent from one another. This results to fragmented programmes and projects that are not aligned or contributing to the vision of a municipality.

At the core of the system of local government is the ability of a municipality to coordinate and integrate programmes of other government spheres and sectors implemented in their space. This role is very critical given that all government programmes and services are delivered in municipal space. In this regard, the integrated development planning process becomes a vehicle to facilitate integrated development and ensure that local government outcomes contained in the White Paper on Local Government are attained.

The approaches and plans to achieve these outcomes are contained in various national and provincial legislations and policy frameworks. National departments, through legislation and policies, express government priorities, strategies, plans and programmes. The legislation and policies also require municipalities to develop sector-specific plans to guide the rendering of certain services. For the purpose of this framework these sector plans are grouped into two main categories, namely sector plans providing overall development vision of the municipality and sector plans that are service oriented.

Sector Plans providing for the overall development vision of the municipality

Most of these sector plans provide socio-economic vision and transformation vision of the municipality-they are mandatory as required by the Municipal Systems Act 32 of 2000. In terms of the Municipal Systems Act, 32 of 2000 the following sector plans must be part of the IDP:

- Spatial Development Framework;
- Local Economic Development Plan;
- Disaster Management Plan;
- Institutional Plan; and
- Financial Plan.

Although the Municipal systems act, 32 of 2000 mandates the inclusion of these plans in the Integrated Development Plan, one of the challenges is that the relationship among these plans is not clearly defined. This has resulted to some municipalities viewing them as attachments to the Integrated Development Plans as opposed to being an integral component of the Integrated Development plans.

Sector Plans provided for and regulated by sector specific legislation and policies

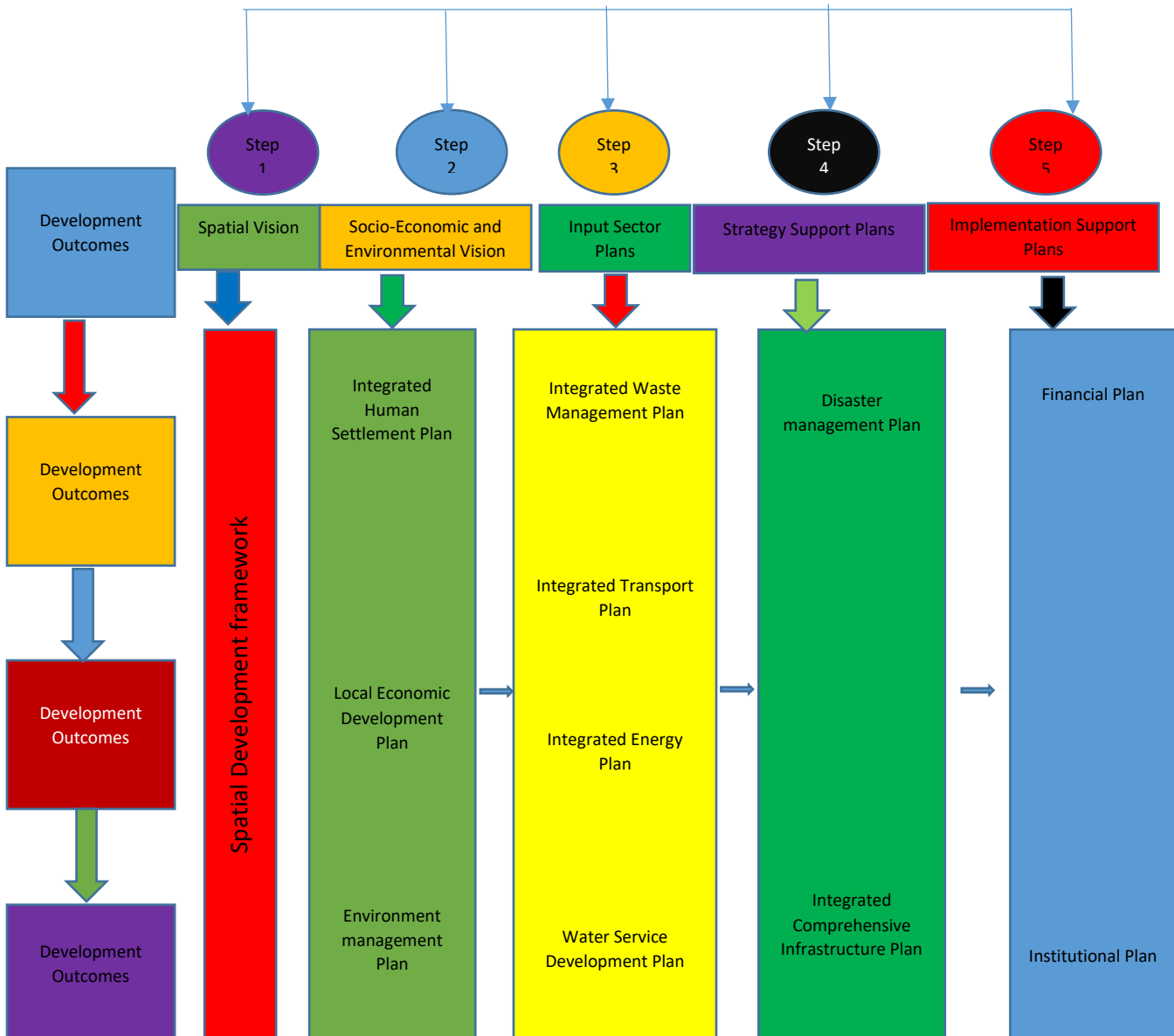
Various national legislations and policies provide for the development of service delivery related sector plans to regulate and guide the delivery of certain services in municipalities. These plans include amongst others:

- Water Services Development Plan;
- Integrated Waste Management Plan;
- Integrated Transport Plan;
- Environmental Management Plan;
- Integrated Human Settlement Plan;
- Integrated Energy Plan;
- Sport and Recreation Plan;
- Integrated HIV/AIDS Plan;
- Integrated Poverty Alleviation;

Section H: Integration

- Integrated Gender Equity Plan;
- Migration Integrated Development Management Plan

The two categories provide strategies, programmes and projects that form the basis for an Integrated Development Plan and budget. The section below outlines the relationship and hierarchy of various plan.



During this phase of the Integrated Development Plan formulation, true meaning is given to the process of integrated development planning. With the designed projects for implementation in mind, the integration phase aims to align these different project proposals firstly with specific deliverables from the Integrated Development Plan formulation and secondly with certain legal requirements. More specifically, the projects must be aligned with the agreed objectives and strategies to ensure transparency as well as with the available financial and institutional resources to ensure implementation.

Section H: Integration

Furthermore, the projects also need to be aligned with national and provincial legal requirements to ensure uniformity and compatibility with government strategies and programmes. The National and Provincial Planning and Development Fora played a crucial role in aligning the IDP's and the National and Provincial development plans and strategies. Instead of arriving at a simplified "to do" list for the next financial year, the aim is to formulate a set of consolidated and integrated programmes for implementation, specifically focusing on contents, location, timing and responsibilities of key activities. The integration requirements are divided into three broad categories namely:

- Integrated sector programmes;
- Internal planning programmes; and
- External policy guideline requirements

Integrated sector programmes form the basis for preparing budgets and future sectoral business plans. From the project planning and design sheets it was possible to compile a list of sector specific projects from the multi-sectoral Integrated Development Plan projects. The sectoral programmes to projects representing both sector components as well as the following departments are within the municipality:

- Department of the Office of the Municipal Manager
- Department of Engineering Services
- Department of Corporate Services
- Department of Treasury Services
- Department of Development Planning and Social Security

It is important to note that these programmes do not only make provision for Integrated Development Plan related projects but also other project costs and activities in order to create a comprehensive picture for budgeting purposes.

8.3 Internal Planning programmes

In order to set up close links between planning and budgeting as well as between planning and implementation, several internal planning programmes are required. These plans, however, do not only serve as a framework for managing finances, but it also sets the groundwork for regular management information in respect of monitoring progress and performance.

Finally, it also demonstrates compliance of the Integrated Development Plan with spatial principles and strategies and which serves as a basis for spatial coordination of activities and for land use management decisions. The status and annexure numbers of the relevant internal planning programmes is indicated in the table below:

8.2.1 Current status of internal planning programmes

Plans	Current Status
Annexure A- IDP Review Process Plan 2019/2020	Approved
Annexure B- Draft Budget 2019/2020 (3 Year Forecast)	Draft
Annexure C- 3-year Capital Infrastructure Investment Programme	Draft
Annexure D-Institutional Plan	To be reviewed
Annexure E- Spatial Development Framework	To be reviewed
Annexure F- Performance Management System	To be reviewed
Annexure G- Financial Strategy	To be reviewed
Annexure H- Disaster Management Plan	To be reviewed
Annexure I- Water Services Development Plan	To be reviewed
Annexure J- Workplace Skills Plan	To be reviewed
Annexure K- Housing Sector Plan	To be reviewed
Annexure L- Integrated Waste Management Plan	To be reviewed
Annexure M-Poverty Reduction/Gender Equity Plan	To be reviewed
Annexure N-Local Economic Development Strategy	To be reviewed
Annexure O-Integrated Environmental Plan	To be reviewed
Annexure P-HIV/AIDS Plan	To be reviewed
Operational Plan	
Electricity Master Plan	To be reviewed
Roads and Storm Water Master Plan	To be reviewed

Section H: Integration

Plans	Current Status
Sewer Master Plan	To be reviewed
Storm Water Master Plans for respective Towns	To be reviewed
Waste Risk Abatement Plans for respective Towns	To be reviewed
Employment Equity Plan	To be reviewed

8.3 External Policy Guideline Requirements

In order to complete the integration phase of the Integrated Development Plan, it is necessary to check consistency with policy guidelines of certain cross-cutting dimensions. This requires the formulation of several programmes which assess the effect or impact of project proposals in relation to poverty reduction and gender equity, environmental practices, economic development and employment generation as well as the prevention and spreading of HIV / AIDS. The status and annexure numbers of the relevant external policy and guideline programmes is indicated in the table below.

8.3.1 Current status of external policy guideline programmes

External Policy Guideline Requirements	Current Status
Annexure M- Poverty Reduction/Gender Equity Plan	To be reviewed
Annexure N- Local Economic Development Strategy	To be reviewed
Annexure O- Environmental Management Plan	To be reviewed
Annexure P- HIV/AIDS Plan	To be reviewed

Section I: Approval

9. Introduction

This document contains the draft Integrated Development Plan 2020/2021 of the Municipality and was formulated over a period of nine months, taking into consideration the views and aspirations of the entire community. The draft Integrated Development Plan provides the foundation for development and will form the basis of the planning process for the next two years until 2023

9.1 Invitation for Comments

In order to ensure transparency of the draft integrated development plan process everybody is given the chance to raise concerns regarding the contents of the draft Integrated Development Plan 2020/2021. All national and provincial departments are firstly given a chance to assess the viability and feasibility of project proposals from a technical perspective. More specifically, the spheres of government are responsible for checking the compliance of the draft Integrated Development Plan in relation to legal and policy requirements, as well as to ensure vertical coordination and sector.

Since the operational activities of the local municipality will have a certain effect and possible impact on surrounding areas, adjacent local and district municipalities are also given the opportunity to raise any concerns in respect of possible contradicting types of development and to ensure the alignment of IDPs. This exercise will be conducted during April 2019.

Finally, all residents and stakeholders will also be given the opportunity to comment on the contents of the draft IDP 2020/2021, as they are directly affected. The draft IDP 2020/2021 will be advertised in local newspapers on 3rd of April 2020 and all concerned parties will be given a period of 21 days after the adoption of the draft Integrated Development 2020/2021 on the 04 April 2020 until the 04 May 2020 to forward comments to the Municipal Manager, as there will not be any community consultative meetings in compliance with COVID-19 Regulations of 2020.

9.2 Adoption and Approval

After all the comments are incorporated in the final Integrated Development Plan document, the Council would adopt and approved the document. The approved document will be submitted to the MEC: Corporate Governance and Traditional Affairs in the Free State, as required by the Municipal Systems Act, 2 of 2000. The final Integrated Development Plan 2020/2021, together with all the appendices, annexures and the Budget 2019/2020 as required by legislation will be approved by Council on the 29th May 2020.

Abbreviations

BTO	BUDGET AND TRESURY OFFICE
DCS	DEPARTMENT OF CORPORATE SERVICES
DES	DEPARTMENT OF ENGINEERING SERVICES
DESTEA	DEPARTMENT OF ECONOMIC AND SMALL BUSINESS, TOURISM AND ENVIRONMENTAL AFFAIRS
DPSA	DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION
DPSS	DEPARTMENT OF DEVELOPMENT PLANNING AND SOCIAL SECURITY
DTS	DEPARTMENT OF TREASURY SERVICES
FSGDS	FREE STATE GROWTH AND DEVELOPMENT STRATEGIES
IDP	INTEGRATED DEVELOPMENT PLAN
KFA	KEY FOCUS AREA
KPA	KEY PERFORMANCE AREA
KPI	KEY PERFORMANCE INDICATOR
LED	LOCAL ECONOMIC DEVELOPMENT
LGMSA	LOCAL GOVERNMENT: MUNICIPAL STRUCTURES ACT, 117 OF 1998
MDG	MELLENIUM DEVELOPMENT GOALS
MFMA	MUNICIPAL FINANCE MANAGEMENT ACT, 56 OF 2003
MSA	MUNICIPAL SYSTEMS ACT
MTREF	MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK
MTSF	MEDIUM TERM STRATEGIC FRAMEWORK
NDP	NATIONAL DEVELOPMENT GOALS
SDF	SPATIAL DEVELOPMENT FRAMEWORK
SDG	SUSTAINABLE DEVELOPMENT GOALS
SLUMA	SPATIAL PLANNING AND LAND USE MAMANGEMENGT ACT
STATSSA	STATISTICS SOUTH AFRICA
WTW	WATER TREATMENT WORKS
WWTW	WASTE WATER TREATMENWORKS

Annexures

Annexure A : IDP Review Process Plan 2019/2020

Annexure B : Draft Budget 2020/2021

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INTEGRATED DEVELOPMENT PLAN PROCESS PLAN 2019/2020
AND BUDGET 2019/2020 TIMETABLE

2019/ 2020



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1. Introduction

Setsoto Local Municipality is not unique from other South African Municipalities that are faced with growth and developmental challenges of re-dressing development, maintaining and upgrading developed urban areas and uneven developed peri-urban and rural areas within a limited budget.

Municipalities are at the cold face of service delivery, and that citizenry of our country will only enjoy this democracy, peace and freedom as enshrined in the Constitution of 1996, the Bill of Rights and various pieces of legislation, if a sense of belonging, ownership and participation of communities in their development can possibly be achieved through the Integrated Development Plan process.

Through the prioritisation process of the Integrated Development Plan, particular those priority needs as expressed through the Budget and Integrated Development Plan road-shows, ward committee meetings and various stakeholders and interest groups engagements with the management core and political leadership is a critical process for the municipality to be regarded as responsive towards the resident's priority needs.

Having regarded the prioritisation process as a critical phase of the Integrated Development Plan review, it is profound to describe it as part of the Integrated Development Plan five phases namely: the analysis phase, strategic phase, project phase, integration phase and the adoption phase.

2. Purpose of the Integrated Development Plan

The Municipal Systems Act, 32 of 2000 as promulgated describes the various core processes that are essential to realising a system of developmental local government. These aspects include participative governance, Integrated Development Plan, Performance Management Systems and Reporting, Resource Allocation and Organisational Change.

These processes are linked into a single cycle at the local level that will align various sectoral initiatives from national and provincial government departments with municipality's own capabilities and processes. Therefore, the purpose of this document is to outline the operational plan, an integrated process plan, for the development of the Integrated Development Plan for Setsoto Local Municipality.

This IDP Review Process Plan is based on the unique character and circumstances of Setsoto Local Municipality, taking due cognisance of the process plan requirements as outlined in the Municipal Systems Act, 32 of 2000, section 34, and guidelines for the Integrated Development Plan provided by the National Department of Provincial and Local Government, presently known as Department of Cooperative Governance and Traditional Affairs.

In order to ensure certain minimum quality standards of the Integrated Development Plan, and a proper coordination between and within the spheres of government, the preparation of the IDP Review Process Plan has been regulated in the Municipal Systems Act 32, 2000. The

preparation of an IDP Review Process Plan set out in writing, requires the adoption by Council. This plan must include the following:

- A programme specifying the timeframes for the different planning steps;
- appropriate mechanisms, process and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the Integrated Development Plan drafting process;
- An indication of the organisational arrangements, i.e. policy and legislation; and
- Mechanisms and procedures for vertical and horizontal alignment.

3. Legal Context of Integrated Development Plan Process Plan

3.1 The Integrated Development Plan

Chapter 5 and section 25(1) of the Municipal Systems Act, 32 of 2000 indicates that: Each Municipal council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive and strategic plan for the development of the municipality which; -

- (a) Links, integrates and coordinates plans and takes into account proposals for the development of the municipality;
- (b) Aligns the resources and capabilities of the municipality with the implementation plan;
- (c) Complies with the provision of this Chapter; and
- (d) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

3.2 The IDP Review Process Plan

In terms of Chapter 5 of the Municipal Systems Act, 32 of 2000, as amended and section 28(1) requires that: Each municipal council must, within a prescribed period after the start of its elected term, adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan for the development of the entire municipality that: -

- 2.1.1. Consults the local community on the Process Plan
- 2.1.2 Gives Public Notice on the process the municipality intend to follow.

In terms of the core components of the integrated development plans, Chapter 5 and section 26 of the Municipal Systems Act, 32 of 2000 indicates that: An integrated development plan must reflect-

- a. The municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- b. An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;

- c. The council development priorities and objectives for its elected term, including local economic development aims and its internal transformation needs;
- d. The council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- e. A spatial development framework which must include the provision of basic guidelines for land use management system for the municipality;
- f. The council's operational strategies
- g. Applicable disaster management plan
- h. A financial plan, which must include a budget projection for at least the next three years; and
- i. The key performance indicators and performance targets determined in terms of section 41.

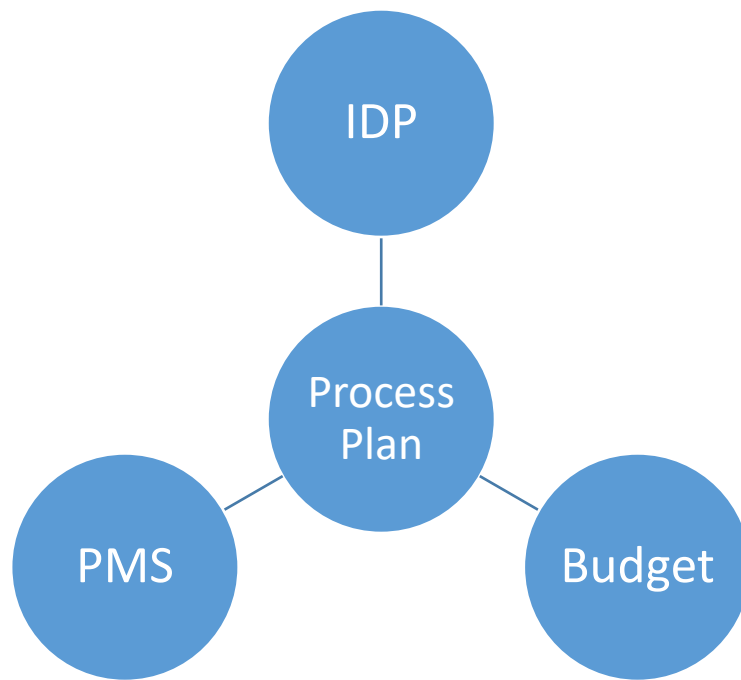
3.3 The Annual Budget

The annual budget and the integrated development plan are inextricably linked to one another, something that has been formalised through the promulgation of the Municipal Finance Management Act, 56 of 2003. Chapter 4 and section 21 (1) of the Municipal Finance Management Act, 56 of 2003 indicate that:

The Mayor of a municipality must-

- a. At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-
 - i. The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and
 - ii. The consultative processes forming part of the processes referred to in subparagraphs (i) and (ii).
- b. Alignment of the IDP, Budget and the Performance Management Systems processes

Every attempt will be made in this municipal plan to align the IDP and the Budget preparation process, and the Performance Management System review. The linkages of the three processes are summarised in the following diagram.



4. Status Quo Analysis

4.1 Background

Setsoto is situated in the Eastern Free State within the district boundaries of the Thabo Mofutsanyana District Municipality. The local municipality area measures 5 948.35 km² in extent and comprises four urban areas namely Ficksburg, Senekal, Marquard and Clocolan, as well as their surrounding rural areas.

The fourth-generation integrated development plan of the municipality was developed in 2016 and adopted in August 2016 and this is the third review of the current term of council that would end in 2021.

4.2 Vision of the Municipality

A viable unified, viable and progressive municipality.

4.3 Mission Statement

The municipality is committed to deliver services within the framework of Batho Pele principles as outlined below:

(a) Courtesy and 'People First'

Residents should always be treated with courtesy and consideration .

(b) Consultation

Residents should be consulted about service levels and quality, whenever possible.

(c) Service standards

Residents must be made aware of what to expect in terms of level of quality service.

(d) Access

Residents should have equal access to services to which they are entitled.

(e) Information

Residents must receive full and accurate information about their services.

(f) Openness and transparency

Residents should be informed about government departments, operations, budgets and management structures.

(g) Redress

Residents are entitled to apology, explanation and remedial action if the promised standard of service is not delivered.

(h) Value for money

Public services should be provided economically and efficiently.

4.4 Population Demographics

The size of the population within the area of Setsoto is estimated at approximately 112 599 people by census 2011, decreasing from 123 194 from the census 2001, as indicated in the table below. The figure is calculated based on census 2011 incorporating annual growth based on the average annual growth rate of the Free State province. The population for the 2016 community survey is at 117 393.

4.4.1 Ficksburg/Meqheleng

Place	Population	Area (Km ²)	Racial Make Up	Numbers	Percentage
Ficksburg	5 400	50.35	Black African	37 372	90.6%
Boitumelo	1 532	0.51	Coloured	784	1.9%
Ha Molo	311	0.13	Indian/Asian	660	1.6%
Itumeleng Zone 3	630	0.11	Whites	2 310	5.6%
Katlehong	3 197	0.71	Other	122	0.3%
Khaphamadi	646	0.2	Total	41 248	100%
Marallaneng	727	0.09	Percentage of Total Population		36.63%
Masaleng	2 184	0.6	Male	20 890	
Meqheleng Zone 1	590	0.9	Female	24 434	
Meqheleng Zone 2	1 633	0.26			
Meqheleng Zone 3	1 210	0.3			
Meqheleng Zone 4	975	0.21			
Meqheleng Zone 5	1 745	0.26			
Meqheleng Zone 6	2 822	0.49			
Meqheleng Zone 7	5 223	0.68			
Meqheleng Zone 8	10 529	1.93			
Vukazenzele	1 894	0.46			
Total	41 248	58.19			

Source: Statistics South Africa-Census 2011

4.4.2 Senekal/Matwabeng

Place	Population	Area (Km ²)	Racial Make Up	Numbers	Percentage
Senekal	3 466	32.88	Black African	23 751	93%
Matwabeng Extension 4	9 883	1.63	Coloured	158	0.6%
Matwabeng Extension 5	2 450	0.87	Indian/Asian	83	0.3%
Matwabeng Extension 6	413	0.1	Whites	1 497	5.9%
Matwabeng SP	992	0.07	Other	54	0.2%
Matwabeng Zone 1	1 254	0.38	Total	25 543	100%
Matwabeng Zone 2	6 037	1.08	Percentage of Total Population		22.68%
Matwabeng Zone 3	1 048	0.08	Male	11 908	
Total	25 543	37	Female	13 643	

Source: Statistics South Africa-Census 2011

4.4.3 Clocolan/Hlohlolwane

Place	Population	Area (Km ²)	Racial Make Up	Numbers	Percentage
Clocolan	1 349	15.76	Black African	16 839	96.3%
Diamong	934	12	Coloured	61	0.3%
Dipotomaneng	1 616	0.28	Indian/Asian	56	0.3%
Hlohlolwane Extension 6	6 707	1.05	Whites	19	0.1%
Mandela Park	1 650	0.5	Other	627	3%
Matikareng	962	0.19	Total	17 602	100.00
Mokodumela	994	0.16	Percentage of Total Population		15.63%
Ntsharebone	732	0.29	Male	8 049	
Sunflower Park	2 024	0.35	Female	9 553	
Thethe	634	0.27			
Total	17 602	30.85			

Source: Statistics South Africa-Census 2011

4.4.4 Marquard/Moemaneng

Place	Population	Area (Km ²)	Racial Make Up	Numbers	Percentage
Marquard	1 033	7.3	Black African	14 813	95.3%
Moemaneng Extension 1	940	0.17	Coloured	56	0.7%
Moemaneng Extension 2	1 038	0.22	Indian/Asian	84	0.5%
Moemaneng Extension 3	1 848	0.37	Whites	499	3.2%
Moemaneng Extension 4	2 187	0.35	Other	50	0.3%
Moemaneng Extension 7	1 239	0.11	Total	15 502	100%
Moemaneng Extension 8	838	0.14	Percentage of Total Population		13.76
Moemaneng SP	4 409	0.83	Male	7 254	
Motampelong	1 191	0.25	Female	8 248	
Riverside	779	0.15			
Total	15 502	9.89			

Source: Statistics South Africa-Census 2011

4.5 Employment levels

Persons	2001	1996
Employed	26 737	31 201
Unemployed	18 679	9 015
Not Economically Active	31 688	-
Total Labour Force	45 416	40 216

5. Distribution of roles and responsibilities

5.1 Internal role players

5.1.1 Setsoto Municipal Council

The role of the council will be to:

- adopt a process plan;
- be responsible for the overall management and coordination of the planning process;
- adopt and approve the final IDP; and
- Ensure that the annual business plans, budget and related development activities are based on approved IDP
-

5.1.2 The Mayoral Committee

The Mayoral Committee will manager through the Municipal Manager or alternative review the process plan. It will further:

- recommend the IDP review process to council
- recommend the IDP revisions to council
- Allocate resources for reviewing the IDP

5.1.3 IDP/Budget Steering Committee

Comprising of:

- ✓ The Executive Mayor
- ✓ Mayoral Committee Members
- ✓ Municipal Manager
- ✓ Directors
- ✓ All Managers
- ✓ Two representatives from IMATU and SAMWU

Functions of the IDP/Budget Steering Committee will be to:

- provide terms of reference for all the planning and reviewing activities;
- process, summarise and document outputs from sub-committees and task teams
- recommend amendments to the contents of the IDP
- prepare, facilitate and document meetings and workshops; and
- ensure alignment and participation in the determination and prioritisation of plans and programmes in the spirit of cooperative governance.

5.1.4 Municipal Manager's Coordinating Task Team

Comprising of:

The Municipal Manager
All Directors
All Manager
PA to the Mayor
Public Participation Officers
All Supervisors

Functions of the Municipal Manager's Coordinating Task Team are to:

- prepare the IDP Review Process Plan
- identify resource people
- coordinate and manage the components of the planning process, including:
 - stakeholder meetings
 - meeting deadlines
 - horizontal and vertical alignment
 - compliance with national and provincial requirements

5.1.5 Ward Councillors

Ward councillors will play a pivotal role in the preparation of the IDP Review Process Plan process, both in terms of technical and community participation process. They will act as main interface between council and communities. Primary responsibilities would include:

- ❖ organising public consultation and participation at ward level;
- ❖ dissemination of the information from council to constituents and vice versa;
- ❖ identification of issues and projects at ward level;
- ❖ participating in the approval and ongoing monitoring of approved IDP; and
- ❖ identify and encourage unorganised groups to participate in the IDP process.

5.1.6 The Municipal Manager and IDP Manager

The Municipal Manager will delegate these functions to the IDP Manager but remain accountable for the overall IDP Review process as dictated by the Municipal Systems Act, 32 of 2000. Amongst other, the following responsibilities have been allocated to the IDP Manager for the IDP Review process:

- ✚ to ensure that the process plan is finalised and adopted by council;
- ✚ to adjust the IDP according to the proposals of the MEC;
- ✚ to identify additional role-players to sit on the IDP Community Representative Forum;
- ✚ to ensure the continuous participation of role-players;
- ✚ to monitor the participation of role-players;
- ✚ to ensure appropriate procedures are followed;
- ✚ to ensure documentation is prepared properly
- ✚ to carry out day-to-day management of the IDP Review process;
- ✚ to respond to comments and enquiries;
- ✚ to ensure alignment of the IDP with other IDPs within the district municipality;
- ✚ to coordinate the inclusion of sector plans into the IDP documentation;
- ✚ to coordinate the inclusion of the performance management systems into the IDP; and
- ✚ to submit the reviewed IDP to the relevant authorities.

5.1.7 Municipal Officials

The officials of the municipality will ultimately be responsible for the implementation of the IDP Review Process Plan and as such will play a key role in the development of IDP Review Process Plan's specific activities that will be undertaken by officials. This would include:

- provision of relevant technical and financial information;
- development of strategies and project plans; and
- providing inputs regarding the financial and technical feasibility aspects of projects and strategies identified by committees.

5.2 External Role Players

5.2.1 Thabo Mofutsanyana District Municipality

The district municipality will have the same role as the local municipality but only in the preparation of the district IDP framework but the role of the district municipality on a local level is the coordination of the IDP processes of local municipalities, and this include:

- ⊖ ensuring the horizontal alignment of IDPs of the municipalities in the district area'
- ⊖ ensuring the horizontal alignment between the district and local planning;
- ⊖ facilitation of vertical alignment of IDPs with sphere of government and the sector departments;
- ⊖ preparation of joint strategy workshops with local municipalities, provincial and national role-players and other subject specialist;
- ⊖ providing a PIMS Centre that is responsible to provide technical support to the local municipalities within the district; and
- ⊖ establishment of intergovernmental structures.

5.2.2 IDP Advisory Committee

The Provincial and National government departments as well as major stake-holders like manufacturing sector and business sector will serve in the IDP Advisory Committee. This Advisory Committee will assist the council in rendering technical and financial support to ensure that the council meets its goal of playing in the global economy.

5.2.3 Professional Service Providers

Professional service providers will be engaged as the needs arises e.g. printing, in the development of non-existing sector plans and as well as aligning and integrating all sector plans to be included in the IDP.

5.2.4 IDP Community Representative Forum

The IDP Community Representative Forum will be constituted as part of the preparation phase of the IDP and will continue its functions throughout the annual IDP Review processes. The composition of the IDP Community Representative Forum is as follows:

- ⊕ Mayoral Committee members;
- ⊕ Councillors;
- ⊕ Ward committee members;
- ⊕ Municipal Manager;
- ⊕ Directors;
- ⊕ Managers;
- ⊕ Supervisors;
- ⊕ Stakeholder Representatives of organised groups;
- ⊕ Advocates of unorganised groups;
- ⊕ Resources persons;
- ⊕ Other community representative from NGOs, Businesses and CBOs
- ⊕ National, Provincial and District representatives;
- ⊕ Political Parties
- ⊕ Community Development Workers;
- ⊕ Parastatals; and
- ⊕ Professional Service Providers

5.2.1 Terms of Reference of the IDP Community Representative Forum

The terms of reference for the IDP Community Representative Forum are as follows:

- € represent the interest of the municipality's constituents in the IDP process;
- € provide organisational mechanism for discussions, negotiations and decision making between the stake-holders inclusive of municipal government;
- € institutionalise participation in the integrated development planning
- € membership to ensure geographical and social representation
- € members to have mandate to represent the interest of their constituents in the integrated development planning process
- € provide an organisational mechanism for discussion, negotiation and decision-making between the stakeholders and municipal governments
- € ensure communication between all stakeholders' representatives and the municipality
- € monitor performance of the planning process
- € represent interest groups, communities, organisations on relevant planning activities by:
 - participating in the IDP Community Representative Forum
 - inform interest groups, communities, organisations on relevant planning activities and outcomes
 - analyse issues, determine priorities, negotiate and reach consensus
 - participate in designing project proposals and /or assess them
 - discuss and comment on the draft integrated development plan
 - comment on and discuss alignment of annual business plans and budget with integrated development plan
 - conducting meetings/workshops with groups, communities or organisations to prepare for and follow-up on relevant planning activities

5.2.2 Code of conduct for IDP Community Representative Forum Members

- ∞ meeting schedule (frequency and attendance) every two months and at least once for every phase
- ∞ agenda, facilitation and documenting of meetings- IDP management
- ∞ understanding of members of their roles and responsibilities in respect of their constituencies
- ∞ feedback to constituents
- ∞ require simple majority for decision
- ∞ dispute resolution as per institutional structures recommendations- role of the provincial departments

6. Organisational Arrangements

6.1 Municipal Manager/IDP Manager

The Municipal Manager assisted by the IDP Manager will be responsible for overall management of the IDP Review process and sound governance and renders secretariat.

6.2 IDP Community Representative Forum

IDP Community Representative Forum represents the interest of the community and serves as a link between the general community and the municipality.

6.3 Municipal Manager's IDP Coordinating Task Teams

The following coordinating task teams will be established by council:

- Infrastructure and Basic Services Coordinating Task Team;
- Local Economic Development Coordinating Task Team;
- Organisational Development and Transformation Coordinating Task Team;
- Financial Viability and Management Coordinating Task Team;
- Good Governance and Public Participation Coordinating Task Team; and
- Spatial Planning and Sustainable Environment Coordinating Task Team

These Coordinating Task Teams will be the champion and chaired by the Directors responsible for departments concerned and tackle technical issues pertaining to their core business units and will involve standing committee members of their respective committee and members of organised formations from various stakeholders and interest group and meet on a monthly basis and as when necessary. Such teams will have to give and engage the IDP Community Representative Forum and finally Mayoral Committee and Council.

6.4 Finance Committee

This committee will be responsible for ensuring that the budget as well as the IDP Review processes are related and do comply with MFMA, 56 of 2003. Activities of this committee will be reported to the council regularly.

7. Mechanisms for Participation

7.1 Functions and Context for Public Participation

Four major functions are aligned with the public participation process namely:

1. needs identification;
2. identification of appropriateness of proposed solutions;
3. community ownership and buy-in; and
4. empowerment.

The following mechanisms for participation will be utilised:

a. IDP Community Representative Forum

This forum will represent all stakeholders and will be as inclusive as possible. Efforts will be made to bring additional organisations into the IDP Community Representative Forum and ensure their continued participation throughout the process.

b. Media

Local newspapers and municipal newsletter will be used to inform the community of the progress of the IDP

c. Radio Slots

Local community radio stations will be utilised to make public announcements where necessary.

d. Information Sheets

This will be prepared in English, Afrikaans and Sesotho and be distributed via the Community Representative Forum where a need for this has been identified.

e. The Website

The Local Municipality's website will also be utilised to communicate and inform the community. Copies of the IDP and Budget will be placed on the website for people and service providers to download.

f. Community Road Shows, IDP/Budget Community Consultative Process and Ward Meetings

The Municipality will be hosting its community road shows to publicise the draft IDP and Budget after approval in March 2016 and adoption in May 2016. The venues of these meetings will be publicised at the IDP Community Representative Forum as well as through the media.

7.2 Procedures and Process for Participation

The community representative forum will meet as follows and deal with the following issues:

7.2.1 Programme of Action with Budgeted Costs

Date	Activity	Cost
End of October 2019	<ul style="list-style-type: none"> • The provision of feedback on the status strategic framework components of the IDP 2017/2018 • Presentation of the SDBIP aligned PMS quarterly report. 	
2 nd Week December 2019	<ul style="list-style-type: none"> • Presentation of the draft IDP ahead of the public participation process. 	907 000.00
1 st Week January 2020	<ul style="list-style-type: none"> • Presentation of SDBIP aligned PMS quarterly report 	907 000.00
1 st Week of April 2020	<ul style="list-style-type: none"> • Public Participation on the draft IDP 2017/2018 • of IDP and Budget by Council • Feedback on comments received during the 21 days' advert period on the Budget and IDP as well as public participation process and suggested ways of addressing these issues. 	907 000.00
Last Week of May 2020	<ul style="list-style-type: none"> • Recommendation for adoption 	605 117.69
Total		3 326 117.69

Process	Activity	Narration	Timeframe	Responsibility	Budget
IDP 2019/2020 and Budget 2019/2020 to COGTA and National and Provincial Treasury	Submission of approved documents to relevant authorities	Approved IDP 2019/2020 and Budget 2019/2020	10 June 2019	IDP Manager	13 310.00
Binding Document	Print documents	300 copies	19 June 2019	Service Providers	581 421.23
Draft IDP Process Plan 2019/2020 and draft Budget Process 2019/2020 Timetable	Formulate a detailed process plan for the IDP and Budget Timetable to ensure that they are integrated, realistic and compliant with any relevant legislation, policies and circulars	Draft IDP Review Process Plan 2019/2020 and draft Budget 2019/2020 Timetable	02 July 2019	Municipal Manager Chief Financial officer	0.00
4 th Quarter Report	4 th Quarter Assessment	<ul style="list-style-type: none"> •Municipal Manager •Directors •Manager •Supervisors 	09 July 2019	Assessment Panel	19 965.00
Audit and Performance Audit Report	Submission of 4 th Quarter Report to Audit and performance Audit Committee	Legislative Requirement	17 July 2019	Municipal Manager	21 961.50
Draft IDP Review Process Plan 2019/2020 and Draft Budget 2019/2020 Timetable	Workshop on the Draft IDP Review Process Plan 2019/2020 and Draft Budget 2019/2020 Timetable and invite submission from the public	Legislative Requirement	23 July 2019	IDP Manager	53 240.00
Strategic Workshop by Strategic Management Team.	Management to agree on the Key Development Priorities from agreed Key Development Priority Issues that are in line with the organizational strategy to set the tone for the "organizational strategic choices 'and strategic objectives	Corporate Strategic Planning Workshop-Setting up of organisational goals and direction for the remaining term of office of council	07-09 August 2019	Speaker Executive Mayor Councillors Municipal Manager Senior Managers Middle Managers	951 665.00
Public Notice on the IDP Review 2019/2020 and the Budget Process 2019/2020 Timetable	Advertise the approved IDP Review Process Plan for 2019/2020 and the Budget Process Timetable 2019/2020 and	MSA chapter 4	29 August 2019	IDP Manager	211 905.02
Tabling of the draft IDP Review Process Plan 2019/2020 and the draft Budget process 2019/2020 Timetable	The Executive Mayor tables the draft IDP Review Process Plan 2019/2020 and the draft Budget Process 2019/2020 outlining key deadlines for preparing the IDP 2019/2018 and the Budget 2019/2010 as per Municipal Systems Act, 32 of 2000 as amended and the Municipal Finance Management Act, 56 of 2003; and budget related policies	Chapter 5 of the MSA, 2000, sect 28 (1) and MFMA, 2003, 21 (1)(b)	10 August 2019	Speaker Executive Mayor Municipal Manager	24 200.00

Process	Activity	Narration	Timeframe	Responsibility	Budget
Strategic choices	Identifying gaps and sector alignment	Joint session	02 September 2019	<ul style="list-style-type: none"> IDP Steering Committee Municipal Manager's Coordinating Task Team 	0.00
Councillors on the IDP priorities for 2019/2020	Engage Councillors on the IDP priorities for 2019/2020	Councillors guided by the Mayor and Supported by the Speaker	09 September 2019	IDP Manager	13 310.00
Issuance of departmental budget forms	Preparation for revenue projects and proposed services charges. Engagement with National Provincial departments on sector specific programmes for alignment with municipality's plan	Budget Division develop MTERF and determines revenue projections and proposed rates and serviced charges and draft initial allocations to divisions and departments for the next financial year after taking into consideration the strategic objectives. (MFMA sections 21, 22 and 23)	10 September 2019	Municipal Manager Chief Financial Officer	0.00
External Stakeholder Engagement	Public Participation/Izimbizo <ul style="list-style-type: none"> Ward Councillors Ward Committees NGO's CBO's Political Parties Businesses Trade Unions Presentations <ul style="list-style-type: none"> Status Quo Report Confirm Community Needs Input on Development Plan	<ul style="list-style-type: none"> Community consultation on the review of the IDP led by the Executive Mayor 	17-18 September 2019	Executive Mayor Municipal Manager IDP Manager	103 156.39
1 st Quarter Report	1 st Quarter Assessment	Assessment of the quarterly reports up to the fourth level of management	17 October 2019	Assessment Panel	13 310.00
Audit and Performance Audit Report	Submission of 1 st Quarter Report to Audit and performance Audit Committee	Legislative Requirement	25 October 2019	Municipal Manager	21 961.50
Letter to departments and divisions as a circular	Invitation to departments and divisions to review their business plans in line with the agreed strategic choices from the corporate strategic workshop	Department and divisions to prepare reviewed business plans	06 November 2019	Municipal Manager	00

Process	Activity	Narration	Timeframe	Responsibility	Budget
Budget submission	Department to submit their revised business plans to IDP and Budget Divisions	Consolidation of the revised business plans	03 January 2020	Directors	0.00
Finalise 1 st Draft IDP 2019/2020	Draft IDP 2019/2020	Complete 1 st Draft IDP to guide the Budget process	06 January 2020	Municipal Manager	0.00
Consolidation of proposals to the draft budget	Budget and Reporting receive budget proposals form departments for consolidation	Accounting Officer and Senior officials consolidate and prepare proposed draft budget and plans for next financial year taking into account previous year's performance as per audited financial statements and the draft IDP	10 January 2020	Municipal Manager Chief Financial officer	0.00
2 nd Quarter Report	2 nd Quarter Assessment	<ul style="list-style-type: none"> •Municipal Manager •Directors •Manager •Supervisors 	15 January 2020	Assessment Panel	22 385.00
Audit and Performance Audit Report	Submission of 2 nd Quarter Report to Audit and performance Audit Committee	Legislative Requirement	20 January 2019	Municipal Manager	21 961.50
Mid-Year Performance Review Report	Submit Mid-Year Budget and Performance Assessment Report 2019/2020 and tabling of the draft Annual Report 2019/2020 to Council	MFMA Sections 72 and 121	23 January 2020	Municipal Manager	0.00
Alignment with National and provincial Priorities	Accounting Officer finalises and submits to the Executive proposed draft budget and plans for the next three year	Accounting officer reviews proposed National, Provincial and District allocations to municipality for incorporation into the draft budget for tabling (proposed National and provincial allocations for three years must be available by 20 January, MFMA section 36)	31 January 2020	Municipal Manager Chief Financial Officer	0.00

Process	Activity	Narration	Timeframe	Responsibility	Budget
Draft Budget 2019/2020 and Plans for the next three years	The Accounting Officer finalises and submits to the Executive mayor proposed draft budget and plans for the next three-year budget considering the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited Annual Financial Statements and Annual Report	Submission of draft IDP 2019/2020 and the draft Budget 2019/2020 to the Executive Mayor	28 February 2019	Municipal Manager Chief Financial Officer	0.00
Adjustment Budget 2019/2020	Submission of Adjustment Budget 2019/2020 if any to Council	Council Meeting	28 February 2020	Municipal Manager	0.00
2 nd Draft Capital and Operational Budget 2019/2020	Draft Budget 2019/2020 to the Finance Committee and the Mayoral Committee	Presentation of the 1 st Draft Budget 2019/2020 to the Mayoral Committee	05 March 2020	Executive Mayor	13 310.00
Adjusted SDBIP 2019/2020	Submission of Adjusted SDBIP 2019/2020 if any to Council	Council Meeting	31 March 20120	Executive Mayor	0.00
Draft IDP 2019/2020 and Draft Budget 2019/2020	Presentation of drafts to full council	The Executive Mayor tables the draft resolutions, plans and proposed revision of the draft IDP2019/2020 and draft Budget 2019/2020	31 March 2020	Executive Mayor	0.00
Publication on Draft IDP 2019/2020 and Draft Budget 2019/2020	Issue a public notice on both drafts	Publication on the following medium: <ul style="list-style-type: none"> • National newspaper • Provincial newspaper • Local newspaper • Municipal website 	06 April 2020 to 11 May 2020	Municipal Manager	234 290.02
Draft IDP 2019/2020 and Draft Budget 2019/2020 to COGTA and National and Provincial Treasury	Submission of drafts to relevant authorities	Adopted draft IDP 2017/2018 and Budget 2017/2018	08 April 2020	IDP Manager	14 641.00
External Stakeholder Engagement	Public Participation/Izimbizo <ul style="list-style-type: none"> • Ward Councillors • Ward Committees • NGO's • CBOs' • Political Parties • Businesses • Trade Unions Presentations <ul style="list-style-type: none"> • Status Quo Report • Confirm Community Needs • Input on Development Plan 	During the period of 21 days for the advertisement the IDP, IDP Community Representative Forum will be held to consolidate all the inputs from the relevant stakeholders including the MEC for Corporative Governance and Traditional Affairs	15-16 April 2020	Speaker Executive Mayor Municipal Manager	113 472 03

Process	Activity	Narration	Timeframe	Responsibility	Budget
Audit and Performance Audit Report	Submission of 3 rd Quarter Report to Audit and performance Audit Committee	Legislative Requirement	24 April 2020	Municipal Manager	21 961.50
Consideration of comments	The Executive Mayor responds to submissions made during the consultative sessions	Development of responds lists	14 May 2020	Executive Mayor Municipal Manager Directors	0.00
Preparation of the final IDP 2019/2020 and the final Budget 2019/2020	Documentation of all the information gathered during the advertisement period to present	The Accounting Officer assist the Executive Mayor in preparing the final IDP 2019/2020 and the final Budget 2019/2020 documentation for consideration for approval at least 30 days before the start of the budget year considering the processes and any other new information of material nature	16 May 2020	Executive Mayor Mayoral Committee Members Municipal Manager Directors	0.00
Budget 2019/2020 and IDP 2019/2020 Approval	Submit Final Budget 2019/2020 and Final IDP 2019/2020	<ul style="list-style-type: none"> The Executive Mayor tables the budget to council to consider approval of Budget 2019/2020 and IDP 2019/2020 in terms of Municipal Finance management Act, 56 of 2003 and the Municipal Systems Act, 32 of 2000, as amended. Council must approve annual IDP and annual Budget by resolution, setting taxes and tariffs, approving changes to the IDP and Budget relates policies, approving measurable performance objectives for revenue by source and expenditure by vote before start of budget year 	29 May 2020	Council	26 620.00
IDP 2019/2020 and Budget 2019/2020 to COGTA and National and Provincial Treasury	Submission of drafts to relevant authorities	<ul style="list-style-type: none"> Approved IDP 2019/2020 and Budget 2019/2020 and consultation with National and provincial sector departments to finalise sector plans 	08 June 2019	Municipal Manager Directors	12 100.00
Binding Document	Print documents	<ul style="list-style-type: none"> 300 copies 	17 June 2018	Service Providers	581 681.02

Process	Activity	Narration	Timeframe	Responsibility	Budget
Draft Service Delivery and Budget Implementation Plan 2020/2021	The Accounting Officer submits to the Executive Mayor no later than 14 days after the approval of the IDP 2019/2020 and the Budget 2019/2020 a draft Service Delivery and Budget Implementation Plan 2020/2021 and Annual Performance Agreements as required by section 57(1)(b) of the Municipal Systems Act, 32 of 2000, as amended and section 69 of the Municipal Finance Management Act, 56 of 2003	The Accounting Office must develop the draft Service Delivery and Budget Implementation Plan 2019/2020 within 14 days after the approval of the IDP 2029/2020 and Budget 2019/2020 and submit to the Executive Mayor for approval	12 June 2020	Municipal Manager Directors	0.00
Approval of the draft Service Delivery and Budget Implementation Plan 2020/2021 and the signing of the Annual Performance Agreements 2020/2021	The Executive Mayor must approve the draft Service Delivery and Budget Implementation Plan 2029/2020 within 28 days after the approval of the IDP 2019/2020 and the Budget 2019/2020 and ensure that the Annual Performance Agreements are concluded in accordance with section 57(1)(b) of the Municipal Systems Act, 32 of 2000, as amended and section 69 of the Municipal Finance Management Act, 56 of 2003	The Executive Mayor submits the approved Service Delivery and Budget Implementation Plan 2029/2020 to council, MEC for Local Government and make public within 14 days after approval in accordance with section 53 of the Municipal Finance Management act, 56 of 2003 and sections 38, 45 and 57(b) of the Municipal Systems Act, 32 of 2000, as amended	10 June 2020	Executive Mayor Municipal Manager	234 290.02
Total					3 326 117.69

Municipal annual budgets and MTREF & supporting tables

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national treasury

Department
National Treasury
REPUBLIC OF SOUTH AFRICA

Contact details:

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Tel: (012) 315-5534
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LG Upload Portal

Preparation Instructions

Municipality Name: FS191 Setsoto

CFO Name: Vacant

Tel: 051 - 933 930

Fax: 051 - 933 93

E-Mail: cfo@setsoto.co.za

Budget for MTREF starting: 2020

Budget Year: 2020/21

Does this municipality have Entities? No

If YES: Identify type of report: Consolidated Information

LGDB Export

Name Votes & Sub-Votes

Printing Instructions

Showing / Hiding Columns

Hide Pre-audit columns on all

Hide Reference columns on all

Showing / Clearing Highlights

Clear Highlights on all sheets

Important documents which provide essential assistance

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Organisational Structure Votes	Complete Votes & Sub-Votes	Select Org. Structure
Organisational Structure Votes	Organisational Structure Sub-Votes	Display Sub-Votes
Vote 1 - Executive and council	Vote 1 Executive and council	
Vote 2 - Municipal Manager	1.1 Mayor and Council: Council General (Dept 1)	1.1 - Mayor and Council: Council General (Dept 1) VOTE1.1
Vote 3 - Treasury	1.2 Mayor and Council: Mayor Support Office (Dept 3)	1.2 - Mayor and Council: Mayor Support Office (Dept 3) VOTE1.2
Vote 4 - Corporate Services	1.3 Mayor and Council: Speaker Support Office (Dept 5)	1.3 - Mayor and Council: Speaker Support Office (Dept 5) VOTE1.3
Vote 5 - Development Planning and Social Security	1.4 Default	1.4 - Default VOTE99
Vote 6 - Development Planning and Social Security	1.5 Default	1.5 - Default VOTE99
Vote 7 - Engineering Services	1.6 Default	1.6 - Default VOTE99
Vote 8 - Default	1.7 Default	1.7 - Default VOTE99
Vote 9 - Default	1.8 Default	1.8 - Default VOTE99
Vote 10 - Default	1.9 Default	1.9 - Default VOTE99
Vote 11 - Default	1.10 Default	1.10 - Default VOTE99
Vote 12 - Default	Vote 2 Municipal Manager	
Vote 13 - Default	2.1 Municipal Manager Town Secretary and Chief Executive: Office of the	2.1 - Municipal Manager Town Secretary and Chief Executive: VOTE2.1
Vote 14 - Default	2.2 Governance Function: Internal Audit (Dept 105)	2.2 - Governance Function: Internal Audit (Dept 105) VOTE2.2
Vote 15 - Default	2.3 Corporate Wide Strategic Planning (IDPs LEDEs): IDP/IMS Office (D	2.3 - Corporate Wide Strategic Planning (IDPs LEDEs): IDP/IMS VOTE2.3
	2.4 Information Technology: Information Technology (Dept 107)	2.4 - Information Technology: Information Technology (Dept 107) VOTE2.4
	2.5 Risk Management: Risk Management (Dept 102)	2.5 - Core Function: Risk Management: Risk Management (D VOTE2.5
	2.6 Default	VOTE99
	2.7 Default	VOTE99
	2.8 Default	VOTE99
	2.9 Default	VOTE99
	2.10 Default	VOTE99
	Vote 3 Treasury	
	3.1 Finance: Default	3.1 - Finance: Default VOTE3.1
	3.2 Budget and Treasury Office: Budget and Reporting (Dept 213)	3.2 - Budget and Treasury Office: Budget and Reporting (Dept VOTE3.2
	3.3 Budget and Treasury Office: Budget and Treasury Office General (D	3.3 - Budget and Treasury Office: Budget and Reporting (Dept VOTE3.3
	3.4 Finance: Assessment Rates (Dept 230)	3.4 - Finance: Assessment Rates (Dept 230) VOTE3.4
	3.5 Finance: Expenditure Management (Dept 211)	3.5 - Finance: Expenditure Management (Dept 211) VOTE3.5
	3.6 Finance: Revenue Management (Dept 221)	3.6 - Finance: Revenue Management (Dept 221) VOTE3.6
	3.7 Asset Management: Asset Management (Dept 223)	3.7 - Asset Management: Asset Management (Dept 223) VOTE3.7
	3.8 Default	VOTE99
	3.9 Default	VOTE99
	3.10 Default	VOTE99
	Vote 4 Corporate Services	
	4.1 Administrative and Corporate Support: Administration and Support (D	4.1 - Administrative and Corporate Support: Administration an VOTE4.1
	4.2 Administrative and Corporate Support: Corporate Service Managemen	4.2 - Administrative and Corporate Support: Corporate Service VOTE4.2
	4.3 Human Resources: Human Resource Development (Dept 307)	4.3 - Human Resources: Human Resource Development (Dep VOTE4.3
	4.4 Human Resources: Human Resource Administration (Dept 303)	4.4 - Human Resources: Human Resources Administration (D VOTE4.4
	4.5 Human Resources: Payroll Section (Dept 304)	4.5 - Human Resources: Payroll Section (Dept 304) VOTE4.5
	4.6 Legal Services: Legal Service and Communication (Dept 305)	4.6 - Legal Services: Legal Service and Communication (Dept VOTE4.6
	4.7 Default	VOTE99
	4.8 Default	VOTE99
	4.9 Default	VOTE99
	4.10 Default	VOTE99
	Vote 5 Development Planning and Social Security	
	5.1 Cemeteries Funeral Parlours and Crematoriums: Cemeteries (Dept 40	5.1 - Cemeteries Funeral Parlours and Crematoriums: Cemeter VOTE5.1
	5.2 Community Halls and Facilities: Halls (Dept 407)	5.2 - Community Halls and Facilities: Halls (Dept 407) VOTE5.2
	5.3 Disaster Management: Disaster Management (Dept 436)	5.3 - Disaster Management: Disaster Management (Dept 436) VOTE5.3
	5.4 Corporate Wide Strategic Planning (IDPs LEDEs): LED and Tourism (D	5.4 - Corporate Wide Strategic Planning (IDPs LEDEs): LED an VOTE5.4
	5.5 Recreational Facilities: Caravan Park (Dept 421)	5.5 - Recreational Facilities: Caravan Park (Dept 421) VOTE5.5
	5.6 Recreational Facilities: Swimming Pool (Dept 409)	5.6 - Recreational Facilities: Swimming Pool (Dept 409) VOTE5.6
	5.7 Sports Grounds and Stadiums: Sport Grounds and Stadiums (Dept 4	5.7 - Sports Grounds and Stadiums: Sport Grounds and Stadi VOTE5.7
	5.8 Property Services: Properties (Dept 411)	5.8 - Property Services: Properties (Dept 411) VOTE5.8
	5.9 Libraries and Archives: Library (Dept 403)	5.9 - Libraries and Archives: Library (Dept 403) VOTE5.9
	5.10 Default	VOTE99
	Vote 6 Development Planning and Social Security	
	6.1 Fire Fighting and Protection: Fire Fighting (Dept 435)	6.1 - Fire Fighting and Protection: Fire Fighting (Dept 435) VOTE6.1
	6.2 Police Forces Traffic and Street Parking Control: Security Services (D	6.2 - Police Forces Traffic and Street Parking Control: Security VOTE6.2
	6.3 Police Forces Traffic and Street Parking Control: Traffic (Dept 431)	6.3 - Police Forces Traffic and Street Parking Control: Traffic (VOTE6.3
	6.4 Solid Waste Disposal (Landfill Sites): Waste Management (Dept 480)	6.4 - Solid Waste Disposal (Landfill Sites): Waste Managemen VOTE6.4
	6.5 Solid Waste Removal: Comm Serv Admin (Dept 401)	6.5 - Solid Waste Removal: Comm Serv Admin (Dept 401) VOTE6.5
	6.6 Default	VOTE99
	6.7 Default	VOTE99
	6.8 Default	VOTE99
	6.9 Default	VOTE99
	6.10 Default	VOTE99
	Vote 7 Engineering Services	
	7.1 Core Function: Electricity	
	7.2 Electricity: Electricity Distribution (Dept 530)	7.2 - Electricity: Electricity Distribution (Dept 530) VOTE7.2
	7.3 Roads: Roads and Storm Water (Dept 521)	7.3 - Roads: Roads and Storm Water (Dept 521) VOTE7.3
	7.4 Roads: Tech Serv Admin (Dept 501)	7.4 - Roads: Tech Serv Admin (Dept 501) VOTE7.4
	7.5 Sewerage: Sewerage Services (Dept 550)	7.5 - Sewerage: Sewerage Services (Dept 550) VOTE7.5
	7.6 Water Distribution: Water Distribution (540)	7.6 - Water Distribution: Water Distribution (540) VOTE7.6
	7.7 Water TreatWater Treatment (Dept 540)	7.7 - Water TreatWater Treatment (Dept 540) VOTE7.7
	7.8 Water Distribution	7.8 - Water Distribution VOTE7.8
	7.9 Default	VOTE99
	7.10 Default	VOTE99
	Vote 8 Default	
	8.1 Default	VOTE99
	8.2 Default	VOTE99
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	Vote 9 Default	
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	Vote 11 Default	
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Organisational Structure Votes	Complete Votes & Sub-Votes	Select Org. Structure
<i>Organisational Structure Votes</i>	<i>Organisational Structure Sub-Votes</i>	<i>Display Sub-Votes</i>
	11.9 <i>Default</i>	VOTE99
	11.10 <i>Default</i>	VOTE99
Vote 12 <i>Default</i>		VOTE99
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Vote 13 <i>Default</i>		VOTE99
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	15.10 <i>Default</i>	VOTE99

FS191 Setsoto - Contact Information

A. GENERAL INFORMATION	
Municipality	FS191 Setsoto
Grade	3
Province	FS FREE STATE
Web Address	www.setsoto.info
e-mail Address	manager@setsoto.co.za
B. CONTACT INFORMATION	
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Street address	
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City / Town	FICKSBURG
Postal Code	9730
General Contacts	
Telephone number	051 933 9345
Fax number	
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Secretary/PA to the Speaker:	
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Title	Miss
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Cell number	078 329 3722
Fax number	051 933 9397
E-mail address	secspeaker@setsoto.co.za
Mayor/Executive Mayor:	
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Fax number	-
E-mail address	pamayor@setsoto.co.za
Deputy Mayor/Executive Mayor:	
ID Number	
Title	
Name	
Telephone number	
Cell number	
Fax number	
E-mail address	
Secretary/PA to the Deputy Mayor/Executive Mayor:	
ID Number	
Title	
Name	
Telephone number	
Cell number	
Fax number	
E-mail address	
D. MANAGEMENT LEADERSHIP	
Municipal Manager:	
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Name	Tshepiso Ramakarane
Telephone number	051 933 9302
Cell number	082 906 2015
Fax number	051 933 9363
E-mail address	tshpiso@setsoto.co.za
Secretary/PA to the Municipal Manager:	
ID Number	7708140360083
Title	Mrs
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E-mail address	manager@setsoto.co.za
Chief Financial Officer	
ID Number	
Title	
Name	Vacant
Telephone number	051 - 933 9301
Cell number	
Fax number	051 - 933 9343
E-mail address	cfo@setsoto.co.za
Secretary/PA to the Chief Financial Officer	
ID Number	7803310336086
Title	Miss
Name	Ester Makhalema
Telephone number	051 - 933 9301
Cell number	082 0970 673
Fax number	051 - 933 9343
E-mail address	finance@setsoto.co.za
Official responsible for submitting financial information	
ID Number	
Title	
Name	
Telephone number	
Cell number	
Fax number	
E-mail address	

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

Official responsible for submitting financial information		Official responsible for submitting financial information	
ID Number		ID Number	
Title		Title	
Name		Name	
Telephone number		Telephone number	
Cell number		Cell number	
Fax number		Fax number	
E-mail address		E-mail address	
Official responsible for submitting financial information		Official responsible for submitting financial information	
ID Number		ID Number	
Title		Title	
Name		Name	
Telephone number		Telephone number	
Cell number		Cell number	
Fax number		Fax number	
E-mail address		E-mail address	
Official responsible for submitting financial information		Official responsible for submitting financial information	
ID Number		ID Number	
Title		Title	
Name		Name	
Telephone number		Telephone number	
Cell number		Cell number	
Fax number		Fax number	
E-mail address		E-mail address	
Official responsible for submitting financial information		Official responsible for submitting financial information	
ID Number		ID Number	
Title		Title	
Name		Name	
Telephone number		Telephone number	
Cell number		Cell number	
Fax number		Fax number	
E-mail address		E-mail address	
Official responsible for submitting financial information		Official responsible for submitting financial information	
ID Number		ID Number	
Title		Title	
Name		Name	
Telephone number		Telephone number	
Cell number		Cell number	
Fax number		Fax number	
E-mail address		E-mail address	
Official responsible for submitting financial information		Official responsible for submitting financial information	
ID Number		ID Number	
Title		Title	
Name		Name	
Telephone number		Telephone number	
Cell number		Cell number	
Fax number		Fax number	
E-mail address		E-mail address	

FS191 Setsoto - Table A1 Budget Summary

Description	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousands										
Financial Performance										
Property rates	44,239	64,488	52,726	62,336	65,764	62,336	41,799	69,710	68,725	72,162
Service charges	171,181	191,716	180,829	222,550	207,756	222,550	138,680	220,197	245,361	257,629
Investment revenue	40	51	2,082	1,600	4,164	1,600	7,564	4,825	1,764	1,852
Transfers recognised - operational	170,002	163,386	177,827	196,383	196,701	196,383	148,457	210,246	223,147	234,304
Other own revenue	2,225	53,953	33,662	38,905	40,567	38,905	27,086	45,551	42,893	45,038
Total Revenue (excluding capital transfers and contributions)	387,687	473,593	447,126	521,774	514,954	521,774	363,585	550,529	581,890	610,985
Employee costs	184,977	154,356	150,312	213,385	195,896	213,385	128,056	220,171	235,257	247,020
Remuneration of councillors	12,519	14,594	13,538	16,455	16,205	16,455	10,481	16,973	18,141	19,048
Depreciation & asset impairment	212,220	176,926	-	119,015	119,015	119,015	10,473	126,156	249,015	261,465
Finance charges	2,289	5,961	5,889	7,966	7,790	7,966	5,199	7,785	8,782	9,222
Materials and bulk purchases	72,798	72,397	76,579	114,193	95,767	114,193	62,462	148,531	125,897	132,192
Transfers and grants	13,838	38,693	21,540	17,314	17,879	17,314	19,293	22,327	18,617	19,547
Other expenditure	140,364	123,566	58,390	110,357	96,553	110,357	77,275	139,021	132,749	139,386
Total Expenditure	639,005	586,492	326,247	598,684	549,105	598,684	313,239	680,964	788,458	827,881
Surplus/(Deficit)	(251,318)	(112,899)	120,879	(76,910)	(34,151)	(76,910)	50,347	(130,435)	(206,568)	(216,896)
Transfers and subsidies - capital (monetary allocations) (N)	103,396	87,509	168,708	144,924	144,924	144,924	102,125	169,915	164,616	164,616
Contributions recognised - capital & contributed assets	90	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(147,831)	(25,390)	289,587	68,014	110,773	68,014	152,472	39,481	(41,952)	(52,280)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	(147,831)	(25,390)	289,587	68,014	110,773	68,014	152,472	39,481	(41,952)	(52,280)
Capital expenditure & funds sources										
Capital expenditure	38,323	171,484	78,784	21,270	167,237	160,135	185,644	243,723	190,874	199,578
Transfers recognised - capital	103,396	87,509	168,708	144,924	144,924	144,924	102,125	169,915	164,616	164,616
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	-	-	-	-	-	-	-
Total sources of capital funds	103,396	87,509	168,708	144,924	144,924	144,924	102,125	169,915	164,616	164,616
Financial position										
Total current assets	209,949	244,759	741,431	(103,168)	(78,632)	(103,168)	504,582	(123,743)	(232,826)	(244,467)
Total non current assets	2,984,416	3,201,368	6,579,711	171,982	167,237	171,982	2,680,347	245,323	190,874	840
Total current liabilities	130,426	133,256	307,082	-	-	-	270,685	-	-	-
Total non current liabilities	92,986	91,629	110,927	-	-	-	86,645	-	-	-
Community wealth/Equity	3,167,481	3,165,785	6,750,885	68,014	178,786	68,014	2,756,045	39,481	(41,952)	(52,280)
Cash flows										
Net cash from (used) operating	106,984	159,581	271,182	187,028	251,692	305,187	368,812	165,636	207,063	209,185
Net cash from (used) investing	(36,840)	(356,887)	(425,997)	(171,982)	(166,973)	296,174	142,240	(245,323)	(190,874)	(200,418)
Net cash from (used) financing	7,261	6,188	20,565	-	-	(42,820)	(23,223)	-	-	-
Cash/cash equivalents at the year end	81,060	(189,037)	(132,966)	15,047	84,719	446,250	375,538	(79,687)	(63,498)	(54,730)
Cash backing/surplus reconciliation										
Cash and investments available	5,293	3,857	71,481	(103,168)	(56,464)	(103,168)	127,469	(123,743)	(232,826)	(244,467)
Application of cash and investments	(83,661)	95,631	(126,090)	-	21,253	-	(631,651)	-	-	-
Balance - surplus (shortfall)	88,954	(91,774)	197,571	(103,168)	(77,717)	(103,168)	759,120	(123,743)	(232,826)	(244,467)
Asset management										
Asset register summary (WDV)	-	-	-	-	-	-	-	-	-	-
Depreciation	-	158,836	-	117,728	117,728	117,728	117,728	124,792	247,728	260,115
Renewal and Upgrading of Existing Assets	-	-	64,230	47,193	-	47,193	47,193	22,793	45,938	48,235
Repairs and Maintenance	-	-	5,768	23,400	-	23,400	23,400	24,623	51,708	54,294
Free services										
Cost of Free Basic Services provided	-	-	-	30	30	30	32	32	34	-
Revenue cost of free services provided	-	-	-	(0)	(0)	(0)	(0)	(0)	(0)	-
Households below minimum service level										
Water:	5	5	5	1	1	1	1	1	1	-
Sanitation/sewerage:	14	14	14	11	11	11	11	11	11	-
Energy:	-	-	-	3	3	3	3	3	3	-
Refuse:	-	-	-	15	15	15	15	15	15	-

FS191 Setsoto - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue - Functional	1									
Governance and administration		86,572	145,094	135,070	155,160	164,502	155,160	175,385	173,505	182,180
Executive and council		17,418	45,588	49,559	54,467	54,775	54,467	58,539	62,448	65,570
Finance and administration		69,155	99,506	85,511	100,693	109,727	100,693	116,846	111,056	116,609
Internal audit		-	(0)	-	-	-	-	-	-	-
Community and public safety		6,705	2,674	2,898	1,250	2,405	1,250	2,240	1,378	1,446
Community and social services		579	786	821	1,169	807	1,169	857	1,289	1,354
Sport and recreation		37	11	21	41	24	41	24	45	48
Public safety		5,382	1,750	469	23	922	23	970	25	26
Housing		707	127	1,587	17	652	17	388	18	19
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		18,585	25,878	153,366	102,267	102,270	102,267	126,495	114,838	96,443
Planning and development		39	188	123,989	70,161	70,164	70,161	92,154	80,045	59,910
Road transport		18,546	25,690	29,377	32,106	32,106	32,106	34,342	34,793	36,533
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		394,211	364,874	324,501	408,021	390,700	408,021	416,325	456,786	495,531
Energy sources		91,259	93,624	90,213	108,068	99,708	108,068	106,330	120,664	126,697
Water management		222,349	158,421	123,417	167,296	160,694	167,296	168,696	187,426	196,798
Waste water management		34,819	54,619	56,693	67,783	65,367	67,783	72,253	76,161	95,875
Waste management		45,784	58,211	54,178	64,875	64,931	64,875	69,046	72,535	76,162
Other	4	-	-	-	-	-	-	-	-	-
Total Revenue - Functional	2	506,074	538,520	615,834	666,698	659,878	666,698	720,444	746,506	775,601
Expenditure - Functional										
Governance and administration		137,323	150,459	116,402	169,815	156,849	169,815	178,962	178,985	187,935
Executive and council		52,073	35,741	44,948	54,029	47,938	54,029	54,607	52,902	55,547
Finance and administration		81,540	110,738	67,878	110,951	104,847	110,951	119,581	120,753	126,791
Internal audit		3,710	3,979	3,576	4,835	4,064	4,835	4,774	5,330	5,597
Community and public safety		40,902	46,430	32,199	46,677	35,423	46,677	56,500	51,139	53,696
Community and social services		4,941	6,074	3,924	11,344	5,077	11,344	8,222	12,438	13,060
Sport and recreation		17,544	9,799	6,669	9,516	8,561	9,516	9,266	10,491	11,016
Public safety		9,699	19,464	14,285	11,462	9,024	11,462	21,561	12,636	13,268
Housing		8,029	9,153	7,322	13,738	12,144	13,738	16,797	14,956	15,703
Health		689	1,940	-	618	618	618	655	618	649
Economic and environmental services		214,990	183,551	24,746	153,504	140,194	153,504	164,087	288,672	303,106
Planning and development		6,761	6,183	5,624	11,235	10,921	11,235	12,691	12,441	13,063
Road transport		208,229	177,368	19,122	142,269	129,274	142,269	151,396	276,231	290,043
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		237,439	205,141	152,900	228,689	216,638	228,689	281,415	269,662	283,145
Energy sources		81,206	64,686	71,800	95,002	82,699	95,002	111,194	104,737	109,974
Water management		73,372	63,813	38,851	54,506	59,869	54,506	77,968	77,051	80,903
Waste water management		38,576	25,999	19,077	43,994	40,022	43,994	53,044	48,155	50,563
Waste management		44,285	50,643	23,172	35,186	34,048	35,186	39,208	39,718	41,704
Other	4	-	-	-	-	-	-	-	-	-
Total Expenditure - Functional	3	630,655	585,581	326,247	598,684	549,105	598,684	680,964	788,458	827,881
Surplus/(Deficit) for the year		(124,581)	(47,060)	289,587	68,014	110,773	68,014	39,481	(41,952)	(52,280)

References

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

check oprev balance	14,899,931	-22,581,693	-	-	-	-	-	-	-	-0
check opexp balance	-8,350,294	-911,501	-	-	-	-	-	-	-	-

FS191 Setsoto - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Economic and environmental services	1	18,585	25,878	153,366	102,267	102,270	102,267	126,495	114,838	96,443
Planning and development		39	188	123,989	70,161	70,164	70,161	92,154	80,045	59,910
Billboards		-	-	-	-	-	-	-	-	-
Corporate Wide Strategic Planning (IDPs, LEDs)		39	190	23	40	43	40	46	45	47
Central City Improvement District		-	-	-	-	-	-	-	-	-
Development Facilitation		-	-	-	-	-	-	-	-	-
Economic Development/Planning		-	-	-	-	-	-	-	-	-
Regional Planning and Development		-	-	-	-	-	-	-	-	-
Town Planning, Building Regulations and Enforcement, and City		-	-	-	-	-	-	-	-	-
Project Management Unit		-	(2)	123,966	70,121	70,121	70,121	92,108	80,000	59,864
Provincial Planning		-	-	-	-	-	-	-	-	-
Support to Local Municipalities		-	-	-	-	-	-	-	-	-
Road transport		18,546	25,690	29,377	32,106	32,106	32,106	34,342	34,793	36,533
Public Transport		-	-	-	-	-	-	-	-	-
Road and Traffic Regulation		-	-	-	-	-	-	-	-	-
Roads		18,546	25,690	29,377	32,106	32,106	32,106	34,342	34,793	36,533
Taxi Ranks		-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-
Biodiversity and Landscape		-	-	-	-	-	-	-	-	-
Coastal Protection		-	-	-	-	-	-	-	-	-
Indigenous Forests		-	-	-	-	-	-	-	-	-
Nature Conservation		-	-	-	-	-	-	-	-	-
Pollution Control		-	-	-	-	-	-	-	-	-
Soil Conservation		-	-	-	-	-	-	-	-	-
Trading services		394,211	364,874	324,501	408,021	390,700	408,021	416,325	456,786	495,531
Energy sources		91,259	93,624	90,213	108,068	99,708	108,068	106,330	120,664	126,697
Electricity		91,259	93,624	90,213	108,068	99,708	108,068	106,330	120,664	126,697
Street Lighting and Signal Systems		-	-	-	-	-	-	-	-	-
Nonelectric Energy		-	-	-	-	-	-	-	-	-
Water management		222,349	158,421	123,417	167,296	160,694	167,296	168,696	187,426	196,798
Water Treatment		-	-	-	-	-	-	-	-	-
Water Distribution		222,349	158,421	123,417	167,296	160,694	167,296	168,696	187,426	196,798
Water Storage		-	-	-	-	-	-	-	-	-
Waste water management		34,819	54,619	56,693	67,783	65,367	67,783	72,253	76,161	95,875
Public Toilets		-	-	-	-	-	-	-	-	-
Sewerage		34,819	54,619	56,693	67,783	65,367	67,783	72,253	76,161	95,875
Storm Water Management		-	-	-	-	-	-	-	-	-
Waste Water Treatment		-	-	-	-	-	-	-	-	-
Waste management		45,784	58,211	54,178	64,875	64,931	64,875	69,046	72,535	76,162
Recycling		-	-	-	-	-	-	-	-	-
Solid Waste Disposal (Landfill Sites)		-	-	-	-	-	-	-	-	-
Solid Waste Removal		45,784	58,211	54,178	64,875	64,931	64,875	69,046	72,535	76,162
Street Cleaning		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Abattoirs		-	-	-	-	-	-	-	-	-
Air Transport		-	-	-	-	-	-	-	-	-
Forestry		-	-	-	-	-	-	-	-	-
Licensing and Regulation		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Tourism		-	-	-	-	-	-	-	-	-
Total Revenue - Functional	2	506,074	538,520	615,834	666,698	659,878	666,698	720,444	746,506	775,601

FS191 Setsoto - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Economic and environmental services	1	214,990	183,551	24,746	153,504	140,194	153,504	164,087	288,672	303,106
Planning and development		6,761	6,183	5,624	11,235	10,921	11,235	12,691	12,441	13,063
Billboards		-	-	-	-	-	-	-	-	-
Corporate Wide Strategic Planning (IDPs, LEDs)		3,844	3,266	2,847	7,924	3,775	7,924	8,612	8,792	9,231
Central City Improvement District		-	-	-	-	-	-	-	-	-
Development Facilitation		-	-	-	-	-	-	-	-	-
Economic Development/Planning		-	-	-	-	-	-	-	-	-
Regional Planning and Development		-	-	-	-	-	-	-	-	-
Town Planning, Building Regulations and Enforcement, and City		-	-	-	-	-	-	-	-	-
Project Management Unit		2,917	2,917	2,777	3,310	7,146	3,310	4,079	3,650	3,832
Provincial Planning		-	-	-	-	-	-	-	-	-
Support to Local Municipalities		-	-	-	-	-	-	-	-	-
Road transport		208,229	177,368	19,122	142,269	129,274	142,269	151,396	276,231	290,043
Public Transport		-	-	-	-	-	-	-	-	-
Road and Traffic Regulation		208,229	177,368	19,122	142,269	129,274	142,269	151,396	276,231	290,043
Roads		-	-	-	-	-	-	-	-	-
Taxi Ranks		-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-
Biodiversity and Landscape		-	-	-	-	-	-	-	-	-
Coastal Protection		-	-	-	-	-	-	-	-	-
Indigenous Forests		-	-	-	-	-	-	-	-	-
Nature Conservation		-	-	-	-	-	-	-	-	-
Pollution Control		-	-	-	-	-	-	-	-	-
Soil Conservation		-	-	-	-	-	-	-	-	-
Trading services		237,439	205,141	152,900	228,689	216,638	228,689	281,415	269,662	283,145
Energy sources		81,206	64,686	71,800	95,002	82,699	95,002	111,194	104,737	109,974
Electricity		81,206	64,686	71,800	95,002	82,699	95,002	111,194	104,737	109,974
Street Lighting and Signal Systems		-	-	-	-	-	-	-	-	-
Nonelectric Energy		-	-	-	-	-	-	-	-	-
Water management		73,372	63,813	38,851	54,506	59,869	54,506	77,968	77,051	80,903
Water Treatment		4	-	-	-	-	-	-	-	-
Water Distribution		73,368	63,813	38,851	54,506	59,869	54,506	77,968	77,051	80,903
Water Storage		-	-	-	-	-	-	-	-	-
Waste water management		38,576	25,999	19,077	43,994	40,022	43,994	53,044	48,155	50,563
Public Toilets		-	-	-	-	-	-	-	-	-
Sewerage		38,576	25,999	19,077	43,994	40,022	43,994	53,044	48,155	50,563
Storm Water Management		-	-	-	-	-	-	-	-	-
Waste Water Treatment		-	-	-	-	-	-	-	-	-
Waste management		44,285	50,643	23,172	35,186	34,048	35,186	39,208	39,718	41,704
Recycling		-	-	-	-	-	-	-	-	-
Solid Waste Disposal (Landfill Sites)		-	227	-	1,242	1,242	1,242	1,317	1,242	1,304
Solid Waste Removal		44,285	50,416	23,172	33,944	32,806	33,944	37,892	38,476	40,400
Street Cleaning		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Abattoirs		-	-	-	-	-	-	-	-	-
Air Transport		-	-	-	-	-	-	-	-	-
Forestry		-	-	-	-	-	-	-	-	-
Licensing and Regulation		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Tourism		-	-	-	-	-	-	-	-	-
Total Expenditure - Functional	3	630,655	585,581	326,247	598,684	549,105	598,684	680,964	788,458	827,881
Surplus/(Deficit) for the year		(124,581)	(47,060)	289,587	68,014	110,773	68,014	39,481	(41,952)	(52,280)

References

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

check oprev balance	14,899,931	-22,581,693	-	-	-	-	-	-	-	-0
check opexp balance	-8,350,294	-911,501	-	-	-	-	-	-	-	-

FS191 Setsoto - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand										
Revenue by Vote	1									
Vote 1 - Executive and council		1,493	41,742	45,276	49,727	50,036	49,727	53,470	57,013	59,864
Vote 2 - Municipal Manager		15,924	3,845	4,283	4,739	4,739	4,739	5,069	5,435	5,707
Vote 3 - Treasury		66,865	96,759	84,193	99,107	108,179	99,107	114,942	109,308	114,773
Vote 4 - Corporate Services		1,315	1,654	370	171	474	171	493	189	198
Vote 5 - Development Planning and Social Security		1,629	2,080	1,812	2,666	1,948	2,666	2,337	2,939	3,086
Vote 6 - Development Planning and Social Security		51,166	59,961	54,647	64,898	65,853	64,898	70,016	72,560	76,188
Vote 7 - Engineering Services		367,680	332,479	425,253	445,389	428,648	445,389	474,117	499,063	515,785
Vote 8 - Default		-	-	-	-	-	-	-	-	-
Vote 9 - Default		-	-	-	-	-	-	-	-	-
Vote 10 - Default		-	-	-	-	-	-	-	-	-
Vote 11 - Default		-	-	-	-	-	-	-	-	-
Vote 12 - Default		-	-	-	-	-	-	-	-	-
Vote 13 - Default		-	-	-	-	-	-	-	-	-
Vote 14 - Default		-	-	-	-	-	-	-	-	-
Vote 15 - Default		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	506,074	538,520	615,834	666,698	659,878	666,698	720,444	746,506	775,601
Expenditure by Vote to be appropriated	1									
Vote 1 - Executive and council		45,525	28,625	38,759	47,535	39,349	47,535	45,407	45,743	48,030
Vote 2 - Municipal Manager		12,247	15,553	13,807	21,443	19,313	21,443	24,568	23,641	24,823
Vote 3 - Treasury		38,239	48,952	42,111	43,839	52,833	43,839	53,418	48,327	50,743
Vote 4 - Corporate Services		27,676	26,219	20,038	34,146	26,951	34,146	33,303	37,641	39,523
Vote 5 - Development Planning and Social Security		33,750	52,918	14,312	33,985	25,133	33,985	31,095	35,831	37,622
Vote 6 - Development Planning and Social Security		61,915	68,251	36,532	59,390	52,545	59,390	72,597	66,403	69,723
Vote 7 - Engineering Services		411,303	345,063	160,688	358,346	332,980	358,346	420,576	530,873	557,416
Vote 8 - Default		-	-	-	-	-	-	-	-	-
Vote 9 - Default		-	-	-	-	-	-	-	-	-
Vote 10 - Default		-	-	-	-	-	-	-	-	-
Vote 11 - Default		-	-	-	-	-	-	-	-	-
Vote 12 - Default		-	-	-	-	-	-	-	-	-
Vote 13 - Default		-	-	-	-	-	-	-	-	-
Vote 14 - Default		-	-	-	-	-	-	-	-	-
Vote 15 - Default		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	630,655	585,581	326,247	598,684	549,105	598,684	680,964	788,458	827,881
Surplus/(Deficit) for the year	2	(124,581)	(47,060)	289,587	68,014	110,773	68,014	39,481	(41,952)	(52,280)

References

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

check Surplus/(Deficit) for the year

- - - - -

FS191 Setsoto - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	506,074	538,520	615,834	666,698	659,878	666,698	720,444	746,506	775,601

FS191 Setsoto - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Expenditure by Vote										
Vote 1 - Executive and council	1	45,525	28,625	38,759	47,535	39,349	47,535	45,407	45,743	48,030
1.1 - Mayor and Council: Council General (Dept 1)		-	23,881	36,499	42,905	36,443	42,905	40,545	40,638	42,670
1.2 - Mayor and Council: Mayor Support Office (Dept 3)		42,431	2,143	1,027	1,802	1,048	1,802	1,893	1,987	2,087
1.3 - Mayor and Council: Speaker Support Office (Dept 5)		3,094	2,601	1,233	2,828	1,858	2,828	2,969	3,118	3,274
1.4 - Default		-	-	-	-	-	-	-	-	-
1.5 - Default		-	-	-	-	-	-	-	-	-
1.6 - Default		-	-	-	-	-	-	-	-	-
1.7 - Default		-	-	-	-	-	-	-	-	-
1.8 - Default		-	-	-	-	-	-	-	-	-
1.9 - Default		-	-	-	-	-	-	-	-	-
1.10 - Default		-	-	-	-	-	-	-	-	-
Vote 2 - Municipal Manager		12,247	15,553	13,807	21,443	19,313	21,443	24,568	23,641	24,823
2.1 - Municipal Manager Town Secretary and Chief Executive		6,548	7,116	6,189	6,494	8,589	6,494	9,200	7,159	7,517
2.2 - Governance Function: Internal Audit (Dept 105)		3,710	3,979	3,576	4,835	4,064	4,835	4,774	5,330	5,597
2.3 - Corporate Wide Strategic Planning (IDPs LEDs): IDP/P		-	1,821	1,700	3,640	2,151	3,640	4,689	4,013	4,213
2.4 - Information Technology: Information Technology (Dept		1,968	2,636	2,331	6,387	4,510	6,387	5,124	7,041	7,393
2.5 - Core Function: Risk Management: Risk Management (20	0	11	88	-	88	781	97	102
-		-	-	-	-	-	-	-	-	-
-		-	-	-	-	-	-	-	-	-
-		-	-	-	-	-	-	-	-	-
-		-	-	-	-	-	-	-	-	-
-		-	-	-	-	-	-	-	-	-
Vote 3 - Treasury		38,239	48,952	42,111	43,839	52,833	43,839	53,418	48,327	50,743
3.1 - Finance: Default		7,538	862	853	5,773	7,905	5,773	8,127	6,364	6,683
3.2 - Budget and Treasury Office: Budget and Reporting (De		6,807	7,230	6,988	2,721	3,488	2,721	3,368	3,001	3,150
3.3 - Budget and Treasury Office: Budget and Reporting (De		-	10,300	6,654	2,548	7,552	2,548	9,056	2,809	2,950
3.4 - Finance: Assessment Rates (Dept 230)		5,681	8,246	13,090	12,404	10,801	12,404	12,160	13,676	14,359
3.5 - Finance: Expenditure Management (Dept 211)		13,343	17,111	11,009	13,337	15,668	13,337	13,415	14,704	15,440
3.6 - Finance: Revenue Management (Dept 221)		2,729	2,919	1,419	1,741	4,486	1,741	3,003	1,915	2,011
3.7 - Asset Management: Asset Management (Dept 223)		2,141	2,283	2,099	5,314	2,934	5,314	4,289	5,859	6,152
-		-	-	-	-	-	-	-	-	-
-		-	-	-	-	-	-	-	-	-
-		-	-	-	-	-	-	-	-	-
Vote 4 - Corporate Services		27,676	26,219	20,038	34,146	26,951	34,146	33,303	37,641	39,523
4.1 - Administrative and Corporate Support: Administration a		10,032	8,695	7,054	10,675	9,653	10,675	12,025	11,765	12,353
4.2 - Administrative and Corporate Support: Corporate Servi		3,833	4,248	2,921	5,278	3,217	5,278	4,948	5,819	6,110
4.3 - Human Resources: Human Resource Development (De		2,435	3,000	2,087	5,198	3,529	5,198	3,541	5,730	6,017
4.4 - Human Resources: Human Resources Administration (6,337	5,559	4,650	7,093	5,130	7,093	6,900	7,820	8,211
4.5 - Human Resources: Payroll Section (Dept 304)		2,315	2,432	1,578	3,146	2,264	3,146	2,766	3,469	3,642
4.6 - Legal Services: Legal Service and Communication (De		2,723	2,285	1,747	2,756	3,159	2,756	3,122	3,039	3,191
-		-	-	-	-	-	-	-	-	-
-		-	-	-	-	-	-	-	-	-
-		-	-	-	-	-	-	-	-	-
Vote 5 - Development Planning and Social Security		33,750	52,918	14,312	33,985	25,133	33,985	31,095	35,831	37,622
5.1 - Cemeteries Funeral Parlours and Crematoriums: Ceme		1,286	1,856	1,798	2,078	3,126	2,078	2,124	1,237	1,299
5.2 - Community Halls and Facilities: Halls (Dept 407)		4,084	5,270	3,220	9,993	4,206	9,993	6,228	10,948	11,496
5.3 - Disaster Management: Disaster Management (Dept 43		191	131	121	150	87	150	134	165	173
5.4 - Corporate Wide Strategic Planning (IDPs LEDs): LED a		664	674	583	1,202	783	1,202	1,859	1,325	1,391
5.5 - Recreational Facilities: Caravan Park (Dept 421)		3,632	1,445	1,147	4,285	1,624	4,285	3,924	4,779	5,018
5.6 - Recreational Facilities: Swimming Pool (Dept 409)		265	72	-	-	-	-	-	-	-
5.7 - Sports Grounds and Stadiums: Sport Grounds and Sta		11,096	9,727	6,669	9,516	8,561	9,516	9,266	10,491	11,016
5.8 - Property Services: Properties (Dept 411)		11,843	31,805	774	6,145	6,127	6,145	6,905	6,268	6,581
5.9 - Libraries and Archives: Library (Dept 403)		689	1,940	-	618	618	618	655	618	649
-		-	-	-	-	-	-	-	-	-
Vote 6 - Development Planning and Social Security		61,915	68,251	36,532	59,390	52,545	59,390	72,597	66,403	69,723
6.1 - Fire Fighting and Protection: Fire Fighting (Dept 435)		613	590	624	1,312	732	1,312	971	1,447	1,519
6.2 - Police Forces Traffic and Street Parking Control: Secur		9,224	10,498	8,440	13,865	11,643	13,865	12,965	15,286	16,050
6.3 - Police Forces Traffic and Street Parking Control: Traffi		9,078	8,376	6,094	10,150	8,292	10,150	20,590	11,190	11,749
6.4 - Solid Waste Disposal (Landfill Sites): Waste Managem		43,000	48,786	21,374	34,064	31,878	34,064	38,072	38,481	40,405
6.5 - Solid Waste Removal: Comm Serv Admin (Dept 401)		-	-	-	-	-	-	-	-	-
-		-	-	-	-	-	-	-	-	-
-		-	-	-	-	-	-	-	-	-
Vote 7 - Engineering Services		411,303	345,063	160,688	358,346	332,980	358,346	420,576	530,873	557,416
7.2 - Electricity: Electricity Distribution (Dept 530)		208,195	158,695	5,750	114,600	109,629	114,600	117,566	245,939	258,236
-		80,043	64,686	71,800	95,002	82,699	95,002	111,194	104,737	109,974

FS191 Setsoto - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue By Source											
Property rates	2	44,239	64,488	52,726	62,336	65,764	62,336	41,799	69,710	68,725	72,162
Service charges - electricity revenue	2	62,935	68,345	69,404	82,715	74,356	82,715	49,709	78,792	91,193	95,753
Service charges - water revenue	2	49,379	55,215	51,452	64,691	58,089	64,691	38,761	61,574	71,322	74,888
Service charges - sanitation revenue	2	25,374	28,420	26,358	33,021	33,134	33,021	22,088	35,122	36,406	38,226
Service charges - refuse revenue	2	33,493	39,736	33,615	42,122	42,178	42,122	28,121	44,709	46,440	48,762
Rental of facilities and equipment		-	24,177	116	175	498	175	302	498	193	202
Interest earned - external investments		40	51	2,082	1,600	4,164	1,600	7,564	4,825	1,764	1,852
Interest earned - outstanding debtors		-	24,177	27,209	32,573	35,119	32,573	23,489	37,450	35,912	37,707
Dividends received		40	51	104	71	88	71	88	88	78	82
Fines, penalties and forfeits		2,463	1,689	357	-	799	-	497	846	-	-
Licences and permits		39	190	23	40	43	40	32	46	45	47
Agency services		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies		170,002	163,386	177,827	196,383	196,701	196,383	148,457	210,246	223,147	234,304
Other revenue	2	6,180	3,560	4,278	6,046	3,756	6,046	2,386	6,623	6,666	6,999
Gains on disposal of PPE		(6,497)	110	1,576	-	264	-	291	-	-	-
Total Revenue (excluding capital transfers and contributions)		387,687	473,593	447,126	521,774	514,954	521,774	363,585	550,529	581,890	610,985
Expenditure By Type											
Employee related costs	2	184,977	154,356	150,312	213,385	195,896	213,385	128,056	220,171	235,257	247,020
Remuneration of councillors		12,519	14,594	13,538	16,455	16,205	16,455	10,481	16,973	18,141	19,048
Debt impairment	3	69,861	79,723	22,693	50,673	49,406	50,673	40,114	71,253	66,892	70,236
Depreciation & asset impairment	2	212,220	176,926	-	119,015	119,015	119,015	10,473	126,156	249,015	261,465
Finance charges		2,289	5,961	5,889	7,966	7,790	7,966	5,199	7,785	8,782	9,222
Bulk purchases	2	72,798	53,990	61,863	76,974	68,382	76,974	48,168	84,544	84,863	89,107
Other materials	8	-	18,407	14,716	37,219	27,385	37,219	14,294	63,987	41,034	43,086
Contracted services		22,741	16,719	11,088	19,002	21,083	19,002	19,070	27,963	21,004	22,055
Transfers and subsidies		13,838	38,693	21,540	17,314	17,879	17,314	19,293	22,327	18,617	19,547
Other expenditure	4, 5	47,504	26,213	24,608	40,683	26,064	40,683	18,091	39,805	44,853	47,095
Loss on disposal of PPE		258	912	-	-	-	-	-	-	-	-
Total Expenditure		639,005	586,492	326,247	598,684	549,105	598,684	313,239	680,964	788,458	827,881
Surplus/(Deficit)		(251,318)	(112,899)	120,879	(76,910)	(34,151)	(76,910)	50,347	(130,435)	(206,568)	(216,896)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		103,396	87,509	168,708	144,924	144,924	144,924	102,125	169,915	164,616	164,616
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	90	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(147,831)	(25,390)	289,587	68,014	110,773	68,014	152,472	39,481	(41,952)	(52,280)
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		(147,831)	(25,390)	289,587	68,014	110,773	68,014	152,472	39,481	(41,952)	(52,280)
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		(147,831)	(25,390)	289,587	68,014	110,773	68,014	152,472	39,481	(41,952)	(52,280)
Share of surplus/ (deficit) of associate	7	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		(147,831)	(25,390)	289,587	68,014	110,773	68,014	152,472	39,481	(41,952)	(52,280)

References

1. Classifications are revenue sources and expenditure type
2. Detail to be provided in Table SA1
3. Previously described as 'bad or doubtful debts' - amounts shown should reflect the change in the provision for debt impairment
4. Expenditure type components previously shown under repairs and maintenance should be allocated back to the originating expenditure group/item; e.g. employee costs
5. Repairs & maintenance detailed in Table A9 and Table SA34c
6. Contributions are funds provided by external organisations to assist with infrastructure development; e.g. developer contributions (detail to be provided in Table SA1)
7. Equity method (Includes Joint Ventures)
8. All materials not part of 'bulk' e.g. road making materials, pipe, cable etc.

check balance	-23,250,225	21,670,191	-	-	-	-	-	-	-	-	-0
Total revenue	491,174	561,102	615,834	666,698	659,878	666,698	465,710	720,444	746,506	775,601	

FS191 Setsoto - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand	1										
Total Capital Expenditure		38,323	214,271	103,318	170,382	167,237	170,382	48,864	243,723	190,074	199,578

FS191 Setsoto - Table A7 Budgeted Cash Flows

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		44,239	14,335	(7,675)	62,336	65,764	172,888	105,990	69,710	68,725	72,162
Service charges		171,181	13,874	118,198	222,550	229,924	674,998	350,655	220,197	245,361	257,629
Other revenue		10,216	5,600	4,774	6,261	5,096	6,261	3,217	8,012	6,903	7,248
Government - operating	1	170,002	163,386	177,827	196,383	196,701	196,383	148,457	210,246	223,147	234,304
Government - capital	1	103,396	87,509	168,708	144,924	144,924	144,924	102,125	169,915	164,616	164,616
Interest		21,498	26,573	29,291	34,173	39,283	34,173	31,054	42,275	37,676	39,559
Dividends		40	51	104	71	88	71	88	88	78	82
Payments											
Suppliers and employees		(397,463)	(107,094)	(192,615)	(454,390)	(404,421)	(899,231)	(348,283)	(524,697)	(512,044)	(537,646)
Finance charges		(2,289)	(5,961)	(5,889)	(7,966)	(7,790)	(7,966)	(5,199)	(7,785)	(8,782)	(9,222)
Transfers and Grants	1	(13,838)	(38,693)	(21,540)	(17,314)	(17,879)	(17,314)	(19,293)	(22,327)	(18,617)	(19,547)
NET CASH FROM/(USED) OPERATING ACTIVITIES		106,984	159,581	271,182	187,028	251,692	305,187	368,812	165,636	207,063	209,185
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		1,595	(1,927)	1,576	-	264	-	291	-	-	-
Decrease (Increase) in non-current debtors		-	-	-	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables		-	(141,327)	(143,057)	(1,600)	(45)	282,784	145,374	(1,600)	(800)	(840)
Decrease (increase) in non-current investments		(112)	638	(181,198)	-	-	183,772	45,439	-	-	-
Payments											
Capital assets		(38,323)	(214,271)	(103,318)	(170,382)	(167,192)	(170,382)	(48,864)	(243,723)	(190,074)	(199,578)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(36,840)	(356,887)	(425,997)	(171,982)	(166,973)	296,174	142,240	(245,323)	(190,874)	(200,418)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	(6,813)	(6,813)	-	-	13,625	6,813	-	-	-
Borrowing long term/refinancing		7,269	14,977	23,755	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		(8)	274	3,623	-	-	(6,411)	(3,131)	-	-	-
Payments											
Repayment of borrowing		-	(2,251)	-	-	-	(50,035)	(26,905)	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		7,261	6,188	20,565	-	-	(42,820)	(23,223)	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD											
Cash/cash equivalents at the year begin:	2	3,656	2,081	1,283	-	-	(112,291)	(112,291)	-	(79,687)	(63,498)
Cash/cash equivalents at the year end:	2	81,060	(189,037)	(132,966)	15,047	84,719	446,250	375,538	(79,687)	(63,498)	(54,730)

References

1. Local/District municipalities to include transfers from/to District/Local Municipalities
2. Cash equivalents includes investments with maturities of 3 months or less
3. The MTREF is populated directly from SA30.

Total receipts	522,168	168,075	349,745	665,098	682,001	1,512,483	887,252	718,845	745,706	774,761
Total payments	(451,913)	(366,019)	(323,362)	(650,051)	(597,282)	(1,094,893)	(421,639)	(798,531)	(729,517)	(765,993)
	70,255	(197,945)	26,383	15,047	84,719	417,590	465,613	(79,687)	16,189	8,768
Borrowings & investments & c.deposits	7,149	15,890	(153,820)	-	-	177,361	42,308	-	-	-
Repayment of borrowing	-	(2,251)	-	-	-	(50,035)	(26,905)	-	-	-
	77,405	(184,306)	(127,437)	15,047	84,719	544,916	481,016	(79,687)	16,189	8,768
	-	(6,813)	(6,813)	-	-	13,625	6,813	-	-	0

FS191 Setsoto - Table A9 Asset Management

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand										
Total Upgrading of Existing Assets	6	-	-	64,230	47,193	-	47,193	22,793	45,938	48,235
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	17,840	12,000	-	12,000	12,000	24,000	25,200
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	38,443	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	56,283	12,000	-	12,000	12,000	24,000	25,200
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	2,543	27,600	-	27,600	3,200	6,752	7,090
Community Assets		-	-	2,543	27,600	-	27,600	3,200	6,752	7,090
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	3,845	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	3,845	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	882	-	-	-	-	-	-
Intangible Assets		-	-	882	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	641	2,122	-	2,122	2,122	4,244	4,456
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	36	5,471	-	5,471	5,471	10,942	11,489
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Capital Expenditure	4	-	-	158,290	170,382	-	170,382	196,891	380,148	398,704
Roads Infrastructure		-	-	125,147	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	17,840	16,600	-	16,600	16,600	33,200	34,860
Water Supply Infrastructure		-	-	(40,556)	70,121	-	70,121	118,483	215,650	226,432
Sanitation Infrastructure		-	-	38,443	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	8,876	48,253	-	48,253	50,800	108,930	114,377
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	149,750	134,974	-	134,974	185,883	357,780	375,669
Community Facilities		-	-	376	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	2,543	27,600	-	27,600	3,200	6,752	7,090
Community Assets		-	-	2,919	27,600	-	27,600	3,200	6,752	7,090
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	3,845	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	3,845	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	882	-	-	-	-	-	-
Intangible Assets		-	-	882	-	-	-	-	-	-
Computer Equipment		-	-	12	-	-	-	-	-	-
Furniture and Office Equipment		-	-	847	2,337	-	2,337	2,337	4,674	4,456
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	36	5,471	-	5,471	5,471	10,942	11,489
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class		-	-	158,290	170,382	-	170,382	196,891	380,148	398,704

FS191 Setsoto - Table A9 Asset Management

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand										
ASSET REGISTER SUMMARY - PPE (WDV)	5	-	-	-	-	-	-	-	-	-
Roads Infrastructure										
Storm water Infrastructure										
Electrical Infrastructure										
Water Supply Infrastructure										
Sanitation Infrastructure										
Solid Waste Infrastructure										
Rail Infrastructure										
Coastal Infrastructure										
Information and Communication Infrastructure										
Infrastructure		-	-	-	-	-	-	-	-	-
Community Assets										
Heritage Assets										
Investment properties										
Other Assets										
Biological or Cultivated Assets										
Intangible Assets										
Computer Equipment										
Furniture and Office Equipment										
Machinery and Equipment										
Transport Assets										
Land										
Zoo's, Marine and Non-biological Animals										
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	-	-	-	-	-	-	-	-	-
EXPENDITURE OTHER ITEMS										
Depreciation	7	-	158,836	5,768	141,129	117,728	141,129	149,415	299,437	314,408
Repairs and Maintenance by Asset Class	3	-	158,836	5,768	23,400	-	23,400	24,623	51,708	54,294
Roads Infrastructure		-	-	1,993	4,000	-	4,000	4,200	8,820	9,261
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	495	3,750	-	3,750	3,938	8,269	8,682
Water Supply Infrastructure		-	-	367	2,740	-	2,740	2,877	6,043	6,345
Sanitation Infrastructure		-	-	96	1,213	-	1,213	1,274	2,676	2,809
Solid Waste Infrastructure		-	-	31	500	-	500	525	1,102	1,158
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	2,983	12,204	-	12,204	12,814	26,909	28,255
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	516	2,190	-	2,190	2,300	4,829	5,071
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	516	2,190	-	2,190	2,300	4,829	5,071
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	0	1,158	-	1,158	1,269	2,664	2,798
Machinery and Equipment		-	-	901	5,481	-	5,481	5,755	12,085	12,690
Transport Assets		-	-	1,369	2,367	-	2,367	2,486	5,220	5,481
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		-	158,836	5,768	141,129	117,728	141,129	149,415	299,437	314,408
Renewal and upgrading of Existing Assets as % of total capex		0.0%	0.0%	40.6%	27.7%	0.0%	27.7%	11.6%	12.1%	12.1%
Renewal and upgrading of Existing Assets as % of deprecn		0.0%	0.0%	0.0%	40.1%	0.0%	40.1%	18.3%	18.5%	18.5%
R&M as a % of PPE		0.0%	0.0%	0.1%	13.7%	0.0%	13.7%	10.1%	27.2%	0.0%
Renewal and upgrading and R&M as a % of PPE		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

References

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

Check balance to A6 (3,056,561) (6,288,124) (170,382) (167,192) (170,382) (2,537,613) (243,723) (190,074) -

FS191 Setsoto - Table A10 Basic service delivery measurement

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Household service targets	1									
Water:										
Piped water inside dwelling		3,655	3,655	3,655	5,693	5,693	5,693	5,693	5,693	-
Piped water inside yard (but not in dwelling)		9,138	9,138	9,138	27,820	27,820	27,820	27,820	27,820	-
Using public tap (at least min.service level)	2	8,224	8,224	8,224	2,222	2,222	2,222	2,222	2,222	-
Other water supply (at least min.service level)	4	-	-	-	830	830	830	830	830	-
<i>Minimum Service Level and Above sub-total</i>		21,017	21,017	21,017	36,565	36,565	36,565	36,565	36,565	-
Using public tap (< min.service level)	3	4,567	4,567	4,567	-	-	-	-	-	-
Other water supply (< min.service level)	4	-	-	-	823	823	823	823	823	-
No water supply		916	916	916	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		5,483	5,483	5,483	823	823	823	823	823	-
Total number of households	5	26,500	26,500	26,500	37,388	37,388	37,388	37,388	37,388	-
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		9,710	9,710	9,710	23,884	23,884	23,884	23,884	23,884	-
Flush toilet (with septic tank)		-	-	-	1,881	1,881	1,881	1,881	1,881	-
Chemical toilet		-	-	-	51	51	51	51	51	-
Pit toilet (ventilated)		-	-	-	562	562	562	562	562	-
Other toilet provisions (> min.service level)		1,316	1,316	1,316	504	504	504	504	504	-
<i>Minimum Service Level and Above sub-total</i>		11,026	11,026	11,026	26,882	26,882	26,882	26,882	26,882	-
Bucket toilet		10,526	10,526	10,526	7,815	7,815	7,815	7,815	7,815	-
Other toilet provisions (< min.service level)		-	-	-	2,131	2,131	2,131	2,131	2,131	-
No toilet provisions		3,948	3,948	3,948	560	560	560	560	560	-
<i>Below Minimum Service Level sub-total</i>		14,474	14,474	14,474	10,506	10,506	10,506	10,506	10,506	-
Total number of households	5	25,500	25,500	25,500	37,388	37,388	37,388	37,388	37,388	-
Energy:										
Electricity (at least min.service level)		4,300	4,300	4,300	4,302	4,302	4,302	4,302	4,302	-
Electricity - prepaid (min.service level)		20,000	20,000	20,000	30,401	30,401	30,401	30,401	30,401	-
<i>Minimum Service Level and Above sub-total</i>		24,300	24,300	24,300	34,703	34,703	34,703	34,703	34,703	-
Electricity (< min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		-	-	-	2,685	2,685	2,685	2,685	2,685	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	2,685	2,685	2,685	2,685	2,685	-
Total number of households	5	24,300	24,300	24,300	37,388	37,388	37,388	37,388	37,388	-
Refuse:										
Removed at least once a week		27,000	27,000	27,000	18,534	18,534	18,534	18,534	18,534	-
<i>Minimum Service Level and Above sub-total</i>		27,000	27,000	27,000	18,534	18,534	18,534	18,534	18,534	-
Removed less frequently than once a week		-	-	-	841	841	841	841	841	-
Using communal refuse dump		-	-	-	808	808	808	808	808	-
Using own refuse dump		-	-	-	10,961	10,961	10,961	10,961	10,961	-
Other rubbish disposal		-	-	-	220	220	220	220	220	-
No rubbish disposal		-	-	-	2,323	2,323	2,323	2,323	2,323	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	15,153	15,153	15,153	15,153	15,153	-
Total number of households	5	27,000	27,000	27,000	33,687	33,687	33,687	33,687	33,687	-
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		-	-	-	10,000	10,000	10,000	10,500	11,130	-
Sanitation (free minimum level service)		-	-	-	10,000	10,000	10,000	10,500	11,130	-
Electricity/other energy (50kwh per household per month)		-	-	-	10,000	10,000	10,000	10,500	11,130	-
Refuse (removed at least once a week)		-	-	-	10,000	10,000	10,000	10,500	11,130	-
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per indigent household per month)		-	-	-	0	0	0	0	0	-
Sanitation (free sanitation service to indigent households)		-	-	-	0	0	0	0	0	-
Electricity/other energy (50kwh per indigent household per month)		-	-	-	0	0	0	0	0	-
Refuse (removed once a week for indigent households)		-	-	-	0	0	0	0	0	-
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)					30	30	30	32	33	-
Total cost of FBS provided					30	30	30	32	34	-
Highest level of free service provided per household										
Property rates (R value threshold)										
Water (kilolitres per household per month)										
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)										
Refuse (average litres per week)										
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)										
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA										
Water (in excess of 6 kilolitres per indigent household per month)					(0)	(0)	(0)	(0)	(0)	-
Sanitation (in excess of free sanitation service to indigent households)					(0)	(0)	(0)	(0)	(0)	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)					(0)	(0)	(0)	(0)	(0)	-
Refuse (in excess of one removal a week for indigent households)					(0)	(0)	(0)	(0)	(0)	-
Municipal Housing - rental rebates										
Housing - top structure subsidies										
Other										
Total revenue cost of subsidised services provided	6				(0)	(0)	(0)	(0)	(0)	-

References

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

FS191 Setsoto - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand											
Depreciation & asset impairment											
Depreciation of Property, Plant & Equipment		185,910	176,885	-	119,015	119,015	119,015	10,473	126,156	249,015	261,465
Lease amortisation		1,479	40	-	-	-	-	-	-	-	-
Capital asset impairment		24,831	-	-	-	-	-	-	-	-	-
Depreciation resulting from revaluation of PPE		-	-	-	-	-	-	-	-	-	-
Total Depreciation & asset impairment	10	212,220	176,926	-	119,015	119,015	119,015	10,473	126,156	249,015	261,465
Bulk purchases											
Electricity Bulk Purchases		72,798	53,990	61,863	76,974	68,382	76,974	48,168	84,544	84,863	89,107
Water Bulk Purchases		-	-	-	-	-	-	-	-	-	-
Total bulk purchases	1	72,798	53,990	61,863	76,974	68,382	76,974	48,168	84,544	84,863	89,107
Transfers and grants											
Cash transfers and grants		13,838	31,205	17,952	7,798	14,490	7,798	15,676	17,327	14,789	15,528
Non-cash transfers and grants		-	7,489	3,588	9,515	3,389	9,515	3,616	5,000	3,828	4,019
Total transfers and grants	1	13,838	38,693	21,540	17,314	17,879	17,314	19,293	22,327	18,617	19,547
Contracted services											
List services provided by contract		22,741	16,719	11,088	19,002	21,083	19,002	19,070	27,963	21,004	22,055
sub-total	1	22,741	16,719	11,088	19,002	21,083	19,002	19,070	27,963	21,004	22,055
Allocations to organs of state:											
Electricity		-	-	-	-	-	-	-	-	-	-
Water		-	-	-	-	-	-	-	-	-	-
Sanitation		-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-
Total contracted services		22,741	16,719	11,088	19,002	21,083	19,002	19,070	27,963	21,004	22,055
Other Expenditure By Type											
Collection costs		-	-	-	-	-	-	-	-	-	-
Contributions to 'other' provisions		-	-	-	-	-	-	-	-	-	-
Consultant fees		-	-	-	-	-	-	-	-	-	-
Audit fees		-	-	-	-	-	-	-	-	-	-
General expenses	3	45,586	892	732	-	-	-	-	-	-	-
List Other Expenditure by Type		1,919	25,321	23,877	40,683	26,064	40,683	18,091	39,805	44,853	47,095
Total 'Other' Expenditure	1	47,504	26,213	24,608	40,683	26,064	40,683	18,091	39,805	44,853	47,095
By Expenditure Item											
Employee related costs	8	-	-	-	-	-	-	-	-	-	-
Other materials		-	-	-	-	-	-	-	-	-	-
Contracted Services		-	-	-	-	-	-	-	-	-	-
Other Expenditure		-	-	5,768	23,400	-	23,400	-	24,623	51,708	54,294
Total Repairs and Maintenance Expenditure	9	-	-	5,768	23,400	-	23,400	-	24,623	51,708	54,294
check		-	-	-	-	-	-	-	-	-	-

References

1. Must reconcile with 'Budgeted Financial Performance (Revenue and Expenditure)
2. Must reconcile to supporting documentation on staff salaries
3. Insert other categories where revenue or expenditure is of a material nature (list separate items until 'General expenses' is not > 10% of Total Expenditure)
4. Expenditure to meet any 'unfunded obligations'
- 5 This sub-total must agree with the total on SA22, but excluding councillor and board member items
6. Include a note for each revenue item that is affected by 'revenue foregone'
7. Special consideration may have to be given to including 'goodwill arising' or 'joint venture' budgets where circumstances require this (include separately under relevant notes)

FS191 Setsoto - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand											

8. Repairs and Maintenance is not a GRAP item. However to facilitate transparency, municipalities must provide a breakdown of the amounts included in the relevant GRAP items that will be spent on Repairs and Maintenance.

9. Must reconcile with Repairs and Maintenance by Asset Class (Total Repairs and Maintenance) on Table SA34c.

10. Only applicable to municipalities that have adopted the 'revaluation method' in GRAP 17. The aim is to prevent overstating 'depreciation and asset impairment'

FS191 Setsoto - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.)

Description	Ref	Vote 1 - Executive and council	Vote 2 - Municipal Manager	Vote 3 - Treasury	Vote 4 - Corporate Services	Vote 5 - Development Planning and Social Security	Vote 6 - Development Planning and Social Security	Vote 7 - Engineering Services	Vote 8 - Default	Vote 9 - Default	Vote 10 - Default	Vote 11 - Default	Vote 12 - Default	Vote 13 - Default	Vote 14 - Default	Vote 15 - Default	Total
R thousand	1																
Revenue By Source																	
Property rates		-	-	69,710	-	-	-	-	-	-	-	-	-	-	-	-	69,710
Service charges - electricity revenue		-	-	-	-	-	-	78,792	-	-	-	-	-	-	-	-	78,792
Service charges - water revenue		-	-	-	-	-	-	61,574	-	-	-	-	-	-	-	-	61,574
Service charges - sanitation revenue		-	-	-	-	-	-	35,122	-	-	-	-	-	-	-	-	35,122
Service charges - refuse revenue		-	-	-	-	-	44,709	-	-	-	-	-	-	-	-	-	44,709
Rental of facilities and equipment		-	-	-	-	122	-	376	-	-	-	-	-	-	-	-	498
Interest earned - external investments		-	-	4,825	-	-	-	-	-	-	-	-	-	-	-	-	4,825
Interest earned - outstanding debtors		-	-	37,450	-	-	-	-	-	-	-	-	-	-	-	-	37,450
Dividends received		-	-	88	-	-	-	-	-	-	-	-	-	-	-	-	88
Fines, penalties and forfeits		-	-	-	-	-	846	-	-	-	-	-	-	-	-	-	846
Licences and permits		-	-	-	-	46	-	-	-	-	-	-	-	-	-	-	46
Agency services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other revenue		739	-	704	156	2,169	124	2,730	-	-	-	-	-	-	-	-	6,623
Transfers and subsidies		52,731	5,069	2,165	337	-	24,337	125,607	-	-	-	-	-	-	-	-	210,246
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contribution)		53,470	5,069	114,942	493	2,337	70,016	304,201	-	-	-	-	-	-	-	-	550,529
Expenditure By Type																	
Employee related costs		1,634	16,296	27,596	24,024	18,745	46,528	85,349	-	-	-	-	-	-	-	-	220,171
Remuneration of councillors		16,973	-	-	-	-	-	-	-	-	-	-	-	-	-	-	16,973
Debt impairment		-	-	5,256	-	542	16,619	48,837	-	-	-	-	-	-	-	-	71,253
Depreciation & asset impairment		21	6	52	46	6,606	1,325	118,100	-	-	-	-	-	-	-	-	126,156
Finance charges		1,800	-	4,922	3	-	-	1,060	-	-	-	-	-	-	-	-	7,785
Bulk purchases		-	-	-	-	-	-	84,544	-	-	-	-	-	-	-	-	84,544
Other materials		884	1,490	264	1,708	1,639	4,127	53,875	-	-	-	-	-	-	-	-	63,987
Contracted services		5,078	1,100	3,319	2,242	1,553	1,659	13,014	-	-	-	-	-	-	-	-	27,963
Transfers and subsidies		13,277	-	3,800	-	200	-	5,050	-	-	-	-	-	-	-	-	22,327
Other expenditure		5,741	5,675	8,210	5,280	1,811	2,339	10,748	-	-	-	-	-	-	-	-	39,805
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure		45,407	24,568	53,418	33,303	31,095	72,597	420,576	-	-	-	-	-	-	-	-	680,964
Surplus/(Deficit)		8,063	(19,498)	61,524	(32,810)	(28,757)	(2,581)	(116,375)	-	-	-	-	-	-	-	-	(130,435)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		-	-	-	-	-	-	169,915	-	-	-	-	-	-	-	-	169,915
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		8,063	(19,498)	61,524	(32,810)	(28,757)	(2,581)	53,540	-	-	-	-	-	-	-	-	39,481

References

1. Departmental columns to be based on municipal organisation structure
check balance

FS191 Setsoto - Supporting Table SA3 Supporting detail to 'Budgeted Financial Position'

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand											
ASSETS											
Call investment deposits											
Call deposits		-	982	1,963	-	-	-	982	-	-	-
Other current investments		-	(906)	176,569	-	-	-	134,610	-	-	-
Total Call investment deposits	2	-	76	178,532	-	-	-	135,591	-	-	-
Consumer debtors											
Consumer debtors		360,739	227,994	563,001	-	(22,168)	-	286,833	-	-	-
Less: Provision for debt impairment		(165,119)	-	-	-	-	-	-	-	-	-
Total Consumer debtors	2	195,619	227,994	563,001	-	(22,168)	-	286,833	-	-	-
Debt impairment provision											
Balance at the beginning of the year		-	-	-	-	-	-	-	-	-	-
Contributions to the provision		(165,119)	-	-	-	-	-	-	-	-	-
Bad debts written off		-	-	-	-	-	-	-	-	-	-
Balance at end of year		(165,119)	-	-	-	-	-	-	-	-	-
Property, plant and equipment (PPE)											
PPE at cost/valuation (excl. finance leases)		5,180,340	4,988,346	9,820,952	170,166	167,175	170,166	3,985,406	243,508	189,858	-
Leases recognised as PPE		-	-	114	216	17	216	32	216	216	-
Less: Accumulated depreciation		2,050,158	1,931,785	3,532,942	-	-	-	1,447,825	-	-	-
Total Property, plant and equipment (PPE)	2	3,130,182	3,056,561	6,288,124	170,382	167,192	170,382	2,537,613	243,723	190,074	-
LIABILITIES											
Current liabilities - Borrowing											
Short term loans (other than bank overdraft)		2,251	-	15,720	-	-	-	7,576	-	-	-
Current portion of long-term liabilities		-	-	-	-	-	-	-	-	-	-
Total Current liabilities - Borrowing		2,251	-	15,720	-	-	-	7,576	-	-	-
Trade and other payables											
Trade Payables		110,538	(94,712)	140,697	-	-	-	184,802	-	-	-
Other creditors		-	215,942	18,322	-	-	-	1,667	-	-	-
Unspent conditional transfers		12,654	-	(500)	-	-	-	(500)	-	-	-
VAT		1,023	8,021	125,215	-	-	-	71,246	-	-	-
Total Trade and other payables	2	124,216	129,251	283,734	-	-	-	257,215	-	-	-
Non current liabilities - Borrowing											
Borrowing		11,303	26,280	34,314	-	-	-	15,553	-	-	-
Finance leases (including PPP asset element)		-	-	-	-	-	-	-	-	-	-
Total Non current liabilities - Borrowing	4	11,303	26,280	34,314	-	-	-	15,553	-	-	-
Provisions - non-current											
Retirement benefits		63,087	-	-	-	-	-	-	-	-	-
List other major provision items		-	-	-	-	-	-	-	-	-	-
Refuse landfill site rehabilitation		10,496	11,264	768	-	-	-	-	-	-	-
Other		8,100	54,085	75,845	-	-	-	71,091	-	-	-
Total Provisions - non-current		81,683	65,349	76,613	-	-	-	71,091	-	-	-
CHANGES IN NET ASSETS											
Accumulated Surplus/(Deficit)											
Accumulated Surplus/(Deficit) - opening balance		3,313,713	3,191,426	6,461,298	-	-	-	2,603,573	-	-	-
GRAP adjustments		-	-	-	-	-	-	-	-	-	-
Restated balance		3,313,713	3,191,426	6,461,298	-	-	-	2,603,573	-	-	-
Surplus/(Deficit)		(147,831)	(25,390)	289,587	68,014	110,773	68,014	152,472	39,481	(41,952)	(52,280)
Appropriations to Reserves		1,599	(251)	-	-	68,014	-	-	-	-	-
Transfers from Reserves		-	-	-	-	-	-	-	-	-	-
Depreciation offsets		-	-	-	-	-	-	-	-	-	-
Other adjustments		-	-	-	-	-	-	-	-	-	-
Accumulated Surplus/(Deficit)	1	3,167,481	3,165,785	6,750,885	68,014	178,786	68,014	2,756,045	39,481	(41,952)	(52,280)
Reserves											
Housing Development Fund		-	-	-	-	-	-	-	-	-	-
Capital replacement		-	-	-	-	-	-	-	-	-	-
Self-insurance		-	-	-	-	-	-	-	-	-	-
Other reserves		-	-	-	-	-	-	-	-	-	-
Revaluation		-	-	-	-	-	-	-	-	-	-
Total Reserves	2	-	-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	2	3,167,481	3,165,785	6,750,885	68,014	178,786	68,014	2,756,045	39,481	(41,952)	(52,280)

Total capital expenditure includes expenditure on nationally significant priorities:

Provision of basic services											
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References

1. Must reconcile with Table A4 Budgeted Financial Performance (revenue and expenditure)
2. Must reconcile with Table A6 Budgeted Financial Position
3. Leases treated as assets to be depreciated as the same as purchased/constructed assets. Includes PPP asset element accounted for as finance leases
4. Borrowing must reconcile to Table A17
5. Trade Payable should only include Trade Payables from Exchange Transactions ("True Creditors")

check

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FS191 Setsoto - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	
R thousand													
Service Delivery and Infrastructure Development	Provision of basic services			394,211	364,874	324,501	408,021	390,700	408,021	416,325	456,786	495,531	
Local Economic Development				18,585	25,878	153,366	102,267	102,270	102,267	126,495	114,838	96,443	
Good Governance	Public participation, and good governance			17,418	45,588	49,559	54,467	54,775	54,467	58,539	62,448	65,570	
Financial liability	Good financial management			66,865	93,266	84,193	99,107	108,179	99,107	114,942	109,308	114,773	
Institutional arrangements	Human resource management and development			2,289	6,240	1,318	1,586	1,548	1,586	1,904	1,749	1,836	
Planning and social development	community development services			6,705	2,674	2,898	1,250	2,405	1,250	2,240	1,378	1,446	
Allocations to other priorities			2										
Total Revenue (excluding capital transfers and contributions)				1	506,074	538,520	615,834	666,698	659,878	666,698	720,444	746,506	775,601

References

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

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

check op revenue balance

14,900 (22,582) - - - - - (0)

FS191 Setsoto - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	
R thousand													
Service Delivery and Infrastructure Development	Provision of basic services			237,439	205,141	152,900	228,689	216,638	228,689	281,415	269,662	283,145	
Local Economic Development				214,990	183,551	24,746	153,504	140,194	153,504	164,087	288,672	303,106	
Good Governance	Public participation, and good governance			55,783	39,721	48,524	58,864	52,002	58,864	59,381	58,232	61,144	
Financial liability	Good financial management			66,865	93,266	84,193	99,107	108,179	99,107	114,942	109,308	114,773	
Institutional arrangements	Human resource management and development			14,675	17,472	(16,315)	11,844	(3,332)	11,844	4,639	11,446	12,018	
Planning and social development	community development services			40,902	46,430	32,199	46,677	35,423	46,677	56,500	51,139	53,696	
Allocations to other priorities													
Total Expenditure				1	630,655	585,581	326,247	598,684	549,105	598,684	680,964	788,458	827,881

References

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

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

check op expenditure balance

(8,350)

(912)

-

-

-

-

-

-

-

FS191 Setsoto - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Service Delivery and Infrastructure Development	Provision of basic services	A		1,194	1,194	1,194	11,005	149,543	149,543	200,432	180,633	189,665
Local Economic Development		B		21,252	141,717	82,161	1,481	889	1,807	32,943	1,481	1,555
Good Governance	Public participation, and good governance	C		28	-	331	406	34	406	406	406	427
Financial liability	Good financial management	D		3,582	23,972	473	3,783	522	3,783	2,183	2,983	3,132
Institutional arrangements	Human resource management and development	E		1,700	-	38	739	366	739	739	739	776
Planning and social development	community development services	F		10,566	4,601	(5,413)	3,026	15,877	3,026	6,190	3,802	3,992
		G										
		H										
		I										
		J										
		K										
		L										
		M										
		N										
		O										
		P										
Allocations to other priorities			3									
Total Capital Expenditure			1	38,323	171,484	78,784	20,440	167,231	159,305	242,893	190,044	199,546

References

1. Total capital expenditure must reconcile to Budgeted Capital Expenditure

2. Goal code must be used on Table SA36

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

check capital balance

- (42,787) (24,533) (149,942) (6) (11,077) (830) (30) (31)

FS191 Setsoto - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Vote 1 - vote name										
Function 1 - (name)										
Executive and council										
<i>Insert measure/s description</i>										
Finance and administration										
<i>Insert measure/s description</i>										
Internal audit										
<i>Insert measure/s description</i>										
Function 2 - (name)										
Community and social services										
<i>Insert measure/s description</i>										
Sport and recreation										
<i>Insert measure/s description</i>										
Public safety										
<i>Insert measure/s description</i>										
Vote 2 - vote name										
Function 1 - (name)										
Housing										
<i>Insert measure/s description</i>										
Health										
<i>Insert measure/s description</i>										
Planning and development										
<i>Insert measure/s description</i>										
Function 2 - (name)										
Road transport										
<i>Insert measure/s description</i>										
Energy sources										
<i>Insert measure/s description</i>										
Water management										
<i>Insert measure/s description</i>										
Vote 3 - vote name										
Function 1 - (name)										
Waste water management										
<i>Insert measure/s description</i>										
Waste management										
<i>Insert measure/s description</i>										
Sub-function 3 - (name)										
<i>Insert measure/s description</i>										
Function 2 - (name)										
Sub-function 1 - (name)										
<i>Insert measure/s description</i>										
Sub-function 2 - (name)										
<i>Insert measure/s description</i>										
Sub-function 3 - (name)										
<i>Insert measure/s description</i>										
And so on for the rest of the Votes										

1. Include a measurable performance objective for each revenue source (within a relevant function) and each vote (MFMA s17(3)(b))
2. Include all Basic Services performance targets from 'Basic Service Delivery' to ensure Table SA7 represents all strategic responsibilities
3. Only include prior year comparative information for individual measures where relevant activity occurred in that year/s

FS191 Setsoto - Entities measurable performance objectives

Description	Unit of measurement	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Entity 1 - (name of entity)										
<i>Insert measure/s description</i>										
Entity 2 - (name of entity)										
<i>Insert measure/s description</i>										
Entity 3 - (name of entity)										
<i>Insert measure/s description</i>										
And so on for the rest of the Entities										

1. Include a measurable performance objective as agreed with the parent municipality (MFMA s87(5)(d))

2. Only include prior year comparative information for individual measures where relevant activity occurred in that year/s

FS191 Setsoto - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Borrowing Management											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	0.4%	1.4%	1.8%	1.3%	1.4%	9.7%	10.2%	1.1%	1.1%	1.1%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	1.1%	2.6%	2.2%	2.4%	2.4%	17.8%	14.9%	2.3%	2.4%	2.4%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	-11.2%	6.4%	-25.9%	0.0%	0.0%	53.5%	-12.8%	0.0%	0.0%	0.0%
Safety of Capital											
Gearing	Long Term Borrowing/ Funds & Reserves	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Liquidity											
Current Ratio	Current assets/current liabilities	1.6	1.8	2.4	-	-	-	1.9	-	-	-
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	1.6	1.8	2.4	-	-	-	1.9	-	-	-
Liquidity Ratio	Monetary Assets/Current Liabilities	0.0	0.0	0.2	-	-	-	0.5	-	-	-
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		100.0%	-44.2%	-13.9%	99.4%	108.1%	396.9%	333.6%	99.4%	99.7%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		100.0%	11.0%	47.3%	100.0%	108.1%	297.6%	253.0%	100.0%	100.0%	100.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	53.0%	51.0%	149.6%	0.0%	-4.3%	0.0%	103.2%	0.0%	0.0%	0.0%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA' s 65(e))										
Creditors to Cash and Investments		136.4%	50.1%	-105.8%	0.0%	0.0%	0.0%	49.2%	0.0%	0.0%	0.0%
Other Indicators											
Electricity Distribution Losses (2)	Total Volume Losses (kW)										
	Total Cost of Losses (Rand '000)										
Water Distribution Losses (2)	% Volume (units purchased and generated less units sold)/units purchased and generated										
	Total Cost of Losses (Rand '000)										
Employee costs	Employee costs/(Total Revenue - capital revenue)	47.7%	32.6%	33.6%	40.9%	38.0%	40.9%	35.2%	40.0%	40.4%	40.4%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	0.0%	0.0%	1.3%	4.5%	0.0%	4.5%	4.5%	4.5%	8.9%	8.9%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	55.3%	38.6%	1.3%	24.3%	24.6%	24.3%	4.3%	24.3%	44.3%	44.3%
IDP regulation financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	7.6	10.6	7.9	8.3	8.3	8.3	5.1	9.0	9.1	9.5
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	95.4%	86.1%	286.3%	0.0%	-8.1%	0.0%	207.5%	0.0%	0.0%	0.0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	2.4	(6.1)	(5.3)	0.4	2.6	14.3	17.8	(2.0)	(1.6)	(1.3)

References

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

Calculation data

Debtors > 90 days											
Monthly fixed operational expenditure	33,169	31,012	24,922	35,284	32,886	31,115	21,068	40,628	40,340	42,357	
Fixed operational expenditure % assumption	40.0%	40.0%	40.0%	40.0%	40.0%	40.0%	40.0%	40.0%	40.0%	40.0%	
Own capex	(65,073)	126,763	(65,391)	25,458	22,313	25,458	(53,261)	73,808	25,458	34,962	
Borrowing	7,269	8,165	16,942	-	-	13,625	6,813	-	-	-	

Detail on the provision of municipal services for A10

Total municipal services		Ref.	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
			Household service targets (000)								
			Water:								
			3,655	3,655	3,655	5,693	5,693	5,693	5,693	5,693	-
			9,138	9,138	9,138	27,820	27,820	27,820	27,820	27,820	-
8			8,224	8,224	8,224	2,222	2,222	2,222	2,222	2,222	-
10			-	-	-	830	830	830	830	830	-
			<i>Minimum Service Level and Above sub-total</i>								
			21,017	21,017	21,017	36,565	36,565	36,565	36,565	36,565	-
9			4,567	4,567	4,567	-	-	-	-	-	-
10			-	-	-	823	823	823	823	823	-
			916	916	916	-	-	-	-	-	-
			<i>Below Minimum Service Level sub-total</i>								
			5,483	5,483	5,483	823	823	823	823	823	-
			Total number of households								
			26,500	26,500	26,500	37,388	37,388	37,388	37,388	37,388	-
			Sanitation/sewerage:								
			9,710	9,710	9,710	23,884	23,884	23,884	23,884	23,884	-
			-	-	-	1,881	1,881	1,881	1,881	1,881	-
			-	-	-	51	51	51	51	51	-
			-	-	-	562	562	562	562	562	-
			1,316	1,316	1,316	504	504	504	504	504	-
			<i>Minimum Service Level and Above sub-total</i>								
			11,026	11,026	11,026	26,882	26,882	26,882	26,882	26,882	-
			10,526	10,526	10,526	7,815	7,815	7,815	7,815	7,815	-
			-	-	-	2,131	2,131	2,131	2,131	2,131	-
			3,948	3,948	3,948	560	560	560	560	560	-
			<i>Below Minimum Service Level sub-total</i>								
			14,474	14,474	14,474	10,506	10,506	10,506	10,506	10,506	-
			Total number of households								
			25,500	25,500	25,500	37,388	37,388	37,388	37,388	37,388	-
			Energy:								
			4,300	4,300	4,300	4,302	4,302	4,302	4,302	4,302	-
			20,000	20,000	20,000	30,401	30,401	30,401	30,401	30,401	-
			<i>Minimum Service Level and Above sub-total</i>								
			24,300	24,300	24,300	34,703	34,703	34,703	34,703	34,703	-
			-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-
			-	-	-	2,685	2,685	2,685	2,685	2,685	-
			<i>Below Minimum Service Level sub-total</i>								
			-	-	-	2,685	2,685	2,685	2,685	2,685	-
			Total number of households								
			24,300	24,300	24,300	37,388	37,388	37,388	37,388	37,388	-
			Refuse:								
			27,000	27,000	27,000	18,534	18,534	18,534	18,534	18,534	-
			<i>Minimum Service Level and Above sub-total</i>								
			27,000	27,000	27,000	18,534	18,534	18,534	18,534	18,534	-
			-	-	-	841	841	841	841	841	-
			-	-	-	808	808	808	808	808	-
			-	-	-	10,961	10,961	10,961	10,961	10,961	-
			-	-	-	220	220	220	220	220	-
			-	-	-	2,323	2,323	2,323	2,323	2,323	-
			<i>Below Minimum Service Level sub-total</i>								
			-	-	-	15,153	15,153	15,153	15,153	15,153	-
			Total number of households								
			27,000	27,000	27,000	33,687	33,687	33,687	33,687	33,687	-

Municipal in-house services		Ref.	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
			Household service targets (000)								
			Water:								
			3,655	3,655	3,655	5,693	5,693	5,693	5,693	5,693	
			9,138	9,138	9,138	27,820	27,820	27,820	27,820	27,820	
8			8,224	8,224	8,224	2,222	2,222	2,222	2,222	2,222	
10						830	830	830	830	830	
			<i>Minimum Service Level and Above sub-total</i>								
			21,017	21,017	21,017	36,565	36,565	36,565	36,565	36,565	-
9			4,567	4,567	4,567	-	-	-	-	-	
10						823	823	823	823	823	
			916	916	916	-	-	-	-	-	
			<i>Below Minimum Service Level sub-total</i>								
			5,483	5,483	5,483	823	823	823	823	823	-
			Total number of households								
			26,500	26,500	26,500	37,388	37,388	37,388	37,388	37,388	-
			Sanitation/sewerage:								
			9,710	9,710	9,710	23,884	23,884	23,884	23,884	23,884	
						1,881	1,881	1,881	1,881	1,881	
						51	51	51	51	51	
						562	562	562	562	562	
			1,316	1,316	1,316	504	504	504	504	504	
			<i>Minimum Service Level and Above sub-total</i>								
			11,026	11,026	11,026	26,882	26,882	26,882	26,882	26,882	-
			10,526	10,526	10,526	7,815	7,815	7,815	7,815	7,815	
						2,131	2,131	2,131	2,131	2,131	
			3,948	3,948	3,948	560	560	560	560	560	
			<i>Below Minimum Service Level sub-total</i>								
			14,474	14,474	14,474	10,506	10,506	10,506	10,506	10,506	-
			Total number of households								
			25,500	25,500	25,500	37,388	37,388	37,388	37,388	37,388	-
			Energy:								
			4,300	4,300	4,300	4,302	4,302	4,302	4,302	4,302	
			20,000	20,000	20,000	30,401	30,401	30,401	30,401	30,401	
			<i>Minimum Service Level and Above sub-total</i>								
			24,300	24,300	24,300	34,703	34,703	34,703	34,703	34,703	-
						2,685	2,685	2,685	2,685	2,685	
			<i>Below Minimum Service Level sub-total</i>								
			-	-	-	2,685	2,685	2,685	2,685	2,685	-
			Total number of households								
			24,300	24,300	24,300	37,388	37,388	37,388	37,388	37,388	-
			Refuse:								
			27,000	27,000	27,000	18,534	18,534	18,534	18,534	18,534	
			<i>Minimum Service Level and Above sub-total</i>								
			27,000	27,000	27,000	18,534	18,534	18,534	18,534	18,534	-
						841	841	841	841	841	
						808	808	808	808	808	
						10,961	10,961	10,961	10,961	10,961	
						220	220	220	220	220	
						2,323	2,323	2,323	2,323	2,323	
			<i>Below Minimum Service Level sub-total</i>								
			-	-	-	15,153	15,153	15,153	15,153	15,153	-
			Total number of households								
			27,000	27,000	27,000	33,687	33,687	33,687	33,687	33,687	-

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

FS191 Setsoto Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Funding measures												
Cash/cash equivalents at the year end - R'000	18(1)b	1	81,060	(189,037)	(132,966)	15,047	84,719	446,250	375,538	(79,687)	(63,498)	(54,730)
Cash + investments at the yr end less applications - R'000	18(1)b	2	88,954	(91,774)	197,571	(103,168)	(77,717)	(103,168)	759,120	(123,743)	(232,826)	(244,467)
Cash year end/monthly employee/supplier payments	18(1)b	3	2.4	(6.1)	(5.3)	0.4	2.6	14.3	17.8	(2.0)	(1.6)	(1.3)
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	(147,831)	(25,390)	289,587	68,014	110,773	68,014	152,472	39,481	(41,952)	(52,280)
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	5	N.A.	12.9%	(14.8%)	16.0%	(10.0%)	(1.8%)	(42.6%)	(0.0%)	2.3%	(1.0%)
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	100.7%	10.9%	43.4%	89.9%	95.9%	263.9%	222.0%	88.8%	89.9%	89.9%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	32.4%	31.1%	9.7%	17.8%	18.1%	17.8%	22.2%	24.6%	21.3%	21.3%
Capital payments % of capital expenditure	18(1)c;19	8	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	(11.2%)	11.8%	(36.3%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10								0.0%	0.0%	0.0%
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	17.6%	177.0%	(100.0%)	0.0%	(100.0%)	0.0%	(100.0%)	0.0%	0.0%
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
R&M % of Property Plant & Equipment	20(1)(vi)	13	0.0%	0.0%	0.1%	13.7%	0.0%	13.7%	1.0%	10.1%	27.2%	0.0%
Asset renewal % of capital budget	20(1)(vi)	14	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

References

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

								-	-	-
Trend										
Change in consumer debtors (current and non-current)	221,574	36,073	427,579	(293,920)	-	-	-	-	-	-

High Level Outcome of Funding Compliance											
Total Operating Revenue		387,687	473,593	447,126	521,774	514,954	521,774	363,585	550,529	581,890	610,985
Total Operating Expenditure		639,005	586,492	326,247	598,684	549,105	598,684	313,239	680,964	788,458	827,881
Surplus/(Deficit) Budgeted Operating Statement		(251,318)	(112,899)	120,879	(76,910)	(34,151)	(76,910)	50,347	(130,435)	(206,568)	(216,896)
Surplus/(Deficit) Considering Reserves and Cash Backing		88,954	(91,774)	197,571	(103,168)	(77,717)	(103,168)	759,120	(123,743)	(232,826)	(244,467)
MTREF Funded (1) / Unfunded (0)	15	1	0	1	0	0	0	1	0	0	0
MTREF Funded ✓ / Unfunded ✗	15	✓	✗	✓	✗	✗	✗	✓	✗	✗	✗

References

15. Subject to figures provided in Schedule.

FS191 Setsoto - Supporting Table SA11 Property rates summary

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Valuation:	1									
Date of valuation:										
Financial year valuation used		2014-07-01	2014-07-01	2014-07-01	2018-07-01			2018-07-01		
Municipal by-laws s6 in place? (Y/N)	2	Yes	Yes	Yes	Yes			Yes		
Municipal/assistant valuer appointed? (Y/N)		No	No	No	No			No		
Municipal partnership s38 used? (Y/N)		No	No	No	No	No	No	No	No	No
No. of assistant valuers (FTE)	3	-	-	-	-	-	-	-	-	-
No. of data collectors (FTE)	3	-	-	-	-	-	-	-	-	-
No. of internal valuers (FTE)	3	-	-	-	-	-	-	-	-	-
No. of external valuers (FTE)	3	1	1	1	1	1	1	1	1	1
No. of additional valuers (FTE)	4	-	-	-	-	-	-	-	-	-
Valuation appeal board established? (Y/N)										
Implementation time of new valuation roll (mths)		12	12	12	12			12		
No. of properties	5	5	5	5	5	5	5	5	5	5
No. of sectional title values	5	-	-	-	-	-	-	-	-	-
No. of unreasonably difficult properties s7(2)		-	-	-	-	-	-	-	-	-
No. of supplementary valuations		-	-	-	-	-	-	-	-	-
No. of valuation roll amendments		-	-	-	-	-	-	-	-	-
No. of objections by rate payers		-	-	-	-	-	-	-	-	-
No. of appeals by rate payers		-	-	-	-	-	-	-	-	-
No. of successful objections	8	-	-	-	-	-	-	-	-	-
No. of successful objections > 10%	8	-	-	-	-	-	-	-	-	-
Supplementary valuation		-	-	-	-	-	-	-	-	-
Public service infrastructure value (Rm)	5	-	-	-	-	-	-	-	-	-
Municipality owned property value (Rm)		-	-	-	-	-	-	-	-	-
Valuation reductions:										
Valuation reductions-public infrastructure (Rm)		2	2	2	2	2	2	2	2	2
Valuation reductions-nature reserves/park (Rm)		-	-	-	-	-	-	-	-	-
Valuation reductions-mineral rights (Rm)		-	-	-	-	-	-	-	-	-
Valuation reductions-R15,000 threshold (Rm)		388	388	388	388	388	388	388	388	388
Valuation reductions-public worship (Rm)		67	67	67	67	67	67	67	67	67
Valuation reductions-other (Rm)		-	-	-	-	-	-	-	-	-
Total valuation reductions:		458	458	458	458	458	458	458	458	458
Total value used for rating (Rm)	5	5,515	5,515	5,515	5,515	5,515	5,515	5,515	5,515	5,515
Total land value (Rm)	5	-	-	-	-	-	-	-	-	-
Total value of improvements (Rm)	5	-	-	-	-	-	-	-	-	-
Total market value (Rm)	5	5,515	5,515	5,515	5,515	5,515	5,515	5,515	5,515	5,515
Rating:										
Residential rate used to determine rate for other categories? (Y/N)		Yes	Yes	Yes	Yes			Yes		
Differential rates used? (Y/N)	5	Yes	Yes	Yes	Yes			Yes		
Limit on annual rate increase (s20)? (Y/N)		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Special rating area used? (Y/N)		No	No	No	No			No		
Phasing-in properties s21 (number)		0	0	0	0	0	0	0	0	0
Rates policy accompanying budget? (Y/N)		Yes	Yes	Yes	Yes			Yes		
Fixed amount minimum value (R'000)		-	-	-	-			-		
Non-residential prescribed ratio s19? (%)										
Rate revenue:										
Rate revenue budget (R'000)	6	46,050	33,346	36,680	36,680	36,680	36,680			
Rate revenue expected to collect (R'000)	6	40,524	26,677	29,344	29,344	29,344	29,344			
Expected cash collection rate (%)		88.0%	80.0%	80.0%	80.0%	80.0%	80.0%			
Special rating areas (R'000)	7									
Rebates, exemptions - indigent (R'000)										
Rebates, exemptions - pensioners (R'000)										
Rebates, exemptions - bona fide farm. (R'000)										
Rebates, exemptions - other (R'000)										
Phase-in reductions/discounts (R'000)										
Total rebates, exemptns, reductns, discs (R'000)		-	-	-	-	-	-	-	-	-

References

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

FS191 Setsoto - Supporting Table SA12a Property rates by category (current year)

Description	Ref	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(n) (note 1)	Protect. Areas	National Monum/ts	Public benefit organs.	Mining Props.	
Current Year 2019/20																		
Valuation:																		
No. of properties		16,745	144	693	2,525	196	13,588	99	-	-	-	-	-	-	-	105	-	
No. of sectional title property values		23	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
No. of unreasonably difficult properties s7(2)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
No. of supplementary valuations		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Supplementary valuation (Rm)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
No. of valuation roll amendments		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
No. of objections by rate-payers		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
No. of appeals by rate-payers		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
No. of appeals by rate-payers finalised		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
No. of successful objections	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
No. of successful objections > 10%	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Estimated no. of properties not valued		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Years since last valuation (select)		4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
Frequency of valuation (select)		4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
Method of valuation used (select)		Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	
Base of valuation (select)		Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	
Phasing-in properties s21 (number)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Combination of rating types used? (Y/N)		No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	
Flat rate used? (Y/N)		No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	
Is balance rated by uniform rate/variable rate?		Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	
Valuation reductions:																		
Valuation reductions-public infrastructure (Rm)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Valuation reductions-nature reserves/park (Rm)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Valuation reductions-mineral rights (Rm)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Valuation reductions-R15,000 threshold (Rm)		251	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Valuation reductions-public worship (Rm)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Valuation reductions-other (Rm)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total valuation reductions:																		
Total value used for rating (Rm)	6	2,258	203	417	3,964	466	939	4	-	-	-	-	-	-	-	79	-	
Total land value (Rm)	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total value of improvements (Rm)	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total market value (Rm)	6	2,258	203	417	3,964	466	939	4	-	-	-	-	-	-	-	79	-	
Rating:																		
Average rate	3	0.008888	0.020000	0.020000	0.002500	0.039557	-	0.005000	-	-	-	-	-	-	-	-	-	
Rate revenue budget (R'000)		20,073	4,050	8,348	9,910	18,420	-	21	-	-	-	-	-	-	-	-	-	
Rate revenue expected to collect (R'000)		16,059	3,240	6,678	7,928	18,420	-	16	-	-	-	-	-	-	-	-	-	
Expected cash collection rate (%)	4	80.0%	80.0%	80.0%	80.0%	100.0%	0.0%	80.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Special rating areas (R'000)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rebates, exemptions - indigent (R'000)		1,800	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rebates, exemptions - pensioners (R'000)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rebates, exemptions - bona fide farm. (R'000)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rebates, exemptions - other (R'000)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Phase-in reductions/discounts (R'000)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total rebates, exemptns, reductns, discs (R'000)																		

References

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

FS191 Setsoto - Supporting Table SA12b Property rates by category (budget year)

Description	Ref	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(n) (note 1)	Protect. Areas	National Monum/ts	Public benefit organs.	Mining Props.	
Budget Year 2020/21																		
Valuation:																		
No. of properties		16,745	144	693	2,525	196	13,588	99	-	-	-	-	-	-	-	105	-	
No. of sectional title property values		23	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
No. of unreasonably difficult properties s7(2)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
No. of supplementary valuations		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Supplementary valuation (Rm)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
No. of valuation roll amendments		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
No. of objections by rate-payers		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
No. of appeals by rate-payers		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
No. of appeals by rate-payers finalised		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
No. of successful objections	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
No. of successful objections > 10%	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Estimated no. of properties not valued		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Years since last valuation (select)		4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
Frequency of valuation (select)		4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
Method of valuation used (select)		Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	Market	
Base of valuation (select)		Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	Land & impr.	
Phasing-in properties s21 (number)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Combination of rating types used? (Y/N)		No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	
Flat rate used? (Y/N)		No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	
Is balance rated by uniform rate/variable rate?		Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	
Valuation reductions:																		
Valuation reductions-public infrastructure (Rm)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Valuation reductions-nature reserves/park (Rm)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Valuation reductions-mineral rights (Rm)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Valuation reductions-R15,000 threshold (Rm)		251	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Valuation reductions-public worship (Rm)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Valuation reductions-other (Rm)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total valuation reductions:																		
Total value used for rating (Rm)	6	2,258	203	417	3,964	466	939	4	-	-	-	-	-	-	-	79	-	
Total land value (Rm)	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total value of improvements (Rm)	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total market value (Rm)	6	2,258	203	417	3,964	466	939	4	-	-	-	-	-	-	-	79	-	
Rating:																		
Average rate	3	0.008888	0.020000	0.020000	0.002500	0.039557	-	0.005000	-	-	-	-	-	-	-	-	-	
Rate revenue budget (R '000)		20,073	4,050	8,348	9,910	18,420	-	21	-	-	-	-	-	-	-	-	-	
Rate revenue expected to collect (R'000)		16,059	3,240	6,678	7,928	18,420	-	16	-	-	-	-	-	-	-	-	-	
Expected cash collection rate (%)	4	80.0%	80.0%	80.0%	80.0%	100.0%	0.0%	80.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Special rating areas (R'000)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rebates, exemptions - indigent (R'000)		1,800	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rebates, exemptions - pensioners (R'000)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rebates, exemptions - bona fide farm. (R'000)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rebates, exemptions - other (R'000)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Phase-in reductions/discounts (R'000)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total rebates, exemptns, reductns, discs (R'000)																		

References

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

FS191 Setsoto - Supporting Table SA13a Service Tariffs by category

Description	Ref	Provide description of tariff structure where appropriate	2016/17	2017/18	2018/19	Current Year 2019/20	2020/21 Medium Term Revenue & Expenditure Framework		
							Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Property rates (rate in the Rand)									
Residential properties	1		0.0400	0.0400	0.0400	0.0200	0.0200	0.0200	0.0200
Residential properties - vacant land			0.0400	0.0400	0.0400	0.0200	0.0200	0.0200	0.0200
Formal/informal settlements			0.0400	0.0400	0.0400	0.0200	0.0200	0.0200	0.0200
Small holdings			0.0400	0.0400	0.0400	0.0200	0.0200	0.0200	0.0200
Farm properties - used			0.0050	0.0050	0.0050	0.0050	0.0050	0.0050	0.0050
Farm properties - not used			0.0050	0.0050	0.0050	0.0050	0.0050	0.0050	0.0050
Industrial properties			0.0800	0.0800	0.0800	0.0400	0.0400	0.0400	0.0400
Business and commercial properties			0.0800	0.0800	0.0800	0.0400	0.0400	0.0400	0.0400
Communal land - residential			n/a	n/a	n/a	n/a	n/a	n/a	n/a
Communal land - small holdings			n/a	n/a	n/a	n/a	n/a	n/a	n/a
Communal land - farm property			n/a	n/a	n/a	n/a	n/a	n/a	n/a
Communal land - business and commercial			n/a	n/a	n/a	n/a	n/a	n/a	n/a
Communal land - other			n/a	n/a	n/a	n/a	n/a	n/a	n/a
State-owned properties			0.0800	0.0800	0.0800	0.0400	0.0400	0.0400	0.0400
Municipal properties			-	-	-	-	-	-	-
Public service infrastructure			0.0100	0.0100	0.0100	0.0050	0.0050	0.0050	0.0050
Privately owned towns serviced by the owner			n/a	n/a	n/a	n/a	n/a	n/a	n/a
State trust land			n/a	n/a	n/a	n/a	n/a	n/a	n/a
Restitution and redistribution properties			n/a	n/a	n/a	n/a	n/a	n/a	n/a
Protected areas			n/a	n/a	n/a	n/a	n/a	n/a	n/a
National monuments properties			n/a	n/a	n/a	n/a	n/a	n/a	n/a
Exemptions, reductions and rebates (Rands)									
Residential properties									
R15 000 threshold rebate			15,000	15,000	15,000	15,000	15,000	15,000	15,000
General residential rebate									
Indigent rebate or exemption									
Pensioners/social grants rebate or exemption									
Temporary relief rebate or exemption									
Bona fide farmers rebate or exemption									
Other rebates or exemptions									
Water tariffs									
Domestic									
Basic charge/ fixed fee (Rands/month)			89	98	105	115	123	132	132
Service point - vacant land (Rands/month)			89	98	105	115	123	132	132
Water usage - flat rate tariff (c/kl)		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Water usage - life line tariff									
0 Kl to 6 Kl			-	-	-	-	-	-	-
6.1 Kl to 10 Kl			420	462	491	540	578	618	618
Water usage - Block 1 (c/kl)									
10.1 Kl to 20 Kl			459	504	537	590	631	675	675
Water usage - Block 2 (c/kl)									
20.1 Kl to 30 Kl			510	561	596	656	702	751	751
Water usage - Block 3 (c/kl)									
30.1 + Kl			547	602	641	705	754	807	807
Water usage - Block 4 (c/kl)									
Other									
n/a	2		n/a	n/a	n/a	n/a	n/a	n/a	n/a
Waste water tariffs									
Domestic									
Basic charge/ fixed fee (Rands/month)			76	83	88	97	104	111	111
Service point - vacant land (Rands/month)			76	83	88	97	104	111	111
Waste water - flat rate tariff (c/kl)		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Volumetric charge - Block 1 (c/kl)		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Volumetric charge - Block 2 (c/kl)		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Volumetric charge - Block 3 (c/kl)		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Volumetric charge - Block 4 (c/kl)		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Other									
n/a	2		n/a	n/a	n/a	n/a	n/a	n/a	n/a
Electricity tariffs									
Domestic									
Basic charge/ fixed fee (Rands/month)			257	273	277	277	296	317	317
Service point - vacant land (Rands/month)			257	273	277	277	296	317	317
FBE		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Life-line tariff - meter		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Life-line tariff - prepaid		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Flat rate tariff - meter (c/kwh)		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Flat rate tariff - prepaid (c/kwh)		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Meter - IBT Block 1 (c/kwh)			1	1	1	1	1	1	1
0 - 50									
Meter - IBT Block 2 (c/kwh)			1	1	1	1	1	1	1
51 - 350									
Meter - IBT Block 3 (c/kwh)			2	2	2	2	2	2	2
351 - 600									
Meter - IBT Block 4 (c/kwh)			2	2	2	2	2	2	2
600 +									
Meter - IBT Block 5 (c/kwh)									
Prepaid - IBT Block 1 (c/kwh)			1	1	1	1	1	1	1
0 - 50									
Prepaid - IBT Block 2 (c/kwh)			1	1	1	1	1	1	1
51 - 350									
Prepaid - IBT Block 3 (c/kwh)			2	2	2	2	2	2	2
351 - 600									
Prepaid - IBT Block 4 (c/kwh)			2	2	2	2	2	2	2
600 +									
Prepaid - IBT Block 5 (c/kwh)			2	2	2	2	2	2	2
Other									
n/a	2		n/a	n/a	n/a	n/a	n/a	n/a	n/a
Waste management tariffs									
Domestic									
Street cleaning charge		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Basic charge/ fixed fee			92	97	102	113	121	129	129
80l bin - once a week		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
250l bin - once a week		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

References

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

FS191 Setsoto - Supporting Table SA14 Household bills

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21 % incr.	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Rand/cent											
Monthly Account for Household - 'Middle Income Range'	1										
Rates and services charges:											
Property rates		411.00	456.67	479.50	570.83	570.83	570.83	-	570.83	653.54	
Electricity: Basic levy		257.00	282.70	276.63	276.63	276.63	276.63	-	276.63	316.71	
Electricity: Consumption		1,242.50	1,366.75	1,396.50	1,482.00	1,482.00	1,482.00	7.0%	1,585.74	1,696.74	
Water: Basic levy		89.41	98.36	104.65	115.12	115.12	115.12	7.0%	123.18	131.80	
Water: Consumption		113.61	124.97	132.94	146.20	146.20	146.20	7.0%	156.43	167.38	
Sanitation		75.60	83.16	88.48	97.33	97.33	97.33	7.0%	104.14	111.43	
Refuse removal		91.55	96.70	102.89	113.18	113.18	113.18	7.0%	121.10	129.58	
Other											
sub-total		2,280.67	2,509.31	2,581.59	2,801.29	2,801.29	2,801.29	4.9%	2,938.06	3,207.20	-
VAT on Services		261.75	287.37	294.29	334.57	334.57	334.57		357.99	383.05	
Total large household bill:		2,542.42	2,796.68	2,875.88	3,135.86	3,135.86	3,135.86	5.1%	3,296.05	3,590.24	-
% increase/-decrease			10.0%	2.8%	9.0%	-	-	5.1%	5.1%	8.9%	(100.0%)
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Property rates		291.00	323.33	339.50	404.16	404.16	404.16		432.45	462.72	
Electricity: Basic levy		257.00	272.70	276.63	276.63	276.63	276.63		295.99	316.71	
Electricity: Consumption		532.50	585.75	590.50	627.00	627.00	627.00		670.89	717.85	
Water: Basic levy		89.41	98.36	104.65	115.12	115.12	115.12		123.18	131.80	
Water: Consumption		88.13	96.94	103.14	113.40	113.40	113.40		121.34	129.83	
Sanitation		75.60	83.16	88.48	97.33	97.33	97.33		104.14	111.43	
Refuse removal		91.55	96.70	102.89	113.18	113.18	113.18		121.10	129.58	
Other											
sub-total		1,425.19	1,556.94	1,605.79	1,746.82	1,746.82	1,746.82	7.0%	1,869.10	1,999.93	-
VAT on Services		158.79	172.71	177.28	201.40	201.40	201.40		215.50	230.58	
Total small household bill:		1,583.98	1,729.65	1,783.07	1,948.22	1,948.22	1,948.22	7.0%	2,084.59	2,230.52	-
% increase/-decrease			9.2%	3.1%	9.3%	-	-	7.0%	7.0%	7.0%	(100.0%)
Monthly Account for Household - 'Indigent' Household receiving free basic services	3										
Rates and services charges:											
Property rates		171.00	190.00	199.50	237.50	237.50	237.50	7.0%	254.13	271.91	
Electricity: Basic levy		257.00	272.70	276.63	276.63	276.63	276.63	7.0%	295.99	316.71	
Electricity: Consumption		300.00	330.00	371.50	394.50	394.50	394.50	7.0%	422.12	451.66	
Water: Basic levy		89.41	98.36	104.65	115.12	115.12	115.12	7.0%	123.18	131.80	
Water: Consumption		62.65	68.91	73.34	80.60	80.60	80.60	7.0%	86.24	92.28	
Sanitation		75.60	83.16	88.48	97.33	97.33	97.33	7.0%	104.14	111.43	
Refuse removal		91.55	96.70	102.89	113.18	113.18	113.18	7.0%	121.10	129.58	
Other											
sub-total		1,047.21	1,139.83	1,216.99	1,314.86	1,314.86	1,314.86	7.0%	1,406.90	1,505.38	-
VAT on Services		122.67	132.98	142.45	161.60	161.60	161.60	#NAME?	172.92	185.02	
Total small household bill:		1,169.88	1,272.81	1,359.44	1,476.46	1,476.46	1,476.46	7.0%	1,579.82	1,690.40	-
% increase/-decrease			8.8%	6.8%	8.6%	-	-	7.0%	7.0%	7.0%	(100.0%)

References

1. Use as basis property value of R700 000, 1 000 kWh electricity and 30kl water
2. Use as basis property value of R500 000 and R700 000, 500 kWh electricity and 25kl water
3. Use as basis property value of R 300 000, 350kWh electricity and 20kl water (50 kWh electricity and 6 kl water free)
4. Note this is for a SINGLE household.

FS191 Setsoto - Supporting Table SA15 Investment particulars by type

Investment type	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand										
Parent municipality										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank										
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits										
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)		3,100	3,212	3,210,956	3,254	3,254	3,254	3,300	3,350	
Repurchase Agreements - Banks										
Municipal Bonds										
Municipality sub-total	1	3,100	3,212	3,210,956	3,254	3,254	3,254	3,300	3,350	-
Entities										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank										
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits										
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)										
Repurchase Agreements - Banks										
Entities sub-total		-	-	-	-	-	-	-	-	-
Consolidated total:		3,100	3,212	3,210,956	3,254	3,254	3,254	3,300	3,350	-

References

1. Total investments must reconcile to Budgeted Financial Position ('current' call investment deposits plus 'non-current' investments)										
check investment balance	-111,857.09	-343,771.51	3,025,221,051	3,253,602	3,253,602	3,253,602	3,300,000	3,350,000	-	

FS191 Setsoto - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity Name of institution & investment ID	Ref	Period of Investment	Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate *	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
		Yrs/Months												
Parent municipality														
ABSA		Overdraft Security	Yes	F	5	N	N/A	N/A	30/06/2018	30	2			31
Sanlam			Yes	V		N	N/A	N/A	N/A	2,066	15			2,081
OVK		unlisted Shares	Yes	V		N	N/A	N/A	N/A	1,117	40			1,157
														-
														-
Municipality sub-total										3,212		-	-	3,268
Entities														-
														-
														-
														-
Entities sub-total										-		-	-	-
TOTAL INVESTMENTS AND INTEREST	1									3,212		-	-	3,268

References

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

check

FS191 Setsoto - Supporting Table SA17 Borrowing

Borrowing - Categorized by type	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand										
Parent municipality										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	-	-	-	-	-	-	-	-	-
Entities										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	-	-	-	-	-	-	-	-	-
Total Borrowing	1	-	-	-	-	-	-	-	-	-

Unspent Borrowing - Categorized by type										
Parent municipality										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	-	-	-	-	-	-	-	-	-
Entities										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	-	-	-	-	-	-	-	-	-
Total Unspent Borrowing	1	-	-	-	-	-	-	-	-	-

References

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

check borrowing balance	(11,303)	(26,280)	(34,314)	-	-	-	-	-	-
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FS191 Setsoto - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		168,377	161,245	177,592	196,383	196,383	196,383	213,109	226,523	-
Local Government Equitable Share		158,775	157,656	173,927	192,449	192,449	192,449	205,852	220,718	-
EPWP Incentive		-	-	-	-	-	-	1,892	-	-
Finance Management		-	-	-	-	-	-	2,165	2,429	-
Integrated National Electrification Programme		-	-	-	-	-	-	3,200	3,376	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Other transfers/grants [insert description]		9,602	3,589	3,665	3,934	3,934	3,934	-	-	-
Provincial Government:		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Other transfers/grants [insert description]		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Other grant providers:		-	2,141	236	-	318	-	337	-	-
[insert description]		-	-	-	-	-	-	-	-	-
		-	2,141	236	-	318	-	337	-	-
Total Operating Transfers and Grants	5	168,377	163,386	177,827	196,383	196,701	196,383	213,446	226,523	-
Capital Transfers and Grants										
National Government:		103,396	87,509	168,708	144,924	144,924	144,924	168,233	161,240	-
Municipal Infrastructure Grant (MIG)		49,091	87,509	168,708	144,924	144,924	144,924	49,750	53,415	-
Regional Bulk Infrastructure		-	-	-	-	-	-	92,108	80,000	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Water Services Infrastructure Grant		54,305	-	-	-	-	-	26,375	27,825	-
Provincial Government:		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	5	103,396	87,509	168,708	144,924	144,924	144,924	168,233	161,240	-
TOTAL RECEIPTS OF TRANSFERS & GRANTS		271,774	250,895	346,535	341,307	341,625	341,307	381,679	387,763	-

References

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

FS191 Setsoto - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
EXPENDITURE:										
Operating expenditure of Transfers and Grants										
National Government:		168,377	161,245	177,592	196,383	196,383	196,383	213,109	226,523	-
Local Government Equitable Share		158,775	157,656	173,927	192,449	192,449	192,449	205,852	220,718	-
EPWP Incentive		-	-	-	-	-	-	1,892	-	-
Finance Management		-	-	-	-	-	-	2,165	2,429	-
Integrated National Electrification Programme		-	-	-	-	-	-	3,200	3,376	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Other transfers/grants [insert description]		9,602	3,589	3,665	3,934	3,934	3,934	-	-	-
Provincial Government:		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Other transfers/grants [insert description]		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]		-	-	-	-	-	-	-	-	-
Other grant providers:		-	2,141	236	-	318	-	337	-	-
[insert description]		-	2,141	236	-	318	-	337	-	-
Total operating expenditure of Transfers and Grants:		168,377	163,386	177,827	196,383	196,701	196,383	213,446	226,523	-
Capital expenditure of Transfers and Grants										
National Government:		103,396	87,509	168,708	144,924	144,924	144,924	168,233	161,240	-
Municipal Infrastructure Grant (MIG)		49,091	87,509	168,708	144,924	144,924	144,924	49,750	53,415	-
Regional Bulk Infrastructure		-	-	-	-	-	-	92,108	80,000	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Water Services Infrastructure Grant		54,305	-	-	-	-	-	26,375	27,825	-
Provincial Government:		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]		-	-	-	-	-	-	-	-	-
Total capital expenditure of Transfers and Grants		103,396	87,509	168,708	144,924	144,924	144,924	168,233	161,240	-
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		271,774	250,895	346,535	341,307	341,625	341,307	381,679	387,763	-

References

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

FS191 Setsoto - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Operating transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Provincial Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Total operating transfers and grants revenue		-	-	-	-	-	-	-	-	-
Total operating transfers and grants - CTBM	2	-	-	-	-	-	-	-	-	-
Capital transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Provincial Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Total capital transfers and grants revenue		-	-	-	-	-	-	-	-	-
Total capital transfers and grants - CTBM	2	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS REVENUE		-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS - CTBM		-	-	-	-	-	-	-	-	-

References

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

Check opex	(170,002)	(163,386)	(177,827)	(196,383)	(196,701)	(196,383)	(210,246)	(223,147)	(234,304)
Check capex	(103,396)	(87,509)	(168,708)	(144,924)	(144,924)	(144,924)	(169,915)	(164,616)	(164,616)

FS191 Setsoto - Supporting Table SA21 Transfers and grants made by the municipality

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Cash Transfers to other municipalities											
<i>Insert description</i>	1	8,279	31,005	17,947	7,698	14,396	7,698	15,582	17,127	14,679	15,412
		-	-	-	-	-	-	-	-	-	-
		5,559	-	-	-	-	-	-	-	-	-
Total Cash Transfers To Municipalities:		13,838	31,005	17,947	7,698	14,396	7,698	15,582	17,127	14,679	15,412
Cash Transfers to Entities/Other External Mechanisms											
<i>Insert description</i>	2	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
Total Cash Transfers To Entities/Ems'		-	-	-	-	-	-	-	-	-	-
Cash Transfers to other Organs of State											
<i>Insert description</i>	3	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
Total Cash Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
Cash Transfers to Organisations											
<i>Insert description</i>		-	200	5	100	94	100	94	200	110	116
		-	-	-	-	-	-	-	-	-	-
Total Cash Transfers To Organisations		-	200	5	100	94	100	94	200	110	116
Cash Transfers to Groups of Individuals											
<i>Insert description</i>		-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
Total Cash Transfers To Groups Of Individuals:		-	-	-	-	-	-	-	-	-	-
TOTAL CASH TRANSFERS AND GRANTS	6	13,838	31,205	17,952	7,798	14,490	7,798	15,676	17,327	14,789	15,528
Non-Cash Transfers to other municipalities											
<i>Insert description</i>	1	-	7,489	3,588	9,515	3,389	9,515	3,616	5,000	3,828	4,019
		-	-	-	-	-	-	-	-	-	-
Total Non-Cash Transfers To Municipalities:		-	7,489	3,588	9,515	3,389	9,515	3,616	5,000	3,828	4,019
Non-Cash Transfers to Entities/Other External Mechanisms											
<i>Insert description</i>	2	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
Total Non-Cash Transfers To Entities/Ems'		-	-	-	-	-	-	-	-	-	-
Non-Cash Transfers to other Organs of State											
<i>Insert description</i>	3	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
Total Non-Cash Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
Non-Cash Grants to Organisations											
<i>Insert description</i>	4	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
Total Non-Cash Grants To Organisations		-	-	-	-	-	-	-	-	-	-
Groups of Individuals											
<i>Insert description</i>	5	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
Total Non-Cash Grants To Groups Of Individuals:		-	-	-	-	-	-	-	-	-	-
TOTAL NON-CASH TRANSFERS AND GRANTS		-	7,489	3,588	9,515	3,389	9,515	3,616	5,000	3,828	4,019
TOTAL TRANSFERS AND GRANTS	6	13,838	38,693	21,540	17,314	17,879	17,314	19,293	22,327	18,617	19,547

References

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

FS191 Setsoto - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand		A	B	C	D	E	F	G	H	I
Senior Managers of Entities										
Basic Salaries and Wages		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Pension and UIF Contributions		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Medical Aid Contributions		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Overtime		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Performance Bonus		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Motor Vehicle Allowance	3	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Cellphone Allowance	3	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Housing Allowances	3	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Other benefits and allowances	3	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Payments in lieu of leave		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Long service awards		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Post-retirement benefit obligations	6	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Sub Total - Senior Managers of Entities		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
% increase	4		-	-	-	-	-	-	-	-
Other Staff of Entities										
Basic Salaries and Wages		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Pension and UIF Contributions		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Medical Aid Contributions		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Overtime		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Performance Bonus		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Motor Vehicle Allowance	3	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Cellphone Allowance	3	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Housing Allowances	3	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Other benefits and allowances	3	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Payments in lieu of leave		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Long service awards		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Post-retirement benefit obligations	6	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Sub Total - Other Staff of Entities		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
% increase	4		-	-	-	-	-	-	-	-
Total Municipal Entities		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
TOTAL SALARY, ALLOWANCES & BENEFITS		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
% increase	4		-	-	-	-	-	-	-	-
TOTAL MANAGERS AND STAFF	5,7	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!

References

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

Column Definitions:

- A, B and C. Audited actual as per the audited financial statements. If audited amounts are unavailable, unaudited amounts must be provided with a note stating these are unaudited
- D. The original budget approved by council for the budget year.
- E. The budget for the budget year as adjusted by council resolution in terms of section 28 of the MFMA.
- F. An estimate of final actual amounts (pre audit) for the current year at the point in time of preparing the budget for the budget year. This may differ from E.
- G. The amount to be appropriated for the budget year.
- H and I. The indicative projection

FS191 Setsoto - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers	Ref	2018/19			Current Year 2019/20			Budget Year 2020/21		
		Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities										
Councillors (Political Office Bearers plus Other Councillors)		33		33	33		33			
Board Members of municipal entities	4	-		-	-		-			
Municipal employees	5									
Municipal Manager and Senior Managers	3	5		5	5		5			
Other Managers	7	25								
Professionals		57	33	-	57	33	-	-	-	-
Finance		7	2		7	2				
Spatial/town planning		1	1		1	1				
Information Technology		1	1		1	1				
Roads		9	4		9	4				
Electricity		7	1		7	1				
Water		5	4		5	4				
Sanitation		5	2		5	2				
Refuse		6	7		6	7				
Other		16	11		16	11				
Technicians		23	9	-	23	9	-	-	-	-
Finance		-	-		-	-				
Spatial/town planning		2	2		2	2				
Information Technology		4	1		4	1				
Roads		4	-		4	-				
Electricity		5	5		5	5				
Water		4	1		4	1				
Sanitation		1	-		1	-				
Refuse										
Other		3			3					
Clerks (Clerical and administrative)		176	111		176	111				
Service and sales workers		188	43		188	43				
Skilled agricultural and fishery workers		-	-		-	-				
Craft and related trades		-	-		-	-				
Plant and Machine Operators		87	40		87	40				
Elementary Occupations		723	428		723	428				
TOTAL PERSONNEL NUMBERS	9	1,317	664	38	1,292	664	38	-	-	-
% increase					(1.9%)	-	-	(100.0%)	(100.0%)	(100.0%)
Total municipal employees headcount	6, 10	1,276	683							
Finance personnel headcount	8, 10	1,276	683							
Human Resources personnel headcount	8, 10	1,276	683							

References

1. Positions must be funded and aligned to the municipality's current organisational structure
2. Full Time Equivalent (FTE). E.g. One full time person = 1FTE. A person working half time (say 4 hours out of 8) = 0.5FTE.
3. s57 of the Systems Act
4. Include only in Consolidated Statements
5. Include municipal entity employees in Consolidated Statements
6. Include headcount (number of persons, Not FTE) of managers and staff only (exclude councillors)
7. Managers who provide the direction of a critical technical function
8. Total number of employees working on these functions
9. Correct as at 30 June
10. Must account for all budgeted positions, as per the municipal organogram

FS191 Setsoto - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue By Source																
Property rates		5,809	5,809	5,809	5,809	5,809	5,809	5,809	5,809	5,809	5,809	5,809	5,809	69,710	68,725	72,162
Service charges - electricity revenue		6,566	6,566	6,566	6,566	6,566	6,566	6,566	6,566	6,566	6,566	6,566	6,566	78,792	91,193	95,753
Service charges - water revenue		5,131	5,131	5,131	5,131	5,131	5,131	5,131	5,131	5,131	5,131	5,131	5,131	61,574	71,322	74,888
Service charges - sanitation revenue		2,927	2,927	2,927	2,927	2,927	2,927	2,927	2,927	2,927	2,927	2,927	2,927	35,122	36,406	38,226
Service charges - refuse revenue		-	-	-	-	-	-	-	-	-	-	-	44,709	44,709	46,440	48,762
Rental of facilities and equipment		42	42	42	42	42	42	42	42	42	42	42	42	498	193	202
Interest earned - external investments		402	402	402	402	402	402	402	402	402	402	402	402	4,825	1,764	1,852
Interest earned - outstanding debtors		3,121	3,121	3,121	3,121	3,121	3,121	3,121	3,121	3,121	3,121	3,121	3,121	37,450	35,912	37,707
Dividends received		7	7	7	7	7	7	7	7	7	7	7	7	88	78	82
Fines, penalties and forfeits		70	70	70	70	70	70	70	70	70	70	70	70	846	-	-
Licences and permits		4	4	4	4	4	4	4	4	4	4	4	4	46	45	47
Agency services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies		17,521	17,521	17,521	17,521	17,521	17,521	17,521	17,521	17,521	17,521	17,521	17,521	210,246	223,147	234,304
Other revenue		552	552	552	552	552	552	552	552	552	552	552	552	6,623	6,666	6,999
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contribution)		42,152	42,152	42,152	42,152	42,152	42,152	42,152	42,152	42,152	42,152	42,152	86,860	550,529	581,890	610,985
Expenditure By Type																
Employee related costs		18,348	18,348	18,348	18,348	18,348	18,348	18,348	18,348	18,348	18,348	18,348	18,348	220,171	235,257	247,020
Remuneration of councillors		1,414	1,414	1,414	1,414	1,414	1,414	1,414	1,414	1,414	1,414	1,414	1,414	16,973	18,141	19,048
Debt impairment		5,938	5,938	5,938	5,938	5,938	5,938	5,938	5,938	5,938	5,938	5,938	5,938	71,253	66,892	70,236
Depreciation & asset impairment		10,513	10,513	10,513	10,513	10,513	10,513	10,513	10,513	10,513	10,513	10,513	10,513	126,156	249,015	261,465
Finance charges		649	649	649	649	649	649	649	649	649	649	649	649	7,785	8,782	9,222
Bulk purchases		7,045	7,045	7,045	7,045	7,045	7,045	7,045	7,045	7,045	7,045	7,045	7,045	84,544	84,863	89,107
Other materials		5,332	5,332	5,332	5,332	5,332	5,332	5,332	5,332	5,332	5,332	5,332	5,332	63,987	41,034	43,086
Contracted services		2,330	2,330	2,330	2,330	2,330	2,330	2,330	2,330	2,330	2,330	2,330	2,330	27,963	21,004	22,055
Transfers and subsidies		1,861	1,861	1,861	1,861	1,861	1,861	1,861	1,861	1,861	1,861	1,861	1,861	22,327	18,617	19,547
Other expenditure		3,317	3,317	3,317	3,317	3,317	3,317	3,317	3,317	3,317	3,317	3,317	3,317	39,805	44,853	47,095
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure		56,747	56,747	56,747	56,747	56,747	56,747	56,747	56,747	56,747	56,747	56,747	56,747	680,964	788,458	827,881
Surplus/(Deficit)		(14,595)	(14,595)	(14,595)	(14,595)	(14,595)	(14,595)	(14,595)	(14,595)	(14,595)	(14,595)	(14,595)	30,113	(130,435)	(206,568)	(216,896)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		14,160	14,160	14,160	14,160	14,160	14,160	14,160	14,160	14,160	14,160	14,160	14,160	169,915	164,616	164,616
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(436)	(436)	(436)	(436)	(436)	(436)	(436)	(436)	(436)	(436)	(436)	44,273	39,481	(41,952)	(52,280)
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	(436)	(436)	(436)	(436)	(436)	(436)	(436)	(436)	(436)	(436)	(436)	44,273	39,481	(41,952)	(52,280)

References

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

FS191 Setsoto - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue by Vote																
Vote 1 - Executive and council		4,456	4,456	4,456	4,456	4,456	4,456	4,456	4,456	4,456	4,456	4,456	4,456	53,470	57,013	59,864
Vote 2 - Municipal Manager		422	422	422	422	422	422	422	422	422	422	422	422	5,069	5,435	5,707
Vote 3 - Treasury		9,579	9,579	9,579	9,579	9,579	9,579	9,579	9,579	9,579	9,579	9,579	9,579	114,942	109,308	114,773
Vote 4 - Corporate Services		41	41	41	41	41	41	41	41	41	41	41	41	493	189	198
Vote 5 - Development Planning and Social Security		195	195	195	195	195	195	195	195	195	195	195	195	2,337	2,939	3,086
Vote 6 - Development Planning and Social Security		5,835	5,835	5,835	5,835	5,835	5,835	5,835	5,835	5,835	5,835	5,835	5,835	70,016	72,560	76,188
Vote 7 - Engineering Services		39,510	39,510	39,510	39,510	39,510	39,510	39,510	39,510	39,510	39,510	39,510	39,510	474,117	499,063	515,785
Vote 8 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue by Vote		60,037	60,037	60,037	60,037	60,037	60,037	60,037	60,037	60,037	60,037	60,037	60,037	720,444	746,506	775,601
Expenditure by Vote to be appropriated																
Vote 1 - Executive and council		3,784	3,784	3,784	3,784	3,784	3,784	3,784	3,784	3,784	3,784	3,784	3,784	45,407	45,743	48,030
Vote 2 - Municipal Manager		2,047	2,047	2,047	2,047	2,047	2,047	2,047	2,047	2,047	2,047	2,047	2,047	24,568	23,641	24,823
Vote 3 - Treasury		4,452	4,452	4,452	4,452	4,452	4,452	4,452	4,452	4,452	4,452	4,452	4,452	53,418	48,327	50,743
Vote 4 - Corporate Services		2,775	2,775	2,775	2,775	2,775	2,775	2,775	2,775	2,775	2,775	2,775	2,775	33,303	37,641	39,523
Vote 5 - Development Planning and Social Security		2,591	2,591	2,591	2,591	2,591	2,591	2,591	2,591	2,591	2,591	2,591	2,591	31,095	35,831	37,622
Vote 6 - Development Planning and Social Security		6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050	72,597	66,403	69,723
Vote 7 - Engineering Services		35,048	35,048	35,048	35,048	35,048	35,048	35,048	35,048	35,048	35,048	35,048	35,048	420,576	530,873	557,416
Vote 8 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure by Vote		56,747	56,747	56,747	56,747	56,747	56,747	56,747	56,747	56,747	56,747	56,747	56,747	680,964	788,458	827,881
Surplus/(Deficit) before assoc.		3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	39,481	(41,952)	(52,280)
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	39,481	(41,952)	(52,280)

References

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

check

FS191 Setsoto - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue - Functional																
Governance and administration		14,615	14,615	14,615	14,615	14,615	14,615	14,615	14,615	14,615	14,615	14,615	14,615	175,385	173,505	182,180
Executive and council		4,878	4,878	4,878	4,878	4,878	4,878	4,878	4,878	4,878	4,878	4,878	4,878	58,539	62,448	65,570
Finance and administration		9,737	9,737	9,737	9,737	9,737	9,737	9,737	9,737	9,737	9,737	9,737	9,737	116,846	111,056	116,609
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety		187	187	187	187	187	187	187	187	187	187	187	187	2,240	1,378	1,446
Community and social services		71	71	71	71	71	71	71	71	71	71	71	71	857	1,289	1,354
Sport and recreation		2	2	2	2	2	2	2	2	2	2	2	2	24	45	48
Public safety		81	81	81	81	81	81	81	81	81	81	81	81	970	25	26
Housing		32	32	32	32	32	32	32	32	32	32	32	32	388	18	19
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services		10,541	10,541	10,541	10,541	10,541	10,541	10,541	10,541	10,541	10,541	10,541	10,541	126,495	114,838	96,443
Planning and development		7,679	7,679	7,679	7,679	7,679	7,679	7,679	7,679	7,679	7,679	7,679	7,679	92,154	80,045	59,910
Road transport		2,862	2,862	2,862	2,862	2,862	2,862	2,862	2,862	2,862	2,862	2,862	2,862	34,342	34,793	36,533
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services		34,694	34,694	34,694	34,694	34,694	34,694	34,694	34,694	34,694	34,694	34,694	34,694	416,325	456,786	495,531
Energy sources		8,861	8,861	8,861	8,861	8,861	8,861	8,861	8,861	8,861	8,861	8,861	8,861	106,330	120,664	126,697
Water management		14,058	14,058	14,058	14,058	14,058	14,058	14,058	14,058	14,058	14,058	14,058	14,058	168,696	187,426	196,798
Waste water management		6,021	6,021	6,021	6,021	6,021	6,021	6,021	6,021	6,021	6,021	6,021	6,021	72,253	76,161	95,875
Waste management		5,754	5,754	5,754	5,754	5,754	5,754	5,754	5,754	5,754	5,754	5,754	5,754	69,046	72,535	76,162
Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue - Functional		60,037	60,037	60,037	60,037	60,037	60,037	60,037	60,037	60,037	60,037	60,037	60,037	720,444	746,506	775,601
Expenditure - Functional																
Governance and administration		14,914	14,914	14,914	14,914	14,914	14,914	14,914	14,914	14,914	14,914	14,914	14,914	178,962	178,985	187,935
Executive and council		4,551	4,551	4,551	4,551	4,551	4,551	4,551	4,551	4,551	4,551	4,551	4,551	54,607	52,902	55,547
Finance and administration		9,965	9,965	9,965	9,965	9,965	9,965	9,965	9,965	9,965	9,965	9,965	9,965	119,581	120,753	126,791
Internal audit		398	398	398	398	398	398	398	398	398	398	398	398	4,774	5,330	5,597
Community and public safety		4,708	4,708	4,708	4,708	4,708	4,708	4,708	4,708	4,708	4,708	4,708	4,708	56,500	51,139	53,696
Community and social services		685	685	685	685	685	685	685	685	685	685	685	685	8,222	12,438	13,060
Sport and recreation		772	772	772	772	772	772	772	772	772	772	772	772	9,266	10,491	11,016
Public safety		1,797	1,797	1,797	1,797	1,797	1,797	1,797	1,797	1,797	1,797	1,797	1,797	21,561	12,636	13,268
Housing		1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	16,797	14,956	15,703
Health		55	55	55	55	55	55	55	55	55	55	55	55	655	618	649
Economic and environmental services		13,674	13,674	13,674	13,674	13,674	13,674	13,674	13,674	13,674	13,674	13,674	13,674	164,087	288,672	303,106
Planning and development		1,058	1,058	1,058	1,058	1,058	1,058	1,058	1,058	1,058	1,058	1,058	1,058	12,691	12,441	13,063
Road transport		12,616	12,616	12,616	12,616	12,616	12,616	12,616	12,616	12,616	12,616	12,616	12,616	151,396	276,231	290,043
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services		23,451	23,451	23,451	23,451	23,451	23,451	23,451	23,451	23,451	23,451	23,451	23,451	281,415	269,662	283,145
Energy sources		9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266	111,194	104,737	109,974
Water management		6,497	6,497	6,497	6,497	6,497	6,497	6,497	6,497	6,497	6,497	6,497	6,497	77,968	77,051	80,903
Waste water management		4,420	4,420	4,420	4,420	4,420	4,420	4,420	4,420	4,420	4,420	4,420	4,420	53,044	48,155	50,563
Waste management		3,267	3,267	3,267	3,267	3,267	3,267	3,267	3,267	3,267	3,267	3,267	3,267	39,208	39,718	41,704
Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure - Functional		56,747	56,747	56,747	56,747	56,747	56,747	56,747	56,747	56,747	56,747	56,747	56,747	680,964	788,458	827,881
Surplus/(Deficit) before assoc.		3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	39,481	(41,952)	(52,280)
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	39,481	(41,952)	(52,280)

References

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

check

FS191 Setsoto - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Multi-year expenditure to be appropriated	1															
Vote 1 - Executive and council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - Treasury		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Development Planning and Social Security		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - Development Planning and Social Security		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 7 - Engineering Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated																
Vote 1 - Executive and council		28	28	28	28	28	28	28	28	28	28	28	28	334	334	351
Vote 2 - Municipal Manager		52	52	52	52	52	52	52	52	52	52	52	52	629	629	661
Vote 3 - Treasury		15	15	15	15	15	15	15	15	15	15	15	15	179	179	188
Vote 4 - Corporate Services		62	62	62	62	62	62	62	62	62	62	62	62	739	739	776
Vote 5 - Development Planning and Social Security		651	651	651	651	651	651	651	651	651	651	651	651	7,807	5,418	5,689
Vote 6 - Development Planning and Social Security		4,331	4,331	4,331	4,331	4,331	4,331	4,331	4,331	4,331	4,331	4,331	4,331	51,972	55,637	58,419
Vote 7 - Engineering Services		15,172	15,172	15,172	15,172	15,172	15,172	15,172	15,172	15,172	15,172	15,172	15,172	182,063	127,137	133,494
Vote 8 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Default		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	2	20,310	20,310	20,310	20,310	20,310	20,310	20,310	20,310	20,310	20,310	20,310	20,310	243,723	190,074	199,578
Total Capital Expenditure	2	20,310	20,310	20,310	20,310	20,310	20,310	20,310	20,310	20,310	20,310	20,310	20,310	243,723	190,074	199,578

References

1. Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates

2. Total Capital Expenditure must reconcile to Budgeted Capital Expenditure

check

Add single year stuff

FS191 Setsoto - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Capital Expenditure - Functional	1															
Governance and administration		663	663	663	663	663	663	663	663	663	663	663	(4,705)	2,589	3,389	3,559
Executive and council		33	33	33	33	33	33	33	33	33	33	33	33	391	391	411
Finance and administration		630	630	630	630	630	630	630	630	630	630	630	(4,752)	2,183	2,983	3,132
Internal audit		-	-	-	-	-	-	-	-	-	-	-	15	15	15	16
Community and public safety		647	647	647	647	647	647	647	647	647	647	647	647	7,759	5,371	4,800
Community and social services		26	26	26	26	26	26	26	26	26	26	26	26	314	-	-
Sport and recreation		551	551	551	551	551	551	551	551	551	551	551	551	6,615	4,541	4,768
Public safety		69	69	69	69	69	69	69	69	69	69	69	69	830	830	31
Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services		2,745	2,745	2,745	2,745	2,745	2,745	2,745	2,745	2,745	2,745	2,745	2,745	32,943	1,481	1,555
Planning and development		77	77	77	77	77	77	77	77	77	77	77	77	918	918	964
Road transport		2,669	2,669	2,669	2,669	2,669	2,669	2,669	2,669	2,669	2,669	2,669	2,669	32,024	562	590
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services		16,703	16,703	16,703	16,703	16,703	16,703	16,703	16,703	16,703	16,703	16,703	16,703	200,432	180,633	189,665
Energy sources		1,319	1,319	1,319	1,319	1,319	1,319	1,319	1,319	1,319	1,319	1,319	1,319	15,825	17,225	18,086
Water management		10,844	10,844	10,844	10,844	10,844	10,844	10,844	10,844	10,844	10,844	10,844	10,844	130,132	108,157	113,565
Waste water management		276	276	276	276	276	276	276	276	276	276	276	276	3,310	422	443
Waste management		4,264	4,264	4,264	4,264	4,264	4,264	4,264	4,264	4,264	4,264	4,264	4,264	51,164	54,830	57,571
Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	2	20,758	20,758	20,758	20,758	20,758	20,758	20,758	20,758	20,758	20,758	20,758	15,390	243,723	190,874	199,578
Funded by:																
National Government													169,915	169,915	164,616	164,616
Provincial Government													-	-	-	-
District Municipality													-	-	-	-
Other transfers and grants													-	-	-	-
Transfers recognised - capital		-	-	-	-	-	-	-	-	-	-	-	169,915	169,915	164,616	164,616
Borrowing													-	-	-	-
Internally generated funds													-	-	-	-
Total Capital Funding		-	-	-	-	-	-	-	-	-	-	-	169,915	169,915	164,616	164,616

References

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

check

2,062	2,062	2,062	2,062	2,062	2,062	2,062	2,062	(102,373)	(79,687)	16,189	8,768
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FS191 Setsoto - Supporting Table SA32 List of external mechanisms

External mechanism Name of organisation	Yrs/ Mths	Period of agreement 1. Number	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2. R thousand

References

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

FS191 Setsoto - Supporting Table SA33 Contracts having future budgetary implications

Description	Ref	Preceding Years	Current Year 2019/20	2020/21 Medium Term Revenue & Expenditure Framework			Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Total Contract Value
		Total	Original Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
R thousand	1,3													
Parent Municipality:														
Revenue Obligation By Contract	2													
Contract 1														-
Contract 2														-
Contract 3 etc														-
Total Operating Revenue Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
Expenditure Obligation By Contract	2													
Contract 1														-
Contract 2														-
Contract 3 etc														-
Total Operating Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Expenditure Obligation By Contract	2													
Contract 1														-
Contract 2														-
Contract 3 etc														-
Total Capital Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
Total Parent Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
Entities:														
Revenue Obligation By Contract	2													
Contract 1														-
Contract 2														-
Contract 3 etc														-
Total Operating Revenue Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
Expenditure Obligation By Contract	2													
Contract 1														-
Contract 2														-
Contract 3 etc														-
Total Operating Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Expenditure Obligation By Contract	2													
Contract 1														-
Contract 2														-
Contract 3 etc														-
Total Capital Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
Total Entity Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-

References

1. Total implication for all preceding years to be summed and total stated in 'Preceding Years' column
2. List all contracts with future financial obligations beyond the three years covered by the MTREF (MFMA s33)
3. For municipalities with approved total revenue not exceeding R250 m - all contracts with an annual cost greater than R500 000. For municipalities with approved total revenue greater than R250 m - all contracts with an annual cost greater than R1million. For municipalities with approved total revenue greater than R500 m - all contracts with an annual cost greater than R5 million

FS191 Setsoto - Supporting Table SA34a Capital expenditure on new assets by asset class

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Community Assets	1	-	-	376	-	-	-	-	-	-
Community Facilities		-	-	376	-	-	-	-	-	-
Halls		-	-	-	-	-	-	-	-	-
Centres		-	-	-	-	-	-	-	-	-
Crèches		-	-	-	-	-	-	-	-	-
Clinics/Care Centres		-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations		-	-	-	-	-	-	-	-	-
Testing Stations		-	-	-	-	-	-	-	-	-
Museums		-	-	-	-	-	-	-	-	-
Galleries		-	-	-	-	-	-	-	-	-
Theatres		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Cemeteries/Crematoria		-	-	376	-	-	-	-	-	-
Police		-	-	-	-	-	-	-	-	-
Parks		-	-	-	-	-	-	-	-	-
Public Open Space		-	-	-	-	-	-	-	-	-
Nature Reserves		-	-	-	-	-	-	-	-	-
Public Ablution Facilities		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Stalls		-	-	-	-	-	-	-	-	-
Abattoirs		-	-	-	-	-	-	-	-	-
Airports		-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Indoor Facilities		-	-	-	-	-	-	-	-	-
Outdoor Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Monuments		-	-	-	-	-	-	-	-	-
Historic Buildings		-	-	-	-	-	-	-	-	-
Works of Art		-	-	-	-	-	-	-	-	-
Conservation Areas		-	-	-	-	-	-	-	-	-
Other Heritage		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property		-	-	-	-	-	-	-	-	-
Unimproved Property		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property		-	-	-	-	-	-	-	-	-
Unimproved Property		-	-	-	-	-	-	-	-	-
Other assets		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Municipal Offices		-	-	-	-	-	-	-	-	-
Pay/Enquiry Points		-	-	-	-	-	-	-	-	-
Building Plan Offices		-	-	-	-	-	-	-	-	-
Workshops		-	-	-	-	-	-	-	-	-
Yards		-	-	-	-	-	-	-	-	-
Stores		-	-	-	-	-	-	-	-	-
Laboratories		-	-	-	-	-	-	-	-	-
Training Centres		-	-	-	-	-	-	-	-	-
Manufacturing Plant		-	-	-	-	-	-	-	-	-
Depots		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Staff Housing		-	-	-	-	-	-	-	-	-
Social Housing		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Water Rights		-	-	-	-	-	-	-	-	-
Effluent Licenses		-	-	-	-	-	-	-	-	-
Solid Waste Licenses		-	-	-	-	-	-	-	-	-
Computer Software and Applications		-	-	-	-	-	-	-	-	-
Load Settlement Software Applications		-	-	-	-	-	-	-	-	-
Unspecified		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	12	-	-	-	-	-	-
Computer Equipment		-	-	12	-	-	-	-	-	-
Furniture and Office Equipment		-	-	205	215	-	215	215	430	-
Furniture and Office Equipment		-	-	205	215	-	215	215	430	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Capital Expenditure on new assets	1	-	-	94,060	123,189	-	123,189	174,098	334,210	350,469

References

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

FS191 Setsoto - Supporting Table SA34b Capital expenditure on the renewal of existing assets by asset class

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand	1									
Nature Reserves		-	-	-	-	-	-	-	-	-
Public Ablution Facilities		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Stalls		-	-	-	-	-	-	-	-	-
Abattoirs		-	-	-	-	-	-	-	-	-
Airports		-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Indoor Facilities		-	-	-	-	-	-	-	-	-
Outdoor Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Monuments		-	-	-	-	-	-	-	-	-
Historic Buildings		-	-	-	-	-	-	-	-	-
Works of Art		-	-	-	-	-	-	-	-	-
Conservation Areas		-	-	-	-	-	-	-	-	-
Other Heritage		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property		-	-	-	-	-	-	-	-	-
Unimproved Property		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property		-	-	-	-	-	-	-	-	-
Unimproved Property		-	-	-	-	-	-	-	-	-
Other assets		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Municipal Offices		-	-	-	-	-	-	-	-	-
Pay/Enquiry Points		-	-	-	-	-	-	-	-	-
Building Plan Offices		-	-	-	-	-	-	-	-	-
Workshops		-	-	-	-	-	-	-	-	-
Yards		-	-	-	-	-	-	-	-	-
Stores		-	-	-	-	-	-	-	-	-
Laboratories		-	-	-	-	-	-	-	-	-
Training Centres		-	-	-	-	-	-	-	-	-
Manufacturing Plant		-	-	-	-	-	-	-	-	-
Depots		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Staff Housing		-	-	-	-	-	-	-	-	-
Social Housing		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Water Rights		-	-	-	-	-	-	-	-	-
Effluent Licenses		-	-	-	-	-	-	-	-	-
Solid Waste Licenses		-	-	-	-	-	-	-	-	-
Computer Software and Applications		-	-	-	-	-	-	-	-	-
Land Settlement Software Applications		-	-	-	-	-	-	-	-	-
Unspecified		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Capital Expenditure on renewal of existing asset	1	-	-	-	-	-	-	-	-	-
Renewal of Existing Assets as % of total capex		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Renewal of Existing Assets as % of deprecn"		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

References

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

check balance -38,323,141 -214,271,345 54,972,003 - -167,236,775 - 148,026,479 136,424,376 208,629,719

FS191 Setsoto - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand	1									
Libraries		-	-	-	-	-	-	-	-	-
Cemeteries/Crematoria		-	-	-	-	-	-	-	-	-
Police		-	-	-	-	-	-	-	-	-
Parks		-	-	-	-	-	-	-	-	-
Public Open Space		-	-	-	-	-	-	-	-	-
Nature Reserves		-	-	-	-	-	-	-	-	-
Public Ablution Facilities		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Stalls		-	-	-	-	-	-	-	-	-
Abattoirs		-	-	-	-	-	-	-	-	-
Airports		-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Indoor Facilities		-	-	-	-	-	-	-	-	-
Outdoor Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Monuments		-	-	-	-	-	-	-	-	-
Historic Buildings		-	-	-	-	-	-	-	-	-
Works of Art		-	-	-	-	-	-	-	-	-
Conservation Areas		-	-	-	-	-	-	-	-	-
Other Heritage		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property		-	-	-	-	-	-	-	-	-
Unimproved Property		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property		-	-	-	-	-	-	-	-	-
Unimproved Property		-	-	-	-	-	-	-	-	-
Other assets		-	-	516	2,190	-	2,190	2,300	4,829	5,071
Operational Buildings		-	-	516	2,190	-	2,190	2,300	4,829	5,071
Municipal Offices		-	-	516	2,190	-	2,190	2,300	4,829	5,071
Pay/Enquiry Points		-	-	-	-	-	-	-	-	-
Building Plan Offices		-	-	-	-	-	-	-	-	-
Workshops		-	-	-	-	-	-	-	-	-
Yards		-	-	-	-	-	-	-	-	-
Stores		-	-	-	-	-	-	-	-	-
Laboratories		-	-	-	-	-	-	-	-	-
Training Centres		-	-	-	-	-	-	-	-	-
Manufacturing Plant		-	-	-	-	-	-	-	-	-
Depots		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Staff Housing		-	-	-	-	-	-	-	-	-
Social Housing		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Water Rights		-	-	-	-	-	-	-	-	-
Effluent Licenses		-	-	-	-	-	-	-	-	-
Solid Waste Licenses		-	-	-	-	-	-	-	-	-
Computer Software and Applications		-	-	-	-	-	-	-	-	-
Load Settlement Software Applications		-	-	-	-	-	-	-	-	-
Unspecified		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	0	1,158	-	1,158	1,269	2,664	2,798
Furniture and Office Equipment		-	-	0	1,158	-	1,158	1,269	2,664	2,798
Machinery and Equipment		-	-	901	5,481	-	5,481	5,755	12,085	12,690
Machinery and Equipment		-	-	901	5,481	-	5,481	5,755	12,085	12,690
Transport Assets		-	-	1,369	2,367	-	2,367	2,486	5,220	5,481
Transport Assets		-	-	1,369	2,367	-	2,367	2,486	5,220	5,481
Land		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Repairs and Maintenance Expenditure	1	-	-	5,768	23,400	-	23,400	24,623	51,708	54,294
R&M as a % of PPE		0.0%	0.0%	0.1%	13.7%	0.0%	13.7%	1.0%	21.2%	28.6%
R&M as % Operating Expenditure		0.0%	0.0%	1.8%	3.9%	0.0%	3.9%	7.9%	7.6%	6.9%

References

1. Total Repairs and Maintenance Expenditure by Asset Category must reconcile to total repairs and maintenance expenditure on Table SA1

FS191 Setsoto - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23

R thousand

check balance

- - - - - - - - - -

FS191 Setsoto - Supporting Table SA34d Depreciation by asset class

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand	1									
Libraries		-	-	-	-	-	-	-	-	-
Cemeteries/Crematoria		-	-	-	-	-	-	-	-	-
Police		-	-	-	-	-	-	-	-	-
Parks		-	-	-	-	-	-	-	-	-
Public Open Space		-	-	-	-	-	-	-	-	-
Nature Reserves		-	-	-	-	-	-	-	-	-
Public Ablution Facilities		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Stalls		-	-	-	-	-	-	-	-	-
Abattoirs		-	-	-	-	-	-	-	-	-
Airports		-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Indoor Facilities		-	-	-	-	-	-	-	-	-
Outdoor Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Monuments		-	-	-	-	-	-	-	-	-
Historic Buildings		-	-	-	-	-	-	-	-	-
Works of Art		-	-	-	-	-	-	-	-	-
Conservation Areas		-	-	-	-	-	-	-	-	-
Other Heritage		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	1,858	1,858	1,858	1,969	1,858	1,950
Revenue Generating		-	-	-	1,858	1,858	1,858	1,969	1,858	1,950
Improved Property		-	-	-	1,858	1,858	1,858	1,969	1,858	1,950
Unimproved Property		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property		-	-	-	-	-	-	-	-	-
Unimproved Property		-	-	-	-	-	-	-	-	-
Other assets		-	-	-	4,238	4,238	4,238	4,492	4,238	4,449
Operational Buildings		-	-	-	4,238	4,238	4,238	4,492	4,238	4,449
Municipal Offices		-	-	-	4,238	4,238	4,238	4,492	4,238	4,449
Pay/Enquiry Points		-	-	-	-	-	-	-	-	-
Building Plan Offices		-	-	-	-	-	-	-	-	-
Workshops		-	-	-	-	-	-	-	-	-
Yards		-	-	-	-	-	-	-	-	-
Stores		-	-	-	-	-	-	-	-	-
Laboratories		-	-	-	-	-	-	-	-	-
Training Centres		-	-	-	-	-	-	-	-	-
Manufacturing Plant		-	-	-	-	-	-	-	-	-
Depots		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Staff Housing		-	-	-	-	-	-	-	-	-
Social Housing		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Water Rights		-	-	-	-	-	-	-	-	-
Effluent Licenses		-	-	-	-	-	-	-	-	-
Solid Waste Licenses		-	-	-	-	-	-	-	-	-
Computer Software and Applications		-	-	-	-	-	-	-	-	-
Load Settlement Software Applications		-	-	-	-	-	-	-	-	-
Unspecified		-	-	-	-	-	-	-	-	-
Computer Equipment		-	155,492	-	799	799	799	847	799	839
Computer Equipment		-	155,492	-	799	799	799	847	799	839
Furniture and Office Equipment		-	90	-	42	42	42	44	42	44
Furniture and Office Equipment		-	90	-	42	42	42	44	42	44
Machinery and Equipment		-	613	-	34	34	34	36	34	36
Machinery and Equipment		-	613	-	34	34	34	36	34	36
Transport Assets		-	2,641	-	498	498	498	528	498	523
Transport Assets		-	2,641	-	498	498	498	528	498	523
Land		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Depreciation	1	-	158,836	-	117,728	117,728	117,728	124,792	247,728	260,115

References

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

Check	(212,220)	(18,089)	-	(1,286)	(1,286)	(1,286)	114,319	121,573	11,100
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FS191 Setsoto - Supporting Table SA34e Capital expenditure on the upgrading of existing assets by asset class

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand	1									
Markets		-	-	-	-	-	-	-	-	-
Stalls		-	-	-	-	-	-	-	-	-
Abattoirs		-	-	-	-	-	-	-	-	-
Airports		-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	2,543	27,600	-	27,600	3,200	6,752	7,090
Indoor Facilities		-	-	1,530	25,000	-	25,000	-	-	-
Outdoor Facilities		-	-	1,013	2,600	-	2,600	3,200	6,752	7,090
Capital Spares		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Monuments		-	-	-	-	-	-	-	-	-
Historic Buildings		-	-	-	-	-	-	-	-	-
Works of Art		-	-	-	-	-	-	-	-	-
Conservation Areas		-	-	-	-	-	-	-	-	-
Other Heritage		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property		-	-	-	-	-	-	-	-	-
Unimproved Property		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property		-	-	-	-	-	-	-	-	-
Unimproved Property		-	-	-	-	-	-	-	-	-
Other assets		-	-	3,845	-	-	-	-	-	-
Operational Buildings		-	-	3,845	-	-	-	-	-	-
Municipal Offices		-	-	3,845	-	-	-	-	-	-
Pay/Enquiry Points		-	-	-	-	-	-	-	-	-
Building Plan Offices		-	-	-	-	-	-	-	-	-
Workshops		-	-	-	-	-	-	-	-	-
Yards		-	-	-	-	-	-	-	-	-
Stores		-	-	-	-	-	-	-	-	-
Laboratories		-	-	-	-	-	-	-	-	-
Training Centres		-	-	-	-	-	-	-	-	-
Manufacturing Plant		-	-	-	-	-	-	-	-	-
Depots		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Staff Housing		-	-	-	-	-	-	-	-	-
Social Housing		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	882	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	882	-	-	-	-	-	-
Water Rights		-	-	-	-	-	-	-	-	-
Effluent Licenses		-	-	-	-	-	-	-	-	-
Solid Waste Licenses		-	-	-	-	-	-	-	-	-
Computer Software and Applications		-	-	882	-	-	-	-	-	-
Load Settlement Software Applications		-	-	-	-	-	-	-	-	-
Unspecified		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	641	2,122	-	2,122	2,122	4,244	4,456
Furniture and Office Equipment		-	-	641	2,122	-	2,122	2,122	4,244	4,456
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	36	5,471	-	5,471	5,471	10,942	11,489
Transport Assets		-	-	36	5,471	-	5,471	5,471	10,942	11,489
Land		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Capital Expenditure on upgrading of existing assets	1	-	-	64,230	47,193	-	47,193	22,793	45,938	48,235
Upgrading of Existing Assets as % of total capex		0.0%	0.0%	40.6%	27.7%	0.0%	27.7%	11.6%	12.1%	12.1%
Upgrading of Existing Assets as % of deprecn*		0.0%	0.0%	0.0%	40.1%	0.0%	40.1%	18.3%	18.5%	18.5%
References										

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

check balance -38,323,141 -214,271,345 54,972,003 - -167,236,775 - 148,026,479 136,424,376 208,629,719

FS191 Setsoto - Supporting Table SA35 Future financial implications of the capital budget

Vote Description	Ref	2020/21 Medium Term Revenue & Expenditure Framework			Forecasts			
		Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Present value
R thousand								
Capital expenditure	1							
Vote 1 - Executive and council		334	334	351				
Vote 2 - Municipal Manager		629	629	661				
Vote 3 - Treasury		179	179	188				
Vote 4 - Corporate Services		739	739	776				
Vote 5 - Development Planning and Social Security		7,807	5,418	5,689				
Vote 6 - Development Planning and Social Security		51,972	55,637	58,419				
Vote 7 - Engineering Services		182,063	127,137	133,494				
Vote 8 - Default		-	-	-				
Vote 9 - Default		-	-	-				
Vote 10 - Default		-	-	-				
Vote 11 - Default		-	-	-				
Vote 12 - Default		-	-	-				
Vote 13 - Default		-	-	-				
Vote 14 - Default		-	-	-				
Vote 15 - Default		-	-	-				
<i>List entity summary if applicable</i>								
Total Capital Expenditure		243,723	190,074	199,578	-	-	-	-
Future operational costs by vote	2							
Vote 1 - Executive and council								
Vote 2 - Municipal Manager								
Vote 3 - Treasury								
Vote 4 - Corporate Services								
Vote 5 - Development Planning and Social Security								
Vote 6 - Development Planning and Social Security								
Vote 7 - Engineering Services								
Vote 8 - Default								
Vote 9 - Default								
Vote 10 - Default								
Vote 11 - Default								
Vote 12 - Default								
Vote 13 - Default								
Vote 14 - Default								
Vote 15 - Default								
<i>List entity summary if applicable</i>								
Total future operational costs		-	-	-	-	-	-	-
Future revenue by source	3							
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse revenue								
Rental of facilities and equipment								
<i>List other revenues sources if applicable</i>								
<i>List entity summary if applicable</i>								
Total future revenue		-	-	-	-	-	-	-
Net Financial Implications		243,723	190,074	199,578	-	-	-	-

References

1. Summarise the total capital cost until capital project is operational (MFMA s19(2)(a))
2. Summary of future operational costs from when projects operational (present value until the end of each asset's useful life) (MFMA s19(2)(b))
3. Summarise the future revenue from when projects are operational, including municipal tax and tariff implications, (present value until the end of asset's useful life)

FS191 Setsoto - Supporting Table SA36 Detailed capital budget

R thousand	Function	Project Description	Project Number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	2020/21 Medium Term Revenue & Expenditure Framework				
													Audited Outcome 2018/19	Current Year 2019/20 Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Parent municipality: <i>List all capital projects grouped by Function</i>																	
Parent Capital expenditure													-	-	-	-	-
Entities: <i>List all capital projects grouped by Entity</i>																	
Entity A Water project A																	
Entity B Electricity project B																	
Entity Capital expenditure													-	-	-	-	-
Total Capital expenditure													-	-	-	-	-

References
 Must reconcile with Budgeted Capital Expenditure
 Projects that fall above the threshold values applicable to the municipality as identified in regulation 13 of the Municipal Budget and Reporting Regulations must be listed individually. Other projects by Function
 Asset class as per table A9 and asset sub-class as per table SA34
 GPS coordinates correct to seconds. Provide a logical starting point on networked infrastructure.
 Distinguish projects approved in terms of MFMA section 19(1)(b) and MRRR Regulation 13
 Project Number consists of MSCOA Project Longcode and seq No (sample PC001002006002_00002)

check 158,290 170,382 196,891 380,148 398,704

FS191 Setsoto - Supporting Table SA37 Projects delayed from previous financial year/s

R thousand	Function	Project name	Project number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	Previous target year to complete	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
														Original Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Parent municipality: <i>List all capital projects grouped by Function</i>																		
Entities: <i>List all capital projects grouped by Entity</i>																		
	Entity Name <i>Project name</i>																	

References

List all projects with planned completion dates in current year that have been re-budgeted in the MTREF
 Asset class as per table A9 and asset sub-class as per table SA34
 GPS coordinates correct to seconds. Provide a logical starting point on networked infrastructure.
 Project Number consists of MSCOA Project Longcode and seq No (sample PC001002006002_00002)

FS191 Setsoto - Supporting Table SA38 Consolidated detailed operational projects

R thousand	Function	Project Description	Project Number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	Prior year outcomes		2020/21 Medium Term Revenue & Expenditure Framework		
													Audited Outcome 2018/19	Current Year 2019/20 Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Parent municipality:																	
<i>List all operational projects grouped by Function</i>																	
Parent Operational expenditure													-	-	-	-	-
Entities:																	
<i>List all Operational projects grouped by Entity</i>																	
Entity A																	
Water project A																	
Entity B																	
Electricity project B																	
Entity Operational expenditure													-	-	-	-	-
Total Operational expenditure													-	-	-	-	-

References

Must reconcile with Budgeted Operating Expenditure

Asset class as per table A9 and asset sub-class as per table SA34

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

Project Number consists of MSCOA Project Longcode and seq No (sample PO001001002001002001002_00066)

check 326,247 598,684 680,964 788,458 827,881

