RATLOU LOCAL MUNICIPALITY

SPECIAL COUNCIL MEETING OF RATLOU LOCAL MUNICIPALITY HELD ON THE 31th MARCH 2014 AT THE MUNICIPAL CHAMBER AT 11H00.

1. OPENING AND RELIGIOUS OBSERVANCE
2. MAYORS SPEECH
3. CONSTITUTION
4. DISCLOSURE OF PERCUNIARY INTERESTS
5. REVERSAL OF CONDONED IRREGULAR AND UNAUTHORISED EXPENDITURE INCURRED DURING 2012/2013 FINANCIAL YEAR
6. OVERSIGHT REPORT ON THE 2012/2013 ANNUAL REPORT FOR RATLOU LOCAL MUNICIPALITY
7. DRAFT 2014-2015 INTEGRATED DEVELOPMENT PLAN REVIEW FOR RATLOU LOCAL MUNICIPALITY
8. DRAFT 2014/2015 BUDGET AND BUDGET RELATED POLICIES FOR RATLOU LOCAL MUNICIPALITY
9. PASSING OF LEVYING RATES AND DRAFT TARIFFS FOR 2014/2015 FINANCIAL YEAR
10. APPLICATION FOR TOWNSHIP ESTABLISHMENT (SETTLEMENT FORMALISATION AND SITES DEMARCATION) - SETLAGOLE AND MADIBOGO
11. ANNUAL REVIEW OF ORGANOGRAM FOR RATLOU LOCAL MUNICIPALITY
12. RE-CONFIGURATION OF PORTFOLIO COMMITTEES
13. ANNOUNCEMENTS
14. CLOSURE

31/03/2014

RATLOU LOCAL MUNICIPALITY

5. REVERSAL OF IRREGULAR AND UNAUTHORISED EXPENDITURE INCURRED DURING 2012/2013 FINANCIAL YEAR

PURPOSE

To request Council to rescind the condoned Irregular and Unauthorised Expenditures incurred during 2012/2013 financial year

BACKGROUND

Council had condoned **R 34 218 512.07** as Irregular through **Resolution 45/2013** & condoned **R11 486 015** as **Unauthorised Expenditures** through **Resolution 47/2013** dated **28 August 2013** respectively.

The AG finding and the basis for qualified opinion was that the condoned irregular and unauthorised expenditures were not in line with Section 32 of the MFMA and Circular 68 of the MFMA. The second point that resulted in qualification was that the municipality did not completely identify all Irregular and unauthorised expenditures for full disclosure in the annual financial statements.

We agreed with AG that the said condoned irregular and unauthorised expenditures be reversed so that MPAC, the Mayor and the Accounting Officer follow proper steps of MFMA Section 32 and Circular 68 as well as conduct investigations on all affected expenditures with all the liability chain. These ought to be documented and provided as evidence if Council was to condone.

MPAC, having accepted all the reasons given by management before the 28 August 2013 condoned expenditures; by subjecting the entire process to MFMA section 32 will assist in the identification of whether all expenditures were irregular and unauthorised or were only non-compliances with the laws.

This thorough process, when carried out fully, will assist in arriving at proper decisions by Council on whether to condone or not. By rescinding **Resolutions 45/2013** & **47/2013** dated **28 August 2013**, Council will be able to properly deal with the Irregular and unauthorised expenditures by following all steps as per MFMA Section 32 and Circular 68. The exercise will also assist with full or complete identification of previously unidentified unauthorised and irregular expenditure. These will then be brought back to Council to formally confirm its decision.

RESOLVED:

(a) That Council rescinded **Resolution 45/2013** and **Resolution 47/2013** dated **28 August 2013** respectively in order to subject the 2012/2013 **Irregular** and **Unauthorised Expenditure** to MFMA's Section 32 and Circular 68 processes.

31 MARCH 2014 **RESOLUTION 14/2014**

31/03/2014

6. OVERSIGHT REPORT ON THE 2012/2013 ANNUAL REPORT FOR RATLOU LOCAL MUNICIPALITY

PURPOSE

To present the Oversight Report on the 2012/13 Annual Report to Council for discussion and final approval as prescribed by Municipal System Act 32 of 2000.

BACKGROUND

The 2012/13 Draft Annual Report containing the Annual Financial Statements, Annual Performance Report and the Auditor General's report for Ratlou Local Municipality was tabled by the Mayor through **Resolution 02/2014** dated **30 January 2014** for Council perusal and adoption.

Council perused and adopted the Draft Annual Performance Report for Ratlou Local Municipality for the 2012/13 financial year. Subsequently, the Draft Annual Report was referred to the Municipal Public Accounts Committee to conduct public participation with the Communities and other stakeholders.

The Municipal Public Accounts Committee's (MPAC) mandate is to facilitate internal meetings to scrutinize and investigate issues raised by the Auditor-General and the submissions from the stakeholders about the report before it is finalised and produce an oversight report to the Council by 31 March 2014.

This report has been prepared in line with Municipal Finance Management Act Circular 32 guidelines and format.

1. MPAC MEETINGS AND INVESTIGATIONS ON THE REPORT

MPAC set to discuss the contents of the report:

- The MPAC met on the **06 February 2014** to discuss the issues raised by the Auditor –General. Presentations were by the Chief Financial Officer and the Municipal Manager to provide answers on how the municipality has found its self in this situation. The discussion centred around whether to agree to the AGs' recommendation that Council must rescind the "condoned" resolutions or not and it was agreed that further clarities and direction be obtained from the Auditor-General.
- MPAC met again on 24 March 2014 to receive a report of the MPAC Chairperson and the Accounting Officer(AO)on the meeting of 13 March 2014 with the Auditor-General(AG). The Mayor; MPAC Chair; Accounting Officer together with Senior Management met the AG where it was mutually agreed that the correct procedure to follow was for Council to reverse the condoned Irregular and Unauthorised Expenditures so that these are subjected to proper processes of MFMA Sec 32 & Circular 68. MPAC was satisfied with the decision and will dedicate time to fully focus on the task.

31/03/2014

1.1. MATERIAL IMPAIRMENT OF TRADE DEBTORS

Material impairment of **R 7 938 413** as a result of impairment of trade debtors: debt that will not be recovered by Council. This is due to implementation of provision for bad debts policy.

1.2 IRREGULAR EXPENDITURE

The irregular expenditure to the value of **R34 218 512** was presented to Council during the financial year 2012/13, and later condoned through **Resolution 45/2013** dated **28 August 2013**.
However, the Auditor-General came to the conclusion that s32 of MFMA was not properly followed when condoning the irregular expenditure, hence the qualified audit opinion.
Council has rescinded **Resolution 45/2013** dated the **28 February 2013** in order for MPAC to subject the irregular expenditure to proper steps per MFMA's section 32 and Circular 68.

1.3 UNAUTHORISED EXPENDITURE

During the financial year 2012/13 the municipality expected to receive the VAT returns for financial years 2010 to 2012 from SARS by 30 June 2013 and the arrangement with SARS was at an advanced stage by November 2012 to include the amount in the adjustment budget, but the SARS payment was made in July 2013 resulting in the unauthorised expenditure for 2012/13.

The unauthorised expenditure to the value of **R11 486 015** was presented to Council and condoned through **Resolution 47/2013** dated **28 August 2013**.
The AG also identified unauthorised expenditure to the value of **R1 782 355**.
The AG came to a finding that s32 of MFMA was not properly followed when condoning the unauthorised expenditure and that there was no full disclosure. Hence, the AG expressed the qualified opinion.

Council also had to rescind **Resolution 47/2013** dated **28 August 2013** to subject the unauthorised expenditure to proper steps in line with MFMA's section 32 and Circular 68.

1.4 MATERIAL UNDERSPEDING OF CONDITIONAL GRANTS

Municipal Infrastructure Grant:

The under-expenditure was due to delayed sitting of bid committees due to various pressing departmental commitments; the generally high rate of unresponsiveness by bidders which required that there be re-adverts and delayed implementation of projects at local ward level due to some challenges related to stakeholders relations.

31/03/2014

Ngaka Modiri Molema District Municipality (NMMDM) Water Grant:

Under-spending reported by AG of **R2 712 757** from 2012 grant funds gave an impression that there was nothing spent by year ending June 2013.
However the expenditure of **R 666 066** was incurred from NMMDM grant by year ending June 2013 but erroneously allocated to another NMMDM account.
The error has since been rectified and will be shown in the AFS. The error is also attributed to the AFS submitted by the external service provider which had many errors.

2. MPAC RECORD OF MEETINGS AND ATTENDANCE

DATE	PURPOSE	VENUE	ATTENDANCE
06 February 2014	Discussions of Auditor –General report and develop public participation program	Mayor's Boardroom	Cllr G Boikanyo(Chair) Cllr. J. Mongale Cllr. L. Boikanyo Cllr. M. Kobela Cllr. M. Dala Mr P Leburu (CFO) Mr G Lekomanyane (MM) Mr E Khesa (DD Internal Audit) Ms K Sedumedi (Scribe)
24 March 2014	To discuss and confirm the decision to rescind **Resolution 45 /2013** & **Resolution 47 /2013** dated **28 August 2013** on Irregular and Unauthorised Expenditure respectively.	Council Chamber	Cllr G. Boikanyo (Chair) Cllr. J. Mongale Cllr. L. Boikanyo Cllr. M. Kobela Cllr D. Molaolwa Cllr. M. Dala Cllr. K. Gaosirwe Cllr. L. Bees Mr P Leburu (CFO) Mr G Lekomanyane (MM) Mr E Khesa (DD Internal Audit) Ms K Sedumedi (Scribe)

3. COMMUNITY MEETINGS

The Committee scheduled three meetings to allow the community participation on the Draft Annual Report 2012/13.

The Meetings were held as follows:

DATE	WARD CLUSTER	VENUE	ATTENDANCE
25/02/2014	1,2,3 & 4	Loporung Community Hall	230
26/02/2014	5,8,10,11&14	Letsapa Tribal Hall	317
27/02/2014	6,7,9,12 &13	Madibogopan Community Hall	315
TOTAL			**862**

31/03/2014

MPAC held these meetings with the support of Officials from Ratlou Local Municipality, Ward Councillors, EXCO members and Secretariat in all consultations.

3.1 COMMENTS BY THE COMMUNITIES ON THE ANNUAL REPORT

The following are issues that were raised by Communities from various Wards:

- Municipality should assist in the control of stray animals along the roads.
- Municipality to improve access to water in most villages especially Setlagole.
- Municipality must finalise incomplete projects allocated to the Communities.
- The Community had requested the Municipality to urgently attend the soil erosion tributaries at Loporung village
- Roads maintenance, water, sanitation, electricity infill's, housing provisions ,unavailability of early learning centres in some areas and effective management of health centres are the main challenges facing our Communities.
- The operation hours of some clinics needs to improve from 08h00 – 16h30 and weekends to 24hrs
- Response time of Ambulance is not effective.
- Some of the existing facilities are under-utilized.
- The Community of Setlagole had appealed to the Municipality to intervene on the Improvement of R507
- Equitable distribution of support by Kalgold mine.

3.2 INPUTS AND COMMENTS FROM OTHER STAKEHOLDERS

- The Municipal Public Accounts Committee did not receive any written submission from individuals and community organisations.
- The Auditor – General has encouraged the municipality to consider creating internal capacity building other than solely be reliant to consultants for services as this will ensure continuity and service delivery.
- Management should develop AFS internally and submit them for review to the AG so that internal capacity gets built to avoid blaming service providers for errors in submitted documents
- The AG requested the municipality to submit the printer proof copy of the annual report for review before it went for final print

3.3 COUNCIL COMMMENTS ON THE DRAFT ANNUAL REPORT

- Leadership should closely oversee the process of subjecting the irregular and unauthorised expenditure to MFMA's section 32 and Circular 68
- Strong leadership should ensure reduction of irregular; unauthorised ; fruitless and wasteful expenditures
- Council instructed the administration to improve on issues that have led to the qualified audit opinion received by the Municipality and to work towards Clean Audit.

31/03/2014

No clear instances were found to warrant MFMA Chapter 15 processes except that, during the audit process, management realised that there was an asset missing at IT department. An investigation was conducted and an official has been taken for disciplinary process.

Resolved:

(a) That Council, having fully considered the Draft 2012/2013 Annual Report for Ratlou Local Municipality and representation thereon, adopted the Oversight Report without reservations.
(b) That the final copy of the Annual Report be sent to the respective Provincial and National Treasury; Auditor-General's Office; MEC of Local Government and Traditional Affairs; and the North West Provincial Legislature.

31 MARCH 2014 **RESOLUTION 15/2014**

31/03/2014

[redacted]

7. DRAFT 2014-2015 INTEGRATED DEVELOPMENT PLAN / BUDGET REVIEW FOR RATLOU LOCAL MUNICIPALITY

PURPOSE

To table the Draft 2014/2015 IDP/ Budget to Council for perusal, adoption to enable the process for engagement/ consultation with communities in line with Municipal Systems Act, 32 (Act 32 of 2000).

BACKGROUND

Ratlou Local Municipality adopted its 5 year **IDP 2012 – 2017** on the **14 March 2012** as per **Council Resolution 11/ 2012** in line with Section 25 of the Municipal Systems Act, 32 (Act 32 of 2000).

Section 34 of the Municipal Systems Act, 32 (Act 32 of 2000) requires that a municipal Council must review its Integrated Development Plan (IDP) annually in accordance with an assessment of its performance measurements and to the extent that changing circumstances so demand; and may amend its integrated development plan in accordance with a prescribed process.

The IDP is the strategic planning instrument which guides and informs planning and budgeting, and guides and informs all planning, management and decision making in the municipality. The draft IDP has is in line with 29 (1) of the Municipal System Act 32 (Act No. 32 of 2000).

RESOLVED:

a. That Council adopted the Draft IDP Review for 2014/2015 Financial Year for Ratlou Local Municipality.
b. That Council consulted and solicited inputs and comments from local communities and stakeholders for inclusion in the final IDP.

31 MARCH 2014 **RESOLUTION 16/2014**

31/03/2014

DRAFT REVISED INTEGRATED DEVELOPMENT PLAN 2014/2015

RATLOU LOCAL MUNICIPALITY

DRAFT

March 2014

31/03/2014

TABLE OF CONTENTS

1. **EXECUTIVE SUMMARY** 04
2. **INTRODUCTION** 05
3. **SITUATIONAL ANALYSIS** 06
3.1 Introduction 06
3.2 Municipal Overview 06
3.3 Demographics 07
3.4 Household Infrastructure 09
3.5 Socio Economic Profile 11
3.6 Summary of Community needs per Ward and Village 15
4. INTERNAL STRUCTURES OF THE MUNICIPALITY 18
4.1 Council 18
4.2 Political Leadership 18
4.3 Municipal Administration 19
4.4 Municipal Top Organizational Structure 20
4.5 Management of the IDP Process 20
4.5.1 Roles & Responsibilities for the IDP Process 27
4.5.2 The Intergovernmental Relations Framework 21
4.6 IDP/BUDGET Process Plan for 2014/2015 22
5. **ALIGNMENT OF IDP TO GOVT WIDE POLICIES, PLANS, PRIORITIES & TARGETS** 25
5.1 Millennium Development Goals 25
5.2 National Government Priorities 26
5.3 The New Growth Path 27
5.4 National Outcomes of Government 27
5.5 Outcome 9: A Responsive, Accountable, Effective & Efficient Local Govt. System 27
5.6 National Development Plan 28
6. **MEC'S ASSESSMENT ON THE DRAFT 2013/2014 IDP** 29
7. **SPATIAL DEVELOPMENT FRAMEWORK** 31
8. **MUNICIPAL VISION AND MISSION** 34
8.1 Vision, Mission and Values 34
8.2 IDP Priorities 35
8.3 SWOT Analysis 36
9. **IDP OBJECTIVES, KPIs, TARGETS AND PROJECTS** 38
9.1 Key Performance Area: Municipal Transformation and Institutional Development 39
9.2 Key Performance Area: Financial Viability 46

31/03/2014

9.3 Key Performance Area: Local Economic Development..... 50
9.4 Key Performance Area: Basic Services and Infrastructure Investment..... 53
9.5 Key Performance Area: Good Governance on Public Participation..... 58
9.6 Key Performance Area: Spatial Rationale..... 61
10. PROJECTS..... 62
11. FINANCIAL PLAN..... 72
11.1 2014/2015 Budget.....73
11.2 Revenue by Source.....74
11.3 Budget Breakdown by Departments: Operating & Capital Budget by Votes...75
11.4 Capital Projects..... 84
12. INTEGRATION..... 85
12.1 Introduction..... 85
12.2 Ratlou Spatial Development Framework.....86
12.3 Ratlou Land Use Management System Interim Measures..... 87
12.4 Ratlou Local Economic Development Strategy.....87
12.5 Ratlou Integrated Waste Management Strategy..... 88
12.6 Ratlou HIV/AIDS Policy.....88
12.7 Ratlou Skills Development Plan (Training and Development)..... 90
12.8 Ratlou Employment Equity Plan.....90
12.9 Ratlou Comprehensive Human Development Strategy..... 91
12.9 Ratlou Strategic Audit Plan.....92
12.10. Ratlou Performance Management System..... 93
13. CONCLUSION..... 95
14. ANNEXURES..... 96

31/03/2014

1. EXECUTIVE SUMMARY

Ratlou Local Municipality is a Category B municipality. The municipality administrative seat is situated in Setlagole village in the Ngaka Modiri Molema District Municipality. Council has 28 elected Councillors.

The **Vision** of Ratlou Local Municipality is to be a *"Performance-driven and participatory local municipality".*

The **Mission** is *"To provide excellent services through consultation for sustainable development".*

During the compilation of this document, council visited all the corners of the municipality to get the views of the community on its performance and especially on areas that need improvement. A listed of needs was compiled and council selected the following as key priorities:

Provision of Water and Sanitation, Job Creation, Poverty Alleviation, Provision of Electricity, Improved Roads And Community Infrastructure, Reduction of HIV and AIDS Infections and other Diseases, Improve Government Facilities Services to the Community, Create Safe and Secured Environment, Housing Development

Although the municipality is not authorized to provide basic services of water and sanitation, it still plays a role of coordinating and facilitating the provision of these services. Capital projects that the municipality will be implementing during the 2014/2015 financial year include roads, provision of community infrastructure such as halls and Thusong Service Centre and Taxi Rank facility amongst others. These projects will be primarily funded through the **Municipal Infrastructure Grant** at a cost of **R27 464 000.00**

Sector departments were also part of the compilation of this document and as a result projects of these departments form part of this IDP. This is seen as a positive development in intergovernmental cooperation.

31/03/2014

2. INTRODUCTION

The Draft Revised IDP/Budget 2014/2015 is a third review to be tabled to Council after the adoption of the five year IDP/Budget 2012 - 2017 (that was made in terms of Section 25 of the Municipal System Act, 2000 (Act No. 32 of 2000) which was adopted on the 14 March 2012 following the local government elections held in May 2011. The review is done in line with Section 34 of the Municipal Systems Act, 2000 (Act No. 32 of 2000), which states that:

"A Municipal Council –

(a) must review its integrated development plan

(i) annually in accordance with an assessment of its performance measurements in terms of section 41; and

(ii) to the extent that changing circumstances so demand; and

(b) may amend its integrated development plan in accordance with a prescribed process"

This document should therefore be read with *Ratlou 2012/2017 Integrated Development Plan* as reference will be made to it in some sections for environmental consideration and to avoid unnecessary repetitions. As a result the reader will be referred to the 2012/2017 document, which is more detailed in some of the sections.

28/03/2014

3. SITUATIONAL ANALYSIS

3.1 Introduction

This section contains an overview of the status quo of the internal and external environment of Ratlou Local Municipality. The first part provides an overview of the municipality while the rest of the section consists of the analysis of the statistics of the municipality from demographics, household infrastructure and development.

The statistics used here are derived from the *Census 2011, Global Insight and own municipal data.* This data, Census 2011 provides a more recent picture of development in the municipal area since the 2007 Community Surveys.

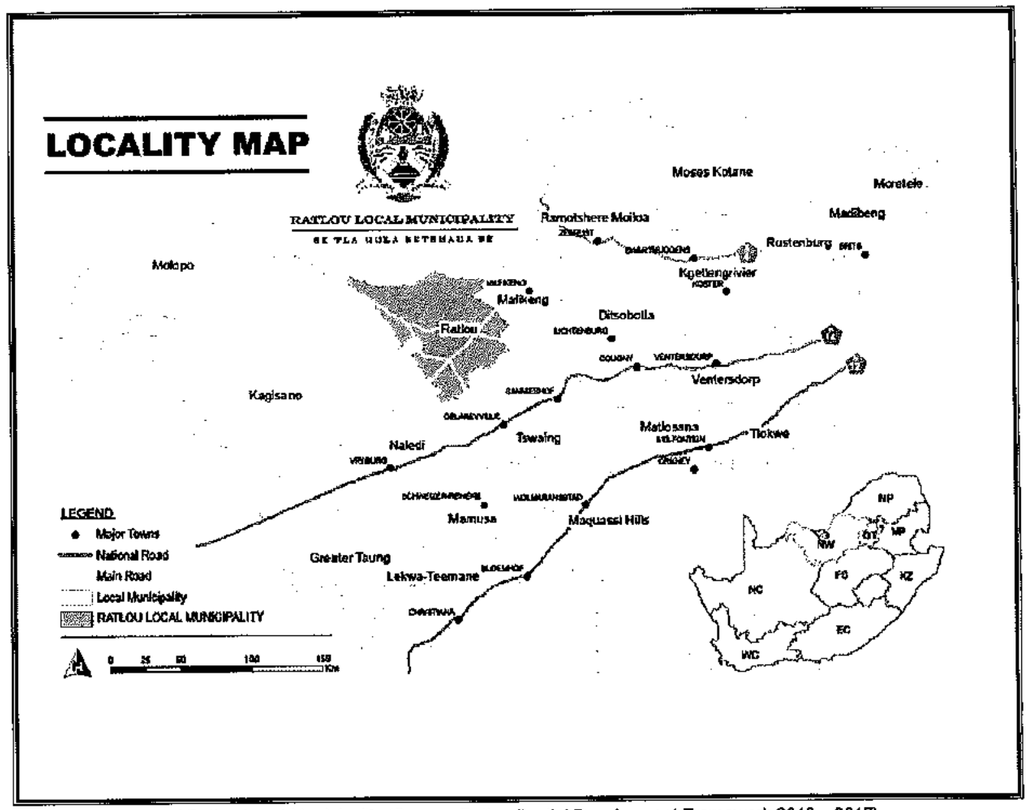
The availability of the 2011 Census and own municipal data enabled us to analyse the development in the municipal area from 1996 to 2011. In each of the areas covered by the statistics, a comparison is made between what was the level of development in 2001 and the situation in 2011. In this way the reader is able to make conclusions on whether there was real development in Ratlou Local Municipality or not.

3.2 Municipal Overview

Ratlou Local Municipality is a Category B municipality situated in the Ngaka Modiri Molema District Municipality in the North West Province. The municipality is predominantly rural in nature and is constituted by about 26 villages and commercial farms. The size of municipal area is l4, 618 km^2 with a population density of 24.37 per square kilometre and is divided into 14 wards.

According to the Census 2011, there are about 107 339 people residing in Ratlou Local Municipality.

31/03/2014



Locality Map of Ratlou Local Municipality (Source: Ratlou Spatial Development Framework 2012 – 2017)

3.3 Demographics.

This section will provide the statistical data relating to the Ratlou Local Municipality's population based on factors such as age, race, sex, and economic status, level of education, income level and employment, among others.

- **Total Population**

The population size of Ratlou Local Municipality has increased significantly from 97 655 in 1996 to 106 165 in 2001, and then to 107 339 in 2011. This is an increase of 1174 people.

The growth rate in 2001 from 1996 was 1.5 and then 0.1 from 2001 to 2011. The decline in population growth could be attributed to the following factors:

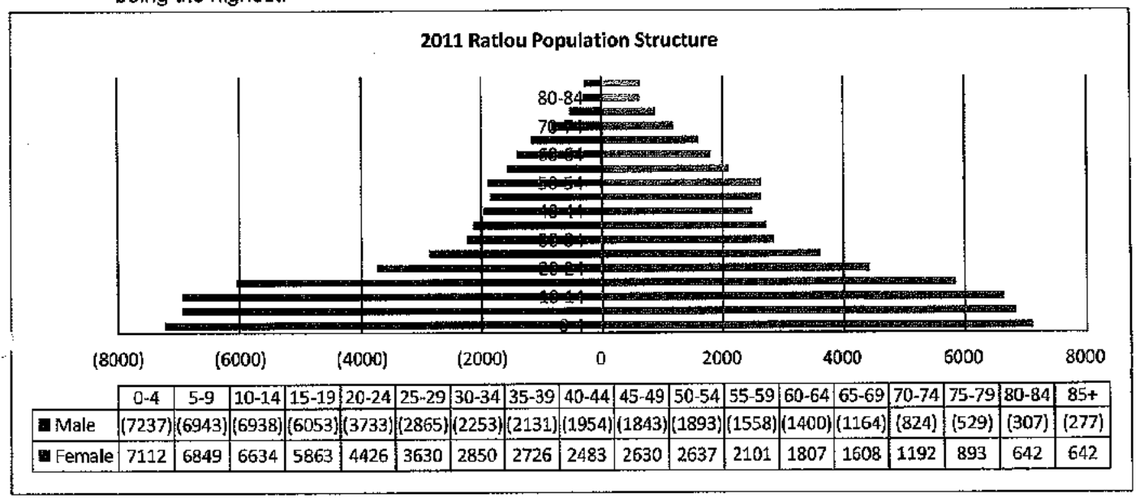
- Migration
- Fertility and
- Mortality

Ratlou Local Municipality has the lowest growth rate in the District. Ngaka Modiri Molema

31/03/2014

District Municipality (NMMDM) population growth stands at 1, a decline from 2 in 2001.

Ratlou 2011 population structure shows that there are more females than males. The sex ratios is 91.6 i.e. 51 310 males compared to 56 029 females. This implies that there are 91 males per 100 females. The sex ratio is the lowest in the district with Ditsobotla Local Municipality at 102 being the highest.



	0-4	5-9	10-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75-79	80-84	85+
Male	(7237)	(6943)	(6938)	(6053)	(3733)	(2865)	(2253)	(2131)	(1954)	(1843)	(1893)	(1558)	(1400)	(1164)	(824)	(529)	(307)	(277)
Female	7112	6849	6634	5863	4426	3630	2850	2726	2483	2630	2637	2101	1807	1608	1192	893	642	642

The average age in South Africa according to Census 2011 is 25 years. This is referred to as medium age i.e. anyone between 20 and 29 years old.

- **Household Size**

The 2011 average household size for Ratlou is 4 compared to 3.6 of Ngaka Modiri Molema District Municipality (NMMDM). The average household size has decreased from 5.5 in 1996, 4.6 in 2001 and 4 in 2011. This has also decreased in the District for the years stated. This could be attributed to low fertility rate and out-migration.

Municipality	[illegible]	[illegible]	[illegible]	Total Number of Household			[illegible]	[illegible]	[illegible]
	[illegible]	[illegible]	[illegible]	1996	2001	2011	[illegible]	[illegible]	[illegible]
DC38:NMMDM	691529	748254	823546	137904	180454	227001	5,0	4,1	3,6
NW381: Ratlou	98469	105544	106256	17926	23068	26889	5,5	4,6	4,0

- **Population Group**

The white population has significantly increased from 381 in 2001 to 802 in 2011. Quite strangely the sex ratio in this group is 128.5 i.e. 451 males compared to 351 females.

The Indian/ Asian population has also shown a significant growth from 28 in 2001 to 227 in 2011. The sex ratio is shockingly high with 39 females compared to 188 males. It is not a

31/03/2014

surprise as the males are mostly merchants.

The coloured population has grown by a small proportion i.e. 735 in 2001 and 750 in 2011.
The black population is the predominant group with 105 021 people in 2001 and 105 414 in 2011, an increase of 393 people. The sex ratio is 90.8 i.e. 50 161 males compared to 55 254 females

3.4 Household Infrastructure

- **Housing**

There are three types of housing structures in Ratlou which are distinct as follows:

- Formal Dwelling - a structure built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in a backyard or rooms of flat let elsewhere.
- Informal Dwelling - makeshift structure not approved by a local authority and not intended as a permanent dwelling. Typically built with found materials (corrugated iron, cardboard, plastic etc.).
- Traditional dwelling - a dwelling made primarily of clay, mud, reeds or other locally available natural materials, this is a general term that includes huts, roundavels etc.

Census 2011 shows that number of formal dwelling units have significantly increased since 1996. This could be attributed to improved income and RDP housing developments that have taken place over the period.

Municipality	[illegible]	[illegible]	[illegible]	Informal Dwelling			[illegible]	[illegible]	[illegible]
	[illegible]	[illegible]	[illegible]	1996	2001	2011	[illegible]	[illegible]	[illegible]
DC38:NMMDM	113589	148909	186493	12362	19650	28618	11396	11396	8016
NW381: Ratlou	14761	19785	214133	650	1162	1413	2089	2089	953

The informal dwellings have also increased since 1996 and this could be attributed to demand for housing by young adult who have moved out from their parents' home or have just started their new families.
The traditional dwellings have decreased from 1996 and 2001 to 8016 in 2011. It could be attributed to replacement by RDP units, excision due to natural disasters or human actions influenced by modernity.

280 RDP houses have been built since 2011 and the current municipal housing need is 280.

- **Portable Water**

The number of households with piped water inside the yard has increased from 2078 in 2001 to 4269 in 2011. This increase could also be part of illegal water connections and also those

31/03/2014

households who have drilled boreholes.

The households with no piped water outside the yard has increased from 13 597 in 2001 to 19 277 in 2011. This is also as a result of new stands that have been allocated.

Municipality	Piped Tap Water			Piped Tap Outside the Yard			None		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
DC38:NMMDM	56736	77183	116441	48014	63181	78916	27164	40089	31644
NW381: Ratlou	2116	2078	4269	12573	13597	19277	2573	7393	3343

Households without access to piped water either inside or outside the yard, has decreased from 7393 in 2001 to 3343 in 2011. The number could have been reduced as a result of new bulk water projects that are being implemented by NMMDM.

- **Sanitation**

The Census 2011 reflects four types of sanitation facilities i.e. flush/chemical toilets, Pit Latrine, Bucket toilet and bush system (none).

The number of households with no toilets facilities for 2011 is 3376 which is alarmingly high compare to 1247 in 1996.

Municipality				Pit Latrine						None		
				1996	2001	2011				1996	2001	2011
DC38:NMMDM	30024	52804	72836	93515	106778	130005	6145	4596	2774	7544	16276	17078
NW381: Ratlou	205	585	1324	16338	18748	21488	55	57	65	1247	3677	3376

There are no bucket toilets in the municipal area contrary to Census 2011.

The number of households with pit latrine has been on the rise since 1996 until 2011. This could be attributed to number of VIP toilets (i.e. 978 units built) that were constructed by Ngaka Modiri Molema District Municipality and Department of Human Settlements.

The sanitation backlog is 6179 VIP units.

- **Electricity**

The electricity is categorised under use for lighting, heating and cooking. 22 498 household in 2011 were using electricity for electricity compared to 652 in 1996 and 17 615. This indicates that most household have access to electricity.

Municipality				Heating					
				1996	2001	2011			
DC38:NMMDM	50415	127846	182600	37907	76525	125531	40044	77218	155141
NW381: Ratlou	652	17615	22498	459	5974	13095	506	5831	16478

31/03/2014

The number of household using the same electricity for heating and cooking is 13 095 and 16 478 respectively. The number is lower compared to the one for those households using electricity for lighting. This could be as a result of cost saving attributed to high energy cost.

The electricity backlog is 1288 connections. The municipal Indigent Register has 11 286 households of which 6675 are receiving free basic electricity.

- **Refuse Removal**

Majority of households remain to bury their rubbish or solid waste. This is an environmental concern, especially contamination of underground water as a result of seepage. This would also affect negatively any plans for recycling projects in the near future.

Municipality				Communal/Own refuse dump					
				1996	2001	2011			
DC38:NMMDM	32373	44013	83489	93984	122063	126676	9522	14378	13980
NW381: Ratlou	35	91	350	16505	21319	23920	1170	1658	2373

Community Works Programme (CWP) and Expanded Public Works Programme (EPWP) are being used for community cleaning within the municipal area.

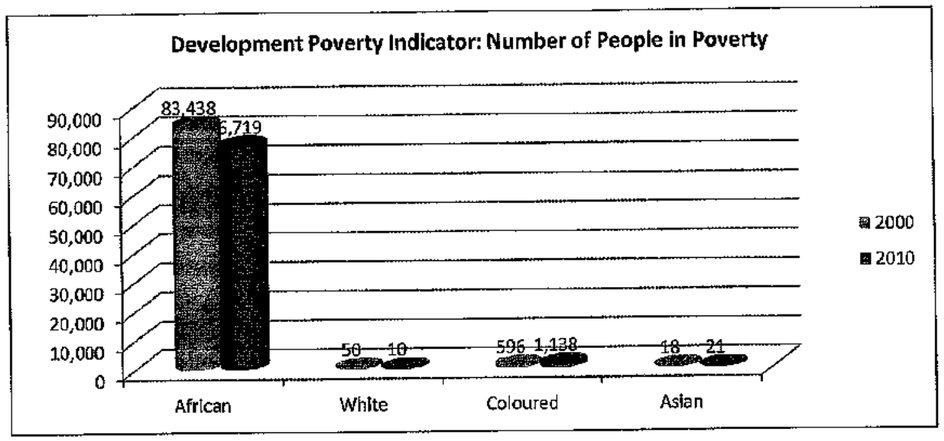
3.5 Socio-Economic Profile

- **Poverty Indicator**

Regarding development, Ratlou Local Municipality has experienced a slight improvement characterised by an increase in the human development index from 0.33 in 2000 to 0.34 in 2010. This improvement is further confirmed by the fact that there was decrease in the number of people leaving below a dollar per day from 11,030 in 2000 to 425 in 2010. Although the graph below indicates that 69% of people in the municipal area were leaving in poverty in 2010, it also indicates a positive trend in that in 2000, this figure stood at 80%.

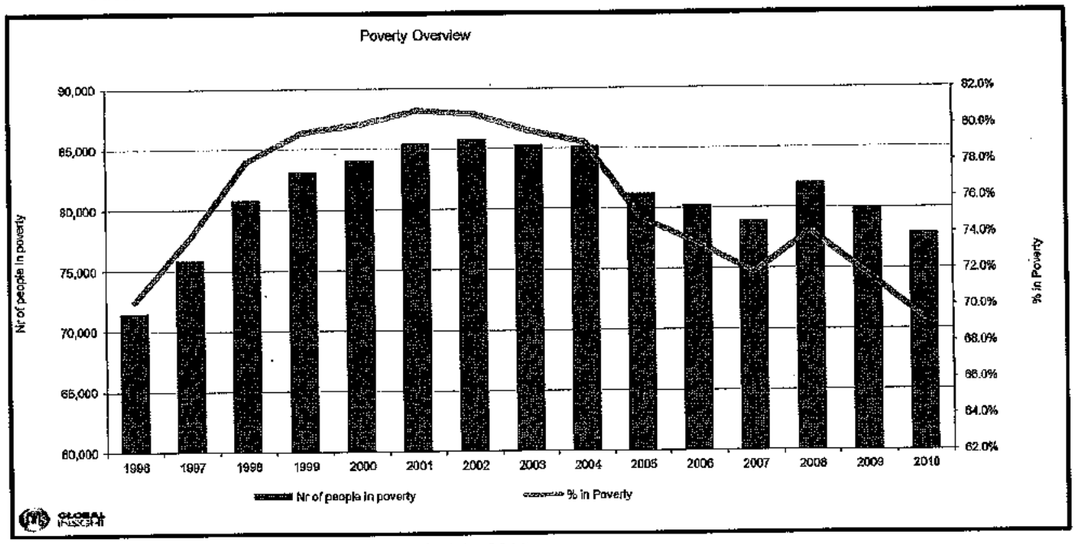
The graph below shows an improvement in the life's of the people of Ratlou in that there was an overall decrease of the number of people in poverty from 80% in 2000 to 69% in 2010, an improvement of 11% in a 10 year period.

31/03/2014



Graph: Number of people in poverty (Source: Global Insight 2011)

With regard to the overview poverty, the graph below shows that the number of people leaving in poverty increased from 1996 and peaked at in 2002 to about 85 000 from which it shows a sustained decrease to 69% or 70 000 and still decreasing.



Graph: Poverty Overview (Source: Global Insight, 2011)

- **Education**

The literacy level (no schooling) has improved tremendously from 40.7% in 2001 to 28.9% in 2011, but this figure is small compared to the district average as indicate here below.

31/03/2014

Municipality	No Schooling (%)		Higher Education (%)		Matric (%)	
	2001	2011	2001	2011	2001	2011
DC38:NMMDM	27.2	17.0	5.9	8.1	16.5	20.7
NW381: Ratlou	40.7	28.9	2.0	3.1	7.0	11.2

The percentage of matriculants has increased by 4.2% over the 10 year period.

- **Employment**

There are about 8812 people employed and 6885 of those unemployed. 6587 people are categorised as discouraged work-seekers. 35 542 people are classified as not economically active. This number is alarming high.

Municipality	[illegible]		Youth Unemployment Rate 15 - 34 Years (%)	
	[illegible]	2011	2001	2011
DC38:NMMDM	47.1	33.7	58.9	44.1
NW381: Ratlou	61.3	43.9	69.9	52.4

The economically active population i.e. ages 15-64 comprises of 53.9% of the total population in 2011 same percentage as that of 2001.

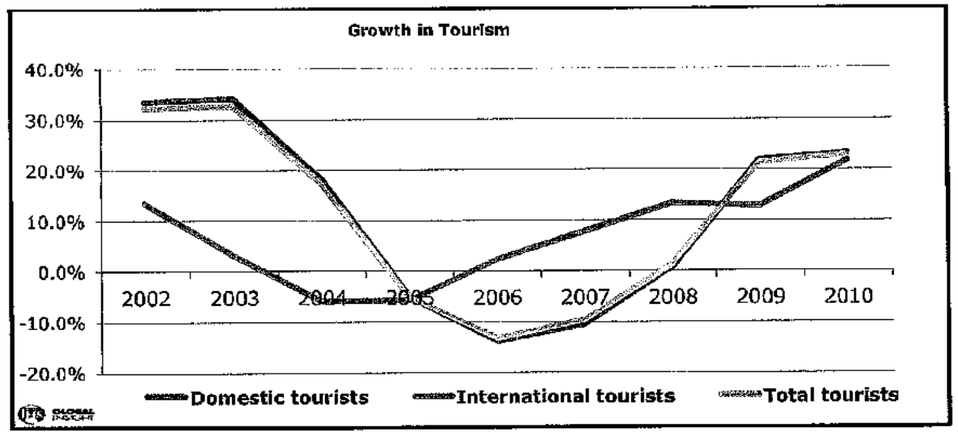
Official Employment Status (2011)	[illegible]	NW381: Ratlou
Employed	149,334	8,812
Unemployed	75,973	6,885
Discouraged work-seeker	41,366	6,587
Other not economically active	245,495	35,542
Age less than 15 years	-	-
Not applicable	330,531	49,512
Total Population	**842,699**	**107,339**

There are currently 1240 people employed through the EPWP and CWP programme in the municipality.

- **Tourism**

Figure 21 shows that tourism domestic growth was above 30%in 2002 to 2003, dropped to negative growth between 2005 and 2008 and has since grown to just above 20% in 2010. The figure also shows that despite low and negative growth between 2002 and 2006, international tourism showed a healthy and steady growth to match domestic growth at above 20% in 2010. Efforts to promote tourism are clearly bearing fruit but need to be accelerated to surpass early growth of above 30% experienced in 2003.

31/03/2014



Graph: Growth in Tourism (Source: Global Insight 2011)

- **Household Income**

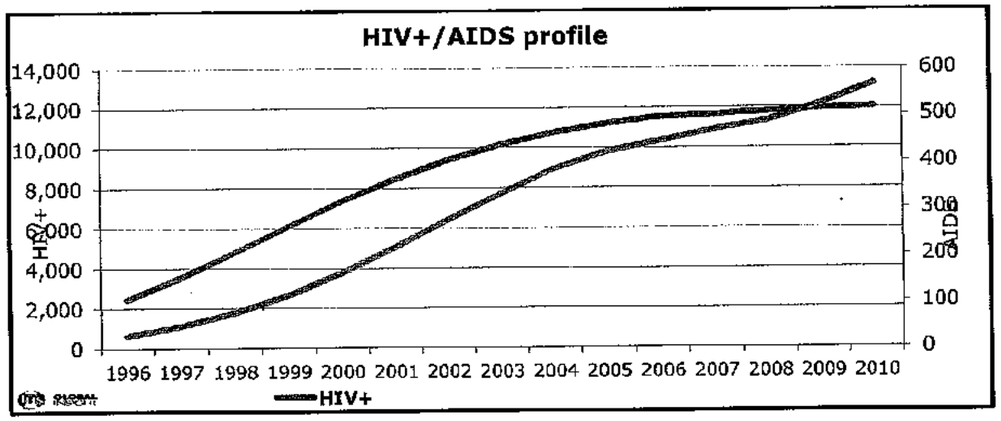
The annual household income has increased from R12 426 in 2001 to R32 154 in 2011. It is the lowest in the district and this is consistent to the lower employment rate in Ratlou and the fact that there are no larger industries within the municipal area as compared to the other local municipalities in the district

Municipality	Household Income (Rands)	
	2001	2011
DC38:NMMDM	25870	32154
NW381: Ratlou	12422	32154
NW382: Tswaing	22287	55829
NW383: Mafikeng	34993	81940
NW384: Ditsobotla	27491	65613
NW385: Ramotshere Moilwa	18273	51024

- HIV/AIDS Profile

Figure 3, reflecting the HIV/AIDS Profile shows a stabilization of HIV infections between 2008 to 2010 at around 12 000 in the blue legend of the graph but a continued increase in the development of full blown AIDS of between 500 and 550 individuals in the same period as shown by the orange legend of the graph. A test and treatment campaign could help reverse the development of full blown AIDS of infected individuals whilst a continued, sustained prevention programme could maintain and even reduce new infections as reflected in the blue legend of the graph.

31/03/2014



Graph: HIV/AIDS Profile (Source: Global Insight 2011)

3.6 Summary of Community Needs per Ward and Village

This IDP review has been an extensive stakeholder engagement (mainly the IDP Representative Forums and War Room meetings) process from 21 August 2013 when the Process Plan was adopted until March 2014 leading to the Draft IDP adoption.

The table below outlines comments and inputs that community members had raised across all sectors during the stakeholder engagement sessions indicated here above. The comments and inputs are also inclusive of those that were made during the development of the 5 year IDP that was adopted on the 14 March 2012.

WARD	VILLAGES	NEEDS/ COMMENTS	
01	DINGATENG MABULE MATHATENG MASAMANE TSHIDILAMOLOMO MAKGORI	• Internal Roads to Schools • Water Shortages • Renovations of ECDC • RDP Houses • Tarred road to Dingateng	• Clinic for Mabule • Water for Livestock • Shortage of Health Personnel • 24hr Clinic Services
02	MAKGOBISTADT LOPORUNG DITLOUNG MAEYAEYANE SASANE SELOSESHA LOGAGANE	• Upgrading of internal road • High Mass Lights • Loporung to be developed • Electricity infill • Community Hall • Pay point for social grants • RDP/Emergency houses • Water • Solar Energy • Early Learning Centres	• Community Hall & Clinic at Logagane • Cell Phone Coverage • Plight of Water Operators • Training of SMMEs • Loporung Access Road • Public Transport Facilities • Overcrowding at Masamane Clinic

31/03/2014

WARD	VILLAGES	NEEDS/ COMMENTS	
03	DISANENG	• EPWP projects • Early Learning Centre • Benefits of crèche • Internal Roads	• Water • Sanitation • Electricity in the new stands
04	MOSHAWANE LOGAGENG MATLODING	• Water • Tarred road & Internal road • Location of SASSA office • Youth Development projects • Sanitation (VIP) • Electricity in the new stands (extensions) • Shortage of water trucks and tanks	
05 & 14	SETLAGOLE	• Water • Powering of existing High Mass Lights • Sensitive Land allocation by Chiefs • Electrification of New Stands • Setlagole Telecentres Resuscitation • Recruitment of EPWP beneficiaries	
06	MADIBOGO (TLHAPING & LOHATLHENG)	• Water • Criteria used for funding Home Based Care groups • Water taps to RDP Standard • Water taps not working • Water Tankering not consistent	
07	MADIBOGO-PAN DIOLWANE	• Water • Tarred road in the village • Extension of electricity	
08	KRAAIPAN (GATHULO & TLHAKAJENG)	• Water and Sanitation in the clinics, water connections • Internal Roads, Kraaipan Bridge • Poor Health Care Services (Ambulance Response Time) • Sanitation • Upgraded Gravel Roads • High Mass Lights (Not Operational) • EPWP existence • Crime • Infrastructure development	

31/03/2014

WARD	VILLAGES	NEEDS/ COMMENTS	
09	MADIBOGO (MOTSITLANE)	• Water • Provision of Water Tanks • Tar Road from Motsitlane to Madibogo Pan • EPWP/CWP Programme	
	MADIBOGO (GARELENG)	• Youth Development Centre • Water extension • Bridge • Sanitation (VIP) • Community hall	
10 & 08	MAREETSANE	• Water Extension • LED projects • RDP Houses • Educational Bursaries • Internal roads & upgrading of existing ones. • Agricultural Workshops	• Sanitation (VIP) • Funding to Home Based Care Centres • Recruitment of EPWP beneficiaries to be equal in all wards
11	KRAAIPAN	• Water • Construction of gravel road • Kraaipan Bridge • Criteria used by Social Development for funding	• Home Based Cares • Business plan workshop • Agricultural workshops • Nepotism on recruitment and Awarding of tenders
12	MADIBOGO (MOROLONG LENGANENG DIKGATLHONG)	• RDP houses • Information about roll-over (of budget for uncompleted projects) • Criteria for funding HCBC • Speed humps for road R507 • Development of Madibogo Station	
13	THUTLHWANE SETLHWATLHWE	• Water • RDP houses • Land Claims finalisation • Internal roads • Setlhwatlhwe Bridge	• LED Projects Support • Setlhwatlhwe Community Hall • Unfair recruitment

31/03/2014

4. INTERNAL STRUCTURES OF THE MUNICIPALITY

4.1 Council

The Council has 28 Councillors (14 Proportional Representation (PR) Councillors and 14 Ward Councillors). The Speaker is the Chairperson of Council. The party-political representation of Councillors is reflected in the table below:

Political Party	Number of Councillors	Gender Distribution	
		Male	Female
African National Congress (ANC)	22	8	14
Congress of the People (COPE)	2	1	1
Democratic Alliance (DA)	1	1	0
United Christian Democratic Party (UCDP)	3	2	1
TOTAL	28	12	16

Party Political Representation (Source: www.elections.org.za, 2011)

The municipality has 48,231 voters, registered for the forthcoming provincial and national government elections to be held on the 7 May 2014.

4.2 Political Leadership

- **Executive Committee**

The Mayor is the chairperson of the Executive Committees which comprises of chairpersons of the five portfolios (Section 79 Committees (Municipal Structures Act 117, 1998)). Section 79 Committees are responsible for monitoring service delivery and they report to Council.

Position	Incumbent	Function
Mayor	Cllr P. V. Mance	• Chairperson of the Executive Committee • Responsible for the political direction of the municipality • Accounts to council
Executive Committee	Same as Chairpersons of the Portfolio Committees	• Identify the needs of the municipality • Review and evaluate those needs in order of priority • Recommends strategies, programme and services to address the needs
Speaker	Cllr M. R. Mongala	• Presides over Council meetings • Ensuring that Council meets quarterly • Must maintain order during meeting • Ensures adherence to council rules

31/03/2014

The portfolio committees are depicted in the table below:

Portfolio Committee	Chairperson
Human Resource & Corporate Support (Corporate Services)	Cllr V Shomolekae
Social Services (Community Services)	Cllr M Khumalo
LED and Agriculture (Planning & Development)	Cllr M Bank
Infrastructure Development (Technical Services)	Cllr A Matebele
Finance (Budget & Treasury)	Cllr P Mokgosi

Standing Committees (Section 80 of the Municipal Structures Act No. 117 of 1998) are permanent Council committees which are responsible for holding Council accountable in terms of its decisions and operations. The committees are chaired by councillors who are not members of the Executive Committee. Ratlou Local municipality has the following standing committees:

Name	Functions
Rules Committee	• Develops and approves rules for the proceedings • Determines focus areas to capacitate Councillors • Allocates members to various committees
Municipal Public Accounts Committee	• Provides political oversight over financial management, accounts and overall performance

The municipality has also an Audit Committee which is established in terms of Section 166 (1) of Municipal Finance Management Act, 2003 (Act No. 56 of 2003).

Name	Functions (MFMA Sec. 166 (2))
Audit Committee	• Advise the municipal council and administration of the municipality • Respond to the council on any issues raised by the Auditor-General in the audit report • Carry out such investigations into the financial affairs of the municipality • Perform such other functions as may be prescribed

4.3 Municipal Administration

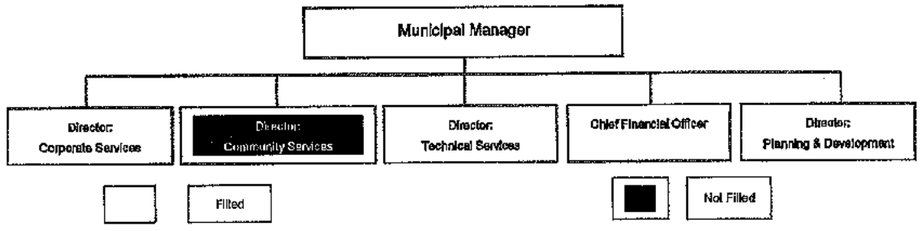
The Municipal Manager is responsible for the overall management of the municipality. The administrative wing of the municipality is made up of 6 departments, including the Office of the Municipal Manager.

31/03/2014

The departments and their functions are contained in the table below:

Department	Office of the Municipal Manager	
Functions	• Internal Audit, • PMS, Information Technology, • Communication & Public Participation, • Support to Office of the Speaker and Support to Office of the Mayor	
Department	**Corporate Support Services**	**Budget and Treasury**
Functions	• Human Resources Management, • Legal Services, Corporate Administration, • Council support services and • Fleet Management	• Revenue and Expenditure Services • Financial management and Budgetary Services • Supply Chain Management Services
Department	**Community Development Services**	**Technical Services**
Functions	• Land, Parks and Cemeteries, Libraries • Community Facilities • Environmental Health, Public Safety, • Waste Management and Disaster Management • Social Services	• Civil Engineering Services • Municipal Roads and Storm Water • Water Services Facilitation • Electricity • Public Works • Municipal Assets Maintenance
Department	**Town Planning and Development**	
Functions	• Integrated Development Planning • Local Economic Development • Agriculture, Tourism & Heritage	• Spatial Planning & Building Regulation • Municipal Valuations • Land Use Management

4.4 Municipal Top Organizational Structure



A detailed organisational structure is attached as *Annexure B*

4.5 Management of the IDP Process

4.5.1 Roles and Responsibilities for the IDP Process

Structure	Function
Municipal Council	• Consider and adopt a Process Plan • Consider, adopt and approve the IDP
IDP Management Committee - Chaired by the Municipal Manager	• Decide on the process plan • Be responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP

31/03/2014

	• Decide on the roles and responsibilities of persons involved in the process
Ward Councillors	• Link the planning process to their constituencies and/or wards • Lead consultation meetings at ward level • Ensure that ward issues are addressed (Ward Based Planning)
Director Town Planning & Development and IDP Deputy Director	• Facilitates IDP Processes of the municipality • Advices the Municipal Manager • IDP Processes and timeframes (Process Plan) • Sector participation in all processes • Participation of municipal departments • Ensures that the municipality has an IDP Process Plan – communicated internally and externally
Heads of Departments and Officials/Steering Committee	• Provide relevant technical, sector and financial information to be analysed for determining priority issues • Contribute technical expertise in the consideration and finalisation of strategies and identification of projects • Provide budgetary information • Take the responsibility for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for Local Government for alignment
IDP Representative Forum- Chaired by the Mayor	• The forum will be responsible for: • Representing the interests of their constituents in the IDP process • Providing an organisational mechanism for discussion, negotiation and decision-making between the stakeholders and the Municipality • Ensuring communication between all stakeholders' representatives • Monitoring the performance of the planning and implementation process
LED Forum	• Integrate LED initiatives into IDP • Monitor the implementation • Advice the IDP Forum on the LED issues
Business Forum	• Advices the LED Forum

4.5.2 The Intergovernmental Relations Framework

This principle of intergovernmental cooperation is enjoined by the Intergovernmental Relations Act, which compels different organs of state to plan and execute plans together. In order to achieve this cooperation, Ratlou Local Municipality makes optimal use of the following IGR structures to achieve integrated planning.

Name of IGR Structure	Composition	Function
Mayors Forum	Mayors, with municipal Managers providing technical support	Give political directives
Speakers Forum	Speakers of District and local municipalities	Champion public participation
Municipal Managers' Forum	Municipal Managers	Give advises to political structures and take administrative accountability

31/03/2014

Technical Cluster Forums	Directors of departments and Directors of sector departments	Advises municipal managers on issues affecting their departments
IDP Forum	Planning Directors of municipalities in the District	Run the processes of IDP Review
CFO's Forum	CFO's of the District and Local Municipalities	Ensure Municipal Fiscal Compliance in the District. Give support & advice Budget alignment to key priorities & synergy.
Local Manager's Forum	Managers of sector departments within Ratlou and Municipal Directors/ Managers	Advisory role for the IDP Rep Forum Projects and programmes alignment

IGR Structures

4.6 IDP/BUDGET Process Plan for 2014/2015

The 2014/2015 IDP Process Plan was adopted by Council on the 21 August 2014 in line with Section 28 of Municipal Systems Act (Act No. 32 of 2000). Detailed actual performance evidence is attached on ***Annexure C.***

PLANNED DATE	IDP	BUDGET	ACTUAL PERFORMANCE
29 July 2013	IDP Representative Forum: Establishment & Process Plan		Registrations for IDP Forum members were advertised in the newspaper (Mafikeng Mail), the forum was held on the 01 August 2013 were the Process Plan was presented
21 August 2013	Council Sitting: Adopts Process Plan		Council adopted the Process Plan on the 21 August 2013. Resolution No. 38/2013
12 September 2013	IDP Representative Forum: Analysis Phase		The forum was held on the 12 September 2013
30 October 2013-01 November 2013	Strategic Planning Session: Strategies Phase		The Strategic Planning session was held in Christiana from 30 October 2013 to 01 November 2013
13 November 2013	IDP Representative Forum: Strategies Phase		The Strategic Planning Resolutions were presented at the forum held on the 20 November 2013
06 December 2013		Budget Committee: First Draft Budget	The Budget Committee meeting was held on the 19 December 2013 to deal with the draft budget and adjustment budget
08 January 2014	IDP Representative Forum: Projects & Integration, Half year Report, Draft Annual Report & Adjustment Budget		The Sector Department/ State Entities submitted their funded projects to be implemented in Ratlou at the IDP Forum held on the 13 February 2014.

31/03/2014

DATE	IDP	BUDGET	ACTUAL PERFORMANCE
24 January 2014	Council Sitting: Half Year IDP performance report and Draft Annual Report for 2012/2013, Adjustment Budget	-Tabling of the Adjustment Budget - Finalize detailed operating & capital budgets, integrate & align to IDP and finalize budget policies	Council sitting held on the 30 January 2014 to consider the draft Annual Report, Mid-Term Report and Adjustment Budget. Resolution No. 02/2014, 03/2014 & 04/2014
31 January 2014	Tabling of the 2012/2013 Annual Report to the joint sitting of the MPAC and Performance Audit Committees		Meeting held on 06 February 2014
07 February 2014	Publication of the Annual Report for public input		Public Notice were placed on the advert and the Municipal Website11 February 2014
13 February 2014		Budget Committee: Draft Budget finalized	07 March 2014
10 - 14 February 2014	Presentation of Draft Annual Report to Stakeholders		Consultation were held at Loporung Community Hall (25 Feb), Letsapa Tribal Hall (26 Feb), 2014 at Madibogopan Community Hall (27 Feb)
28 February 2014	District wide IDP Forum		The District Wide IDP Forum was held at Madibogo Community Hall on the 05 March 2014
28 March 2014	Council Sitting: - Adoption of Draft IDP/Budget - Adoption of the Annual Report for 2012/2013 and MPAC Committee Report		Council Meeting scheduled for 31 March 2014 to adopt Draft IDP/ Budget, 2012/2013 Annual Report
08 April 2014	Submission of Draft IDP/Budget to DLGTA for MEC's Assessment	Confirm Provincial and National allocation	N/A Yet
08 April -03 May 2014	Publication of the draft IDP/Budget documents for public comments/ inputs	Publication of the draft MTEF Budget for 2014/15,2015/16 & 2016/17 financial years	N/A Yet
08 April- 03 May 2014	Public Participation on Draft IDP/Budget		N/A Yet
10 May 2014	Managers Forum: Final Draft IDP/Budget 2014/2015		N/A Yet
15 May 2014	IDP Representative Forum: Consider Final Draft IDP/Budget, Draft IDP process plan for 2014/2015		N/A Yet

31/03/2014

DATE	IDP	BUDGET	ACTUAL PERFORMANCE
16 May 2014	EXCO: Final Draft IDP/Budget		N/A Yet
30 May 2014	Council sitting: Adoption IDP/Budget for 2013/2014	Adoption of the Budget for 2014-17	N/A Yet
09 – 12 June 2014	IDP Steering Committee: Working Session on SDBIP	SDBIP	N/A Yet
13 June 2014	Submission of IDP to the MEC for Cooperative Governance & Traditional Affairs	Submission of the Approved IDP & Budget to Provincial and National Treasury	N/A Yet
13 June 2014	EXCO: Final SDBIP		N/A Yet
13 June 2014	IDP Summary & Notice for approved IDP/Budget		N/A Yet
27 June 2014	Adoption of the SDBIP	Adoption of the SDBIP	N/A Yet
30 June 2014	Signing of Performance Contracts by S57 & 56 Managers		N/A Yet

31/03/2014

5. ALIGNMENT OF IDP TO GOVERNMENT WIDE POLICIES, PLANS, PRIORITIES AND TARGET

In order to fully respond to the needs of the community and different stakeholders, Ratlou Local Municipality sought to align its planning with relevant government policies, plans, priorities and targets. The plan was therefore influenced by the following:

5.1 Millennium Development Goals

The municipality will employ the strategies contained in the table below to contribute to the attainment of the millennium development goals in its area of jurisdiction. Projects emanating from these strategies will be elaborated on the section of programmes and projects.

Goals	Municipal Strategies Support the MDG
Goal 1	Ratlou Local Municipality will support efforts to halve poverty and hunger by: • **Support the war on poverty project** • **Distribute food parcels** • **Update the indigent register** • **Facilitate the provision of free basic services**
Goal 2	The municipality will support the attainment of universal primary education by • **Partnering with the department of education to support primary schools** • **Supporting the building of early learning centres** • **Provision of uniform and shoes to primary school children**
Goal 3	Ratlou Local municipality will Promote gender equality and empower women through: • **Gender Mainstreaming** • **Supporting women empowerment programmes** • **Targeting businesses owned by women**
Goal 4 and 5	The municipality will contribute to the reduction of child and maternal mortality by: • **Campaigning for the increase access to health facilities** • **Supporting efforts to build a hospital in its area of jurisdiction** • **Supporting healthy leaving campaigns of the department of health**
Goal 6	All efforts to combat HIV and Aids and other communicable diseases will be intensified through: • **Support to the Local Aids Council** • **Hosting of Awareness campaigns on HIV/AIDS** • **Participation in the voluntary programmes**

31/03/2014

Goal 7	Ratlou Local Municipality will contribute towards environmental sustainability by: • **Strengthening the Municipal Health and waste management function** • **Extending refuse removal to all its villages** • **Facilitating the provision of clean drinking water and sanitation to the community**
Goal 8	The municipality will develop a global partnership for development through: • **Insisting on a transparent and accountable administration** • **Implementation of Anti-Corruption Strategy** • **Training of employees and councillors on good governance and ethics**

5.2 National Government Priorities

The programmes and projects to be implemented by the municipality in 2012/2013 will also be geared towards supporting the governments five priorities of decent Jobs and Sustainable livelihoods, education and training, healthcare, fight against crime and corruption and rural development. Below follows a brief synopsis on how the plans of Ratlou Local Municipality will contribute towards the five government priorities.

- *Decent Jobs and sustainable livelihoods*

  The municipality will create opportunities for employment through the implementation of the reviewed LED Strategy and the recommendations of the Spatial Development Framework.
  Furthermore sector departments will be encouraged to give preference to local people when vacant positions are filled.
  In the short term the municipality will employ the expanded public works programme method in the implementation of all its projects to ensure that maximum numbers of local people are employed.

- *Education and Training*

  The partnership between the municipality, local schools and the department of education will be strengthened through regular interaction, in order to proactively deal with problems as they appear.

  The municipality will increase the number of libraries and extend their operating times as part of the strategy to encourage learning and innovation within the community. The ICT centres will also play a role in education and training.
  The municipality will also implement a number of learnerships to provide local people with work experience and training.

31/03/2014

- *Health Care*

  Since the municipality is not authorized to perform the health function, it will continue to support the department of health in its programmes and efforts to keep the community healthy.

- *Fight against Crime and corruption*

  As mentioned under the Millennium Development Goals, the municipality will implement the Anti-corruption policy and strategy to intensify the fight against corruption.

  With regard to the fight against crime in general, the municipality will continue to play a major role in the local policing forum at the levels of the municipality and the wards.

- *Rural Development*

  As a predominantly local municipality, Ratlou will strive to ensure that developments are done in areas where the residents live, without compromising their cultures and way of life.

  The road and other economic infrastructures will be developed to minimize the cost of making business in the municipal area.

5.3 The New Growth Path

The New Growth Path (NGP) is aimed at enhancing growth, employment creation and equity in the country. Among others the New Growth Path aims to create 5 million jobs in 10 years as a result of massive infrastructure investment.

Ratlou local municipality as part of government has identified a number of initiatives to support the five priorities of the New Growth Path as depicted in the table below:

5.4 National Outcomes of Government

Ratlou Local Municipality fully adheres to the government's outcome approach. The municipality's response to the requirements of the outcome approach is contained in the five year strategic IDP of the current council.

5.5 Outcome 9: A Responsive and Accountable, Effective and Efficient Local Government System

Outcome 9 aims to ensure "A Responsive and Accountable, Effective and Efficient Local Government System". This outcome is most relevant to local government and has seven main outputs. The relevance of Outcome 9's outputs to Ratlou Local Municipality is also contained in the

31/03/2014

five year strategic 2012 -2017 IDP of the current Council, which is available on request from the municipal offices or on the municipal website, www.ratlou.gov.za. National Development Plan

5.6 National Development Plan (NDP)

Ratlou local Municipality is also aligning its planning to fully contribute towards the realisation of the government's *Vision 2030*. In line with the spirit of the National Development Plan this IDP is also aimed at eliminating poverty and reducing inequalities in the Ratlou. Programmes and projects in this IDP fully support the priorities of the National Development Plan.

Priority	Municipal Contribution
Green Economy	*The municipality has identified 2 areas to be developed into parks as part of its greening strategy including planting 600 trees. Funds will be raised to support other environmental conservation projects such as the installation of solar energy*
Agriculture	*The municipality has identified agriculture as one of its priorities and catalyst to fight poverty and grow the local economy. Plans are in place to resuscitate crop and livestock farming.*
Mining	*Relationships between the municipality and the mines operating in its area of jurisdiction have been improved and as a result the municipality will play a more active role in the development and implementation of Social and Labour Plans*
Manufacturing	*The municipality will explore the feasibility of manufacturing especially of agriculture products*
Tourism	*A municipal Tourism Profile and Strategy is being developed to market the municipality's tourism attractions such as heritage sites and recreational facilities.*
High level Service	*Continuous interactions are being held with sector departments to ensure that residents of the municipality get optimal access to high level government services.*

31/03/2014

6. MEC'S ASSESSMENT ON THE 2013/2014 IDP

The MEC for Local Government and Traditional Affairs conducted an assessment on the 2013/2014 IDP/ Budget of Ratlou Local Municipality as per Section 32 of the Municipal Systems Act 32 of 2000. The fifth column of the table below contains the findings of the assessment, while the sixth column is the municipality's response and effort to address the findings.

RATLOU LOCAL MUNICIPALITY 2013/2014 IDP ANALYSIS TOOL					
No	Applicable Section/ Regulation	Legal Expectation(s)	Probing Question(s)	Analysis Findings of the MEC	Ratlou's Response
1	Section 34(a) of Municipal Systems Act (32 of 2000)	Municipality to review its IDP (2012 - 2016 IDP)	Does the document indicate whether the municipality has reviewed its 2012 - 2016 IDP?	Yes. Page five (5) indicates that the draft IDP is a review of a five year plan that was adopted on 14 March 2012, and that the review was done in line with Section 34 of the Municipal Systems Act 32 of 2000 (Council Resolution 45/2013)	N/A
2	Section 28(1) of Municipal Systems Act	Adopted IDP Process Plan must indicate process to review the adopted IDP	Does the IDP Amendment document contain a process plan that was used to review the adopted IDP?	Yes. Page 24 and 25 indicate that the IDP Process Plan was adopted by Council on the 23 August 2012 (Council Resolution 45/2012) in line with section 28 of Municipal Systems Act (Act 32 of 2000). Detailed actual performance evidence is attached on as Annexure "B".	N/A
			Does the process plan indicate how communities were consulted in the review process of the adopted IDP?	No indication of how communities were consulted. However, Page 4 of the IDP indicates that during the compilation of the document, council visited all the corners of the municipality to get the views of the community on its performance and especially on areas that need improvement. – Furthermore, page 25 of the process plan indicates that public participation process is scheduled for. A newspaper public notice also illustrates the CBPs arranged as per ward for the review and amendment of the IDP, also, a copy of the attendance register for CBPs was sent to the DLGTA as evidence to the municipality's review process.	Details of Public Participation have been attached on *Annexure A* as documentary evidence or proof that indeed the Council had within its reasonable resources it has executed this task.

No	Applicable Section/ Regulation	Legal Expectation(s)	Probing Question(s)	Analysis Findings of the MEC	Findings
	Section 28(1) of Municipal Systems Act	Adopted IDP Process Plan must indicate process to review the adopted IDP	Does the document indicate how was the community notified of particulars to review the adopted IDP?	There is no indication of how communities were notified of particulars to review the IDP even though the process plan indicates community consultations.	The findings could not be founded. Details of Public Participation have been attached on *Annexure A* as documentary evidence or proof that indeed the Council had within its reasonable resources it has executed this task.
3	Regulation 3(4)(b) of Municipal Planning and Performance Management Regulations (2001)	Publication of draft IDP document for public comments	Does the IDP Document contain evidence that the draft IDP was publicised for public comments?	The document does not provide evidence that the draft IDP was publicised for public comments, but a proof of publication "newspaper article" was provided to the DLGTA as evidence that the municipality publicised the draft IDP. And also, communities were able to access it at their local libraries, municipal offices and tribal offices, ward councillors and ward committee members.	Evidence is attached on *Annexure A*
4	Regulation 3(2) of Municipal Planning and Performance Management Regulations (2001)	IDP Review document to have to have proposal document to amending the adopted five – year IDP.	Does the submitted IDP contain proposal document to amend the adopted 2012-16 IDP?	No. However, the submitted IDP indicates that the review was done in line with Section 34 of the Municipal Systems Act 32 of 2000. (Refer to Page 5 of the IDP)	This is unfounded. The 2013/2014 IDP Review Process did not make any amendment to the 2012-2017 IDP.
5	Regulation 3(1) of Municipal Planning and Performance Management Regulations (2001)	IDP Review Proposal to contain a memorandum setting amending the adopted five-year adopted IDP document.	Does the submitted IDP document contain proposal document to amend the adopted IDP of the municipality?	No. The IDP document does not contain proposal or a memorandum setting out reasons to amend the adopted IDP of the municipality.	This is unfounded. The 2013/2014 IDP Review Process did not make any amendment to the 2012-2017 IDP.
6	Section 27 of the Municipal Systems Act and Regulation 3 of Municipal Planning and Performance Management Regulations (2001)	Alignment of IDP Amendment procedure to municipal IDP Process Plan	Does the IDP Process Plan contain procedure to be utilized for amending the adopted IDP Process Plan?	There is no mention with regards to procedures utilized for amending the adopted IDP.	The municipality will formulate a procedure to be followed when reviewing and making amendments on its five-year IDP.

21/03/2014

7. SPATIAL DEVELOPMENT FRAMEWORK

Introduction

Ratlou Spatial Development Framework was adopted by Council on 31 May 2012 in line with Section 26 (e) of the Municipal System Act, 32 (Act No. 32 of 2000). It is understood to be a revision of the old SDF which was earlier adopted by the Ratlou Council in 2005, but due to ever changing circumstances including legislative and policy clarity and evolvement, the SDF had to be revised.

The revision of the Spatial Development Framework as a legal requirement should fulfil the provisions of the Municipal Systems Act (Chapter 2) Integrated Development Planning: Local Government Municipal Planning and Performance Management Regulations, 2000.

In overall the SDF is the strategic planning instrument guiding our Municipality's decision making on all matters pertinent to spatial planning, land development and land use management taking into cognizance the intergovernmental system of planning, based on Intergovernmental Relations Strategic Framework.

Spatial Development Framework Revision

Having found the need to revise the SDF the municipality agreed on the following scope of work

- Analysis of the current spatial development imperatives and incorporation of inputs from various stakeholders.
- Conduct stakeholder/ participation on Ratlou Local Municipality and incorporate such in the final document.
- Alignment of the SDF to existing National, Provincial, and regional spatial perspectives
- Develop Spatial Development Plan for Ratlou Local Municipality

The deliverable where as follows

- A reviewed credible and working Ratlou Local Municipality
- Spatial Development Framework
- A Set of maps and plans depicting visual representation of the spatial form.

Public Participation Process

Public Participation in the SDF review process is one of the legal requirements. The right to participate in planning and decision making processes at local government is enshrined in the constitution of the Republic of South Africa. Public participation for the SDF was

31/03/2014

completed recently and it was incorporated into the IDP consultation process. The response and Inputs received from the traditional leaders and constituencies were very positive and encouraging and we will give feed back to them on the final decision of the council.

Status Quo Analysis

The status Quo Analysis presents the overall spatial picture of our municipality , that is the current situation, patterns and trends within the municipal area and includes the quantification of the needs and capacities of the of the municipality. The status quo analysis covered the following themes:

Socio-economic Conditions	Bio- physical Environment	Built Environment

RATLOU SPATIAL DEVELOPMENT OBJECTIVES

• To promote the creation of sustainable human settlement in Ratlou LOCAL Municipal Area • To encourage rural Urban Integration • To establish and promote good and functional land use Management in RLM • To unlock the development potential of identified development zones	• To unlock the potential of Setlagole Commercial and administrative hub • To unlock the potential of Kraalpan as a heritage site • To unlock the potential of Disaneng as Tourism destination • To unlock the potential of Makgobistadt border

DESIRED OUTCOMES	
• Spatially efficient settlements	• Local Economic Development
• Sustainable use of resources	• Inclusive Land Use Management System
• Comprehensive Rural Development	• Protection of the environment

Principles Guiding the Ratlou SDF

Spatial tools and concepts are needed to achieve the objectives and to address challenges currently identified by the municipality

Nodes	Areas of where a higher intensity of land uses and activities will be supported
Corridors	Corridors are links between nodes along which an increased intensity of development will naturally be attracted and should be encouraged. Similar to

31/03/2014

	nodes they improve access to opportunities
Infill and Densification	In addition to nodes and corridor, infill and densification are tools to pursue spatial integration
Containment	The concept refers to the need to limit inefficient low density development and sprawl
Protection	The term refers to protecting valuable natural, economic or heritage resources. Such as agricultural land wetlands, or scenic landscape
Growth Areas	An extremely important aspect of the SDF is identification of appropriate /future growth opportunities.

Spatial Development Proposals

A- Northern Development Zones
B- Central Development Zones
C- Southern Development Zones

Six Proposed Development Nodes	Proposed Corridors
1.Setlagole Commercial Hub	N18 Western trans frontier , Setlagole –
2. Madibogo Gateway Node	Madibogo (Civic Corridor) , Kraaipan- Setlagole
3. Kraaipan Cultural Node	Corridor (Heritage Corridor) , Mareetsane –
4. Mareetsane Gateway Node	Setlagole Corridor (Mareetsane Corridor) and
5. Disaneng Gateway Node	Disaneng- Makgobistadt Corridor (Border
6. Makgobistadt Border Node	Corridor)

Implementation

The Ratlou SDF will be implemented as follows:

- Through direct investment by the municipality in infrastructure projects
- Policies and guidelines which provide the private sector and other stakeholders with the tools and incentives to implement the proposals
- Alignment with Land Use Management Systems

31/03/2014

8. MUNICIPAL VISION AND MISSION

This section provides the actual plans aimed at achieving the overall municipal strategy of providing services and improving the lives of the community of Ratlou Local Municipality. Here the vision, mission and vision of council and measures to be employed to achieve them are presented.

8.1 Vision, Mission and Values

VISION

Performance driven and Participatory Local Municipality

MISSION

To provide excellent services through consultation for sustainable development

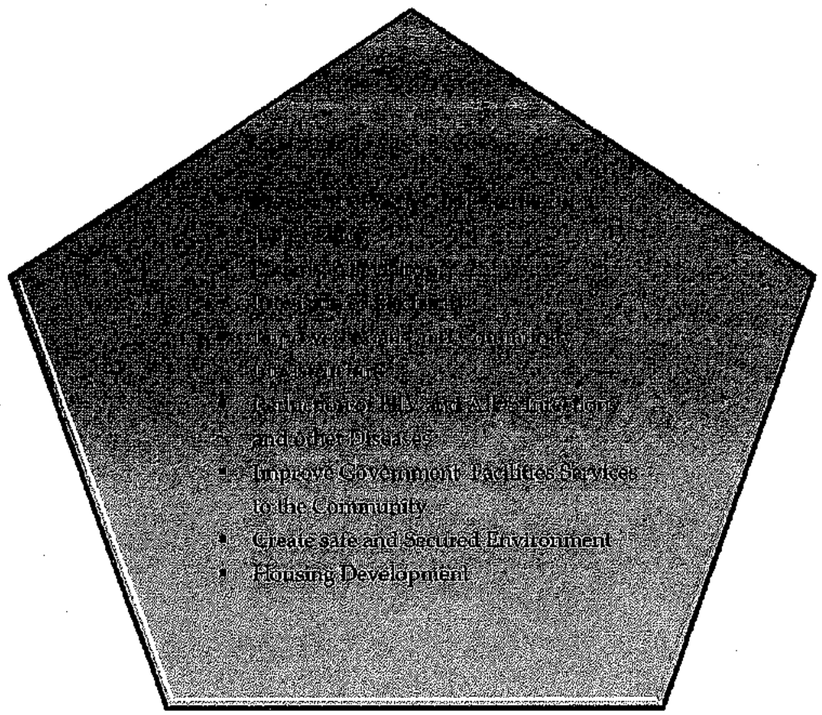
VALUES

- Integrity
- Transparency
- Accountability
- Commitment
- Innovative
- People Centred
- Service Excellence

31/03/2014

8.2 IDP Priorities

The issues raised during the consultative sessions with communities were analysed by different council structures and the following were identified as priorities that need urgent attention if the municipality is to win the fight against poverty and inequality.



31/03/2014

8.3 RATLOU SWOT ANALYSIS REPORT

The SWOT (Strength, Weaknesses, Opportunities and Threats) Analysis shows great improvements when compared to the one on the 2013/2014 IDP. This is a positive development in the sense that the municipality was able to improve on areas that needed attention.

ORGANISATIONAL SWOT ANALYSIS		
Strengths (Controllable Internal Areas of Excellence and Ways to Provide Competitive Advantage)	**Weaknesses** (Controllable Internal Disadvantages)	
• Meeting key deadlines for submission e.g. Salaries, Budget, AFS, Annual report, Section 71 reports	• Lack of capacity e.g. Compilation of AFS	• Non-adherence to policies, processes and procedures
	• EAP which does not fulfil its intended purpose	• Lack proper internal communication policies
• Organizational Structure	• Poor administration of Pension Funds	• Lack of capacity and resources
• Development of MSP	• Limited resources	• Area not compatible with other network related technologies
• The use of Intranet	• Attendance Register not monitored	• Lack of efficient and effective Internet
• Staff Improvement Programmes	• No Physical Access Control	• Inability to implement projects as per municipal plans
• HR Plan	• Lack of proper change management	• Able to provide functional facilities and programmes
• Political stability	• Late submission of inputs on budget	
• Strong leadership	• Inadequate disaster recovery plan	• Poor support during audit
• Key positions filled	• Roles, Responsibilities and Reporting lines not clarified	• Reliance on external funders
• Availability of training programmes	• No by-laws in place	• Inability to properly communicate with external stakeholders
• A user friendly billing and accounting system	• No proper monitoring of projects	• Under collection of expected revenue
• Comply with Section 65 of MFMA i.e. paying within 30 days	• Noncompliance with Supply Chain Management	• Suppliers' database not updated
• Unqualified Audit opinion for 3 consecutive years	• No vehicle allocation per department	• Inadequate security
• Project visitation by councillors as part of oversight role	• Information dissemination within the units	• Lack of Office space
	• Poor submission of information for the website	• Records Management Plan which is not implemented
	• Retention of Staff	

31/03/2014

ORGANISATIONAL SWOT ANALYSIS		
Opportunities (External Possibilities for Success)	**Threats** (Uncontrollable External Disadvantages)	
• Presence of sector departments in the municipal jurisdiction	• High Turnover of Skilled Labour	• Socio economic conditions i.e. unemployment, poverty and HIV AIDS
• Tourism & Agriculture opportunities	• Disaster Recovery	• Community protest
• Possibility to be appointed as a WSP	• Connectivity problems	• Concerned Groups
• Good relationship with stakeholders	• Government laws (PPPF)	• No proper service level agreements in place
• Successful public participation & community meetings	• Lack of Service level agreements to implement projects	• Implementation of projects that are not income generating/ financially viable
• Good relations with the district and other sector departments	• Projects not implemented within the specified time–frame	• Under expenditure especially on conditional grants (MIG, FMG, MSIG)
• Income generation from functional facilities	• Poor cooperation with audit process	• Communicable diseases, drought, overgrazing due to overstocking
• Source of funding e.g. DBSA	• High levels of Indigents	• Loss of revenue e.g. under collection of revenue from the tenants result into over expenditure
• Good relationship with the traditional authorities	• Poor monitoring of projects and coordination between the municipality and sector departments	• Lack of proper planning and year end procedures
• SMME's Development		
• Increased credit rating (Asset management)	• Insufficient income base	• Poor intake of designated groups
• Land Availability	• Poor Management of Office space	
• Formalised business forums	• Negligent and poor intensive driving skills	
• Successful land claims		
• Initiatives to improve bulk water supply	• No Retention Strategy	

9. IDP OBJECTIVES, KPIs, TARGETS AND PROJECTS

This section consists of the measures that council will employ to achieve its vision and mission. These measures are objectives, Key performance Indicators and targets. In each instance the projects that will be implemented are also listed.

The section is structured according to the following key performance areas of local government:

- Municipal Transformation and Organisational Development
- Municipal Financial Viability and Management
- Local Economic Development
- Basic Services and Infrastructure Development
- Good Governance and Public Participation
- Spatial Rationale

The details of this section are contained in the Draft Service Delivery and Budget Implementation Plan (SDBIP).

31/03/2014

9.1 Key Performance Area: Municipal Transformation & Organisational Development

Objective:	Promote Accountable, Efficient and Transparent Administration	
Issues:	• Poor record keeping and archiving • Existing policies have not been reviewed • Public participation was not done on all policies • Some policies not endorsed by the local labour forum • Lack of internal controls	
Strategies:	• The municipality will develop and adopt statutory policies • Municipallty will develop systems of internal control to ensure that there is certainty in the internal business processes of the municipality	
Programme and Projects	• Workshop existing policies • Review some of the policies • Implement Statutory Policies • Develop and Implement Internal Control Systems • Automated personnel management system • Record keeping system • Review the functioning of council policies	
Key Performance Indicators and Targets	Key Performance Indicator	Target
	Number of workshops on Council policies held	2
	Number of policies reviewed (HR & IT related)	6
	Number of policies reviewed (Budget related)	13
	Number of Internal Control Systems developed and implemented	4
	Number of Record Keeping Management System installed at Municipal Facilities	1 System installed at 9 Municipal Facilities

31/03/2014

Objective:	Promote Planning and Performance Management		
Issues:	• IDP review for the previous year not reviewed • Poor participation by other sector departments • Projects not monitored and some blocked/collapsed • PMS objectives not linked to the IDP • PMS indicators and targets not SMART • PMS not cascaded to the lower levels • Spatial development framework not completed • Land allocation in the municipality is not well coordinated and managed		
Strategies:	• Improve public participation • Audit of past projects and evaluation • Ensure PMS is cascaded to other levels • Monitor implementation of the PMS framework • Improve performance reporting and monitoring.		
Programme and Projects	• IDP Review for 2014/15 • Develop public participation policy • Implement the cascading of the PMS • Develop SDBIP for 2014/15 • Performance reporting ,Monthly, Quarterly, Mid-Year and Annually		
Key Performance Indicators and Targets	Key Performance Indicator		Target
	Approved IDP and Budget Process Plan		Aug 2014
	IDP Reviewed	Draft Review adopted	31 March 2015
		Reviewed IDP approved	29 May 2015
	Approved Service delivery and Budget Implementation Plan		12 June 2015
	Submission of Monthly Performance Reports		7th of each month
	Performance Reports Submitted to Council		4 (1 per quarter)
	Mid-Term Performance Assessment held		23 Jan 2015
	Annual Performance Assessments conducted		July 2014
	Number of sessions held to communicate municipal strategy		1
	Number of training workshops on PMS held		1
	Number of Strategic Palling Session held		1

31/03/2014

Objective	Improve Technology Efficiencies	
Issues:	• Inadequate ITC skill in the municipality • Systems are not integrated (silo operation of systems) • Efficient Electronic surveillance in the municipality building	
Strategies:	• The municipality will integrate technology into the internal business processes to increase operational efficiencies and improve service delivery. • Create a VPN (Virtual Private Network) • Use of the MSP (Master Systems Plan) • Integrated Seamless IT System • Paperless Communication and Establishment of Intranet.	
Programme and Projects	• Finalize the development of the Master System Plan • Management of the website • Training of staff on information technology • Soft and hardware maintenance • Review the Operational Disaster and Business Continuity Plan • Automate Internal business processes • Training of councillors and some of the staff • Implement Information and communication technology Learnerships	
Key Performance Indicators and Targets	Key Performance Indicators	Targets
	Review IT Master Plan	August 2015
	Review of Operational Disaster Recovery and Business Continuity Plan	May 2015
	Number of Routine Maintenance Conducted (IT & CCTV Equipment)	12
	Number of Workshops Conducted on IT	2
	Software and Hardware regularly updated	12
	Reports on Operational Disaster Recovery and Business Continuity Plan	12
	Number of Internal Business Processes Automated	3
	Number of ICT Learnerships' Learners Appointed	1
	Number of Software License Renewed	8 (Team mate, Transact Patel, Microsoft Office, Payday, Softline Pastel, MacAfee, Cibacs, Adobe Reader)

31/03/2014

Objective:	Achieve Employment Equity	
Issues:	• Integration of the Employment Equity Plan (EEP) into the Recruitment Strategy and Plan • Attraction and retention of scarce skills	
Strategies:	• The municipality will progressively achieve employment equity in its administration by recruiting and retaining individuals as designated by the Employment Equity Act. • Employment Equity Plans with clear targets and Employment Equity reports will be approved by Council. • Head hunt per Recruitment and Selection Policy • Through Negotiable Packages and Implementing resolutions and Legislations of Retention.	
Programme and Projects	• Review the employment equity plan • Review or adopt the human resource strategy • Review the recruitment policy • Review the retention of skills policy • Review the remuneration policy	
Key Performance Indicators and Targets	**Key Performance Indicators**	**Targets**
	Employment Equity Plan Submitted to Dept. of Labour	Sept 2014
	Employment Equity Targets Achieved	30%

31/03/2014

Objective:	Promote Innovation, Learning and Growth	
Issues:	• Most of the official do not have administrative skills • Use of ICT is very low • Work place skills plan not adopted • Work place skills plan not in line with the IDP • Training programmes not in line with the IDP priorities • ABET training a necessity	
Strategies:	• Develop skills of employees • Support learning innovative problem solving strategies • Prioritise Skills in during recruitment and selection. • In-house training to be used	
Programme and Projects	• Review the Work Place Skills Plan Develop in line with the IDP Priorities and skills needs • Conduct Internal and other innovative training programmes • Registration of learnerships for accredit training • ABET training • Community skills development initiated Automate the HR system	
Key Performance Indicators and Targets	Key Performance Indicators	Targets
	Skills Audit Conducted	March 2015
	Workplace Skills Development Plan developed	April 2015
	Workplace Skills Development Plan targets achieved	75%
	Number of learnerships programme implemented	2
	Number of Community Members participating on the Sills Development programme	40

31/03/2014

Objective:	Retain and Recruit Talented Employees	
Issues:	• Salaries are not competitive in the market • Pressure to employ local residents often compromise quality • Turn-over of professionals	
Strategies:	• The municipality will, through the implementation of appropriate recruitment and retention policies, ensure that skilled and experienced employees are recruited and retained.	
Programme and Projects	• Approve/Review the HR strategy • Review the recruitment policy • Review the retention of scarce skills policy • Review the remuneration policy	
Key Performance Indicators and Targets	**Key Performance Indicators**	**Targets**
	Human Resource Development Strategy Review	May 2015
	Review Recruitment Policy	May 2015
	Review Develop Retention Policy	May 2015
	Review Remuneration Policy	May 2015
	Number of Established Risk Unit (Appointment of Risk Officer)	1 Risk Unit Established by 30 July 2014 (& Appointment of Risk Officer)
	Number of Traffic Personnel on Traffic Law Enforcement appointed	8 (1 x DD Traffic & Licensing, 1 x Chief Traffic Officer & 6 Officers)

31/03/2014

Objective:	Achieve Positive & Productive Employee Climate	
Issues:	• Relationship between management and the unions not all time good • No sense of ownership of the institution by employees at lower levels • Poor organizational discipline low morale	
Strategies:	• The municipality will, through appropriate human resources and other policies, ensure the creation of an environment where employees are empowered, productive and motivated. • The satisfaction level of employees will continuously be monitored in order to improve organizational climate. • Continuous Consultation with UNIONS on critical issues should be done. • Meetings to be facilitated with employees monthly. • Directorates to lead in the proper labour relations issues.	
Programme and Projects	• Strengthening the LLF • Improve consultation with Unions in the workplace • Enforcement of discipline • Conduct change management courses • Conduct employee satisfaction survey • Implement the outcome of the survey • Training of managers on some of the core competency requirements to be able to manage staff and enforce discipline	
Key Performance Indicators and Targets	**Key Performance Indicators**	**Targets**
	Number of LLF Meetings held	4 (1 per quarter)
	% of Employees that have signed Code of Conduct	100% (All Employees)
	Number of Workplace skills Development Plan developed and adopted by Council	1 WSDP adopted by 30 May 2015
	Number of Managers Undergoing Core-Competencies Training Courses	6
	Number of Training on Team Mate (IA & IT) Conducted	1
	% of Employees & Cllrs Supported through EAP	100% (All employees & Cllrs in need)
	Number of Employees attended Professional Studies	6 Employees

31/03/2014

9.2 Key Performance Area: Financial Viability

Objective:	Improve Asset Management	
Issues:	• Updating of the asset register • Management of the asset book • Comprehensive report not regularly submitted to council or accounting officer • Asset committee non operational	
Strategies:	• The municipality will develop an asset management system to improve the management of its assets	
Programme and Projects	• Dispose obsolete asset • Update the register • Conduct asset verification • Establish asset management committee	
Key Performance Indicators and Targets	**Key Performance Indicator**	**Target**
	Number of Report on Updating of the Asset Register	12
	Number of Asset Verification Conducted	4
	Electronic Asset Management System Installed	31 July 2014
	Number of Reports on the Status of Assets	4
	Asset Committee Established (Re-confirmations Letters)	31 July 2014
	Number of Meetings of the Asset Management Committee	4 (1 per quarter)
	GRAP 17 Compliant Asset Register	31 August 2014
	Number of Fleet Administration Systems Installed	1

31/03/2014

Objective:	Achieve Clean Audit	
Issues:	• Several emphasis of matters outlined by A-G • Lack of systems to comply with legislation • SMART KPIs & Targets • Poor reporting • Poor record management • Old supporting policies	
Strategies:	The municipality will develop a plan to address all past audit queries and qualifications and sustain a clean audit	
Programme and Projects	• Implement and monitor action plan to address auditor general's issues (emphasis of matters) • Development of SMART Key Performance Indicators & Targets • Conduct asset verification • Train staff around specific audit matters • Improve record management system • Compile all registers and reconciliations on monthly basis	
Key Performance Indicators and Targets	**Key Performance Indicator**	**Target**
	Development of Compliance Check List for Procurement & Strategic Planning	July 2014
	Training Conducted on Audit Matters	September 2014
	New Record Management System Installed	June 2015
	Number of reconciliations conducted	12
	Plan to address Auditor General Queries Developed	January 2015
	Key plans revised in line with Auditor General's Directives	March 2015
	Auditor General's Recommendations Implemented	June 2015
	Auditor General's Report Included as Standing Item on Management Meetings	6

31/03/2014

Objective:	Promote Financial Accountability	
Issues:	• Monthly budget statements not comprehensive enough to include all supply chain matters • Noncompliance with supply chain regulations • Turnaround time to finalise procurement process	
Strategies:	• The municipality will ensure that there is compliance with all legislative requirements	
Programme and Projects	• Reporting on noncompliance. • Create a dedicated reporting chapter on all supply chain issues • Submission of AFS on time • Conduct training on MFMA and Supply Chain Regulations • Reduce irregular expenditure and unauthorised expenditure	
Key Performance Indicators and Targets	**Key Performance Indicator**	**Target**
	Number of Reports on SCM non-compliance with MFMA	12
	Number of Reports on SCM (Demand & Acquisition)	12
	Procurement Plan Developed	July 2014
	Number of Reports on SCM (Disposal & Logistics)	12
	Annual Financial Statements submitted to A-G	29 August 2014
	Number of Training Conducted on SCM, Procedure Manual and MFMA	2
	% Reduction in irregular and unauthorised expenditure	100%
	Number of Budget Statements submitted	12
	Number of Section 71 Reports submitted before 7th of each month to PT & NT	12
	Budget Process Plan adopted by Council	August 2014
	Budget approved by Council	May 2015

31/03/2014

Objective:	Enhance Revenue	
Issues:	• Low tax base & Over dependence on grants • Resistance in implementation of property rates legislation • Incorrect billing due to unreliable data • Poor management of the shopping complex • Poor credit control • Management of the debtors book • No proper implementation of the free basic services policy & Poor indigent register	
Strategies:	Measures will be taken to improve to create a tax base for the municipality and improve the management of the property rates legislation.	
Programme and Projects	• Collect outstanding debts from consumers • Write off unrecoverable debt • Update the valuation roll • Verification of all property owners in the register for correct billing • Awareness programmes of the indigent policy • Improvement/rehabilitation of the shopping complex • Township establishment to register existing rateable property • Development of the land use management scheme • Review the indigent policy and update the indigent register	
Key Performance Indicators and Targets	Key Performance Indicator	Target
	Credit Control Policy Reviewed	May 2015
	Credit Control Implemented	July 2015
	Indigent Policy Reviewed	May 2015
	% Reduction of Bad Debts	70%
	Review Financial Investment and Policy and Plan	May 2014
	Bad Debt Written-Off	Jan 2015
	Billing System Automated	July 2014
	Number of Awareness Programmes on Revenue Enhancement	1
	Number of Meetings with Rate Payers Representatives	2
	Number of Supplementary Valuation Roll done	2

31/03/2014

9.3 Key Performance Area: Local Economic Development

Objective:	Promote Local Economic Development & Job Creation	
Issues:	• Poor support by government and the municipality • Low economic activity • Shortage of infrastructure (roads) and low water table • Lack of skills to develop business plans • Poor monitoring of LED projects • Marketing of products • Lack of Funding	
Strategies:	• Support SMMEs, cooperatives and other LED initiatives • Implementation of the LED Summit resolutions • Implementation of LED Strategy • Job creation through infrastructure investment (EPWP) • Capacity development on LED matters	
Programme and Projects	• Develop a business Plan for upgrading Setlagole Complex • Support with development of business plans and Apply for the job fund • Upscale project monitoring and mentoring • Support cooperatives and CPAs • Develop brick making project • Create jobs through capital projects and other municipal initiatives, EPWP • Roll out training to support SMMEs • Monitor the implementation of Social and Labour Plan (SLP)	
Key Performance Indicators and targets	**Key Performance Indicators**	**Target**
	Number of Jobs created through EPWP, CWP, LED and capital projects	1400
	Number of LED Summit Held	1
	Cooperatives database updated	4
	Number of reports on EPWP	12
	Number of SMMEs/ Cooperatives Supported: Funding, Business Plan Development	10
	Number of training programmes provided to SMMEs	4
	Number of reports on the implementation of the Social and Labour Plans	4
	Number of funding applications made to various agencies & institutions	4
	SMMEs Training on Procurement	1
	Number of Women Cooperatives Established	2

31/03/2014

Objective:	Promote Local Economic Development & Job Creation	
Issues:	• Poor Heritage and Tourism Support • Cultural Profiling • Marketing & Branding	
Strategies:	• Development of a Cultural Heritage Node as per Ratlou SDF • Support SMMEs, cooperatives and other LED initiatives • Implementation of the LED Summit resolutions • Heritage Development • Tourism Development	
Programme and Projects	• Development of Anglo-Boer War Museum • Tourism & Heritage Exhibition Centre • Tourism Profile • Signage and Branding	
Key Performance Indicators and targets	**Key Performance Indicators**	**Target**
	Anglo-Boer War Exhibition Developed (Artefacts)	June 2015
	Number of Small Scale Exhibition Completed	June 2015
	Number of Signage & Branding Erected (Information Boards)	10
	Number of Reports on Tourism & Heritage Development	4
	Number of Tourism Exhibition Conducted	2

31/03/2014

Objective:	Promote Local Economic Development & Job Creation	
Issues:	• Lack of interest by the Youth on Agriculture • Poor CPA support • CPA conflicts • Lack of plan to support land reform programme	
Strategies:	• Support SMMEs, cooperatives and other LED initiatives • Implementation of the LED Summit resolutions • CPA Support Programmes & Capacity Building • Support agricultural initiatives, land reform programmes and CPAs	
Programme and Projects	• CPA Capacity Building Programmes • CPA Support	
Key Performance Indicators and targets	Key Performance Indicators	Target
	Number of CPA Support Initiatives	1
	Number of Exhibition for Agricultural Support	2
	Number of Youth Agricultural Support Initiated	1

31/03/2014

9.4 Basic Services and Infrastructure Development

Objective	Provision of Basic Municipal Services and Infrastructure (Water)	
Issues	• Inadequate water sources and Water shortage in the area (bulk) • Poor maintenance of existing infrastructure (bore holes) • No proper plan to address water issues in Ratlou • Poor management of emergency water provisioning service (water tankering) • Vandalism of infrastructure and illegal water collections • Service backlogs & No cost recovery measures	
Strategies	• Support hydrological studies to determine the yield for current and future demands • Monitor the implementation of the water projects & support national governments initiatives on water • Water provision will be extended to all areas of the municipality. Adequate resources will be allocated to areas with no access to water. • Educate communities about water issues and guiding against vandalism • Reduction in backlog on rehabilitation/refurbishment of the old water infrastructure. • Investigate possibility of providing water and sanitation on behalf of District	
Programme and Projects	• Submit water and sanitation projects to the district (NMMDM) • Monitor implementation of projects • Community awareness programmes on water saving • Establish and update the indigent register	
Key Performance Indicators and targets	Key Performance Indicators	Target
	Reporting on the implementation of water projects by NMMDM: 1. Logageng Water Supply 2. Setlagole Bulk Water Supply 3. Makgori Water Supply 4. Madibogo Water Supply Phase 1 5. Ratlou Bulk Water Supply Master Plan 6. Dingateng-Mabule Water Supply Extension 7. Sasane Water Supply 8. Selosesha Water Supply 9. Ditloung Water Supply	4 (1 per quarter)

31/03/2014

Objective	Provision of Basic Municipal Services and Infrastructure (Sanitation)	
Issues	• Sanitation backlogs • No waste water treatment plants • Poor maintenance of existing infrastructure (bore holes) • Vandalism of infrastructure • Poor monitoring of projects	
Strategies	• Monitor implementation of VIP toilets	
Programme and Projects	• VIP toilets	
Key Performance Indicators and targets	Key Performance Indicators	Target
	VIP Project Scope and Submission to Human Settlement & NMMDM	Aug 2014
	Business Plan Submitted to Dept. of Human Settlement & NMMDM	Aug 2014
	Number of Report on Provision of Sanitation Services	4

Objective	Provision of Basic Municipal Services and Infrastructure (Electricity)	
Issues	• Electricity connections backlog • Outstanding infill electrification • Insufficient electrical capacity • Updating of Indigent Register & Reconfiguration	
Strategies	• Submit projects list to Eskom • MoU with Eskom • Updating of Indigent Register • Implement Alternative Energy Saving (solar geysers)	
Programme and Projects	• Electrification of Household • Upgrade of Electricity Capacity by Eskom • Provision of Free Basic Electricity	
Key Performance Indicators and Targets	Key Performance Indicators	Target
	Number of Updates on the Indigent Register	1
	Submit project electrification need list to Eskom to Council	July 2014
	Number of Reports on Eskom Electrification Programme	4
	Council report on implementation of projects	4 (1 per quarter)
	Number of Indigent Household (HH) Receiving Free Basic Electricity	7963 HH

31/03/2014

Objective	Provision of Basic Municipal Services and Infrastructure (Electricity)	
Issues	• Insufficient electrical capacity for public facilities and households • Vandalism • Household Electrification	
Strategies	• High mast lights installation and maintenance in the entire area of the municipality • Prioritize those areas without street lighting and those with the greatest need for maintenance	
Programme and Projects	• High mast lights • Electricity capacity upgrade • Electricity Infill's • Maintenance	
Key Performance Indicators and Targets	**Key Performance Indicators**	**Target**
	Number of Flood Lights to be installed in Municipal Facilities	26
	Monthly Regular Maintenance of High Mast Lights	12

Objective	Provision of Basic Municipal Services and Infrastructure (Roads & Storm Water)	
Issues	• Insufficient resources to build and maintain roads and storm water • Poor maintenance of existing infrastructure(bore holes) • Poor monitoring of projects	
Strategies	• The condition of access and internal roads will be improved.	
Programme and Projects	• Build and upgrade roads with storm water	
Key Performance Indicators and Targets	**Key Performance Indicators**	**Target**
	Length (km) of roads maintained (gravel)	84 km
	Length in kilometres of internal streets paved (Logageng & Moshawane Phase 02)	3 km

Objective	Facilitate the Provision of Housing Services	
Issues	• Complete uncompleted houses • High need for insitu housing provision	
Strategies	• Reallocation of existing empty houses • Promote insitu housing development	
Programme and Projects	• Facilitate housing provision	
Key Performance Indicators and Targets	**Key Performance Indicators**	**Target**
	Review of Housing Needs Register & Submission	December 2014
	Number of Housing Delivery Reports as per the Housing Sector Plan	4 (1 per quarter)

31/03/2014

Objective	Provision of Basic Municipal Services and Infrastructure (Cemeteries)	
Issues	• Cemeteries not fenced • Poor maintenance of cemeteries • Lack of ablution facilities at cemeteries	
Strategies	• Upgrade cemetery facilities	
Programme and Projects	• Put ablution facilities and fence in cemeteries • Maintain cemeteries	
Key Performance Indicators and Targets	**Key Performance Indicators**	**Target**
	Number of EPWP Site Plan (Work Plan Schedule Developed)	12
	Number of cemeteries cleaned (through EWP Programme)	56
	Number of cemeteries fence maintained (through EPWP Programme)	10
	Number of cemeteries with planted trees (through EPWP Programme)	10
	Number of Cemeteries Upgraded (Kraalpan, Disaneng, Matloding & Mareetsane)	4
Objective	**Provision of Basic Municipal Services and Infrastructure**	
Issues	• Inadequate services at community halls • Lack of Public Transport Facilities • Lack of Accommodation for Provision of Public Services • Poor Management of the Halls • Capacitate the Project Management Unit (PMU)	
Strategies	• Upgrade the community service • Provision of public facilities	
Programme and Projects	• Built more community services • Maintain community services • Improve management of the service	
Key Performance Indicators and Targets	**Key Performance Indicators**	**Target**
	Complete Construction of Logagane Community Hall	30 June 2015
	Complete Kraaipan Community Library Phase 02	30 June 2015
	Complete Upgrading of Madibogo Taxi Rank Phase 02	30 June 2015
	Complete Construction of Setlagole Thusong Centre Phase 02	30 June 2015
	Number of Municipal Facilities Provided with Pit Latrines (VIP), Electricity & Water	4
	Number of Personnel in the Project Management Unit	4 (1 Admin, 3 Technicians)

31/03/2014

Objective	Provision of Basic Municipal Services and Infrastructure (Traffic)	
Issues	• Road Public Safety	
Strategies	• Traffic Law Enforcement	
Programme and Projects	• Provision of Road Public Safety Services • Traffic Law Enforcement • Licensing Services	
Key Performance Indicators and Targets	**Key Performance Indicators**	**Target**
	Number of Traffic Personnel on Traffic Law Enforcement	8 (Chief Traffic Officer & 6 Officers)
	Number of Functional Learners Licensing Centre Established	1
	Traffic Enforcement Tools Purchased	30 June 2015
	Number of Installed Record Keeping System (Traffman) for Traffic Fines	1 Installed System (Traffman) by 30 June 2014

31/03/2014

9.5 Key Performance Area: Good Governance and Public Participation

Objective:	Promote Good Governance	
Issues:	• Lack of internal and external audit capacity • Anti-Corruption issues not attended to	
Strategies:	• The municipality will ensure that there is compliance with all legislative requirements • Audit Function will be established • Anti-Corruption initiatives to be implemented	
Programme and Projects	• Appointment of the new audit committee members • Develop a comprehensive audit plan • Strengthen Internal Audit Function • Develop comprehensive risk management and fraud prevention policies o Risk management policy o Risk management strategy o Risk management implementation plan o Fraud and corruption strategy • Train Audit staff • Train MPAC • Submit Audit Reports	
Key Performance Indicators and Targets	**Key Performance Indicators**	**Target**
	Number of Audit Committee Sitting	4
	Audit Plan Developed	May 2015
	Risk Management Policy Review	May 2015
	Risk Management Strategy Adopted by Council	May 2015
	Fraud and Corruption Strategy Review	May 2015
	Number of Ant-corruption Campaigns Held	1
	Number of Internal Audits Conducted	4
	Number of Internal Audit Reports Submitted to Council/ Audit Committee	4
	Number of Audit Committee Reports Submitted to Council	4
	Number of Quarterly Review of Internal Audit Performance	4
	Number of Appointed Audit Committee Members	5
	Number of Established Risk Unit (Appointment of Risk Officer)	1 (& appointment of Risk Officer by 31 July 2014)
	Number of support Training conducted for MPAC	6
	Number of MPAC Reports Submitted to Council	4

31/03/2014

Objective:	Enhance Communication	
Issues:	• Poor internal communication • Poor external communication • Functional ICT centres (Telecentres)	
Strategies:	• Implement communication policy • Implement communication strategy • Resuscitate RLM newsletters	
Programme and Projects	• Implement the communication plan • Implement the community participation strategy • Information dissemination	
Key Performance Indicators and Targets	Key Performance Indicators	Target
	Communication Strategy Reviewed	May 2015
	Number of Telecentres Operational	May 2015
	Number of Ratlou Newsletter Publications	4
	Number of Copies of Printed of Annual Report Publication	400

31/03/2014

Objective:	Promote Community Participation	
Issues:	• Lack of resources for ward committees • Lack of functional skills for some of the ward committee members • Poor participation by Dikgosi and other stakeholders • Poor participation by sector departments on ward matters and IDP in general • Poor link between ward committees and CDWs	
Strategies:	• Train Ward Committees • Improve functioning of ward committees • Implement Community Based Planning • Improve mayoral outreach programme • Increase participation in IGR Forums and enhance participation of sector departments	
Programme and Projects	• Training of wards committees • Conduct community satisfaction survey • Develop report format for ward committees • Develop and manage resolution register • Reporting of ward committees as a standing item in Council • Increase number of Dipitso tsa Baagi • Implement ward based planning	
Key Performance Indicators and targets	**Key Performance Indicators**	**Target**
	Number of Functional Ward Committees	14
	Number of Reports on Ward Committees	12
	Number of Training for Ward Committees held	2 Trainings (Policy & Legislation)
	Number of Reports on CDW Programmes	12
	Number of Public Participation Events Supported	12 Events (3 x IDP, 3 Annual Report, 2 x Imbizos and 4 x Ward Committee Functions (3 per quarter)
	Number of Support Initiatives for Traditional Leaders Implemented	1 (4 x Computers & 4 x 3G Modem, 4 x 3-in-1 Printers)
	Number of Dipitso tsa Baagi Held	4 (1 per quarter)

31/03/2014

9.6 Key Performance Area: Spatial Rationale

Objective:	Improve Spatial Planning	
Issues:	• Uncoordinated Human Settlements • Sparsely Developed Informal Settlements	
Strategies:	• Settlement Formalisation • Land Tenure Upgrade	
Programme and Projects	• Township Establishments (Sites Demarcation and Settlement Formalisation) • Land Tenure Upgrade for municipal facilities	
Key Performance Indicators and Targets	**Key Performance Indicators**	**Target**
	Number of Township Registers for Madibogo & Setlagole RDP Beneficiaries	2
	Number of Completed Settlement Formalisation & Sites Demarcation (Makgobistadt & Disaneng)	2
	Number of Surveyed Immovable Municipal Properties	10

31/03/2014

10. PROJECTS

Key Performance Area: Municipal Transformation & Organisational Development

PROJECT	LOCATION	WARD	BUDGET 2014/2015	BUDGET 2015/2016	BUDGET 2016/2017	IMPLEMENTING AGENT
IDP Review & Process Plan	Ratlou	All	R80 000	R120 000	R140 000	RLM
Development & Enforcement of By-laws	Ratlou	All	R30 000	R31 500	R33 075	RLM
Strategic Planning	Ratlou	All	R50 000	R400 000	R450 000	RLM
Work Skills Plan	Ratlou	All	R350 000	R1 200 000	R1 400 000	RLM

Key Performance Area: Financial Viability and Management

PROJECT	LOCATION	WARD	BUDGET 2014/2015	BUDGET 2015/2016	BUDGET 2016/2017	IMPLEMENTING AGENT
Compilation of AFS	Ratlou	All	R 420 000	R 430 000	R 440 000	RLM
Financial Systems	Ratlou	All	R 280 000	R 320 000	R 210 000	RLM
Valuation Roll Maintenance (MSIG)	Ratlou	All	R 50 000	R 60 000	R 70 000	RLM
Fixed Assets Register	Ratlou	All	R 60 000	R 70 000	R 80 000	RLM
Audit Fees (AG)	Ratlou	All	R 1 458 114	R 2 694 000	R 2 700 000	RLM

Key Performance Area: Good Governance and Public Participation

PROJECT	LOCATION	WARD	BUDGET 2014/2015	BUDGET 2015/2016	BUDGET 2016/2017	IMPLEMENTING AGENT
Public Participation	Ratlou	All	R 150 000	R 161 000	R 190 000	RLM
Publications	Ratlou	All	R 200 000	R 210 000	R 220 500	RLM
Advertising	Ratlou	All	R 200 000	R 210 000	R 220 500	RLM
Mayoral Public Participation (Dipitso tsa Baagi)	Ratlou	All	R 30 000	R120 000	R 130 000	RLM
Ward Committees	Ratlou	All	R 1 814 400	R 2 195 000	R2 195 000	RLM
Dikgosi Support	Ratlou	All	R 160 000	R 168 000	R 176 400	RLM
Internal Audit	Ratlou	All	R 200 000	R 1 320 000	R 1 450 200	RLM
Risk Management	Ratlou	All	R 200 000	R 210 000	R 220 500	RLM
Audit Fees (AG)	Ratlou	All	R 1 458 114	R 2 694 000	R 2 700 000	RLM

Key Performance Area: Good Governance and Public Participation

PROJECT	LOCATION	WARD	BUDGET 2014/2015	BUDGET 2015/2016	BUDGET 2016/2017	IMPLEMENTING AGENT
Land Restitution Programme	Ratlou	All	R10 000	R10 500	R11 025	RLM
Support LED Projects	Ratlou	All	R100 000	R605 000	R700 000	RLM
Signage & Branding	Ratlou	All	R50 000	R121 000	R131 000	RLM
Heritage & Exhibitions	Ratlou	All	R400 000	R120 000		RLM
LED Forum & Summit	Ratlou	All	R50 000			RLM
Youth Advisory & Development	Ratlou	All	R250 000	R700 000	R800 000	RLM
Women Development	Ratlou	All	R100 000	R160 000	R170 000	RLM
People with Disability Support	Ratlou	All	R100 000	R10 000	R100 000	RLM
SMME Development	Ratlou	All Wards	R 300 000			Harmony Mine
Kalgold LED Support	Ratlou	All Wards	R 1 800 000			Harmony Mine

31/03/2014

Key Performance Area: Spatial Rationale

PROJECT	LOCATION	WARD	BUDGET 2014/2015	BUDGET 2015/2016	BUDGET 2016/2017	IMPLEMENTING AGENT
Ratlou Land Use Scheme	Ratlou	All	R1.2m	-	-	DRDLR
Settlement Formalization (Disaneng & Makgobistadt)	Ratlou	03, 02	R 100 000	R 105 000	R 110 250	RLM
Land Tenure Upgrade	Ratlou	Madibogo & Setlagole RDP				RLM & DHSSL

Key Performance Area: Basic Service Delivery and Infrastructure Development

PROJECT	LOCATION	WARD	BUDGET 2014/2015	BUDGET 2015/2016	BUDGET 2016/2017	IMPLEMENTING AGENT
Construction of Kraaipan Community Library Phase 2	Kraaipan	8 & 11	R 4 500 000	R 2.9m	-	RLM
Upgrading of Madibogo Taxi Rank Phase 2	Madibogo	6,9,12	R 2 200 000	-	-	RLM
Construction of Setlagole Thusong Centre Phase 2	Setlagole	14, 05	R 12 000 000	R 13 000 000	-	RLM
Paving of Internal Gravel Roads & Storm Water Phase 2	Moshawane & Logageng	4	R 4 650 000	R 5 000 000		RLM
Upgrading of Cemeteries Phase 1	Kraaipan, Disaneng, Matloding & Mareetsane	08, 04, 03 &10	R 1 032 000	R 3 454 000		RLM
Extended Public Works Programme (EPWP)	Ratlou	All	R 1 757 000	R 1 306 800	R 1 306 800	RLM
Provision of Flood Lights at Municipal Facilities	Ratlou	All	R 4 000 000	R 2 000 000	R 2 000 000	RLM

21/05/2014

PROJECT	LOCATION	WARD	BUDGET 2014/2015	BUDGET 2015/2016	BUDGET 2016/2017	IMPLEMENTING AGENT
Upgrading of Madibogo Pan Sports Facility	Madibogopan	07	R 1 000 000			LOTTERY/RLM
Access Gravel Roads Maintenance	Ratlou	All	R 1000 000			RLM
Maintenance of Municipal Facilities	Ratlou	All	R 400 000	R432 000	R466 560	RLM
Disaneng Recreational/ Multi-Purpose Centre	Ratlou	03		R 5 000 000		RLM
Community Works Programme (CWP)	Ratlou	3,4,5,6,7,8,10 ,11,13 &14				COGTA
Makgobistadt & Disaneng Mini Taxi Ranks	Makgobistadt Disaneng	2 & 3			R1 600 000	RLM
Mareetsane & Kraaipan Mini Taxi Ranks	Mareetsane Kraaipan	8, 10 & 11			R1 600 000	RLM
Logagane Community Hall	Logagane	2	R1 800 000			RLM
Selosesha Community Hall	Selosesha	2			R1 800 000	RLM
Morokwa Community Hall	Morokwa	11			R 2 000 000	RLM
Diolwane Community Hall	Diolwane	7			R 1 800 000	RLM
Diolwane High Mast	Diolwane	7			R1 200 000	RLM

21/03/2014

PROJECT	LOCATION	WARD	BUDGET 2014/2015	BUDGET 2015/2016	BUDGET 2016/2017	IMPLEMENTING AGENT
Setlagole Community Park	Setlagole	14			R 3 000 000	RLM
Madibogo Community Park	Madibogo	6,9,12			R 2 000 000	RLM
Mareetsane Community Park	Mareetsane	10			R 2 000 000	RLM
Maintenance of Municipal Access Gravel Roads	Ratlou	All	R 1 500 000	R 2 000 000	R 2 500 000	RLM
Provision of Free Basic Electricity to Indigent HH	Ratlou	All	R 1 300 000	R9 700 000	R 9 900 000	RLM
Maintenance of Municipal High Mast Lights	Ratlou	All	R 1 500 000	R 2 000 000	R 2 000 000	RLM
Provision of Pit Latrines, Electricity & Water to Municipal Facilities	Ratlou	All	R 150 000			RLM
Provision of Free Basic Electricity	Ratlou	All	R 1 300 000	R 9 700 000	R 9 900 000	RLM
Gardening & Waste Management Equipment	Ratlou	All	R100 000	R220 000	R230 000	RLM
Law Enforcement (Traffic)	Ratlou	All	R400 000	R3 000 000	R 2 500 000	RLM
Speed Prosecution Cameras	Ratlou	All	R210 000	R220 000	R230 000	RLM
Telecentres Support	Ratlou	All	R50 000	R52 500	R55 125	RLM

31/05/2014

PROJECT	LOCATION	WARD	BUDGET 2014/2015	BUDGET 2015/2016	BUDGET 2016/2017	IMPLEMENTING AGENT
Free Basic Water Grant	Ratlou	All	R 2 300 000			NMMDM
Development of Infrastructure Master Plan	Ratlou	All	R 500 000			NMMDM
Provision of Sanitation (VIP)	Ratlou	All	R 4 500 000	R 4000 000		NMMDM
Logageng Water Supply	Logageng	04	R 652 000.00			NMMDM
Setlagole Bulk Water Supply	Setlagole	05 & 14	R37 426 181.49			NMMDM
Makgori Water Supply	Makgori	01	R 525 000.00			NMMDM
Madibogo Water Supply Phase 1	Madibogo	06, 09, 12 & 13	R 1 500 000.00			NMMDM
Ratlou Bulk Water Supply Master Plan	Ratlou	All	R 1 500 000.00			NMMDM
Dingateng-Mabule Water Supply Extension	Dingateng & Mabule	01	R 2 000 000.00			NMMDM
Sasane Water Supply	Sasane	02	R 3 900 000.00			NMMDM
Ditloung Water Supply	Ditloung	02	R 4 200 000.00			NMMDM
Selosesha Water Supply	Selosesha	02	R 4 100 000.00			NMMDM
Free Basic Services (Water)	Ratlou	All Wards	R 3 200 000			NMMDM
Construction of New Fire Station	Setlagole	14	R 5.0m			NMMDM
Provision of Housing (650 Households)	Ratlou	All	R---.--			Dept. Human Settlements
Setlhwatlhwe Bridge	Setlhwatlhwe	13	R---.--			DPWRT

31/05/2014

PROJECT	LOCATION	WARD	BUDGET 2014/2015	BUDGET 2015/2016	BUDGET 2016/2017	IMPLEMENTING AGENT
New additional Class Rooms – 6 Class Rooms	Mareetsane (Batho-Batho)	10	R---.--			Dept. of Education
Retlakgona Primary School – 6 Class Rooms	Mareetsane	10	R---.--			Dept. of Education
Admin Block, 10 Class Rooms, Computer Lab, NSNP, Fencing & Borehole(Mothlbinyane Secondary)	Tshidilamolomo	1	R---.--			Dept. of Education
4 Class Rooms, Computer Lab, NSNP (Moteu Makabanyane Primary)	Disaneng	3	R---.--			Dept. of Education
Admin Block, Computer Lab & NSNP (Mathateng P. School)	Mathateng	1	R---.--			Dept. of Education
Computer Lab & NSNP (Kagiso Barolong Secondary)			R---.--			Dept. of Education
Full Service(3 New Classes, Admin Block, Laboratory, Library, NSNP & Grade R Classroom (Makgobi Primary School)	Makgobistadt	2	R---.--			Dept. of Education
Borehole (Marumolwa School)	Tshidilamolomo	1	R---.--			Dept. of Education
Renovations (Logageng EDSC)	Logageng	4	R---.--			Dept. of Education
Community Bursaries	Ratlou	All Wards	R 200 000			Harmony Mine
Education Infrastructure	Ratlou	All Wards	R 200 000			Harmony Mine

21/03/2014

PROJECT	LOCATION	WARD	BUDGET 2014/2015	BUDGET 2015/2016	BUDGET 2016/2017	IMPLEMENTING AGENT
Semelelang Bakery Cooperative	Masamane	01	R 1377 198.00			Dept. of Soc Dev
Boikago Home Based Care	Matloding	04	R 645 000.00			Dept. of Soc Dev
Letsopa Tlhakajeng Cooperative	Kraaipan	08	R 1 125 412.56			Dept. of Soc Dev
Motho Care Development Centre	Lopapeng	14	R 250 000			Dept. of Soc Dev
Disaneng Youth Corporative	Disaneng	03	R 236 635.00			Dept. of Soc Dev
Madibogo Multi Skills	Madibogo	06	R 247 000			Dept. of Soc Dev
Tshwaraganag Day Care Centre	Madibogo	6,7,9 & 12	R15.00 per person per Attendance			Dept. of Soc Dev
Central Luncheon Club Older Persons Service	Madibogo Pan	7	R15.00 per person per Attendance			Dept. of Soc Dev
Expanded Public Works Programme (Admin Clerks)	Ratlou	All	R 1650.00 per person			Dept. of Soc Dev
Expanded Public Works Programme (HOHAWA & LESEDI)	Ratlou	All	R 1650.00 per person			Dept. of Soc Dev
Lesedi Community Project	Madibogo	6	R 100 000			Dept. of Soc Dev
Home of Hope Against Women Abuse	Disaneng	3	R 200 000			Dept. of Soc Dev
Love Life Prevention Programme	Ratlou	2,5,8 & 11	R 600 000			Dept. of Soc Dev
Boikago HCBC	Matloding	4	Incentive Grant			Dept. of Soc Dev
Dingateng HCBC	Dingateng	1	Incentive Grant			Dept. of Soc Dev
Botshelo Mmogo Support Group	Madibogo	6	Incentive Grant			Dept. of Soc Dev
Disaneng HCBC	Disaneng	3	R 840 196.00			Dept. of Soc Dev
Kgateleopele HCBC	Kraaipan	08,10 & 11	R 840 196.00			Dept. of Soc Dev
Masamane & Mathateng Electrification Extension	Masamane & Mathateng	01	R---.--			Eskom
Disaneng RDP Houses Electrification	Disaneng	03	R---.--			Eskom
Electrification Capacity Upgrade	Ratlou	All	R---.--			Eskom

31/03/2014

PROJECT	LOCATION	WARD	BUDGET 2014/2015	BUDGET 2015/2016	BUDGET 2016/2017	IMPLEMENTING AGENT
Boipelo HCBC	Madibogo Pan	7	Incentive Grant			Dept. of Soc Dev
Rea Thusa HCBC	Masamane	1	Incentive Grant			Dept. of Soc Dev
Tshidilamolomo HCBC	Tshidilamolomo	1	R 840 196.00			Dept. of Soc Dev
Bagomotsi HCBC	Madibogo	12	Incentive Grant (R 1650.00 Stipend)			Dept. of Soc Dev
Early Childhood Development Subsidy	Ratlou	All	R 15.00 per child			Dept. of Soc Dev
People with Disabilities & Older Persons Subsidy	Ratlou	All	R 15.00 per person			Dept. of Soc Dev
Filling of 5 Vacant funded Operational Managers in Ratlou Clinics	Ratlou Clinics	All	R 1 884 075.00			Dept. Health
Filling of Vacant Post: AD – Community Health Services	Ratlou	All	R 411 795.00			Dept. Health
Filling of Vacant Post: EMRS Manager	Ratlou	All	R 210 921.00			Dept. Health
Filling of 3 Grounds Men Posts	Ratlou	All	R 204 030.00			Dept. Health
Filling of 4 Ratlou Youth Centre Posts	Ratlou	All	R 845 505.00			Dept. Health
Payment of Stipents for 85 CHW	Ratlou	All	R 127 500.00			Dept. Health
Payment of Stipents for Home Based Care Givers	Ratlou	All	Conditional Grant			Dept. Health
Cuban Scholarships	Ratlou	All	Conditional Grant			Dept. Health
Clinical Associates Programme	Ratlou	All	Conditional Grant			Dept. Health
Erection of Vegetable Gardens in Clinics	Ratlou	All	R 50 000.00			Dept. Health
Supply of Nutritional Supplements in Clinics			R 100 000.00			Dept. Health
Electrification of Setlhwatlhwe Health Post	Setlhwatlhwe	13	R 30 000.00			Dept. Health
Drilling of Borehole & installation of accessories for Setlhwatlhwe Health Post	Setlhwatlhwe	13	R 95 000.00			Dept. Health

31/03/2014

PROJECT	LOCATION	WARD	BUDGET 2014/2015	BUDGET 2015/2016	BUDGET 2016/2017	IMPLEMENTING AGENT
Partitioning of the interior in Setlhwatlhwe Health Post	Setlhwatlhwe	13	R 10 000.00			Dept. Health
Fitting in mounted chairs in reception Area	Setlhwatlhwe	13	R 20 000.00			Dept. Health
Day to Day Maintenance			R 700 000.00			Dept. Health
Major Maintenance Activities in all Clinics			R 2 500 000.00			Dept. Health
Upgrading of Water Supply at Health Facilities	Tshidilamolomo, Matloding, Makgobistad & Mabule	01, 02	R 800 000.00			Dept. Health
Erect Guard Houses in all Health Posts	Masamane & Matloding	01	R 200 000.00			Dept. Health
Erection of Car Ports at Health Facilities	Makgobistad CHC, Mareetsane Clinic, Masamane Clinic, Madibogo Pan Clinic & Madibogo Old Clinic	02,10,01,07 & 06	R 350 000.00			Dept. Health

31/03/2014

11. FINANCIAL PLAN

Ratlou budget is MFMA (Municipal Finance Management Act, 2003 (Act No. 56 of 2003) compliant but the municipality need to address its financial challenges on the following basis:

- Ensuring that the systems introduced continuously improved during the year
- Preserving the municipality's cash flow position
- Introducing efficiency measures to provide resources to ensure value for money for taxpayers
- Further enhance public participation in the next budget cycle
- Continuing to improve on information provided to decision makers
- Ensuring that growth in services is more closely aligned with the communities' expectations

Budget related policies, tariffs and levying rates were adopted by Council (Attached on *Annexure D*).

The tables below give comparative analysis of the Medium Term Expenditure Framework with a focus on the following:

- ❖ 2014/2015 Draft Budget
- ❖ Revenue by Source
- ❖ Budget Breakdown by Departments
- ❖ Departmental Operating and Capital Budget by Votes
- ❖ Capital Projects

31/03/2014

11.1 RATLOU DRAFT BUDGET FOR 2014/2015 FINANCIAL YEAR

ALLOCATION BY DEPARTMENT	Salaries Budget	General Expenses	Operating Budget	Capital Budget	Total Budget
OFFICE OF THE MAYOR	7,196,448	1,555,000	8,751,448	160,000	8,911,448
OFFICE OF THE SPEAKER	6,984,377	2,814,400	9,798,777	160,000	9,958,777
OFFICE OF THE ACCOUNTING OFFICER	5,300,073	3,871,811	9,171,883	1,074,000	10,245,883
BUDGET & TREASURY	7,291,246	13,178,114	20,469,360	25,000	20,494,360
PLANNING & DEVELOPMENT ECONOMIC (TECHNICAL SERVICES)	4,617,280	5,980,000	10,597,280	27,474,000	38,071,280
PLANNING & DEVELOPMENT TOWN PLANNING	3,199,757	2,887,000	6,086,757	20,000	6,106,757
LIBRARY / COMM & SOCIAL SERVICES	3,706,944	380,000	4,086,944	-	4,086,944
CORPORATE SERVICES	6,775,657	8,495,000	15,270,657	860,000	16,130,657
COMMUNITY SERVICES	5,465,894	1,132,000	6,597,894	330,000	6,927,894
TOTAL (R)	50,537,675	40,293,325	90,831,000	30,103,000	120,934,000

TOTAL OPERATING (R)	90,831,000
TOTAL CAPITAL (R)	30,103,000
OPERATING + CAPITAL (R)	120,934,000
REVENUE (R)	120,934,000
EXPENDITURE (R)	120,934,000
VARIENCE (R)	0

31/03/2014

11.2 REVENUE BY SOURCE

GRANT ALLOCATION	2014/2015	2015/2016	2016/2017
Equitable Share Allocation	82,376,000.00	99,724,000.00	99,416,000.00
Surplus	-		
Expanded Public Works Programme	1,757,000.00	-	-
Local Government Financial Management Grant	1,800,000.00	1,950,000.00	2,100,000.00
Municipal Systems Improvement Programme	934,000.00	967,000.00	1,018,000.00
NMMDM (Roll Over)	-		
District Agent: Water Roll Over	-		
NHC 1988 War Research Funding	-		
Rent	1,200,000.00	1,250,000.00	1,250,000.00
Own Revenue (Investment)	1,300,000.00	1,300,000.00	1,300,000.00
Other Revenue	300,000.00	330,000.00	350,000.00
Library Grant	750,000.00	750,000.00	750,000.00
Valuation Roll	3,053,000.00	310,000.00	310,000.00
Municipal Infrastructure Grant (MIG)	27,464,000.00	28,632,000.00	29,901,000.00
Fines			
MIG ROLL - OVER (Surplus)	-		
Kalgold Mine	-		
Proceeds on Sale of Assets	-		
VAT Returns	-		
TOTAL (R)	**120,934,000.00**	**135,213,000.00**	**136,395,000.00**

31/03/2014

11.3 DRAFT BUDGET BREAKDOWN BY DEPARTMENTS

11.3.1 OFFICE OF THE MAYOR: OPERATING & CAPITAL BUDGET

DETAILS	2014/2016	2015/2016	2016/2017
INCOME			
Equitable Share			
NHC 1899 War Research			
EPWP Grant			
Surplus			
TOTAL (R)			
SALARIES, WAGES & ALLOWANCES			
Basic Salaries	4,768,383.82	5,041,766.95	5,293,855.19
Travelling Allowances	772,562.85	818,937.53	859,884.72
Housing Allowances	32,640.00	33,952.40	35,650.52
Telephone Allowance	132,177.91	140,108.59	147,114.02
Bonus 13th Cheque	235,745.58	249,890.31	262,384.83
Pension Fund Contribution	873,581.53	926,102.42	972,407.54
Medical Aid Contribution	305,777.28	324,123.87	340,330.06
UIF Contributions	22,294.84	23,632.53	24,814.16
Skills Development Levies	64,706.16	68,588.53	72,017.95
Bargaining Council Contribution	1,057.96	1,121.44	1,177.51
Adjustment Salaries (SALGA)			
TOTAL (R)	**7,196,447.89**	**7,628,234.76**	**8,009,646.50**
GENERAL EXPENSES			
COMMUNICATION UNIT			
Advertising	200,000.00	210,000.00	220,500.00
Publications	200,000.00	242,000.00	261,360.00
Purchase of Flags	-	-	-
Events	40,000.00	42,000.00	44,100.00
Telecentres Support	50,000.00	52,500.00	55,125.00
Printing of Annual Report	100,000.00	220,000.00	242,000.00
Promotional Material	20,000.00	250,000.00	300,000.00
TOTAL (R)	**610,000.00**	**1,016,500.00**	**1,123,085.00**
OTHER EXPENSES			
Congresses, Conferences & Meetings	30,000.00	31,500.00	33,075.00
Entertainment Allowance	-	-	-
Subsistence and Travelling	60,000.00	63,000.00	66,150.00
Training and Development	20,000.00	21,000.00	22,050.00
Printing and Stationery	-	-	-
Community Development Workers Programme	10,000.00	10,500.00	11,025.00
Catering	20,000.00	21,000.00	22,050.00
Accommodation	60,000.00	63,000.00	66,150.00
Mayoral Economic Empowerment	5,000.00	5,250.00	5,512.50
Youth Development & Advisory Office	250,000.00	700,000.00	800,000.00
Mandela Day	10,000.00	10,500.00	11,025.00
Women Development	100,000.00	160,000.00	170,000.00
Disabled Forum & Development Support	100,000.00	10,000.00	100,000.00
HIV Aids Awareness Program	50,000.00	120,000.00	130,000.00
Dikgosi Support	160,000.00	168,000.00	176,400.00
Children & Elderly Support	30,000.00	75,000.00	100,000.00
Anti-Corruption Campaign	-	-	-
Subscription Mayor and Council	10,000.00	10,500.00	11,025.00
Mayoral Ward Youth Journalism Project	-	-	-
TOTAL (R)	**915,000.00**	**1,469,250.00**	**1,724,462.50**
PUBLIC PARTICIPATION			
Diptso tsa Baagi/ Mayoral Public Meetings	30,000.00	120,000.00	130,000.00
Sectoral/ Stakeholders Interactive Consultations	-	-	-
TOTAL (R)	**30,000.00**	**120,000.00**	**130,000.00**
CAPITAL BUDGET			
Communications Equipment	10,000.00	10,500.00	11,025.00
Furniture	-	-	-
Mayoral Office Equipment			
Computer (Traditional Leaders)	-	-	-
Computer & Accessories	150,000.00	157,500.00	165,375.00
TOTAL (R)	**160,000.00**	**168,000.00**	**176,400.00**
GRAND TOTAL (R)	**8,911,447.89**	**10,401,984.76**	**11,163,594.00**

31/03/2014

11.3.2 OFFICE OF THE MUNICIPAL MANAGER: OPERATING & CAPITAL BUDGET

DETAILS	2014/2015	2015/2016	2016/2017
INCOME			
Equitable Share			
MSIG			
Surplus			
Vat Returns			
TOTAL (R)	-	-	-
SALARIES, WAGES & ALLOWANCES			
Basic Salaries	4,098,425.02	4,339,030.52	4,599,372.35
Travelling Allowances	128,160.00	135,849.60	144,000.58
Housing Allowances	12,828.00	13,597.68	14,413.54
Telephone Allowance	16,860.80	17,860.45	18,720.07
Bonus 13th Cheque	268,244.84	273,739.32	290,163.68
Performance Bonus	-	-	-
Pension Fund Contribution	470,203.86	498,415.88	528,320.83
Medical Aid Contribution	253,987.49	269,226.74	285,380.34
UIF Contributions	21,780.16	23,065.77	24,449.71
Skills Development Levies	43,166.55	45,776.69	48,523.29
Bargaining Council Contribution	1,617.38	1,714.42	1,817.29
Adjustment Salaries (SALGA)	-		
TOTAL (R)	**5,300,072.70**	**5,618,077.06**	**5,955,161.68**
GENERAL EXPENSES			
Accommodation	70,000.00	73,500.00	77,175.00
Catering: Community Works	-	-	-
Books % Periodicals	5,000.00	5,250.00	5,512.50
Congresses and Conferences	20,000.00	21,000.00	22,050.00
Entertainment Allowance	-	-	-
Rental's Vehicles	-	-	-
Subsistance and Travelling	50,000.00	52,500.00	55,125.00
Professional Services Fees (Consulting)	10,000.00	10,500.00	11,025.00
Audit Committee	10,000.00	100,000.00	100,000.00
Development of Turnaround Strategy	-	-	-
Master System Plan (Maintenance)	-	-	-
Risk Management	200,000.00	210,000.00	220,500.00
Internal Audit	200,000.00	1,320,000.00	1,450,200.00
Internal Audit Software	38,810.51	38,951.04	40,593.59
Audit Tools & Techniques	30,000.00	31,500.00	33,075.00
ODR & BCP	50,000.00	52,500.00	55,125.00
Telephone Expenses	1,400,000.00	1,470,000.00	1,543,500.00
Email & Web	-	-	-
Software Licenses	500,000.00	525,000.00	551,250.00
Cell Phone & 3G	700,000.00	735,000.00	771,750.00
Internet Charges	70,000.00	73,500.00	77,175.00
Setlagole Complex Business Development	-	-	-
Performance Management System	50,000.00	220,000.00	240,000.00
PMS (S55 & S57 Assessment)	150,000.00	700,000.00	800,000.00
PMS (Staff Assessment)	200,000.00	1,200,000.00	1,300,000.00
TOTAL (R)	**3,751,810.51**	**6,836,901.04**	**7,354,046.09**
Other			
Maintenance: IT Services	120,000.00	242,000.00	264,000.00
Capital Expenditure			
IT Equipment (MSIG)	844,000.00	677,000.00	698,000.00
IT Software	-	-	-
HR Management & Records	50,000.00		
Anti-virus Application			
Internal Business Process (Modules)	150,000.00	-	-
Business Intelligence Register (MSIG)	-	-	-
Migration of Asset Register (MSIG)	-	-	-
Indigent Register	-	-	-
Municipal Server *2	-	-	-
Office Furniture	20,000.00	-	-
SQL Server 2008 (FAS)		-	-
Computer	10,000.00	230,000.00	
Total (R)	**1,074,000.00**	**907,000.00**	**698,000.00**
GRAND TOTAL (R)	**10,245,883.21**	**13,605,978.10**	**14,271,207.77**

31/03/2014

11.3.3 OFFICE OF THE SPEAKER: OPERATING & CAPITAL BUDGET

DETAILS	2014/2015	2015/2016	2016/2017
INCOME			
Equitable Share			
MSIG			
Surplus			
Shifting of Funds			
TOTAL (R)	-	-	-
SALARIES,WAGES & ALLOWANCES			
Basic Salaries	4,230,814.37	4,484,451.23	4,753,518.31
Travelling Allowances	1,222,339.95	1,295,680.35	1,373,421.17
Telephone Allowance	486,182.56	515,353.62	546,274.84
Housing Allowance	19,224.00	20,377.44	21,600.09
Bonus 13th Cheque	90,548.19	95,981.08	101,739.95
Pension Fund Contribution	710,652.68	753,291.84	798,489.35
Medical Aid Contribution	134,254.52	142,309.79	150,848.38
UIF Contributions	8,295.47	8,793.15	9,320.79
Skills Development Levies	81,647.52	86,564.37	92,076.23
Bargaining Council Contribution	406.91	431.32	457.20
Adjustment Salaries (SALGA)	-		
TOTAL (R)	**6,984,377.27**	**7,403,439.91**	**7,847,646.30**
	-		
GENERAL EXPENSES			
Congresses, Conferences & Meetings	30,000.00	31,500.00	33,075.00
Accommodation	100,000.00	105,000.00	110,250.00
Entertainment Allowances	-	-	-
Public Participation	150,000.00	181,500.00	190,000.00
Anti-Corruption Campaign	5,000.00	100,000.00	110,000.00
Catering Meetings	80,000.00	84,000.00	88,200.00
Printing & Stationary (for Ward Offices)	50,000.00	52,500.00	55,125.00
Rental: Vehicles	5,000.00	5,250.00	5,512.50
Subsistence and Travelling	300,000.00	315,000.00	330,750.00
Wages : Ward Committees & Secretaries	1,814,400.00	2,195,000.00	2,195,000.00
Training and Courses	80,000.00	84,000.00	88,200.00
Training of Ward Committees (MSIG)	130,000.00	130,000.00	140,000.00
Training of Ward Committees (Equitable)	10,000.00	130,000.00	140,000.00
MPAC Support	60,000.00	181,500.00	181,500.00
Ward Plans (CBP Planning)	-	-	-
TOTAL (R)	**2,814,400.00**	**3,595,250.00**	**3,667,612.50**
CAPITAL BUDGET			
Office Equipment	10,000.00	10,500.00	11,025.00
Furniture	10,000.00	10,500.00	11,025.00
Computer	140,000.00	147,000.00	154,350.00
TOTAL EXPENDITURE (R)	160,000.00	168,000.00	176,400.00
GRAND TOTAL (R)	**9,958,777.27**	**11,166,689.91**	**11,691,658.80**

31/03/2014

11.3.4 TECHNICAL SERVICES DEPARTMENT: OPERATING & CAPITAL BUDGET

DETAILS	2014/2015	2015/2016	2016/2017
INCOME			
Equitable Share			
MIG			
NMMDM			
CDM (Roll Over)			
Surplus			
2012/2013 MIG Roll-Over			
TOTAL (R)	-	-	-
SALARIES, WAGES & ALLOWANCES			
Basic Salaries	2,910,813.62	3,085,462.44	3,270,590.19
Travelling Allowances	387,957.37	411,234.81	435,908.90
Housing Allowance	76,966.00	81,586.05	86,481.24
Telephone Allowance	10,252.80	10,867.97	11,520.05
Bonus 13th Cheque	190,868.29	202,341.58	214,482.08
Performance Bonus	-	-	-
Pension Fund Contribution	520,774.70	552,021.18	585,142.45
Medical Aid Contribution	468,163.64	480,353.45	509,174.66
UIF Contributions	29,583.81	31,358.84	33,240.37
Skills Development Levies	35,575.42	37,709.95	39,972.54
Bargaining Council Contribution	1,302.11	1,380.23	1,463.05
Adjustment Salaries (SALGA)	-	-	-
TOTAL (R)	4,617,279.75	4,894,316.53	5,187,975.53
		72.00	
GENERAL EXPENSES			
Congresses and Conference/ Meeting	10,000.00	10,500.00	11,025.00
Accommodation	20,000.00	21,000.00	22,050.00
Catering	10,000.00	10,500.00	11,025.00
Diesel	-	-	-
Electricity: FBS	1,300,000.00	9,700,000.00	9,900,000.00
Electricity: Complex	300,000.00	315,000.00	330,750.00
Electricity: General	130,000.00	136,500.00	143,325.00
Electricity: Main Office	120,000.00	126,000.00	132,300.00
Electricity: Street Lighting	200,000.00	210,000.00	220,500.00
Wages: Temporary Workers	-	-	-
Subsistance and Travelling	20,000.00	21,000.00	22,050.00
PM Unit (MIG)	-	-	-
Entertainment Allowance	-	-	-
TOTAL (R)	2,110,000.00	10,550,500.00	10,793,025.00
Repairs & Maintenance			
Access Gravel Road	1,000,000.00	-	-
Municipal Facilities	400,000.00	432,000.00	466,560.00
Municipal Facilities	-		
Pit Latrines, Electricity & Water	150,000.00		
High Mast Lights /Flood Light	1,400,000.00		
Municipal Office	600,000.00	60,000.00	70,000.00
Renovation of Municipal Buildings			
Sewerage	100,000.00		
Stand-by Generator	20,000.00	22,000.00	230,000.00
Plant Maintenance	200,000.00	220,000.00	240,000.00
TOTAL (R)	3,870,000.00	734,000.00	1,006,560.00
CAPITAL BUDGET			
Exterior Landscaping (Office Building)	-	-	-
Office Equipment	-	-	-
Car Port (Disaneng Library)*2	-	-	-
Park Home	-	-	-
Relocation (House Next to Museum)	-	-	-
Standby Generator: Main Administration	-	-	-
Building of Storeroom/ Workshop	-	-	-
Furniture & Fitting	5,000.00	5,250.00	5,512.50
Computer	5,000.00	5,250.00	5,512.50
Paving	-	-	-
Roads/ Storm-Water	-	-	-
TOTAL (R)	10,000.00	10,500.00	11,025.00
GRAND TOTAL (R)	10,607,279.75	16,189,316.53	16,998,585.53

31/03/2014

11.3.5 CORPORATE SERVICES DEPARTMENT: OPERATING & CAPITAL BUDGET

DETAILS	2014/2015	2015/2016	2016/2017
INCOME			
Equitable Share			
Surplus			
VAT Returns			
TOTAL (R)			
SALARIES, WAGES & ALLOWANCES			
Basic Salaries	**4,870,263.91**	**5,162,479.74**	**5,472,228.53**
Travelling Allowances	102,528.00	108,679.68	115,200.46
Telephone Allowances	10,252.80	10,867.97	11,520.05
Housing Subsidy	44,856.00	47,547.36	50,400.20
Bonus 13th Cheque	369,851.27	392,042.35	415,564.89
Performance Bonus	-	-	-
Pension Fund Contribution	440,032.62	466,434.58	494,420.65
Medical Aid Contributions	544,872.42	577,034.76	611,656.85
UIF Contributions	36,626.72	38,824.32	41,153.78
Skills Development Levies	54,757.39	58,042.83	61,525.40
Bargaining Council Contributions	2,115.92	2,242.88	2,377.45
Adjustment Salaries (SALGA)	-	-	-
Provision for Leave Payments	200,000.00	212,000.00	224,720.00
Overtime	100,000.00	106,000.00	112,360.00
TOTAL (R)	**6,775,657.04**	**7,182,196.46**	**7,613,128.25**
		-	
GENERAL EXPENSES			
Accommodation	100,000.00	105,000.00	110,250.00
Catering: Meetings	20,000.00	21,000.00	22,050.00
Congress and Conferences	40,000.00	42,000.00	44,100.00
Insurance	1,500,000.00	2,500,000.00	2,600,000.00
Internship Programs	300,000.00	600,000.00	600,000.00
Learnership Programs	105,000.00	150,000.00	150,000.00
Legal Expenses	700,000.00	1,000,000.00	800,000.00
Cleaning	150,000.00	400,000.00	280,000.00
Security Services (All Assets)	3,000,000.00	4,235,000.00	4,573,800.00
Postages and Stamps	7,000.00	8,000.00	8,500.00
Refreshments: Tea & Coffee	10,000.00	32,000.00	35,000.00
Rental: Office Machines & Equipment	300,000.00	315,000.00	330,750.00
Entertainment allowance	-	-	-
Fleet management	100,000.00	50,000.00	60,000.00
Salga Membership	400,000.00	50,000.00	60,000.00
Subsistence and Travelling	80,000.00	50,000.00	60,000.00
Workman's Compensation	80,000.00	50,000.00	60,000.00
Works Skills Plan (Central training)	350,000.00	1,200,000.00	1,400,000.00
Reception Accessories	-	-	-
EAP /Wellness programme	-	-	-
Fuel & Oil(Vehicles)	900,000.00	605,000.00	653,400.00
Tracker	30,000.00	250,000.00	250,000.00
Records Management	150,000.00	150,000.00	30,000.00
Compliance with OHS Act	-	-	-
TOTAL (R)	**8,325,000.00**	**11,813,000.00**	**12,097,850.00**
Office Equipment	120,000.00	126,000.00	132,300.00
Fire Extinguisher			
Office Furniture	-	-	-
Repairs and Maintenance (Vehicles)	50,000.00	52,500.00	55,125.00
TOTAL (R)	**170,000.00**	**178,500.00**	**187,425.00**
Capital Budget			
Machines & Equipment	50,000.00	52,500.00	55,125.00
New Council Vehicles	800,000.00	1,263,000.00	1,364,040.00
Office Equipment/Computer	20,000.00	21,000.00	22,050.00
Office Furniture	20,000.00	21,000.00	22,050.00
Fire Extinguishers	-	-	-
Registry Equipment	-	-	-
Mayoral Vehicle	20,000.00	21,000.00	22,050.00
TOTAL (R)	**860,000.00**	**1,326,000.00**	**1,430,190.00**
GRAND TOTAL (R)	**16,130,657.04**	**20,499,696.46**	**21,328,593.25**

31/03/2014

11.3.6 BUDGET AND TREASURY DEPARTMENT: OPERATING & CAPITAL BUDGET

DETAILS	2014/2015	2015/2016	2016/2017
INCOME			
Equitable Share			
Finance Management Grant			
MSIG			
Rent			
Interest on Investment			
Other Revenue			
Valuation			
Surplus			
VAT Returns			
TOTAL (R)	-	-	-
SALARIES, WAGES & ALLOWANCES			
Basic Salaries	5,525,626.35	5,857,163.93	6,208,593.76
Travelling Allowances	102,526.00	108,679.56	115,200.43
Housing Allowances	44,898.00	47,591.88	50,447.39
Telephone Allowance	10,252.80	10,867.97	11,520.05
Bonus 13th Cheque	383,598.94	406,615.62	431,012.55
Performance Bonus	-	-	-
Pension Fund Contribution	832,589.26	882,544.62	935,497.29
Medical Aid Contribution	298,356.46	316,257.87	335,233.34
UIF Contributions	35,213.53	37,326.44	39,566.03
Skills Development Levies	56,553.81	59,947.04	63,543.86
Bargaining Council Contribution	1,627.63	1,725.29	1,828.81
Adjustment Salaries (SALGA)	-	-	-
TOTAL (R)	7,291,245.59	7,728,720.33	8,192,443.65
GENERAL EXPENSES			
Audit Fees	1,458,114.00	2,694,000.00	2,700,000.00
Bank Charges	85,000.00	90,000.00	90,000.00
Congresses and Conferences	60,000.00	70,000.00	70,000.00
Catering	-	-	-
Interest Paid: Other	30,000.00	300,000.00	30,000.00
Bad debts	3,120,000.00	3,276,000.00	3,439,800.00
Depreciation	7,800,000.00	8,190,000.00	8,599,500.00
Printing and Stationery	450,000.00	472,500.00	496,125.00
Pastel Evolution	70,000.00	73,500.00	77,175.00
Subsistence and Travelling	50,000.00	52,500.00	55,125.00
Entertainment Allowance	-	-	-
Revenue Enhancement Strategy	-	-	-
Financial Systems Management	-	-	-
TOTAL (R)	13,118,114.00	15,218,500.00	15,557,725.00
Finance Management Grant			
Accommodation	100,000.00	100,000.00	150,000.00
Training and Courses	300,000.00	300,000.00	400,000.00
GRAP Conversion Maintenance	-		
Financial Systems	280,000.00	320,000.00	210,000.00
AFS	420,000.00	430,000.00	440,000.00
Financial Interns	600,000.00	800,000.00	900,000.00
TOTAL (R)	1,700,000.00	1,950,000.00	2,100,000.00
MSIG			
Fixed Asset Register	60,000.00	70,000.00	80,000.00
TOTAL (R)	60,000.00	70,000.00	80,000.00
Repairs and Maintenance			
Maintenance: Finance Computers	-	-	-
TOTAL (R)	-	-	-
Contributions to Fixed Assets			
Office Furniture	10,000.00	10,500.00	11,025.00
Office Equipment	10,000.00	10,500.00	11,025.00
Computer	5,000.00	5,250.00	5,512.50
TOTAL (R)	25,000.00	26,250.00	27,562.50
GRAND TOTAL (R)	22,194,359.59	17,264,750.00	25,957,731.05

31/03/2014

11.3.7 COMMUNITY SERVICES DEPARTMENT: OPERATING & CAPITAL BUDGET

DETAILS	2014/2015	2015/2016	2016/2017
INCOME			
Equitable Share			
CDM			
Surplus			
VAT Returns			
TOTAL (R)	-	-	-
SALARIES, WAGES & ALLOWANCES			
Basic Salaries	**3,647,032.20**	**3,865,854.14**	**4,097,805.38**
Housing Allowances	121,752.00	129,057.12	136,800.55
Bonus 13th Cheque	303,919.35	322,154.51	341,483.78
Pension Fund Contribution	589,490.63	624,860.07	662,351.67
Medical Aid Contributions	626,433.26	664,019.26	703,860.42
UIF Contributions	37,342.68	39,583.15	41,958.46
Skills Development Levy	37,807.46	40,075.90	42,480.46
Bargaining Council	2,115.62	2,242.88	2,377.45
Overtime	100,000.00	120,000.00	150,000.00
Adjustment Salaries (SALGA)			
TOTAL (R)	**5,465,893.70**	**5,807,847.32**	**6,179,118.16**
		-	-
GENERAL EXPENSES			-
Accommodation	40,000.00	42,000.00	44,100.00
Congress& Conferences	10,000.00	10,500.00	11,025.00
Laboratory Charges	-	-	-
Subsistence and Travelling	30,000.00	31,500.00	33,075.00
Catering	-	-	-
Awareness Campaigns	20,000.00	21,000.00	22,050.00
Development of Waste management Plan	1,000.00	1,050.00	1,102.50
Monitoring of Cemeteries	-	-	-
Inspections and Enforcement	1,000.00	1,050.00	1,102.50
Establishment of Parks	-	-	-
Landfill Site Development	-	-	-
Repairs of Office Equipment	-	-	-
Greening & Conservation	10,000.00	12,000.00	12,000.00
Gardening & Waste Management Equipment	100,000.00	220,000.00	230,000.00
Disaster Management	10,000.00	172,000.00	183,000.00
Pest Control	70,000.00	120,000.00	120,000.00
Cleaning Material (Public Facilities)	120,000.00	130,000.00	140,000.00
Total (R)	**412,000.00**	**761,100.00**	**797,455.00**
Licensing			
Law Enforcement	400,000.00	3,000,000.00	2,500,000.00
Traffic Uniform	20,000.00	80,000.00	100,000.00
Summons Books		35,000.00	30,000.00
Equipment	200,000.00	150,000.00	100,000.00
Learners Testing Material	100,000.00	-	-
Public Safety Services	-		
TOTAL (R)	**720,000.00**	**3,265,000.00**	**2,730,000.00**
Capital Budget			
Waste Removal Truck			
Waste Management Equipment	20,000.00	21,000.00	22,050.00
Grass Cutting Machine		-	-
Furniture (Public Facilities)	100,000.00	105,000.00	110,250.00
Speed Machines	210,000.00	220,000.00	230,000.00
License Testing Centre	-	1,200,000.00	1,000,000.00
Patrol Vehicle		1,050,000.00	840,000.00
TOTAL (R)	**330,000.00**	**2,596,000.00**	**2,202,300.00**
GRAND TOTAL (R)	**6,515,893.70**	**11,868,847.32**	**11,111,418.16**

31/03/2014

11.3.7 COMMUNITY SERVICES DEPARTMENT (LIBRARIES): OPERATING & CAPITAL BUDGET

DETAILS	2014/2015	2015/2016	2016/2017
INCOME			
Library Grant			
Equitable Share			
Surplus			
VAT Returns			
TOTAL (R)	-	-	-
SALARIES, WAGES & ALLOWANCES			
Basic Salaries	2,476,103.75	2,624,669.97	2,782,150.17
Housing Allowance	70,554.00	74,787.24	79,274.47
Bonus 13th Cheque	198,967.02	211,965.04	224,682.85
Pension Fund Contribution	436,867.96	463,080.04	490,864.84
Medical Aid Contribution	465,951.31	493,908.39	523,542.89
UIF Contributions	26,890.92	28,504.37	30,214.63
Skills Development Levies	28,856.32	30,375.70	32,198.24
Bargaining Council Contribution	1,953.16	2,070.35	2,194.57
Adjustment Salaries (SALGA)	-		
TOTAL (R)	3,706,944.44	3,929,361.10	4,165,122.77
		66.00	
GENERAL EXPENSES			
Books and Periodicals	20,000.00	21,000.00	22,050.00
Congresses and Conferences	20,000.00	21,000.00	22,050.00
Electricity Libraries	40,000.00	42,000.00	44,100.00
Library Awareness Programs	40,000.00	42,000.00	44,100.00
Printing and Stationery	40,000.00	42,000.00	44,100.00
Subsistence and Travelling	20,000.00	21,000.00	22,050.00
Telephone and Faxes	40,000.00	42,000.00	44,100.00
Toy Library	-	-	-
Accommodation	60,000.00	63,000.00	66,150.00
Setswana Project Programme	30,000.00	31,500.00	33,075.00
Catering/ Meetings	30,000.00	31,500.00	33,075.00
Active Learning	30,000.00	31,500.00	33,075.00
Cleaning Material	10,000.00	10,500.00	11,025.00
TOTAL (R)	380,000.00	399,000.00	418,950.00
Repairs Office Equipment	-	-	-
TOTAL (R)	-	-	-
GRAND TOTAL (R)	4,086,944.44	4,328,361.10	4,584,072.77

31/03/2014

11.3.8 PLANNING & DEVELOPMENT DEPARTMENT: OPERATING & CAPITAL BUDGET

DETAILS	2014/2015	2015/2016	2016/2017
INCOME			
Equitable Share			
MSIG			
Valuation			
EPWP Grant			
Kalgold Mine			
TOTAL (R)	-	-	-
SALARIES, WAGES & ALLOWANCES			
Basic Salaries	**2,119,621.71**	**2,246,799.01**	**2,381,606.95**
Travelling Allowances	363,119.95	384,907.15	408,001.58
Housing Allowances	12,828.09	13,597.68	14,413.54
Telephone Allowance	10,262.80	10,867.97	11,520.05
Bonus 13th Cheque	135,324.61	143,444.09	152,050.74
Performance Bonus	-	-	-
Pension Fund Contribution	359,189.42	380,740.78	403,585.23
Medical Aid Contribution	157,890.63	167,162.06	177,181.19
UIF Contributions	15,775.24	16,722.61	17,726.18
Skills Development Levies	24,580.19	26,055.00	27,618.30
Bargaining Council Contribution	1,373.23	1,455.63	1,542.97
Adjustment Salaries (SALGA)	-	-	-
TOTAL (R)	**3,199,756.79**	**3,391,742.20**	**3,595,246.73**
		12.00	
Accommodation	50,000.00	52,500.00	55,125.00
Catering	-	-	-
Congresses and Conferences (Indaba & Gateway)	60,000.00	130,000.00	-
Tourism Development	-	-	-
Entertainment Allowance	-	-	-
IDP Review & Process Plan	80,000.00	120,000.00	140,000.00
Strategic Planning Session	50,000.00	400,000.00	450,000.00
IDP Document Production	50,000.00	52,500.00	55,125.00
Subsistence and Travelling	40,000.00	42,000.00	44,100.00
Marketing	10,000.00	10,500.00	11,025.00
Land Restitution Programme	10,000.00	10,500.00	11,025.00
Valuation Maintenance	50,000.00	60,000.00	70,000.00
TOTAL (R)	400,000.00	1,818,000.00	1,566,400.00
Local Economic Development			
EPWP Stipends	1,757,000.00	1,305,800.00	1,305,800.00
Support LED Projects	100,000.00	605,000.00	700,000.00
Signage & Branding	50,000.00	121,000.00	131,000.00
Social Labour Plans	-	-	-
Heritage & Exhibitions	400,000.00	120,000.00	-
Led Forums & Summit	50,000.00	-	-
Tourism Development	-	-	-
TOTAL (R)	**2,357,000.00**	**2,152,800.00**	**2,137,800.00**
SPATIAL RATIONALE			
Settlements Formalisation: KALGOLD FUNDING			
Settlements Formalisation & Survey: Disaneng & Makgobistadt	100,000.00	105,000.00	110,250.00
TOTAL (R)	100,000.00	105,000.00	110,250.00
Systems Improvement			
Policies			
By-laws (Enforcement) (MSIG)	30,000.00	31,500.00	33,075.00
By-laws (Enforcement)	-	-	-
Spatial Development Plan	-	-	-
TOTAL (R)	**30,000.00**	**31,500.00**	**33,075.00**
Capital Expenditure			
Furniture	10,000.00	10,500.00	11,025.00
Computer	10,000.00	10,500.00	11,025.00
TOTAL (R)	**20,000.00**	**21,000.00**	**22,050.00**
GRAND TOTAL (R)	**6,106,756.79**	**7,320,042.20**	**7,464,821.73**

31/03/2014

11.5 CAPITAL PROJECTS (MUNICIPAL INFRASTRUCTURE GRANT - MIG)

PROJECTS	2014/2015	2015/2016	2016/2017
Upgrading of Cemeteries	1,114,000.00	3,454,000.00	3,000,000.00
Logagane Community Hall	1,800,000.00	-	-
Kraalpan Community Library Phase 02	4,500,000.00	2,900,000.00	-
Upgrading of Madibogo Taxi Rank Phase 02	2,200,000.00	-	-
Setlagole Thusong Centre Phase 02	12,000,000.00	13,000,000.00	
Upgrading of Internal Roads Adjoining R375 in Moshawane & Logegeng Phase 02	4,650,000.00	5,000,000.00	10,000,000.00
Project Management Unit (PMU) Administrative Office	1,200,000.00	1,300,000.00	-
Disaneng Multi-Purpose Centre		5,000,000.00	
Morokwa Community Hall			2,000,000.00
Setlagole Community Park			3,000,000.00
Madibogo Community Park			2,000,000.00
Mareetsane Community Park			2,000,000.00
TOTAL (R)	27,464,000.00	30,654,000.00	22,000,000.00

31/03/2014

12. INTEGRATION

12.1. INTRODUCTION

The main objective of this section is the Integration of plans and programmes to ensure alignment. This section also has specific focus on the following:

- Consolidate sector programmes/ plans for each sector for operational management and implementation
- Consolidate integrated programmes for crosscutting dimensions of development to ensure consistency and sustainability

Projects are screened for compliance with localized principles and guidelines. Integrated programmes are prepared to form part of the output of the IDP process and include the following programmes and projects.

12.2. RATLOU SPATIAL DEVELOPMENT FRAMEWORK 2012-2017

12.2.1. Legislative Imperative

Municipal Systems Act, 32 of 2000, Section 26 (e) requires a municipality to compile a Spatial Development Framework (SDF) for its area of jurisdiction to serve as a core component of its Integrated Development Plan.

In addition to the aforementioned Act, the formulation of an SDF for a municipal area is also guided by the following:

- Municipal Planning and Performance Management Regulations, 2001
- White Paper on Spatial Planning and Land Use Management, 2001
- White Paper on Local Government, 1998
- National Spatial Development Perspective

The Municipal SDF together with the IDP must:

- Give effect to the principles contained in Chapter 1 of the Development Facilitation Act,1995 (Act No. 67 of 1995)
- Set out objectives that reflect that desired spatial form of the municipality
- Contain strategies and policies regarding the manner in which to achieve the objectives referred to, which strategies and policies must:
- Indicate the desired patterns of land use within the municipality
- Address the spatial reconstruction of the location and nature of development within the municipality
- Provide strategic guidance in respect of the location and nature of development within the municipality

31/03/2014

- Set out basic guidelines for a land-use management system in the municipality
- Set out a capital investment framework for the municipal's development programs
- Contain a strategic assessment of the environmental impact of the spatial development framework
- Identify programs and projects for the development of land within the municipality
- Be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities, and etc.

12.2.2. Executive Summary of Ratlou SDF

The SDF seeks to create a spatial environment that supports economic growth and development to the benefit of the people of Ratlou.

The analysis of development in Ratlou revealed that most people are poor, with at least half unemployed. They live in rural villages in which the level of economic activity is low with most people being dependent on subsistence living. Places of employment are generally far from the villages, where more than ninety nine (9) percent of the people live. While the situation is improving, many residents have limited or no access to basic services.

Agriculture is the cornerstones of the Ratlou economy. Ratlou SDF proposal includes the following:

- Redevelopment of Setlagole Commercial Hub
- Provision of new economic, social service and public amenity infrastructure within local development nodes determined through detailed Madibogo Local Area Plan; incorporating Setlagole-Madibogo Civic Corridor and rail node opportunities
- Provision of new economic, social service and public amenity infrastructure within local development nodes determined through detailed Kraaipan Local Area Plan; incorporating local heritage assets and social service infrastructure.
- Provision of new economic, social service and public amenity infrastructure within local development nodes determined through detailed Mareetsane Local Area Plan; incorporating proximity to commercial agriculture and rail node opportunities
- Rural Development and Agrarian Reform
- Development of Ratlou Land Use Management Scheme

Copy of Ratlou SDF 2012-2017 is attached on Annexure E

12.3. RATLOU LAND USE MANAGEMENT SYSTEM INTERIM MEASURES

12.3.1. Background

Land Use Management Scheme is an Implementation tool of a Spatial Development Framework and has got a binding effect in terms of the land use and development. Ratlou Local Municipality does not have a Land Use Management Scheme but measures to develop

31/03/2014

one are underway and to date an application for assistance with funding was submitted to Department of Rural Development and Land Reform.

12.3.2. Interim Measures

Ratlou Local Municipality has introduced the following by-laws for control measures as an interim:

- Building Regulation By-law
- Informal and Street Trading By-law
- Prevention of Sites allocation on Future Development Areas
- Refuse/ Waste Management By-law

Copies of By-laws are attached on Annexure F

12.4. RATLOU LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY

The LED is a component of the Municipality's overall strategic plan as outlined in the IDP process. The strategy provides the municipality with guidelines to create and facilitate economic development, realise the underlying economic development potential, and encourage private sector investment and job creation.

Ratlou LED Strategy was adopted by Council in August 2012.

The Strategy identifies 10 short-term and longer-term thrusts, which are to form focus of the Municipality's LED effort over the next 5 years.

- Strengthening local stake in mining
- Establishment of FET College
- Development and support of co-operatives
- Rural Development and Agrarian Reform
- Branding & Marketing (Signage and Information)
- Implement a system of learnerships, skills programmes and internship
- Local Business Support (through procurement)
- Local and Foreign Investment attraction
- Soft infrastructure for competitive advantage
- Development and implementation of the Tourism Strategy

Copy of LED Strategy is attached on Annexure G

31/03/2014

12.5. RATLOU INTEGRATED WASTE MANAGEMENT STRATEGIC PLAN

12.5.1 Overall Aims and Goals

The Draft Integrated Waste Management Plan (IWMP) was developed by Ratlou Local Municipality but was never submitted to Council for adoption so that the municipality is able to provide services on waste management to all households and businesses in its municipal area.

The IWMP provides universal services, cost effectiveness, reduce the negative impact of waste on human health and the environment, maximize job creation and create opportunity to promote Broad-Based Black Economic Empowerment.

12.5.2 Collections and Transportation of Waste

No residential collection services are rendered by Ratlou Local Municipality. Collection service is only rendered to the commercial and trade complex in Setlagole by a tractor-trailer collection vehicle. The private sector role extends to the collection and transportation of medical waste from health facilities.

12.5.3 Treatment and Recycling

There are no formal recycling initiatives. Only two (2) co-operatives were recently formed in Madibogo and Makgobistadt. There is also one recycling project in Setlagole.

12.5.4 Disposal

Unlicensed dump sites are used. The enforcement of by-laws to prevent dumping will be promulgated soon. Disposal of domestic waste is mostly illegal which includes burying, burning and dumping. Sites are not managed according to Minimum Requirements for Waste Disposal in Landfills

Waste is regularly burnt probably releasing toxic Persistent Organic Pollutants into the air and groundwater. Burning waste is not acceptable under National Policy, Legislation and Regulations.

*Copy of Integrated Waste Management Strategy is attached on **Annexure H***

12.6. RATLOU HIV/AIDS POLICY

12.6.1. Background

Municipalities have a constitutional mandate to promote safe and healthy environment. But during the past decades, there has been an exponential growth in the number of HIV/AIDS

31/03/2014

infections in South Africa. This growth has been accompanied by greater visibility of the epidemic, especially owing to increased number of AIDS deaths.

The contributory factors for high prevalence of HIV/AIDS and related diseases amongst others are:

- Poverty, gender inequality and orphanage
- Cultural modernization
- Cross border gates and national routes
- Dynamics of growing economy
- Increase in the commercialization of sexual activities
- High unemployment rate
- Low literacy rate
- Alcohol and substance abuse
- High crime rate

The municipality has developed an HIV/AIDS Policy in line with the National Policies and Guidelines.

12.6.2. Objectives

- To provide employment practices and procedures and to combat discrimination and irrational responses to employees living with HIV/AIDS
- To eliminate unfair discrimination in the workplace based on HIV/AIDS
- To promote awareness of HIV/AIDS through education and training of what the disease is all about as well as the rights of all persons with regard to HIV/AIDS
- To promote appropriate and effective ways of managing HIV/AIDS in the workplace

12.6.3. Legal Mandates

- Labour Relations, 1995 (Act No. 66 of 1995)
- Basic Condition of Employment, 1997 (Act No. 55 of 1997)
- Public Service Regulations, 2001
- The Constitution of RSA (Act No. 108 of 1996)
- Promotion of Equality and Prevention of Unfair Discrimination Act No. 4 of 2000
- National HIV/AIDS policy guidelines
- Medical Scheme Act No. 131 of 1998
- Occupational Health and Safety Act of 1993
- Compensation for Occupational Injuries and Disease Act No. 130 of 1993

31/03/2014

12.6.4. Interaction with Stakeholders

The municipality will endeavour to interact and utilise available resources to ensure its contributions to the fight against HIV/AIDS. The municipality will interact with sector departments, private sector, CBOs, NGOs etc. and participate in their programmes.

A copy of HIV/Aids Policy is attached on Annexure I

12.7. RATLOU SKILLS DEVELOPMENT (TRAINING AND DEVELOPMENT) PLAN

The municipality places greater emphasis towards capacitating its personnel in line with the Skills Development Act (Act.No.97 of 1998), the Skills Development Levies Act (Act No. 9 of 1999) and the South African Qualification Authority Act (Act No. 58 of 1995).
The municipality has developed a comprehensive Work Skills Development Plan (WSDP) which the Employment Equity Plan forms an integral part and has registered with the Local Government Sector Education and Training Authority.
This legal framework and the National Skills Development Strategy are intended to encourage employers to comply with legislations by so doing:

- Retain skilled personnel
- Continued learning and skills advancement and harness
- Support economic growth for employment creation and poverty eradication
- Promote productive citizens by aligning skills development with national strategies for growth and development
- Accelerate Broad based Black Economic Empowerment and Employment Equity, and
- Help to create a competitive and productive work environment.

*A copy of Work Skills Development Plan is attached as **Annexure J***

12.8. RATLOU EMPLOYMENT EQUITY PLAN

Ratlou Local Municipality recognizes that as a result of none inclusive and other discriminatory laws and practices, there are disparities in employment, occupation and income within the national labour market. The Employment Equity Act No. 55 of 1998 requires employers to promote the constitutional rights of equality and true democracy, by ensuring the implementation of employment equity.
The purpose of this plan is to eliminate identified discriminatory factors in relation to race, gender and disability that have denied access to opportunities for education, employment,

31/03/2014

promotion and wealth creation to South Africans including those currently employed by Ratlou Local Municipality.
The plan is also aimed at ensuring that South Africa fulfils her obligations as a member of the International Labour Organization.

12.8.1 Objectives

Ratlou seeks to achieve equity by:

- Promoting equal opportunity and fair treatment to all employees
- Ensuring that employment targets are set, are actively pursued in order to ensure equitable representation of designated groups in all occupational

A copy of Employment Equity Plan is attached on Annexure K

12.9. RATLOU COMPREHENSIVE HUMAN RESOURCE STRATEGY

A comprehensive Human Resource Strategy plays a vital role in the achievement of an organisation's overall strategic objectives and visibly illustrates that the human resources function fully understands and supports the direction in which the organisation is moving. A Comprehensive HR Strategy will also support other specific strategic objectives undertaken by the financial, operational and technical departments.

In essence, an HR Strategy should aim to capture "the people element" of what an organisation is hoping to achieve in the medium to long term, ensuring that:-

- It has the right people in place;
- It has the right mix of skills;
- Employees display the right attitudes and behaviours, and
- Employees are developed in the right way.

If, as is sometimes the case, organisation strategies and plans have been developed without any human resource input, the justification for the HR strategy may be more about teasing out the implicit people factors which are inherent in the plans, rather than simply summarising their explicit "people" content.
An HR Strategy will add value to the organisation if it:

- Articulates more clearly some of the common themes which lie behind the achievement of other plans and strategies, which have not been fully identified before; and
- Identifies fundamental underlying issues which must be addressed by any organisation or business if its people are to be motivated, committed and operate effectively.

Rala 31/03/2014

The first of these areas will entail a careful consideration of existing or developing plans and strategies to identify and draw attention to common themes and implications, which have not been made explicit previously.
The second area should be about identifying which of these plans and strategies are so fundamental that there must be clear plans to address them before the organisation can achieve on any of its goals.

A copy of Comprehensive Human Resource Strategy is attached as Annexure L

12.10. RATLOU STRATEGIC AUDIT PLAN (DRAFT)

As per standard for the Professional Practice of Internal Auditing, the Internal Audit Plan was prepared for Ratlou Local Municipality. This Internal Audit Plan was prepared in order to confirm the scope of internal audit activities for the year ending 30 June 2015. The plan also includes a 3 year rolling component i.e. the 2014/2015 financial year interim plan as well as a proposal for areas to be covered in the next three financial years.

The municipality have in place the risk management framework and the Internal Audit Function has taken into consideration the below-mentioned:

- 2014/2015 Risk Assessment Report;
- Risk Register;
- Fraud Prevention Plan;
- Risk Report;
- IDP;
- Service Delivery Budget Implementation Plan;
- Prior year Auditor General's Reports ;
- Municipal Control Environment.

This exercise has limited the focus/ priority areas to finance & operational risks and such management does not have any mitigation measures in place to address any other risks that might arise. The municipality has to appoint heads of departments as risk owners. The heads of departments should be given the risk register so that they can update the register on a regular basis. The internal Audit will on a quarterly basis review the risk register and make recommendations where appropriate.

31/03/2014

The risks identified and rated during the risk assessment forms the basis for this risk based Internal Audit plan prepared in terms of International Standards for the Professional Practice of Internal Auditing - Performance Standard No. 2010.

The Internal audit Function takes into consideration the overall risk at financial statements and the risk at an assertion level.

The Draft Internal Audit Plan has been prepared for the approval by the Audit Committee and it contains the extent of planned Internal Audit activities for the 2014/2015 financial year as well as the subsequent three year rolling plan.

*A copy of Draft Strategic Audit Plan is attached as **Annexure M***

12.11. RATLOU PERFORMANCE MANAGEMENT SYSTEM

The municipality has adopted its reviewed performance management system on the 14th February 2013 to enable it to continuously monitor and evaluate its performance. This frame work is a consulted final document which has received a buy in all of relevant stakeholders as required by law.

The municipality has appointed an official who will be directly responsible to ensure that a successful implementation of the system in consultation with all officials appointed by the municipality to ensure accelerated service delivery.

The process of ensuring that all stakeholders have a clear understanding of as to how the system will unfold is being done through workshops for various departments within the Ratlou Local Municipality.

The alignment of Priorities, objectives and targets in this IDP will serve as the baseline of the Top Layer Service Delivery and Budget Implementation Plan which will be published to form the basis of a contract between Council and the community. The Top Layer SDBIP will be cascaded into the Technical SDBIPs which will serve as departmental annual service delivery plan. The system will be completed by the signing of performance agreements by all officials within the municipality to ensure that, equitable distribution of service delivery is successfully achieved in the interest of our communities.

Monitoring tools for the implementation of the IDP will include, Monthly Budget Statements that will be submitted to the Mayor and Provincial Treasury, Quarterly reports to Council

31/03/2014

reporting on service delivery and the financial state of the municipality, mid-term budget and performance assessment reports and annual reports. The signing of performance Agreements, individual work plans and monthly reporting with evidence of performance will ensure accountability by all role players.

Since the system requires the promotion of a culture of performance management on both political structures and administration we will ensure that our councillors are properly trained to ensure a common understanding of the system as they form part of service delivery enhancement.

After the council has approved the IDP Review and Budget, work will be started in earnest to develop the Service Delivery and Budget Implementation Plan, as part of an operational plan for 2014/2015 financial year.

A copy of Ratlou Performance Management System is attached as Annexure P

31/03/2014

13. CONCLUSION

The Draft Revised IDP/Budget 2014/2015 is a culmination of a series of meetings and engagement with stakeholders including the sector departments. A successful strategic planning session held at Christiana on the 30 - 31 October and 01 November 2013 attended by sector departments and other stakeholders in the municipality, deliberated on different development programmes and projects with the objective of working towards realizing the vision set by the municipality.

The Draft Revised IDP/Budget 2014/2015 will be presented at various public meetings for comments and inputs. Inputs and comments made will then be considered before submission to Council for adoption in May 2014.

31/03/2014

14. ANNEXURES

ANNEXURE A:	IDP/ BUDGET PUBLIC PARTICIPATION
ANNEXURE B:	ORGANISATIONAL STRUCTURE
ANNEXURE C:	2014/2015 IDP/ BUDGET PROCESS PLAN
ANNEXURE D:	BUDGET RELATED POLICIES, TARIFFS AND LEVYING RATES
ANNEXURE E:	RATLOU SPATIAL DEVELOPMENT FRAMEWORK 2012
ANNEXURE F:	RATLOU MUNICIPAL BY-LAWS
ANNEXURE G:	RATLOU LOCAL ECONONIC DEVELOPMENT (LED) STRATEGY 2012
ANNEXURE H:	RATLOU DRAFT INTEGRATED WASTE MANAGEMENT PLAN
ANNEXURE I:	RATLOU HIV/ AIDS POLICY
ANNEXURE J:	RATLOU WORKS SKILL DEVELOPMENT PLAN
ANNEXURE K:	RATLOU EMPLOYMENT EQUITY PLAN
ANNEXURE L:	RATLOU COMPREHENSIVE HUMAN RESOURCE STRATEGY
ANNEXURE M:	RATLOU STRATEGIC AUDIT PLAN (DRAFT)
ANNEXURE P:	RATLOU PERFORMANCE MANAGEMENT SYSTEM

31/03/2014

RATLOU LOCAL MUNICIPALITY

8. DRAFT 2014/2015 BUDGET AND BUDGET RELATED POLICIES FOR RATLOU LOCAL MUNICIPALITY

PURPOSE

To present the 2014/2015 Financial Year Draft Budget for council to undertake consultations with stakeholders.

BACKGROUND

In terms of the **Municipal Finance Management Act, 56 of 2003, s 16 (1-3),** the mayor of the municipality must table the Draft Budget and Reviewed Budget Related Policies at the council meeting at least 90 days before the start of the budget year for consultation and at least 30 days before the start of the budget year, table the municipality's Final Annual Budget.

It is against this legal background that the Draft Budget for Ratlou Local Municipality is hereby presented to a council meeting with a view of obtaining council approval that will lead to the consultations with the communities of the municipality. This will assist the municipality to effectively and diligently manage all its activities in the implementation of the budget and financial reforms.

The Draft Budget for Ratlou Local Municipality consist of the Total Budget of **R 120 934 000** with Total Operating Budget of **R 90 831 000** and Total Capital Budget of **R 30 103 000**

The Draft Budget for the financial year 2014/2015 is hereby presented to Council sitting.

The breakdown of various departments is shown in the table below as follows:

VOTE NUMBER	DEPARTMENT	AMOUNT	SOURCE OF FUNDING/REVENUE
0101	Office of the Mayor	R 8 911 448	Equitable Share
0103	Office of the Speaker	R 9 828 777	Equitable Share
		R 130 000	MSIG
0102	Office of the Accounting Officer	R 9 401 883	Equitable Share
		R 744 000	MSIG
		100 000	FMG
0201	Budget and Treasury Office	R 15 934 360	Equitable Share
		R 60 000	MSIG
		R 1 700 000	FMG
		R 2 800 000	Own Revenue

31/03/2014

0901	Planning & development Economic	R R	10 607 280 27 464 000	Equitable Share MIG
0902	Planning & Development Town Planning	R R R	1 296 757 3 053 000 1 757 000	Equitable Share Property Rates EPWP Grant
0401	Library Services	R R	3 336 944 750 000	Equitable Share Library Grant
0301	Corporate Services	R	16 130 657	Equitable Share
0801	Community Services	R	6 927 894	Equitable Share
TOTAL		**R**	**120 934 000**	

List of Draft policies to be approved together with the Draft Budget are the following:

- Approval of budget policy
- Funding and Reserve Policy
- Credit Control and Debt Collection Policy
- Cash Management and Investment Policy
- Indigent Support Policy
- Asset Policy
- Virement Policy
- Provision for Bad Debt Policy
- Appointment of Consultancy Policy
- Tariff Policy
- Supply Chain Management Policy
- Overtime Policy
- Subsistence and Travelling Policy
- Cell phone Policy

RESOLVED:

(a) That Council approved the Draft Budget and the Budget related policies as indicated above for the 2014/2015 financial year.
(b) That the copy of the adopted draft budget be sent to Provincial and National Treasury and other spheres of government as legislated.
(c) That the Office of the Mayor, Office of the Speaker and Directorate Planning and Development prepared the public participation programme to consult with the communities and stakeholders of Ratlou Local Municipality as part of the IDP programme.

31 MARCH 2014 **RESOLUTION 17/2014**

31/03/2014

Municipal annual budgets and MTREF & supporting tables

Version 2.6

Click for Instructions!

Accountability

Transparency

Information & service delivery

national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

Contact details:

Ilze Baron
National Treasury
Tel: (012) 395-6742
Electronic submissions: lgdocuments@treasury.gov.za

31/03/2014

Preparation Instructions

Municipality Name:	NW381 Ratlou
CFO Name:	Patience Leburu
Tel:	183307036
Fax:	018 330 7047
E-Mail:	patience@ratlou.gov.za
Budget for MTREF starting:	2014
Budget Year:	2014/15
Does this municipality have Entities?	No
If YES: Identify type of report:	

Name Votes & Sub-Votes

Printing Instructions

Showing / Hiding Columns

Hide Pre-audit columns on all sheets

Important documents which provide essential assistance

MFMA Budget Circulars — Click to view

31/03/2014

Organisational Structure Votes		Complete Votes & Sub-Votes	Select Org. Structure
Vote 1 - Executive & Council	Vote 1	**Executive & Council**	
Vote 2 - Budget & Treasury Office	1.1	Mayor	1.1 - Mayor
Vote 3 - Corporate	1.2	Speaker	1.2 - Speaker
Vote 4 - Community & Social Service	1.3	Municipal Manager	1.3 - Municipal Manager
Vote 5 - Planning & Development	1.4	[Name of sub-vote]	
Vote 6 - [NAME OF VOTE 6]	1.5	[Name of sub-vote]	
Vote 7 - [NAME OF VOTE 7]	1.6	[Name of sub-vote]	
Vote 8 - [NAME OF VOTE 8]	1.7	[Name of sub-vote]	
Vote 9 - [NAME OF VOTE 9]	1.8	[Name of sub-vote]	
Vote 10 - [NAME OF VOTE 10]	1.9	[Name of sub-vote]	
Vote 11 - [NAME OF VOTE 11]	1.10	[Name of sub-vote]	
Vote 12 - [NAME OF VOTE 12]	Vote 2	**Budget & Treasury Office**	
Vote 13 - [NAME OF VOTE 13]	2.1	Budget & Treasury	2.1 - Budget & Treasury
Vote 14 - [NAME OF VOTE 14]	2.2	[Name of sub-vote]	
Vote 15 - [NAME OF VOTE 15]	2.3	[Name of sub-vote]	
	2.4	[Name of sub-vote]	
	2.5	[Name of sub-vote]	
	2.6	[Name of sub-vote]	
	2.7	[Name of sub-vote]	
	2.8	[Name of sub-vote]	
	2.9	[Name of sub-vote]	
	2.10	[Name of sub-vote]	
	Vote 3	**Corporate**	
	3.1	Human Resource	3.1 - Human Resource
	3.2	[Name of sub-vote]	
	3.3	[Name of sub-vote]	
	3.4	[Name of sub-vote]	
	3.5	[Name of sub-vote]	
	3.6	[Name of sub-vote]	
	3.7	[Name of sub-vote]	
	3.8	[Name of sub-vote]	
	3.9	[Name of sub-vote]	
	3.10	[Name of sub-vote]	
	Vote 4	**Community & Social Service**	
	4.1	Library & Achieves	4.1 - Library & Achieves
	4.2	Other	4.2 - Other
	4.3	[Name of sub-vote]	
	4.4	[Name of sub-vote]	
	4.5	[Name of sub-vote]	

31/03/2014

	4.6	*[Name of sub-vote]*	
	4.7	*[Name of sub-vote]*	
	4.8	*[Name of sub-vote]*	
	4.9	*[Name of sub-vote]*	
	4.10	*[Name of sub-vote]*	
	Vote 5	***Planning & Development***	
	5.1	*Planning & Development Economic*	*5.1 - Planning & Development Economic*
	5.2	*Planning & Development Town Planning*	*5.2 - Planning & Development Town Planning*
	5.3	*[Name of sub-vote]*	
	5.4	*[Name of sub-vote]*	
	5.5	*[Name of sub-vote]*	
	5.6	*[Name of sub-vote]*	
	5.7	*[Name of sub-vote]*	
	5.8	*[Name of sub-vote]*	
	5.9	*[Name of sub-vote]*	
	5.10	*[Name of sub-vote]*	
	Vote 6	***[NAME OF VOTE 6]***	

31/03/2014

NW381 Ratlou - Contact Information		
A. GENERAL INFORMATION		
Municipality	**NW381 Ratlou**	
Grade		*1 Grade in terms of the Remuneration of Public Office Bearers Act.*
Province	**NW NORTH WEST**	
Web Address	**ratlou.gov.za**	
e-mail Address	**ratlou.gov.za**	
B. CONTACT INFORMATION		
Postal address:		
P.O. Box	P O Box 494	
City / Town	Stella	
Postal Code	8650	
Street address		
Building	Ratlou Local Municipality	
Street No. & Name	R509 Delareyville RD	
City / Town	Setlagole	
Postal Code	2773	
General Contacts		
Telephone number	183 307 000	
Fax number	183 307 047	

C. POLITICAL LEADERSHIP			
Speaker:		**Secretary/PA to the Speaker:**	
Name	M R Mongala	Name	O B Segwere
Telephone number	1 833 070 007	Telephone number	183 307 007
Cell number	832 686 170	Cell number	738 142 594
Fax number	183 307 047	Fax number	183 307 047
E-mail address	mongalam@ratlou.gov.za	E-mail address	omphile@ratlou.gov.za
Mayor/Executive Mayor:		**Secretary/PA to the Mayor/Executive Mayor:**	
Name	Victor Mance	Name	G Pusoyabone
Telephone number	183 307 038	Telephone number	183 307 038
Cell number	732 609 718	Cell number	721 477 019
Fax number	183 307 047	Fax number	183 307 047

31/03/2014

E-mail address		E-mail address	gilbert@ratlou.gov.za
Deputy Mayor/Executive Mayor:		**Secretary/PA to the Deputy Mayor/Executive Mayor:**	
Name		Name	
Telephone number		Telephone number	
Cell number		Cell number	
Fax number		Fax number	
E-mail address		E-mail address	
D. MANAGEMENT LEADERSHIP			
Municipal Manager:		**Secretary/PA to the Municipal Manager:**	
Name	Glen Lekomanyane	Name	Riah Twala
Telephone number	183 307 002	Telephone number	183 007 012
Cell number	768 308 285	Cell number	739 062 539
Fax number	183 307 047	Fax number	183 307 047
E-mail address	glen@ratlou.gov.za	E-mail address	riah@ratlou.gov.za
Chief Financial Officer		**Secretary/PA to the Chief Financial Officer**	
Name	Patience Leburu	Name	Malebogo Pelso
Telephone number	183 307 036	Telephone number	183 307 032
Cell number	729 183 171	Cell number	796 920 972
Fax number	018 330 7047	Fax number	183 307 047
E-mail address	patience@ratlou.gov.za	E-mail address	malebogo@ratlou.gov.za
Official responsible for submitting financial information			
Name	Onalenna Moswela		
Telephone number	183 307 054		
Cell number	716 882 635		
Fax number	183 307 047		
E-mail address	omey@ratlou.gov.za		
Official responsible for submitting financial information			
Name	Thatoyaone Modise		
Telephone number	183 307 013		
Cell number	825 600 951		
Fax number	183 307 047		
E-mail address	thato@ratlou.gov.za		
Official responsible for submitting financial information			
Name	Moepi Sehloho		
Telephone number	183 307 000		
Cell number	728 907 810		
Fax number	183 307 047		
E-mail address	moepi@ratlou.gov.za		

31/03/2014

NW381 Ratlou - Table A1 Budget Summary

Description	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Financial Performance										
Property rates	1 270	2 036	3 107	3 310	–	3 310	–	3 053	3 010	3 010
Service charges	–	–	–	–	–	–	–	–	–	–
Investment revenue	1 718	1 989	4 338	1 300	–	1 300	–	1 300	1 300	1 300
Transfers recognised - operational	66 617	63 320	71 657	78 447	2 065	80 512	–	87 617	103 391	103 284
Other own revenue	1 914	3 282	2 295	1 450	17 944	19 394	–	1 500	1 580	1 600
Total Revenue (excluding capital transfers and contributions)	71 516	70 627	81 398	84 507	20 009	104 516	–	93 470	109 281	109 194
Employee costs	17 160	23 385	30 322	34 235	2 256	36 491	–	41 848	44 526	47 376
Remuneration of councillors	6 786	7 541	8 414	8 450	50	8 500	–	8 715	9 273	9 868
Depreciation & asset impairment	5 215	5 731	6 512	1 200	6 000	7 200	–	7 800	8 190	8 600
Finance charges	3	15	22	–	80	80	–	80	81	82
Materials and bulk purchases	3 425	1 358	1 293	990	5 557	6 547	–	4 160	1 155	1 458
Transfers and grants	–	1 200	–	–	–	–	–	–	–	–
Other expenditure	22 957	39 173	39 141	35 093	6 848	41 941	–	28 228	41 305	39 411
Total Expenditure	55 547	78 403	85 703	79 967	20 791	100 758	–	90 831	104 529	105 792
Surplus/(Deficit)	15 972	(7 776)	(4 305)	4 540	(782)	3 758	–	2 639	4 752	2 402
Transfers recognised - capital	–	15 004	17 447	28 671	4 792	33 463	–	27 464	28 632	29 901
Contributions recognised - capital & contributed assets	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	15 972	7 228	13 142	33 211	4 010	37 221	–	30 103	33 384	32 303
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	15 972	7 228	13 142	33 211	4 010	37 221	–	30 103	33 384	32 303
Capital expenditure & funds sources										
Capital expenditure	19 576	25 166	48 729	33 211	7 942	41 153	–	30 103	33 384	32 303
Transfers recognised - capital	15 027	18 073	31 923	28 671	4 792	33 463	–	27 464	28 632	29 901
Public contributions & donations	4 549	7 093	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	–	–	16 906	4 540	3 150	7 690	–	2 639	4 752	2 402
Total sources of capital funds	19 576	25 166	48 829	33 211	7 942	41 153	–	30 103	33 384	32 303
Financial position										
Total current assets	41 161	37 400	34 793	21 427	29 244	34 794	20 200	17 300	14 660	11 270
Total non current assets	114 731	127 719	166 690	188 854	(22 164)	166 690	179 640	202 290	229 300	253 200
Total current liabilities	9 816	14 830	20 796	2 500	18 296	20 796	5 400	6 000	6 200	6 500
Total non current liabilities	914	980	1 199	1 209	(10)	1 199	586	615	644	673
Community wealth/Equity	158 762	165 989	179 484	162 693	16 791	179 484	193 855	212 975	237 116	257 297
Cash flows										
Net cash from (used) operating	24 698	11 796	20 534	37 421	3 527	40 948	40 948	41 023	44 850	44 390
Net cash from (used) investing	(14 707)	(20 136)	(28 295)	(33 211)	(7 942)	(41 153)	(40 947)	(30 103)	(33 384)	(32 303)
Net cash from (used) financing	–	–	–	–	–	–	–	–	–	–
Cash/cash equivalents at the year end	33 171	24 831	17 070	21 280	16 865	16 660	21 281	32 201	43 667	55 744

31/03/2014

Cash backing/surplus reconciliation										
Cash and investments available	**33 171**	24 831	17 070	4 198	12 872	17 070	16 200	14 100	12 080	9 070
Application of cash and investments	**8 761**	14 055	16 102	(14 120)	2 326	4 083	5 400	3 200	4 000	4 600
Balance - surplus (shortfall)	**24 409**	10 775	968	18 318	10 546	12 987	10 800	10 900	8 080	4 470
Asset management										
Asset register summary (WDV)	**35 821**	47 681	148 670	166 601	2 685	169 286	191 097	191 097	225 849	259 921
Depreciation & asset impairment	**5 215**	5 731	6 512	1 200	6 000	7 200	7 800	7 800	8 190	8 600
Renewal of Existing Assets	**–**	–	–	–	–	–	–	–	–	–
Repairs and Maintenance	**268**	834	3 107	980	5 557	6 537	4 160	4 160	1 155	1 458
Free services										
Cost of Free Basic Services provided	**–**	241	500	500	–	500	500	500	500	500
Revenue cost of free services provided	**520**	1 098	200	150	750	900	1 300	1 300	9 700	9 900
Households below minimum service level										
Water:	4	25	25	25	–	25	25	25	28	25
Sanitation/sewerage:	3	4	4	4	–	4	4	4	4	4
Energy:	7	7	7	7	–	7	7	7	7	7
Refuse:	24	25	25	25	–	25	25	25	25	25

31/03/2014

NW381 Ratlou - Table A2 Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue - Standard										
Governance and administration		49 943	55 614	60 029	61 420	7 289	68 709	65 741	72 080	75 699
Executive and council		513	–	32 948	29 579	7 533	37 111	29 116	31 469	32 928
Budget and treasury office		9 722	55 571	13 217	14 904	(2 487)	12 417	20 494	23 578	24 962
Corporate services		39 708	43	13 864	16 937	2 243	19 180	16 131	17 032	17 809
Community and public safety		7	754	9 393	8 631	139	8 771	11 015	13 661	11 822
Community and social services		7	754	9 393	8 631	139	8 771	11 015	13 661	11 822
Sport and recreation		–	–	–	–	–	–	–	–	–
Public safety		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
Economic and environmental services		31 375	14 442	18 536	14 457	9 430	23 887	16 714	23 541	21 673
Planning and development		31 375	14 442	18 536	14 457	9 430	23 887	16 714	23 541	21 673
Road transport		–	–	–	–	–	–	–	–	–
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		–	–	–	–	–	–	–	–	–
Electricity		–	–	–	–	–	–	–	–	–
Water		–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–
Waste management		–	–	–	–	–	–	–	–	–
Other	4	–	–	–	–	–	–	–	–	–
Total Revenue - Standard	2	81 325	70 810	87 958	84 508	16 859	101 367	93 470	109 281	109 194
Expenditure - Standard										
Governance and administration		34 084	42 582	57 489	57 929	17 499	75 427	63 462	69 587	73 352
Executive and council		16 880	20 769	30 968	27 738	7 533	35 271	27 722	30 006	31 557
Budget and treasury office		6 660	9 276	13 197	14 724	7 723	22 446	20 469	23 552	24 935
Corporate services		10 534	12 536	13 304	16 467	2 243	17 710	15 271	16 129	16 861
Community and public safety		1 828	3 936	8 273	8 541	139	8 681	10 685	11 333	11 800
Community and social services		1 828	3 936	8 273	8 541	139	8 681	10 685	11 333	11 800
Sport and recreation		–	–	–	–	–	–	–	–	–
Public safety		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
Economic and environmental services		4 481	8 851	5 390	13 497	9 430	22 927	16 684	23 509	21 640
Planning and development		4 481	8 851	5 390	13 497	9 430	22 927	16 684	23 509	21 640
Road transport		–	–	–	–	–	–	–	–	–
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		–	–	–	–	–	–	–	–	–

31/03/2014

Electricity		–	–	–	–	–	–	–	–	–
Water		–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–
Waste management		–	–	–	–	–	–	–	–	–
Other	4	–	–	–	–	–	–	–	–	–
Total Expenditure - Standard	3	40 393	55 369	71 152	79 967	27 068	107 035	90 831	104 529	106 792
Surplus/(Deficit) for the year		40 932	15 440	16 806	4 541	(10 210)	(5 669)	2 639	4 752	2 402

31/03/2014

NW381 Ratlou - Table A2 Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue - Standard										
Municipal governance and administration		49 943	55 614	60 029	61 420	7 289	68 709	65 741	72 080	75 699
Executive and council		513	–	32 948	29 579	7 533	37 111	29 116	31 469	32 928
Mayor and Council		513	–	21 888	20 190	645	20 834	18 870	20 521	21 941
Municipal Manager		–	–	11 060	9 389	6 888	16 277	10 246	10 948	10 988
Budget and treasury office		9 722	55 571	13 217	14 904	(2 487)	12 417	20 494	23 578	24 962
Corporate services		39 708	43	13 864	16 937	2 243	19 180	16 131	17 032	17 809
Human Resources		39 708	43	13 864	16 937	2 243	19 180	16 131	17 032	17 809
Information Technology										
Property Services										
Other Admin										
Community and public safety		7	754	9 393	8 631	139	8 771	11 015	13 661	11 822
Community and social services		7	754	9 393	8 631	139	8 771	11 015	13 661	11 822
Libraries and Archives		7	754	3 601	4 200	(93)	4 106	4 087	4 328	4 584
Museums & Art Galleries etc										
Community halls and Facilities										
Cemeteries & Crematoriums										
Child Care										
Aged Care										
Other Community										
Other Social				5 792	4 432	233	4 664	6 928	9 332	7 237
Sport and recreation			–							
Public safety		–	–	–	–	–	–	–	–	–
Police										
Fire										
Civil Defence										
Street Lighting										
Other										
Housing										
Health		–	–	–	–	–	–	–	–	–
Clinics										
Ambulance										
Other					–	–	–			
Economic and environmental services		31 375	14 442	18 536	14 457	9 430	23 887	16 714	23 541	21 673
Planning and development		31 375	14 442	18 536	14 457	9 430	23 887	16 714	23 541	21 673

31/03/2014

Economic Development/Planning		31 375	14 442	18 536	6 802	7 938	14 741	10 607	16 208	17 038
Town Planning/Building enforcement				–	7 655	1 492	9 146	6 107	7 333	4 635
Licensing & Regulation										
Road transport		–	–	–	–	–	–	–	–	–
Roads										
Public Buses										
Parking Garages										
Vehicle Licensing and Testing										
Other										
Environmental protection		–	–	–	–	–	–	–	–	–
Pollution Control										
Biodiversity & Landscape										
Other										
Trading services		–	–	–	–	–	–	–	–	–
Electricity		–	–	–	–	–	–	–	–	–
Electricity Distribution										
Electricity Generation										
Water		–	–	–	–	–	–	–	–	–
Water Distribution										
Water Storage										
Waste water management		–	–	–	–	–	–	–	–	–
Sewerage										
Storm Water Management										
Public Toilets										
Waste management		–	–	–	–	–	–	–	–	–
Solid Waste										
Other		–	–	–	–	–	–	–	–	–
Air Transport										
Abattoirs										
Tourism										
Forestry										
Markets										
Total Revenue - Standard	2	**81 325**	**70 810**	**87 958**	**84 508**	**16 859**	**101 367**	**93 470**	**109 281**	**109 194**
Expenditure - Standard										
Municipal governance and administration		**34 084**	**42 582**	**57 489**	**57 929**	**17 499**	**75 427**	**63 462**	**69 687**	**73 352**
Executive and council		16 890	20 769	30 988	27 738	7 533	35 271	27 722	30 006	31 557
Mayor and Council		16 890	20 769	21 828	19 599	645	20 244	18 550	20 185	21 588
Municipal Manager		–	–	9 160	8 139	6 888	15 027	9 172	9 821	9 969
Budget and treasury office		6 660	9 276	13 197	14 724	7 723	22 446	20 469	23 552	24 935
Corporate services		10 534	12 536	13 304	15 467	2 243	17 710	15 271	16 129	16 861
Human Resources		10 534	12 536	13 304	15 467	2 243	17 710	15 271	16 129	16 861

31/03/2014

Information Technology									
Property Services									
Other Admin									
Community and public safety	1 828	3 936	8 273	8 541	139	8 681	10 685	11 333	11 800
Community and social services	1 828	3 936	8 273	8 541	139	8 681	10 685	11 333	11 800
Libraries and Archives	1 828	1 911	3 601	4 200	(93)	4 106	4 087	4 328	4 584
Museums & Art Galleries etc									
Community halls and Facilities									
Cemeteries & Crematoriums									
Child Care									
Aged Care									
Other Community									
Other Social	–	2 025	4 672	4 342	233	4 574	6 598	7 004	7 215
Sport and recreation									
Public safety	–	–	–	–	–	–	–	–	–
Police									
Fire									
Civil Defence									
Street Lighting									
Other									
Housing									
Health	–	–	–	–	–	–	–	–	–
Clinics									
Ambulance									
Other	–			–					
Economic and environmental services	4 481	8 851	5 390	13 497	9 430	22 927	16 684	23 509	21 640
Planning and development	4 481	8 851	5 390	13 497	9 430	22 927	16 684	23 509	21 640
Economic Development/Planning	4 481	8 851	5 390	5 942	7 938	13 881	10 597	16 197	17 027
Town Planning/Building enforcement			–	7 555	1 492	9 046	6 087	7 312	4 613
Licensing & Regulation									
Road transport	–	–	–	–	–	–	–	–	–
Roads									
Public Buses									
Parking Garages									
Vehicle Licensing and Testing									
Other									
Environmental protection	–	–	–	–	–	–	–	–	–
Pollution Control									
Biodiversity & Landscape									
Other									
Trading services	–	–	–	–	–	–	–	–	–

31/03/2014

Electricity		-	-	-	-	-	-	-	-	-
Electricity Distribution										
Electricity Generation										
Water		-	-	-	-	-	-	-	-	-
Water Distribution										
Water Storage										
Waste water management		-	-	-	-	-	-	-	-	-
Sewerage										
Storm Water Management										
Public Toilets										
Waste management		-	-	-	-	-	-	-	-	-
Solid Waste										
Other		-	-	-	-	-	-	-	-	-
Air Transport										
Abattoirs										
Tourism										
Forestry										
Markets										
Total Expenditure - Standard	3	**40 393**	**55 369**	**71 152**	**79 967**	**27 068**	**107 035**	**90 831**	**104 529**	**106 792**
Surplus/(Deficit) for the year		**40 932**	**15 440**	**16 806**	**4 541**	**(10 210)**	**(5 669)**	**2 639**	**4 752**	**2 402**

31/03/2014

NW381 Ratlou - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue by Vote	1									
Vote 1 - Executive & Council		513	–	32 948	29 578	7 533	37 111	29 116	31 469	32 928
Vote 2 - Budget & Treasury Office		9 722	55 571	13 217	14 904	(2 487)	12 416	20 494	23 578	24 962
Vote 3 - Corporate		39 708	43	13 864	16 937	2 243	19 180	16 131	17 032	17 809
Vote 4 - Community & Social Service		7	754	9 393	8 631	139	8 771	11 015	13 661	11 822
Vote 5 - Planning & Development		31 375	14 442	18 536	14 457	9 430	23 887	16 714	23 541	21 673
Vote 6 - [NAME OF VOTE 6]		–	–	–	–	–	–	–	–	–
Vote 7 - [NAME OF VOTE 7]		–	–	–	–	–	–	–	–	–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	81 325	70 810	87 958	84 507	16 858	101 365	93 470	109 281	109 194
Expenditure by Vote *to be appropriated*	1									
Vote 1 - Executive & Council		16 890	20 769	30 988	27 738	7 533	35 271	27 722	30 006	31 557
Vote 2 - Budget & Treasury Office		6 660	9 276	13 197	14 724	7 723	22 446	20 469	23 552	24 935
Vote 3 - Corporate		10 534	12 536	13 304	15 467	2 243	17 710	15 271	16 129	16 861
Vote 4 - Community & Social Service		1 828	3 936	8 273	8 541	139	8 681	10 685	11 333	11 800
Vote 5 - Planning & Development		4 481	8 851	5 390	13 497	9 430	22 927	16 684	23 509	21 640
Vote 6 - [NAME OF VOTE 6]		–	–	–	–	–	–	–	–	–
Vote 7 - [NAME OF VOTE 7]		–	–	–	–	–	–	–	–	–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–
Total Expenditure by Vote	2	40 393	55 369	71 152	79 967	27 068	107 035	90 831	104 529	106 792
Surplus/(Deficit) for the year	2	40 932	15 440	16 806	4 540	(10 210)	(5 670)	2 639	4 752	2 402

31/03/2014

NW381 Ratlou - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue by Vote	1									
Vote 1 - Executive & Council		513	–	32 948	29 578	7 533	37 111	29 116	31 469	32 928
1.1 - Mayor		513	–	10 278	10 399	101	10 499	8 921	9 977	10 765
1.2 - Speaker		–	–	11 610	9 791	544	10 335	9 949	10 544	11 176
1.3 - Municipal Manager		–	–	11 060	9 389	6 888	16 277	10 246	10 948	10 988
Vote 2 - Budget & Treasury Office		9 722	55 571	13 217	14 904	(2 487)	12 416	20 494	23 578	24 962
2.1 - Budget & Treasury		9 722	55 571	13 217	14 904	(2 487)	12 416	20 494	23 578	24 962
Vote 3 - Corporate		39 708	43	13 864	16 937	2 243	19 180	16 131	17 032	17 809
3.1 - Human Resource		39 708	43	13 864	16 937	2 243	19 180	16 131	17 032	17 809
Vote 4 - Community & Social Service		7	754	9 393	8 631	139	8 771	11 015	13 861	11 822
4.1 - Library & Achieves		7	754	3 601	4 200	(93)	4 106	4 087	4 326	4 584
4.2 - Other			–	5 792	4 432	233	4 664	6 928	9 332	7 237

31/03/2014

NW381 Ratlou - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Vote 5 - Planning & Development		31 375	14 442	18 536	14 457	9 430	23 887	16 714	23 541	21 673
5.1 - Planning & Development Economic		31 375	14 442	18 536	6 802	7 938	14 741	10 607	16 208	17 038
5.2 - Planning & Development Town Planning				–	7 655	1 492	9 146	6 107	7 333	4 635
Vote 6 - [NAME OF VOTE 6]		–	–	–	–	–	–	–	–	–
6.1 - [Name of sub-vote]										
Vote 7 - [NAME OF VOTE 7]		–	–	–	–	–	–	–	–	–
7.1 - [Name of sub-vote]										
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–
8.1 - [Name of sub-vote]										
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–

Sala 31/03/2014

NW381 Ratlou - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
14.1 - [Name of sub-vote]										
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
15.1 - [Name of sub-vote]										
Total Revenue by Vote	2	81 325	70 810	87 958	84 507	16 858	101 365	93 470	109 281	109 194

Kala 31/03/2014

NW381 Ratlou - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Expenditure by Vote	1									
Vote 1 - Executive & Council		16 890	20 769	30 988	27 738	7 533	35 271	27 722	30 006	31 557
1.1 - Mayor		16 890	20 769	10 228	9 899	101	9 999	8 751	9 809	10 568
1.2 - Speaker		–	–	11 600	9 701	544	10 245	9 789	10 376	11 000
1.3 - Municipal Manager		–	–	9 160	8 139	6 888	15 027	9 172	9 821	9 989
Vote 2 - Budget & Treasury Office		6 660	9 276	13 197	14 724	7 723	22 446	20 469	23 552	24 935
2.1 - Budget & Treasury		6 660	9 276	13 197	14 724	7 723	22 446	20 469	23 552	24 935
Vote 3 - Corporate		10 534	12 536	13 304	15 467	2 243	17 710	15 271	15 129	16 861
3.1 - Human Resource		10 534	12 536	13 304	15 467	2 243	17 710	15 271	16 129	16 861
Vote 4 - Community & Social Service		1 828	3 936	8 273	8 541	139	8 681	10 685	11 333	11 800
4.1 - Library & Achieves		1 828	1 911	3 601	4 200	(93)	4 106	4 087	4 328	4 584
4.2 - Other			2 025	4 672	4 342	233	4 574	6 598	7 004	7 215

31/03/2014

NW381 Ratlou - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Vote 5 - Planning & Development		4 481	8 851	5 390	13 497	9 430	22 927	16 684	23 509	21 640
5.1 - Planning & Development Economic		4 481	8 851	5 390	5 942	7 938	13 881	10 597	16 197	17 027
5.2 - Planning & Development Town Planning				–	7 555	1 492	9 046	6 087	7 312	4 613
Vote 6 - [NAME OF VOTE 6]		–	–	–	–	–	–	–	–	–
6.1 - [Name of sub-vote]										
Vote 7 - [NAME OF VOTE 7]		–	–	–	–	–	–	–	–	–
7.1 - [Name of sub-vote]										
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–
8.1 - [Name of sub-vote]										
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–

31/03/2014

NW381 Ratlou - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
14.1 - [Name of sub-vote]										
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
15.1 - [Name of sub-vote]										
Total Expenditure by Vote	2	40 393	55 369	71 152	79 967	27 068	107 035	90 831	104 529	106 792
Surplus/(Deficit) for the year	2	40 932	15 440	16 806	4 540	(10 210)	(5 670)	2 639	4 752	2 402

31/03/2014

NW381 Ratlou - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue By Source											
Property rates	2	1 270	2 036	3 107	3 310	–	3 310	–	3 053	3 010	3 010
Property rates - penalties & collection charges											
Service charges - electricity revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - water revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - other											
Rental of facilities and equipment		1 010	719	787	1 200		1 200		1 200	1 250	1 250
Interest earned - external investments		1 718	1 989	4 338	1 300	–	1 300		1 300	1 300	1 300
Interest earned - outstanding debtors		–	–	–			–				
Dividends received		–	–	–			–				
Fines		–	–	–			–				
Licences and permits		–	–	–			–				
Agency services		–		–			–				
Transfers recognised - operational		66 617	63 320	71 657	78 447	2 065	80 512		87 617	103 391	103 284
Other revenue	2	104	151	838	250	17 738	17 988	–	300	330	350
Gains on disposal of PPE		800	2 413	670	–	206	206				
Total Revenue (excluding capital transfers and contributions)		**71 518**	**70 627**	**81 398**	**84 507**	**20 009**	**104 516**	**–**	**93 470**	**109 281**	**109 194**
Expenditure By Type											
Employee related costs	2	17 160	23 385	30 322	34 235	2 256	36 491	–	41 848	44 526	47 376
Remuneration of councillors		6 786	7 541	8 414	8 450	50	8 500		8 715	9 273	9 866
Debt impairment	3	1 808	1 954	5 521	3 010	–	3 010		3 120	3 320	3 478
Depreciation & asset impairment	2	5 215	5 731	6 512	1 200	6 000	7 200	–	7 800	8 190	8 600
Finance charges		3	15	22	–	80	80		80	81	82
Bulk purchases	2	–	–	–	–	–	–	–	–	–	–
Other materials	8	3 425	1 358	1 293	990	5 557	6 547		4 160	1 155	1 458
Contracted services		3 295	4 960	6 877	5 310	(310)	5 000	–	3 420	3 580	3 748
Transfers and grants		–	1 200	–	–	–	–	–	–	–	–
Other expenditure	4, 5	17 577	31 480	26 270	26 773	7 158	33 931	–	21 688	34 406	32 186
Loss on disposal of PPE		278	779	473							
Total Expenditure		**55 547**	**78 403**	**85 703**	**79 967**	**20 791**	**100 758**	**–**	**90 831**	**104 529**	**106 792**
Surplus/(Deficit)		**15 972**	**(7 776)**	**(4 305)**	**4 540**	**(782)**	**3 758**	**–**	**2 639**	**4 752**	**2 402**
Transfers recognised - capital		–	15 004	17 447	28 671	4 792	33 463		27 464	28 632	29 901
Contributions recognised - capital	6	–	–	–	–	–	–	–	–	–	–
Contributed assets				–							

31/03/2014

Surplus/(Deficit) after capital transfers & contributions		15 972	7 228	13 142	33 211	4 010	37 221	–	30 103	33 384	32 303
Taxation											
Surplus/(Deficit) after taxation		15 972	7 228	13 142	33 211	4 010	37 221	–	30 103	33 384	32 303
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		15 972	7 228	13 142	33 211	4 010	37 221	–	30 103	33 384	32 303
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		15 972	7 228	13 142	33 211	4 010	37 221	–	30 103	33 384	32 303

References

31/03/2014

NW381 Ratlou - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Capital expenditure - Municipal Vote											
Multi-year expenditure appropriation	2										
Vote 1 - Executive & Council		-	-	-	-	-	-	-	-	-	-
1.1 - Mayor									-	-	-
1.2 - Speaker									-	-	-
1.3 - Municipal Manager									-	-	-
Vote 2 - Budget & Treasury Office		-	-	-	-	-	-	-	-	-	-
2.1 - Budget & Treasury									-	-	-
Vote 3 - Corporate		-	-	-	-	-	-	-	-	-	-
3.1 - Human Resource									-	-	-
Vote 4 - Community & Social Service		-	-	-	-	-	-	-	-	-	-
4.1 - Library & Achieves									-	-	-
4.2 - Other									-	-	-

31/03/2014

Vote 5 - Planning & Development				15 100		15 100		24 382	27 332	20 901
5.1 - Planning & Development Economic				15 100		15 100		24 382	27 332	20 901
5.2 - Planning & Development Town Planning										
Vote 6 - [NAME OF VOTE 6]										
6.1 - [Name of sub-vote]										
Vote 7 - [NAME OF VOTE 7]										
7.1 - [Name of sub-vote]										
Vote 8 - [NAME OF VOTE 8]										
8.1 - [Name of sub-vote]										
Vote 9 - [NAME OF VOTE 9]										
9.1 - [Name of sub-vote]										

31/03/2014

14.1 - [Name of sub-vote]								
Vote 15 - [NAME OF VOTE 15]								
15.1 - [Name of sub-vote]								
Capital multi-year expenditure sub-total	-	-	-	15 100	-	15 100	-	24 382	27 332	20 901

31/03/2014

Capital expenditure - Municipal Vote
Single-year expenditure appropriation

	2									
Vote 1 - Executive & Council		513	698	1 960	1 840	(120)	1 720	–	1 394	1 464	1 372
1.1 - Mayor		435	391	50	500	90	590		160	168	176
1.2 - Speaker		15	4	10	90	100	190		160	168	176
1.3 - Municipal Manager		64	303	1 900	1 250	(310)	940		1 074	1 128	1 019
Vote 2 - Budget & Treasury Office		37	209	20	180	60	240	–	25	26	28
2.1 - Budget & Treasury		37	209	20	180	60	240		25	26	28
Vote 3 - Corporate		3 135	622	560	1 470	229	1 699	–	860	903	948
3.1 - Human Resource		3 135	622	560	1 470	229	1 699		860	903	948
Vote 4 - Community & Social Service		–	156	1 120	90	–	90	–	330	2 328	22
4.1 - Library & Achieves		–	156	–	–	–	–		–	–	–
4.2 - Other				1 120	90	–	90		330	2 328	22

31/03/2014

Vote 5 - Planning & Development	12 861	8 729	45 069	14 531	7 773	22 304	-	3 112	1 332	9 033
5.1 - Planning & Development Economic	12 861	8 729	45 069	14 431	7 583	22 014		3 092	1 311	9 011
5.2 - Planning & Development Town Planning				100	190	290		20	21	22
Vote 6 - [NAME OF VOTE 6]	-	-	-	-	-	-	-	-	-	-
6.1 - [Name of sub-vote]										
Vote 7 - [NAME OF VOTE 7]	-	-	-	-	-	-	-	-	-	-
7.1 - [Name of sub-vote]										
Vote 8 - [NAME OF VOTE 8]	-	-	-	-	-	-	-	-	-	-
8.1 - [Name of sub-vote]										

31/03/2014

Capital single-year expenditure sub-total		16 545	10 414	48 729	18 111	7 942	26 053	–	5 721	6 052	11 402
Total Capital Expenditure		16 545	10 414	48 729	33 211	7 942	41 153	–	30 103	33 384	32 303

31/03/2014

NW381 Ratlou - Table A6 Budgeted Financial Position

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
ASSETS											
Current assets											
Cash		33 171	24 831	16 987	2 024	14 963	16 987	15 000	14 000	12 000	9 000
Call investment deposits	1	–	–	83	2 174	(2 091)	83	1 200	100	80	70
Consumer debtors	1	220	126	123	3 654	12 346	123	500	300	200	100
Other debtors		1 836	1 723	16 590	12 966	3 624	16 590	3 000	2 500	2 000	1 800
Current portion of long-term receivables		5 632	10 324	0	180	(180)	0	–	–	–	–
Inventory	2	303	396	1 011	428	583	1 011	500	400	380	300
Total current assets		41 161	37 400	34 793	21 427	29 244	34 794	20 200	17 300	14 660	11 270
Non current assets											
Long-term receivables											
Investments											
Investment property				17 350	1 900	15 450	17 350	17 500	17 950	18 150	18 550
Investment in Associate											
Property, plant and equipment	3	114 731	127 719	149 340	186 954	(37 614)	149 340	162 140	184 340	211 150	234 550
Agricultural											
Biological											
Intangible											
Other non-current assets											
Total non current assets		114 731	127 719	166 690	188 854	(22 164)	166 690	179 640	202 290	229 300	253 200
TOTAL ASSETS		155 892	165 119	201 484	210 281	7 080	201 484	199 840	219 590	243 960	264 470
LIABILITIES											
Current liabilities											
Bank overdraft	1										
Borrowing	4	–	–	–	–	–	–	–	–	–	–
Consumer deposits											
Trade and other payables	4	9 806	14 819	20 796	2 500	18 296	20 796	5 400	6 000	6 200	6 500
Provisions		10	11								
Total current liabilities		9 816	14 830	20 796	2 500	18 296	20 796	5 400	6 000	6 200	6 500
Non current liabilities											
Borrowing		–	–	–	–	–	–	–	–	–	–
Provisions		914	980	1 199	1 209	(10)	1 199	586	615	644	673
Total non current liabilities		914	980	1 199	1 209	(10)	1 199	586	615	644	673
TOTAL LIABILITIES		10 730	15 810	21 995	3 709	18 286	21 995	5 986	6 615	6 844	7 173
NET ASSETS	5	145 162	149 309	179 489	206 572	(11 205)	179 490	193 855	212 975	237 116	257 297
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		158 762	165 989	179 484	162 693	16 791	179 484	193 855	212 975	237 116	257 297
Reserves	4	–	–	–	–	–	–	–	–	–	–
Minorities' interests											
TOTAL COMMUNITY WEALTH/EQUITY	5	158 762	165 989	179 484	162 693	16 791	179 484	193 855	212 975	237 116	257 297

31/03/2014

NW381 Ratlou - Table A7 Budgeted Cash Flows

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Ratepayers and other		1 212	1 200	1 329	4 760	17 738	22 498	22 498	4 553	4 590	4 610
Government - operating	1	59 134	67 557	71 505	78 447	1 265	79 712	79 712	87 817	103 391	103 284
Government - capital	1	13 717	13 717	21 923	28 671	5 592	34 263	34 263	27 464	28 532	29 901
Interest		1 718	1 989	1 813	1 300	–	1 300	1 300	1 300	1 300	1 300
Dividends		–	–								
Payments											
Suppliers and employees		(51 080)	(72 652)	(76 014)	(75 757)	(20 988)	(96 745)	(96 745)	(79 831)	(92 979)	(94 626)
Finance charges		(3)	(15)	(22)	–	(80)	(80)	(80)	(80)	(84)	(88)
Transfers and Grants	1	–	–								
NET CASH FROM/(USED) OPERATING ACTIVITIES		24 698	11 796	20 534	37 421	3 527	40 948	40 948	41 023	44 850	44 380
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		504	734	–	–	–	–	206	–	–	–
Decrease (Increase) in non-current debtors											
Decrease (increase) other non-current receivables											
Decrease (increase) in non-current investments											
Payments											
Capital assets		(15 210)	(20 870)	(28 295)	(33 211)	(7 942)	(41 153)	(41 153)	(30 103)	(33 384)	(32 303)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(14 707)	(20 136)	(28 295)	(33 211)	(7 942)	(41 153)	(40 947)	(30 103)	(33 384)	(32 303)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans											
Borrowing long term/refinancing											
Increase (decrease) in consumer deposits											
Payments											
Repayment of borrowing											
NET CASH FROM/(USED) FINANCING ACTIVITIES		–	–	–	–	–	–	–	–	–	–
NET INCREASE/ (DECREASE) IN CASH HELD		9 992	(8 339)	(7 761)	4 210	(4 415)	(205)	1	10 920	11 466	12 077
Cash/cash equivalents at the year begin:	2	23 179	33 171	24 831	17 070	21 280	16 865	21 280	21 281	32 201	43 667
Cash/cash equivalents at the year end:	2	33 171	24 831	17 070	21 280	16 865	16 660	21 281	32 201	43 667	55 744

31/03/2014

NW381 Ratlou - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Cash and investments available											
Cash/cash equivalents at the year end	1	33 171	24 831	17 070	21 280	16 865	16 660	21 281	32 201	43 667	55 744
Other current investments > 90 days		0	(1)	(1)	(17 082)	(3 993)	410	(5 081)	(18 101)	(31 587)	(46 674)
Non current assets - Investments	1	–	–	–	–	–	–	–	–	–	–
Cash and investments available:		33 171	24 831	17 070	4 198	12 872	17 070	16 200	14 100	12 080	9 070
Application of cash and investments											
Unspent conditional transfers		6 306	9 256	10 258	–	10 258	10 258	–	–	–	–
Unspent borrowing		–	–	–	–	–	–		–	–	–
Statutory requirements	2										
Other working capital requirements	3	2 455	4 800	5 844	(14 120)	(7 932)	(6 175)	5 400	3 200	4 000	4 600
Other provisions											
Long term investments committed	4	–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	5										
Total Application of cash and investments:		8 761	14 055	16 102	(14 120)	2 326	4 083	5 400	3 200	4 000	4 600
Surplus(shortfall)		24 409	10 775	968	18 318	10 546	12 987	10 800	10 900	8 080	4 470

31/03/2014

NW381 Ratlou - Table A9 Asset Management

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
CAPITAL EXPENDITURE										
Total New Assets	1	19 576	25 166	48 729	33 211	7 942	41 153	30 103	33 384	32 303
Infrastructure - Road transport		–	–	2 949	–	–	–	4 650	5 000	10 000
Infrastructure - Electricity		–	–	10 105	6 000	1 863	7 863	–	–	–
Infrastructure - Water		–	–	10 000	–	–	–	–	–	–
Infrastructure - Sanitation		–	–	–	–	–	–	–	–	–
Infrastructure - Other		–	–	–	4 000	(4 000)	–	–	–	–
Infrastructure		–	–	*23 054*	*10 000*	*(2 137)*	*7 863*	*4 650*	*5 000*	*10 000*
Community		17 891	22 284	16 808	18 671	9 970	28 641	22 814	23 632	19 901
Heritage assets		–	–	1 400	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Other assets	6	1 685	2 882	7 467	4 540	109	4 649	2 639	4 752	2 402
Agricultural Assets		–	–	–	–	–	–	–	–	–
Biological assets		–	–	–	–	–	–	–	–	–
Intangibles		–	–	–	–	–	–	–	–	–
Total Renewal of Existing Assets	2	–	–	–	–	–	–	–	–	–
Infrastructure - Road transport		–	–	–	–	–	–	–	–	–
Infrastructure - Electricity		–	–	–	–	–	–	–	–	–
Infrastructure - Water		–	–	–	–	–	–	–	–	–
Infrastructure - Sanitation		–	–	–	–	–	–	–	–	–
Infrastructure - Other		–	–	–	–	–	–	–	–	–
Infrastructure		–	–	–	–	–	–	–	–	–
Community		–	–	–	–	–	–	–	–	–
Heritage assets		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Other assets	6	–	–	–	–	–	–	–	–	–
Agricultural Assets		–	–	–	–	–	–	–	–	–
Biological assets		–	–	–	–	–	–	–	–	–
Intangibles		–	–	–	–	–	–	–	–	–
Total Capital Expenditure	4									
Infrastructure - Road transport		–	–	2 949	–	–	–	4 650	5 000	10 000
Infrastructure - Electricity		–	–	10 105	6 000	1 863	7 863	–	–	–
Infrastructure - Water		–	–	10 000	–	–	–	–	–	–
Infrastructure - Sanitation		–	–	–	–	–	–	–	–	–
Infrastructure - Other		–	–	–	4 000	(4 000)	–	–	–	–
Infrastructure		–	–	*23 054*	*10 000*	*(2 137)*	*7 863*	*4 650*	*5 000*	*10 000*
Community		17 891	22 284	16 808	18 671	9 970	28 641	22 814	23 632	19 901
Heritage assets		–	–	1 400	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Other assets		1 685	2 882	7 467	4 540	109	4 649	2 639	4 752	2 402

31/03/2014

Agricultural Assets		–	–	–	–	–	–	–	–	–
Biological assets		–	–	–	–	–	–	–	–	–
Intangibles		–	–	–	–	–	–	–	–	–
TOTAL CAPITAL EXPENDITURE - Asset class	2	**19 576**	**25 166**	**48 729**	**33 211**	**7 942**	**41 153**	**30 103**	**33 384**	**32 303**
ASSET REGISTER SUMMARY - PPE (WDV)	5									
Infrastructure - Road transport					–	183	183	4 833	9 833	19 833
Infrastructure - Electricity				30 356	6 000	30 356	36 356	–	–	–
Infrastructure - Water							–			
Infrastructure - Sanitation							–			
Infrastructure - Other		16 245	22 515		27 085	(27 085)	–	27 464	28 632	29 901
Infrastructure		*16 245*	*22 515*	*30 356*	*33 085*	*3 454*	*36 539*	*32 297*	*38 465*	*49 734*
Community		17 891	22 284	89 618	91 154	8 757	99 911	122 725	146 357	166 258
Heritage assets					6 600	(6 600)		–	–	
Investment properties		–	–	17 350	1 900	15 450	17 350	17 950	18 150	18 650
Other assets		1 685	2 882	11 346	33 862	(18 376)	15 486	18 125	22 877	25 279
Agricultural Assets		–	–	–	–	–	–	–	–	–
Biological assets		–	–	–	–	–	–	–	–	–
Intangibles		–	–	–	–	–	–	–	–	–
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	**35 821**	**47 681**	**148 670**	**166 601**	**2 685**	**169 286**	**191 097**	**225 849**	**259 921**
EXPENDITURE OTHER ITEMS										
Depreciation & asset impairment		5 215	5 731	6 512	1 200	6 000	7 200	7 800	8 190	8 600
Repairs and Maintenance by Asset Class	3	268	834	3 107	980	5 557	6 537	4 160	1 155	1 458
Infrastructure - Road transport		–	–	–	–	–	–	1 000	–	–
Infrastructure - Electricity		–	–	–	–	–	–	1 400	–	–
Infrastructure - Water		–	–	–	–	–	–	–	–	–
Infrastructure - Sanitation		–	–	–	–	–	–	–	–	–
Infrastructure - Other		–	–	–	–	–	–	–	–	–
Infrastructure		–	–	–	–	–	–	–	–	–
Community		150	664	220	780	5 137	5 917	*2 400*	–	–
Heritage assets		–	–	–	–	–	–	550	432	467
Investment properties		–	–	–	–	–	–	–	–	–
Other assets	6, 7	118	170	2 887	200	420	620	–	–	–
TOTAL EXPENDITURE OTHER ITEMS		**5 482**	**6 565**	**9 619**	**2 180**	**11 557**	**13 737**	1 210	723	991
								11 960	**9 345**	**10 057**

31/03/2014

NW381 Ratlou - Table A10 Basic service delivery measurement

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Household service targets	1									
Water:										
Piped water inside dwelling		330	1 400	1 400	1 400	–	1 400	1 400	1 400	1 400
Piped water inside yard (but not in dwelling)		1 345	4 269	4 269	4 269	–	4 269	4 269	4 269	4 269
Using public tap (at least min.service level)	2	17 636	19 277	19 277	19 277	–	19 277	19 277	19 277	19 277
Other water supply (at least min.service level)	4									
Minimum Service Level and Above sub-total		19 311	24 946	24 946	24 946	–	24 946	24 946	24 946	24 946
Using public tap (< min.service level)	3	4 280	24 964	24 964	24 964	–	24 964	24 964	27 934	24 964
Other water supply (< min.service level)	4									
No water supply										
Below Minimum Service Level sub-total		4 280	24 964	24 964	24 964	–	24 964	24 964	27 934	24 964
Total number of households	5	**23 591**	**49 910**	**49 910**	**49 910**	–	**49 910**	**49 910**	**52 880**	**49 910**
Sanitation/sewerage:										
Flush toilet (connected to sewerage)										
Flush toilet (with septic tank)		236	693	693	693	–	693	693	693	693
Chemical toilet					–	–	–	–	–	–
Pit toilet (ventilated)		19 911	20 529	20 165	20 165	–	20 165	20 165	20 165	20 165
Other toilet provisions (> min.service level)										
Minimum Service Level and Above sub-total		20 147	21 222	20 858	20 858	–	20 858	20 858	20 858	20 858
Bucket toilet			65	65	65	–	65	65	65	65
Other toilet provisions (< min.service level)		448	4 164	4 164	4 164	–	4 164	4 164	4 164	4 164
No toilet provisions		2 996	108	108	108	–	108	108	108	108
Below Minimum Service Level sub-total		3 444	4 337	4 337	4 337	–	4 337	4 337	4 337	4 337
Total number of households	5	**23 591**	**25 559**	**25 215**	**25 195**	–	**25 195**	**25 195**	**25 195**	**25 195**
Energy:										
Electricity (at least min.service level)		16 644	16 676	17 086	17 086		17 086	17 086	17 086	17 086
Electricity - prepaid (min.service level)										
Minimum Service Level and Above sub-total		16 644	16 676	17 086	17 086	–	17 086	17 086	17 086	17 086
Electricity (< min.service level)										
Electricity - prepaid (< min. service level)										
Other energy sources		6 947	6 915	6 505	6 505	–	6 505	6 505	6 505	6 505
Below Minimum Service Level sub-total		6 947	6 915	6 505	6 505	–	6 505	6 505	6 505	6 505
Total number of households	5	23 591	**23 591**	**23 591**	**23 591**	–	**23 591**	**23 591**	**23 591**	**23 591**
Refuse:										
Removed at least once a week			426	426	426	–	426	426	426	426
Minimum Service Level and Above sub-total		–	426	426	426	–	426	426	426	426
Removed less frequently than once a week			76	76	76	–	76	76	76	76
Using communal refuse dump			599	599	599		599	599	599	599

31/03/2014

Using own refuse dump		20 444	21 009	21 009	21 009	–	21 009	21 009	21 009	21 009
Other rubbish disposal		3 147	298	298	298	–	296	298	298	298
No rubbish disposal			2 808	2 808	2 808	–	2 808	2 808	2 808	2 808
Below Minimum Service Level sub-total		23 591	24 790	24 790	24 790	–	24 790	24 790	24 790	24 790
Total number of households	5	23 591	25 216	25 216	25 216	–	25 216	25 216	25 216	25 216
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)				24 964	24 964	–	24 964	24 964	24 964	24 964
Sanitation (free minimum level service)					–	–	–	–	–	–
Electricity/other energy (50kwh per household per month)		16 844	16 676	17 086	17 086	–	17 086	17 086	17 086	17 086
Refuse (removed at least once a week)										
Cost of Free Basic Services provided (R'000)	8									
Water (6 kilolitres per household per month)										
Sanitation (free sanitation service)										
Electricity/other energy (50kwh per household per month)			241	500	500	–	500	500	500	500
Refuse (removed once a week)										
Total cost of FBS provided (minimum social package)		–	241	500	500	–	500	500	500	500
Highest level of free service provided										
Property rates (R value threshold)										
Water (kilolitres per household per month)				6	6	–	6	6 000	6 000	6 000
Sanitation (kilolitres per household per month)							–			
Sanitation (Rand per household per month)							–			
Electricity (kwh per household per month)				50 000	50 000		50 000	50 000	50 000	50 000
Refuse (average litres per week)										
Revenue cost of free services provided (R'000)	9									
Property rates (R15 000 threshold rebate)										
Property rates (other exemptions, reductions and rebates)										
Water										
Sanitation										
Electricity/other energy		520	1 098	200	150	750	900	1 300	9 700	9 900
Refuse										
Municipal Housing - rental rebates										
Housing - top structure subsidies	6									
Other										
Total revenue cost of free services provided (total social package)		520	1 098	200	150	750	900	1 300	9 700	9 900

31/03/2014

ANNEXURE A

RATLOU LOCAL MUNICIPALITY

DESCRIPTION : **TRAINING OF MUNICIPAL EMPLOYEES & COMMUNITY MEMBERS (COMPUTER SKILLS)**

TENDER NO : **NW381/CORPS10/2013/2014**

TENDER RESPONSIVENESS

NO	TENDERER	MEET	PROOF OF REGISTRON AS BEE CONTRIBUTOR (CIPC)	CERTIFIED ID COPIES OF DIRECTORS (NOT OLDER THAN 3 MONTHS)	VALID ORIGINAL TAX CLEARANCE CERTIFICATE	TAX CERTIFICATE NUMBER	PROOF OF Residence (NOT OLDER THAN 3 MONTHS)		PROOF OF PAYMENT OF MUNICIPAL DEBT (NOT OLDER THAN 3 MONTHS)	RETURN OF BID DOCUMENT	
1	Elective Training Institute										
2	Dc Dynamic College										
3	Falcon Business Institute										
4	PC Training & Business College										
5	Bhekuza Leadership Academy										

NAME OF PANEL MEMBER :_____

DATE :_____

SIGNATURE :_____

31/03/2014

ANNEXURE A

RATLOU LOCAL MUNICIPALITY

DESCRIPTION : **TRAINING OF MUNICIPAL EMPLOYEES & COMMUNITY MEMBERS (COMPUTER SKILLS)**

TENDER NO : **NW381/CORPS10/2013/2014**

TENDER RESPONSIVENESS

NO	TENDERER	VAT NO	PROOF OF REGISTRATION AS LEGAL ENTITY (CIPC)	REGISTERED TO CONDUCT BUSINESS FOR THE PAST 3 YEARS	VALID ORIGINAL TAX CLEARANCE CERTIFICATE	TENDER CERTIFICATE	PROOF OF BUSINESS PREMISES	PROOF OF DAYLIGHT OF MUNICIPAL SERVICES			REMARKS
1	Elective Training Institute										
2	Dc Dynamic College										
3	Falcon Business Institute										
4	PC Training & Business College										
5	Bhekuza Leadership Academy										

NAME OF PANEL MEMBER :_____

DATE :_____

SIGNATURE :_____

31/03/2014

ANNEXURE A

RATLOU LOCAL MUNICIPALITY

DESCRIPTION : **TRAINING OF MUNICIPAL EMPLOYEES & COMMUNITY MEMBERS (COMPUTER SKILLS)**

TENDER NO : **NW381/CORPS10/2013/2014**

TENDER RESPONSIVENESS

NO	TENDERER	MBD 1	PROOF OF REGISTRATION AS LEGAL ENTITY (CIPS)	CERTIFIED ID COPIES OF DIRECTORS (CERTIFIED NOT LATER THAN 3 MONTHS)	VALID ORIGINAL TAX CLEARANCE CERTIFICATE	BBBEE CERTIFICATE	PROOF OF RESIDENCE (UTILITY BILL NOT OLDER THAN 3 MONTHS)		PROOF OF PAYMENT OF MUNICIPAL SERVICES (CURRENT ACCOUNT)		RESULTS
1	Elective Training Institute										
2	Dc Dynamic College										
3	Falcon Business Institute										
4	PC Training & Business College										
5	Bhekuza Leadership Academy										

NAME OF PANEL MEMBER :_____

DATE :_____

SIGNATURE :_____

31/03/2014

RATLOU LOCAL MUNICIPALITY

9. PASSING OF LEVYING RATES AND DRAFT TARIFFS FOR 2014/2015 FINANCIAL YEAR

PURPOSE

To submit to Council to consider the passing of levying rates and adopt the draft tariffs for implementation in the 2014/2015 financial year.

BACKGROUND

Ratlou Local Municipality has revised its tariffs and levying rates for provision of goods and services and for imposing property taxes respectively in line Section 17 (3) (a) of the Municipal Financial Management Act (Act 56 of 2003) and Section 14 (1) of the Municipal Property Rates Act (Act 6 of 2004).

Municipalities are advised in terms of Circular 70 of the MFMA that when doing their rates, tariffs and other charges for their 2014/2015 budgets and MTREF's, they need to take into account the labour (i.e. the wage agreements with unions) and other input costs of services provided by the municipality or entity, they need to ensure financial sustainability, local socio-economic conditions and the affordability of services, taking into consideration the municipality's indigent policy and the current economic conditions.The projection of the inflation rate as per Circular 70 of the MFMA proposes for the increases in rates, tariffs and other charges not to be in excess of the 6%. The forecast for the MTEF is 5.6% for 2014 and 5.4% in 2015.

A submission for increase on the municipal rates, tariffs and other charges by 6% effective from 01 July 2014 is proposed. The levying rates (for property taxes) are also proposed to be increased by 6% as outlined on the categories outlines below effective from 1 July 2014:

- Residential : R0.0089
- Agricultural : R0.0022
- Government : R0.0178
- Business : R0.0178
- Other : R0.0178

RESOLVED:

a) That the rates, tariffs and other charges be increased by 6% effective from 01 July 2014
b) That applicable levying rates be: Residential = R0.0089, Agricultural = R0.0022, Government = R0.0178, Business = R0.0178 and Other = R0.0178
c) That the Rates Policy was amended to reflect (b) here above
d) That the draft tariffs and charges be published for comments
e) That these levying rates be passed and published on the provincial gazette.

31 MARCH 2014 **RESOLUTION 18/2014**

31/03/2014

RATLOU LOCAL MUNICIPALITY

10. APPLICATION FOR TOWNSHIP ESTABLISHMENT (SETTLEMENT FORMALISATION AND SITES DEMARCATION) – SETLAGOLE AND MADIBOGO

PURPOSE

To submit to Council the three(3) applications on proposed settlement formalisation and sites demarcation (i.e. township establishment) in Madibogo (Ext 1 & 2) and Setlagole

BACKGROUND

The public comments period that was reported to Council in January to take place has been completed for the proposed settlement formalisation and sites demarcation (i.e. township establishment) in Madibogo and Setlagole
The said township establishment (settlement formalisation and site demarcation) is as part of the implementation of **Spatial Development Framework 2012** with the following objectives:

- To enable the establishment of coordinated and planned sustainable human settlement
- Create formal government precinct (Setlagole)
- To enable land tenure upgrade for RDP housing beneficiaries and potential home/ property owners

The three township establishment application (i.e. Madibogo Ext 1 & 2 and Setlagole) have been prepared and submitted in terms of the **Land Use Planning Ordinance 15** of **1985** for approval.

It must be mentioned that though the formal comments period in terms of the said legislation has lapsed or ended on the 14 March 2014, the Department of Rural Development and Land Reform will still facilitate the community resolution with the affected communities or beneficiaries who are referred to as the **Land Rights Holders** i.e. communities of **Barolong Boo Ratlou Traditional Authority**.

The public participation relating to the two sites demarcation and settlement formalisation will run concurrent and is planned for February and March 2014.

31/03/2014

RESOLVED:

a) That Council approved the three (3) applications submitted in terms of the Land Use Planning Ordinance 15 of 1985, for the rezoning and subdivisions on the farm Setlagoli Native Reserve for Madibogo Ext 1 & 2 and Setlagole, subject to the following conditions:

   i). Conditions or requirements by Department of Rural Development and Land Reform with relates to land tenure upgrade and settlement formalisation and site demarcation
   ii). Conditions imposed on the Record of Decision (ROD) by the relevant authority (i.e. DEDET) or any Environmental Management Plan related to the said areas
   iii). Conditions imposed by other Departments aligned to the said township establishment including the set Conditions of Township Establishment

31 MARCH 2014 **RESOLUTION 19/2014**

31/03/2014

RATLOU LOCAL MUNICIPALITY

11. ANNUAL REVIEW OF ORGANOGRAM FOR RATLOU LOCAL MUNICIPALITY

Purpose

To obtain Council approval for the Reviewed Organisational Structure in line with, among others, the audit action plan; changes brought about by re-organisation of departments, including the introduction of Public Safety Unit at Community Services Directorate.

Background

The continuous review of the organogram is meant to enhance staff performance while ensuring job security for skilled recruits and employment stability; sustainable, effective and efficient skills development programs as well as the retention of institutional memory.

It also affords management an opportunity to engineer institutional re-energisation for service delivery enhancement through implementation of modern day management concepts and creativity. All of these are done within the parameters of what the legislative environment allows for as dictated to by the Constitution of the Republic of South Africa.

Council returned this item on 30 January 2014 with an instruction that there be an indication as to whether posts are funded or not funded. It was also explained to Council that the review is annually carried out so as ensure that the re-organisation is such that, for unfunded posts if funds do get secured from elsewhere, management does not have to wait for the next LLF meeting and Council sitting to have posts filled.

This is meant to speed filling of key posts and improve on service delivery.

(See Annexure).

Resolved:

(a) That Council adopted the reviewed organogram as part of continuous institutional transformation; maintenance of continuity in key management positions and institutional stability aimed at retention of skills and memory

(b) That Council approved splitting Public Safety sub-directorate into a separate directorate having its own portfolio committee that will oversee this critical area of the current Community Services Directorate.

31 MARCH 2014 **RESOLUTION 19/2014**

31/03/2014

ORGANOGRAM RATLOU LOCAL MUNICIPALITY

31/03/2014

ORGANISATIONAL STRUCTURE CONSIDERATIONS – POWERS AND FUNCTIONS

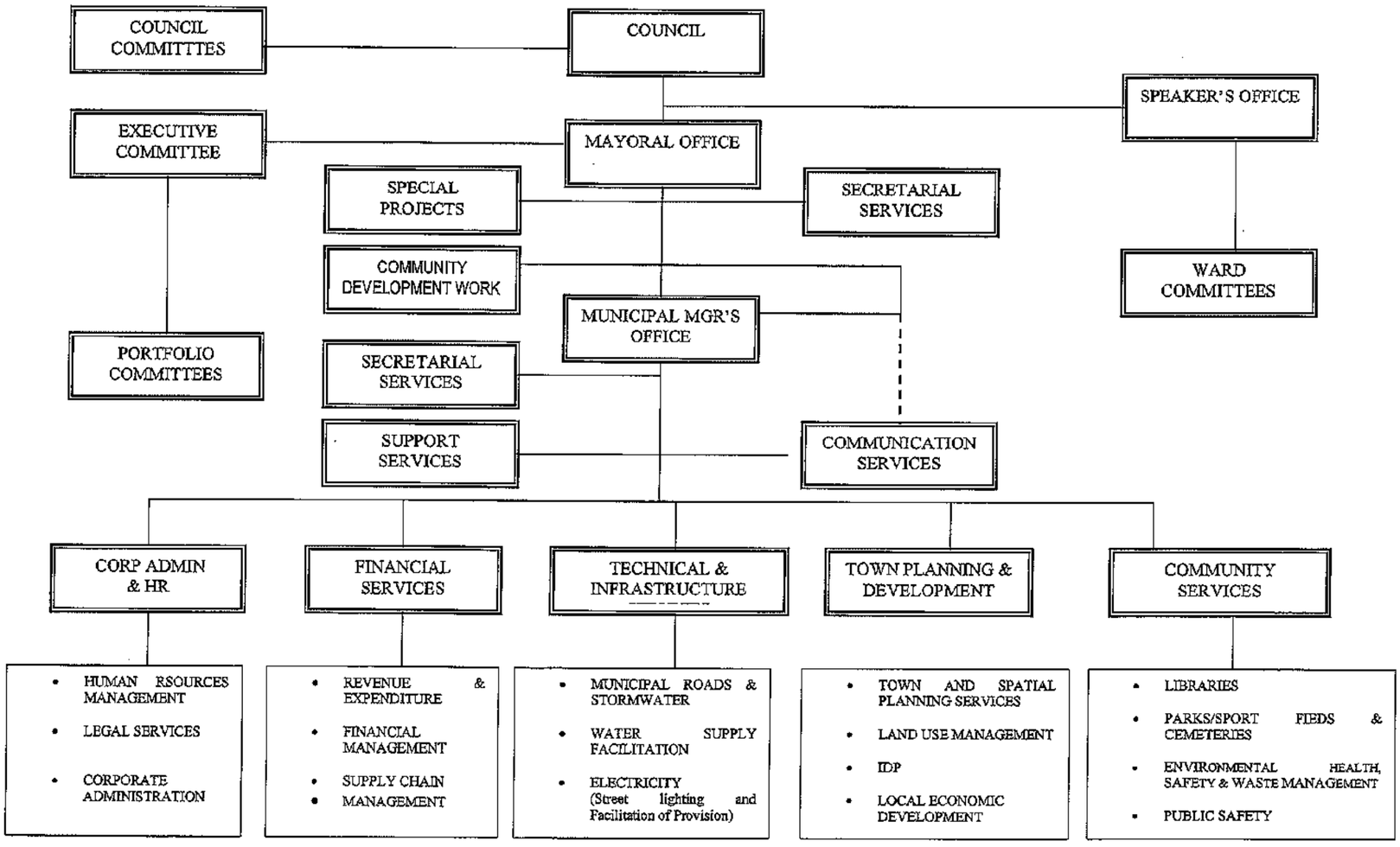
MUNICIPAL CONSTITUTIONAL MANDATE

1. To provide democratic and accountable government for local communities;
2. To ensure the provision of services to communities in a sustainable manner;
3. To promote social and economic development;
4. To promote a safe and healthy environment;
5. To encourage the involvement of communities and community organisations in the matters of local government

POWERS AND FUNCTIONS ALLOCATED TO MUNICIPALITIES		POWERS AND FUNCTIONS PERFORMED (2011/12)	POWERS AND FUNCTIONS PROVIDED BY THE STRUCTURE	
▪ Air Pollution ▪ Building Regulations ▪ Beaches and Amusement Facilities ▪ Billboards and the display of advertisements in public places ▪ Child Care Facilities (Childhood care and development that fall outside the National and Provincial competency) ▪ Cemeteries, Funeral Parlors and Crematoria ▪ Cleansing ▪ Control of public nuisance ▪ Control of undertakings that sell liquor to the public ▪ Facilities for the accommodation, care and burial of animals ▪ Fencing and Fences ▪ Licensing of dogs ▪ Licensing and control of undertakings that sell food to the public ▪ Local Amenities ▪ Local Tourism ▪ Local Sports Facilities	▪ Markets ▪ Municipal Airport ▪ Municipal Abattoirs ▪ Municipal Parks and Recreation ▪ Municipal Planning ▪ Municipal Public Transport ▪ Noise pollution ▪ Pounds ▪ Public Places ▪ Pontoons and ferries ▪ Refuse Removal, Refuse Dumps and Solid Waste Disposal ▪ Trading Regulations ▪ Traffic and Parking	▪ Cleansing ▪ Local Economic Development ▪ Local Sports Facilities ▪ Municipal Planning ▪ Municipal Roads ▪ Environmental Health ▪ Street Lighting ▪ Water **ON BEHALF OF OTHERS** ▪ Environmental Health ▪ Libraries **SUPPORT FUNCTIONS** ▪ Budget Services ▪ Communication ▪ Corporate Administration ▪ Council Support ▪ Expenditure Management ▪ Financial Management ▪ Human Resources Management ▪ Legal Services ▪ Property Administration ▪ Public Participation ▪ Revenue Services ▪ Special Projects ▪ Supply Chain Management	▪ Air Pollution ▪ Building Regulations ▪ Billboards and the display of advertisements in public places ▪ Child Care Facilities (Childhood care and development that fall outside the National and Provincial competency) ▪ Cemeteries, Funeral Parlors and Crematoria ▪ Cleansing ▪ Control of public nuisance ▪ Control of undertakings that sell liquor to the public ▪ Facilities for the accommodation, care and burial of animals ▪ Fencing and Fences ▪ Licensing and control of undertakings that sell food to the public ▪ Local Amenities ▪ Local Sports Facilities ▪ Markets ▪ Municipal Abattoirs ▪ Municipal Parks and Recreation	▪ Municipal Planning ▪ Municipal Public Transport ▪ Noise pollution ▪ Public Places ▪ Refuse Removal, Refuse Dumps and Solid Waste Disposal ▪ Trading Regulations ▪ Traffic and Parking **ON BEHALF OF OTHERS** ▪ Environmental Health ▪ Libraries ▪ Licensing/Testing SUPPORT FUNCTIONS ▪ Budget Services ▪ Communication ▪ Corporate Administration ▪ Council Support ▪ Expenditure Management ▪ Financial Management ▪ Human Resources Management ▪ Legal Services ▪ Property Administration ▪ Public Participation ▪ Revenue Services ▪ Special Projects ▪ Supply Chain Management

31/03/2014

RATLOU LOCAL MUNICIPALITY



31/03/2014

CORPORATE SERVICES

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MUNICIPAL MANAGER (CONTRACT)

DIRECTOR CORPORATE SERVICES (CONTRACT) FUNDED

SECRETARY

AD LABOUR RELATIONS NOT FUNDED

FLEET MANAGEMENT OFFICER (LEVEL 3) FUNDED

ADMIN OFFICER: FLEET (LEVEL 06) FUNDED

PERSONAL ASSISTANT DIRECTOR CORPORATE (CONTRACT) FUNDED

CLEANERS / REFRESHMENT (LEVEL 11) FUNDED

CLEANERS / REFRESHMENT (LEVEL 11) FUNDED

CLEANERS / REFRESHMENT (LEVEL 11) FUNDED

CLEANERS / REFRESHMENT (LEVEL 11) FUNDED

CLEANERS / REFRESHMENT (LEVEL 11) FUNDED

CLEANERS / REFRESHMENT (LEVEL 11) FUNDED

MESSENGER DRIVER (LEVEL 09) FUNDED

MESSENGER DRIVER (LEVEL 09) FUNDED

MESSENGER DRIVER (LEVEL 11) FUNDED

MESSENGER DRIVER (LEVEL 11) FUNDED

MESSENGER DRIVER (LEVEL 11) FUNDED

DEPUTY DIRECTOR: HUMAN RESOURCE (CONTRACT) FUNDED

DEPUTY DIRECTOR: RECORDS MANAGEMENT (CONTRACT) FUNDED

DEPUTY DIRECTOR: LEGAL SERVICES (CONTRACT) FUNDED

DEPUTY DIRECTOR: COUNCIL SUPPORT (CONTRACT) FUNDED

CHIEF PERSONNEL Officer (Level 0) NOT FUNDED

AD: LEGAL SERVICES NOT FUNDED

SENIOR PERSONNEL OFFICER (LEVEL 01) FUNDED

ASSISTANT DIRECTOR: SKILLS DEVELOPMENT (COntract) FUNDED

CHIEF REGISTRY CLERK (0) NOT FUNDED

ASSISTANT DIRECTOR: CORPORATE & ADMINISTRATION (LEVEL 01) NOT FUNDED

PERSONNEL OFFICER x2 (LEVEL 03) FUNDED

SKILLS DEVELOPMENT FACILITATOR (LEVEL 06) FUNDED

SENIOR REGISTRY CLERK (03) NOT FUNDED

COUNCIL SUPPORT OFFICER (LEVEL 03) FUNDED

PERSONNEL CLERK (LEVEL 09) NOT FUNDED

PERSONNEL CLERK NOT FUNDED

ADMINISTRATION OFFICER X 3 NOT FUNDED

EMPLOYEE ASSISTANCE & WELLNESS OFFICER NOT FUNDED

OCCUPATIONAL HEALTH & SAFETY OFFICER NOT FUNDED

FRONT OFFICE CLERK NOT FUNDED

FRONT OFFICE CLERK (LEVEL 11) FUNDED

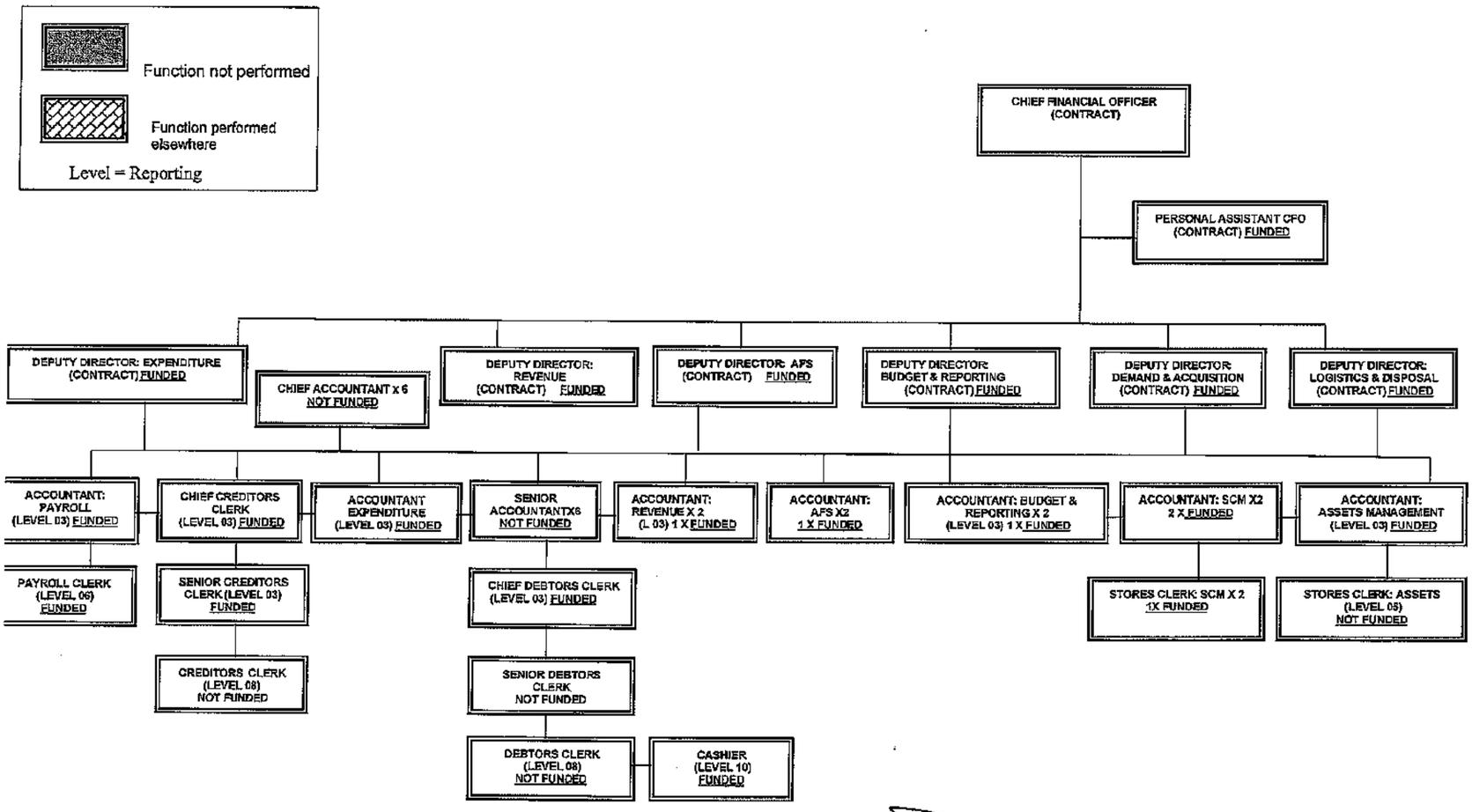
REGISTRY CLERK (LEVEL 11) FUNDED

RECEPTIONIST (LEVEL 11) FUNDED

RECEPTIONIST (LEVEL 11) NOT FUNDED

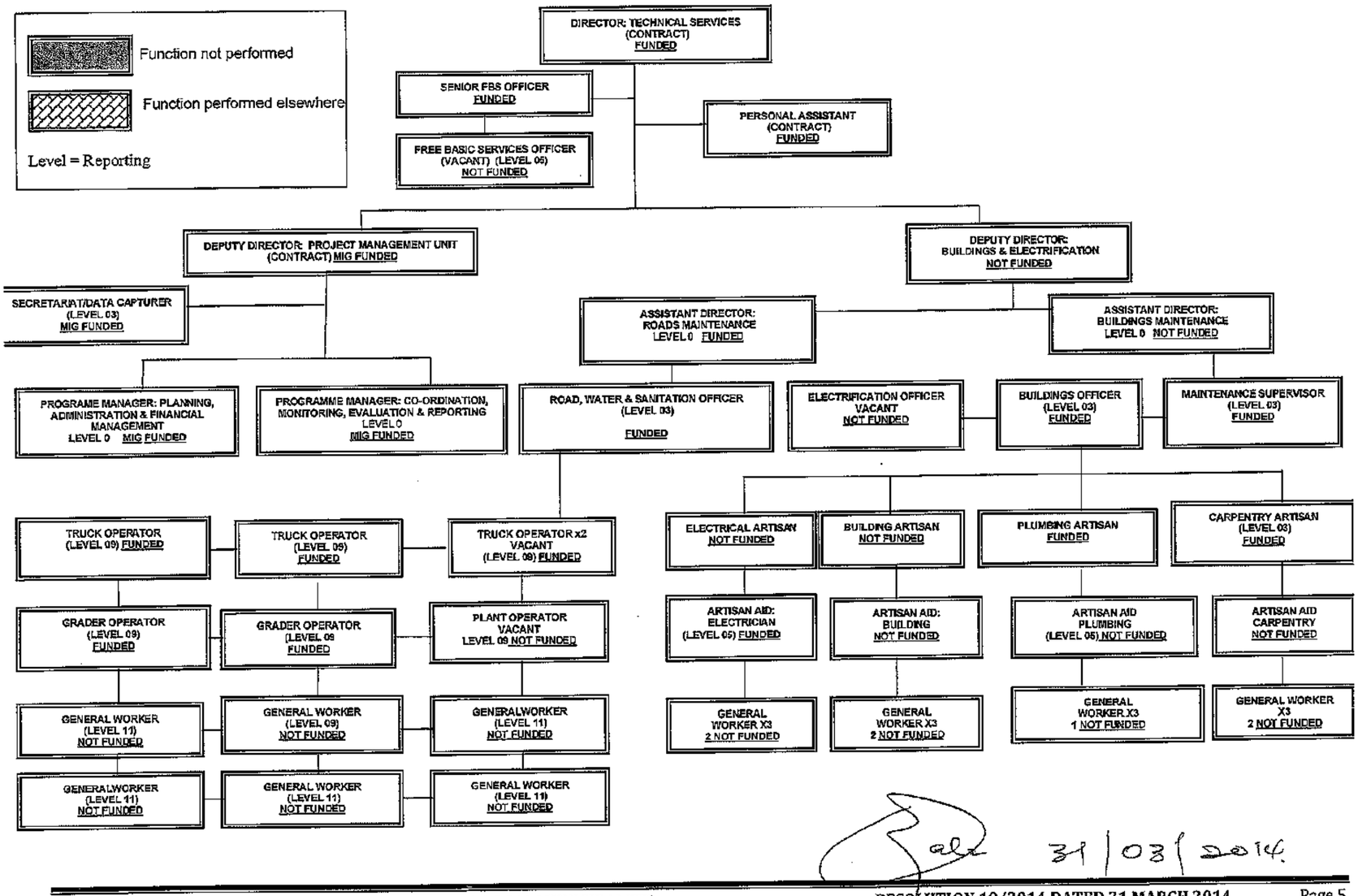
31/03/2014

FINANCIAL SERVICES



31/03/2014

TECHNICAL SERVICES & INFRASTRUCTURE



31/03/2014

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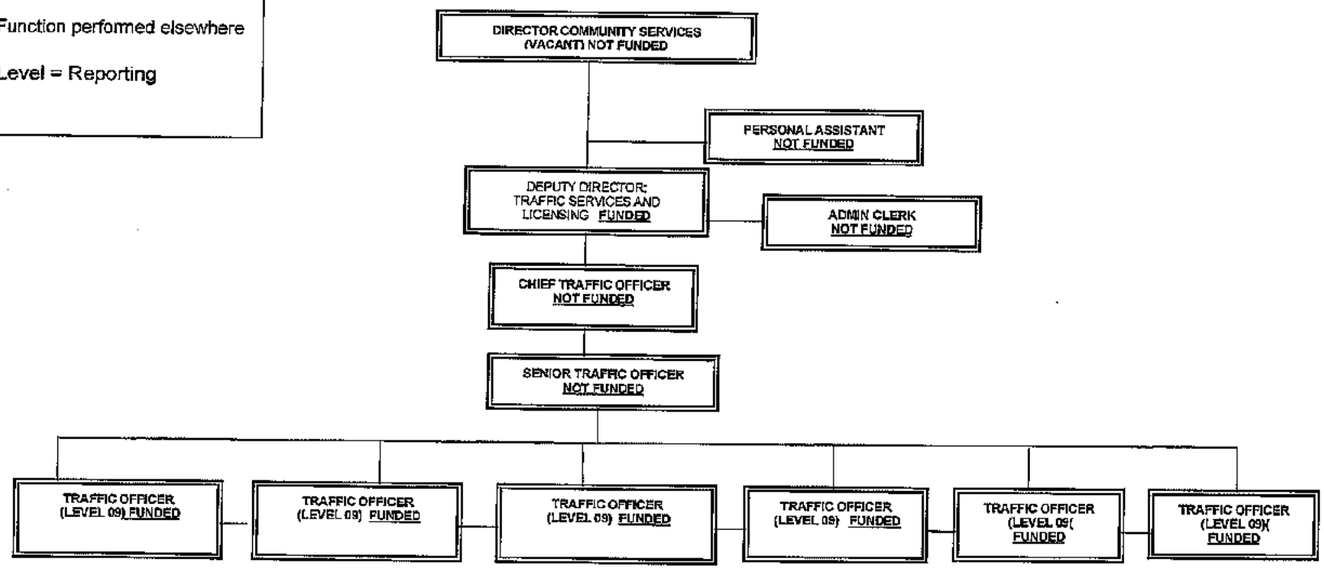
COMMUNITY SERVICES – TRAFFIC AND LICENSING



31/03/2014

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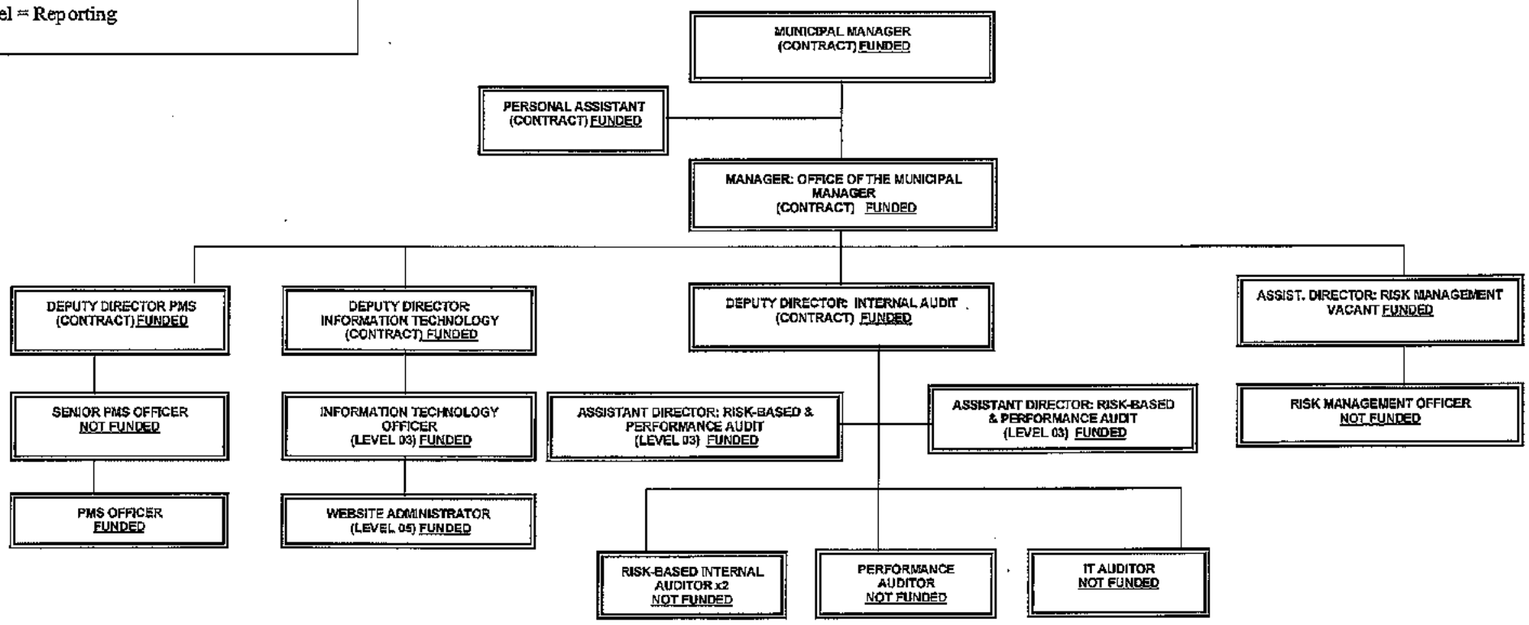
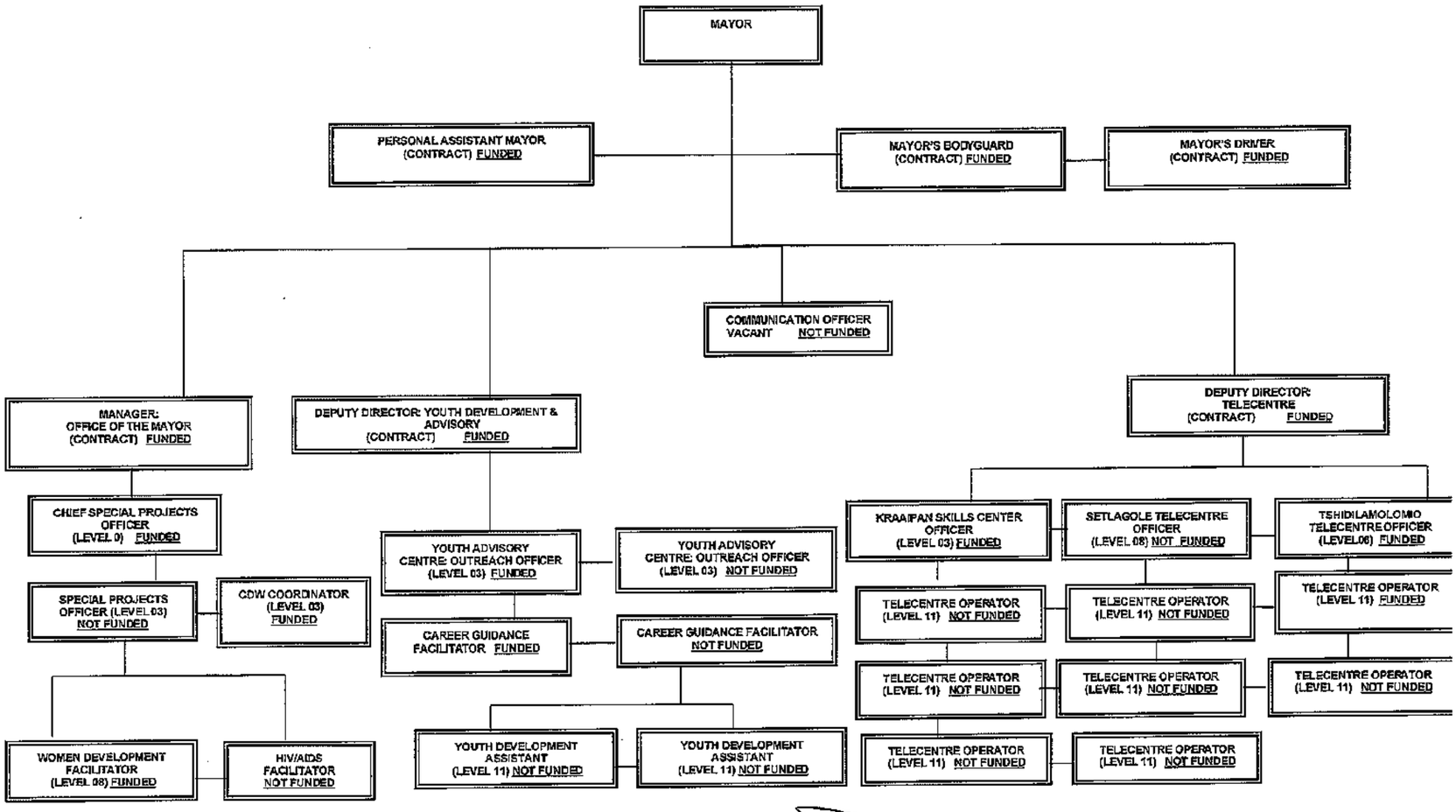
MUNICIPAL MANAGER'S OFFICE



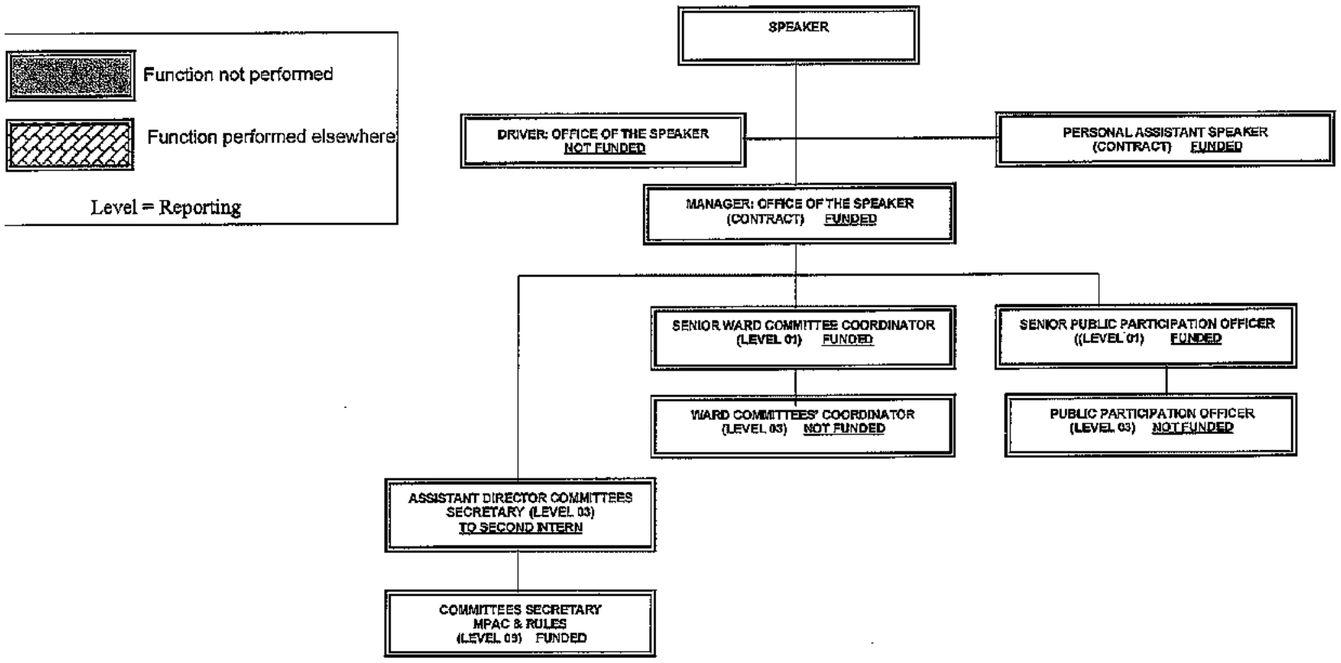
31/03/2014

OFFICE OF THE MAYOR



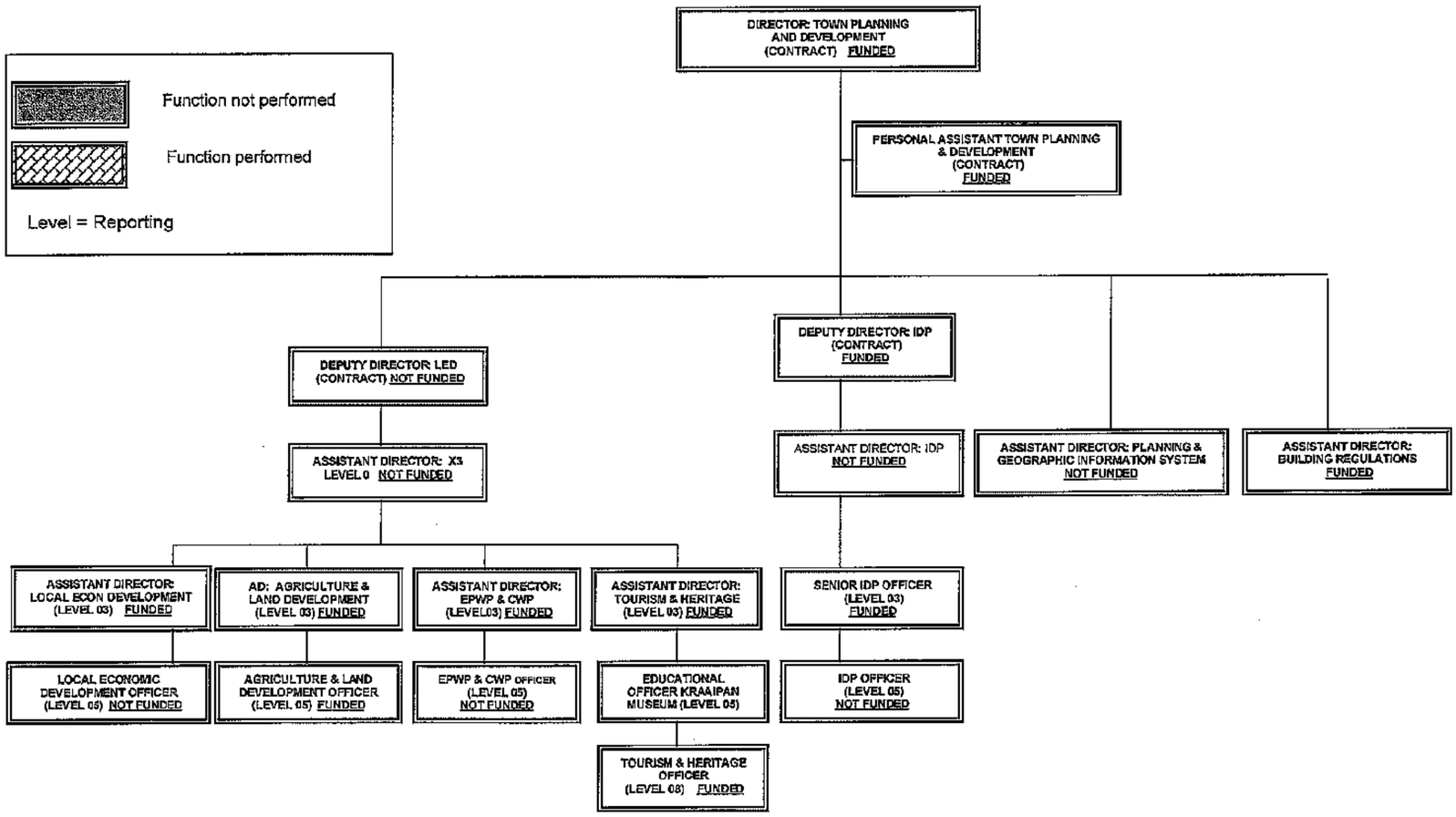
31/03/2014

OFFICE OF THE SPEAKER



31/03/2014

TOWN PLANNING & DEVELOPMENT



31/03/2014

COMMUNITY SERVICES – PUBLIC FACILITIES; PARKS; ENVIRONMENT AND WASTE

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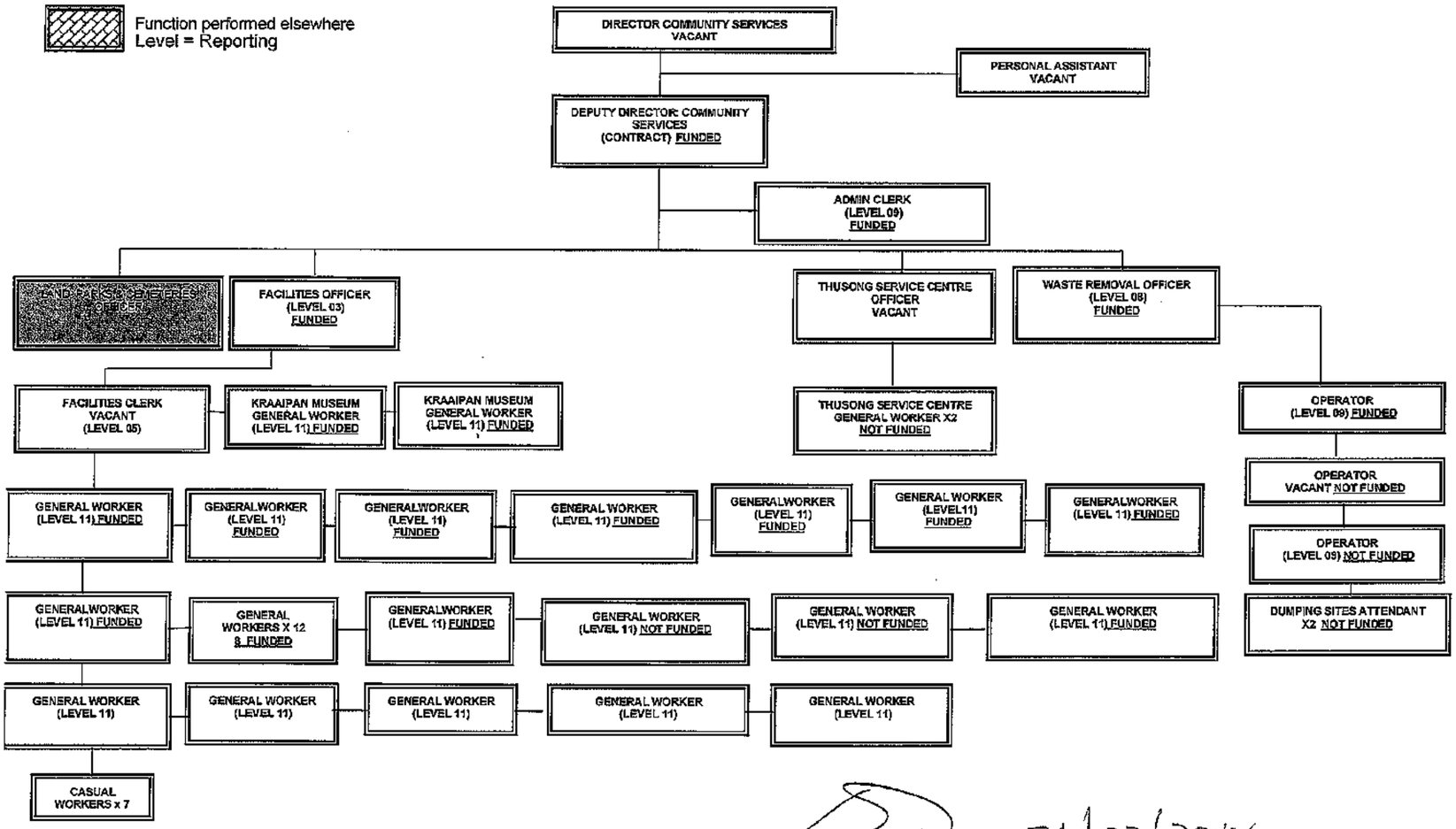

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COMMUNITY SERVICES- LIBRARIES

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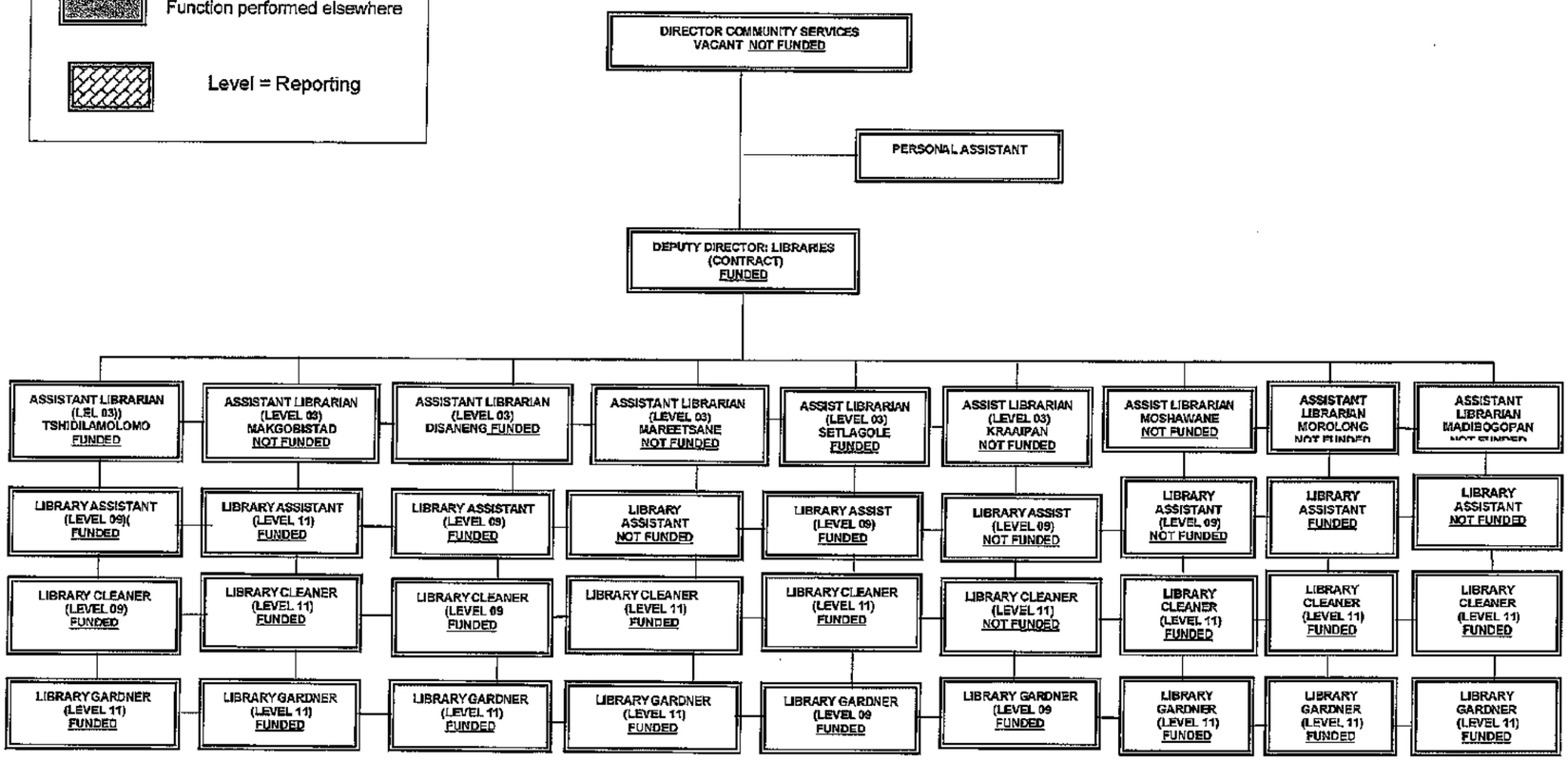

3/03/2014

12. RE-CONFIGURATION OF PORTFOLIO COMMITTEES FOR RATLOU LOCAL MUNICIPALITY

PURPOSE

To present the proposed Portfolio Committees of Council headed by Executive Committee members who are themselves chaired by the Mayor

BACKGROUND

The re-configuration of municipal public accounts committee **(MPAC)** through **Resolution 11/2014** dated **30 January 2014** effectively resulted in the need to re-organise portfolio committees due to the fact that new MPAC members were drawn from various portfolio committees. MPAC regulations do not allow for members to serve in portfolio committees to promote complete indepence and objectivity.

The proposal of the committees is as follows:

1. LED AND AGRICULTURE COMMITTEE

Cllr M Bank **(Chairperson)**
Cllr D Seitshiro
Cllr F Galetlhobogwe
Cllr J Lebelela
Cllr O Ncoane
Cllr F Mosweu

2. TECHNICAL SERVICES COMMITTEE

Cllr A Matebele **(Chairperson)**
Cllr O Seabelo
Cllr M Lentswe
Cllr K Leepile
Cllr L Sekwati
Cllr O Ncoane

3. CORPORATE SERVICES PORTFOLIO

Cllr V Shomolekae **(Chairperson)**
Cllr D Seitshiro
Cllr D Rankokwadi
Cllr M Sedia
Cllr L Sekwati
Cllr D Ditau

31/03/2014

4. **COMMUNITY SERVICES AND PUBLIC SAFETY COMMITTEE**
   Cllr M Kumalo **(Chairperson)**
   Cllr O Seabelo
   Cllr M Lentswe
   Cllr D Rankokwadi
   Cllr K Leepile
   Cllr G Galetlhobogwe
   Cllr F Moshweu
   Cllr D Ditau
   Cllr M Sedia

5. **BUDGET AND TREASURY PORTFOLIO COMMITTEE**
   Cllr P Mokgosi **(Chairperson)**
   Cllr M Kumalo
   Cllr V Shomolekae
   Cllr A Matebele
   Cllr M Bank

It should also be indicated that political and administrative oversight in the vast Community Services Directorate needs to be established by way of separating the recently added Public Safety sub-directorate. The latter comes with its own set of programs; activities and challenges which demand dedicated focus. The sub-directorate has great potential in municipal revenue enhancement.

Council has to consider the re-visit of section 12 of the Municipal Structures Act (1998) in that the establishment of the municipality directed as to how many portfolio committees Council should have. This was in December 2000 when the new Council was established with 11 wards. The municipality grew to 12 wards in 2006 and then 14 wards in 2011.

Administratively, the institution has also grown significantly as evidenced by the addition of Planning and Development Directorate as well as the Project Management Unit and Public Safety sub-directorates in 2013/14 financial year. These pose administrative challenges, especially in the Community Services component where various sub-units are located.

Council should be able to engage the MEC of Local Government and Traditional Affairs to present the need for the establishment of an additional portfolio committee in that the municipality has grown from **Grade 1** to **Grade 2** as shown by recent **Upper Limits of Councillors Gazette**. Council will be able to afford an additional portfolio committee, the benefit of which will be improved oversight.

RESOLVED:

(a) That Council approved the re-configured Portfolio Committee to undertake political oversight on the work of all directorates and units

31/03/2014

(b) That the Mayor was to engage the MEC of Local Government and Traditional Affairs on the need to create an additional portfolio committee that will oversee the work of the Public Safety sub-directorate and other functions as EXCO may be re-configured

(c) That Council treated the matter urgently for possible implementation in the 2014/15 financial year.

31/03/2014

31 MARCH 2014

RESOLUTION 20/2014

RATLOU LOCAL MUNICIPALITY

COUNCIL PORTFOLIO COMMITTEES

1. **LED AND AGRICULTURE COMMITTEE**
   Cllr M Bank **(Chairperson)**
   Cllr D Seitshiro
   Cllr F Galetlhobogwe
   Cllr J Lebelela
   Cllr O Ncoane
   Cllr F Mosweu

2. **TECHNICAL SERVICES COMMITTEE**
   Cllr A Matebele **(Chairperson)**
   Cllr O Seabelo
   Cllr M Lentswe
   Cllr K Leepile
   Cllr L Sekwati
   Cllr O Ncoane

3. **CORPORATE SERVICES PORTFOLIO**
   Cllr V Shomolekae **(Chairperson)**
   Cllr D Seitshiro
   Cllr D Rankokwadi
   Cllr M Sedia
   Cllr L Sekwati
   Cllr D Ditau

4. **COMMUNITY SERVICES AND PUBLIC SAFETY COMMITTEE**
   Cllr M Kumalo **(Chairperson)**
   Cllr O Seabelo
   Cllr M Lentswe
   Cllr D Rankokwadi
   Cllr K Leepile
   Cllr G Galetlhobogwe
   Cllr F Moshweu
   Cllr D Ditau
   Cllr M Sedia

5. **BUDGET AND TREASURY PORTFOLIO COMMITTEE**
   Cllr P Mokgosi **(Chairperson)**
   Cllr M Kumalo
   Cllr V Shomolekae
   Cllr A Matebele
   Cllr M Bank

31 MARCH 2014 **RESOLUTION 20/2014**

Gala 31/03/2014