ANNEXURE A: PRINCE ALBERT INFRASTRUCTURE AND GROWTH PLAN (IGP)

ANNEXURE B: IDP WARD SWOT ANALYSIS

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ANNEXURE A: PRINCE ALBERT INFRASTRUCTURE AND GROWTH PLAN (IGP)

Table A1: 2014 IGP Findings

PRINCE ALBERT - INFRASTRUCTURE

Prince Albert receives its domestic water from the Dorps River and nine boreholes.

Dorps river abstraction.
A relatively new 250mm Ø uPVC pipeline, located inside a previously used concrete canal, is fed from a weir in the Dorps river. The flow in the pipeline varies and depends on the amount of water in the river. The maximum capacity of the pipelines approximately 105 l/s and is diverted as follows:

Kweekvallei Irrigation Board – 89.6%

Prince Albert Municipality – 10.4% (gravitates to the Prince Albert WTW)

The licensed abstraction from the Dorps River is 0.47 million m³ per year but the reported supply was much less. For the boreholes the total licensed abstraction is 0.23 million m³ per year but about 0.4 million m³ per year is being abstracted. This might be due to operation preferences or the unavailability of the water in the mountain stream (Dorps River). The latter source is problematic as it runs very low during the dry summer months and necessitates the introduction of water restrictions.

The 10.4% gravitates to the Prince Albert WTW which has one raw water pump station which pumps water through the iron remover.

The lack of an off-canal raw water storage dam is evident. Overflow water from the Dorps River system can be diverted during the winter months and stored for purification in the dryer summer months. Artificial recharge of the boreholes have already been extensively investigated and implemented according to officials from the Municipality.

Boreholes

Summary of the Prince Albert groundwater infrastructure

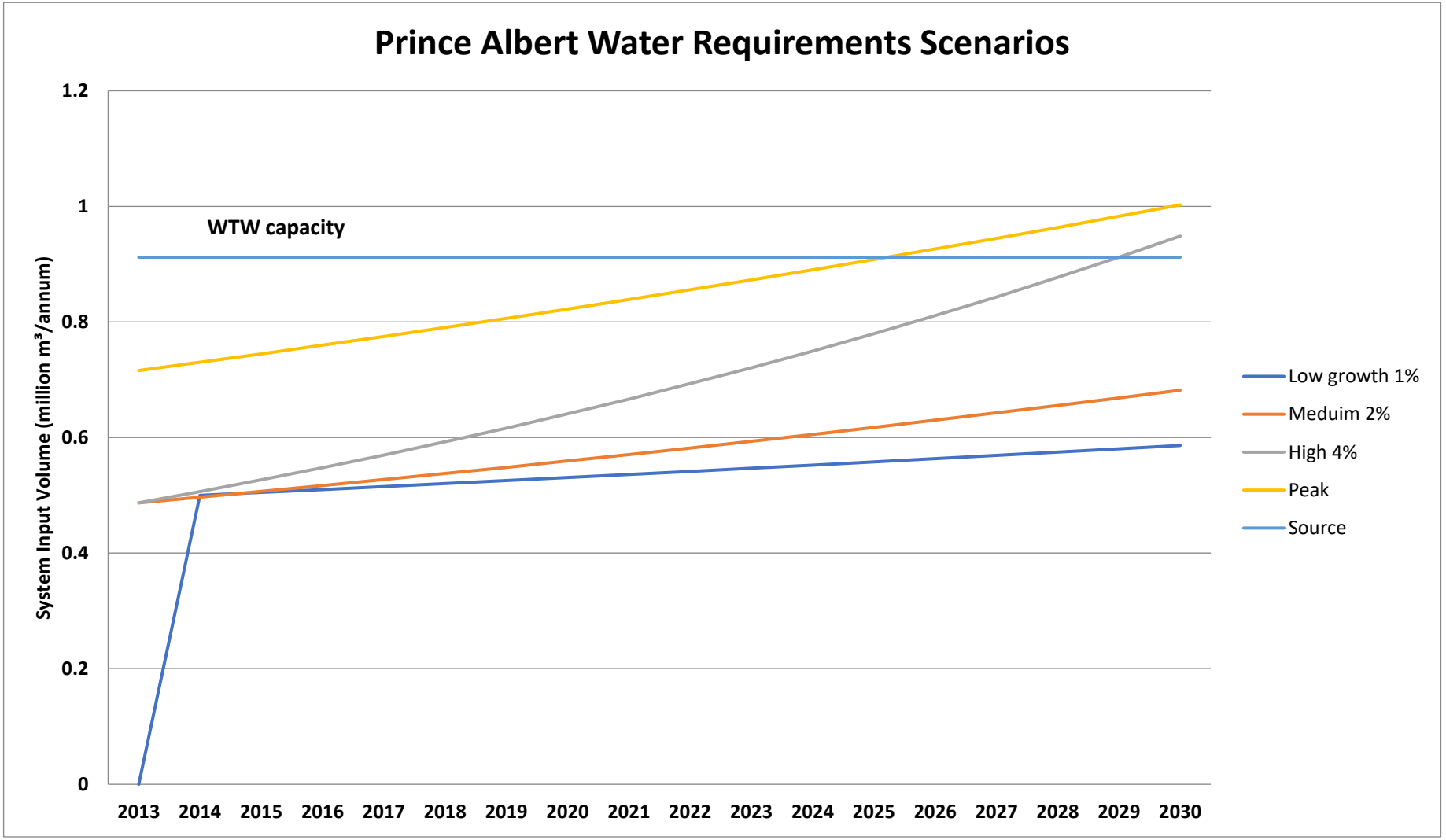
Description	Boreholes								
	SRK 1	P1	P2	P3	P4	P5	P6	P7	P8
Power source	Electricity								
Power (kW)	5.5	2.2	0.75	5.5	4	4	4	1.5	11
Power source	Electricity	Good	Good	Good	Good	Good	Good	Good	Poor
Age of pumps(years)	7		2	2	2	2	2	2	10+

Sources: CIP BKS 2011

Furthermore, the dumpsite is uncontrolled and causes serious environmental concerns.				
	Water Source	**Water Treatment & Storage**	**Sanitation**	**Other** (electricity, solid waste, roads & stormwater)
Description	9 production boreholes and Dorps River surface water canal [A] No flow measurement on the Kweekvalley leivoor. Diversion structure to divert flow between farmers and Local Authority is not a scientifically designed structure making calculations very tricky. Some reports indicate that the Local Authority are conducting borehole recharging but evidence thereof couldn't be confirmed.	WTW; Capacity 0.73 million m³/ annum [A] Current demand estimated at 0.66 million m³/ annum. [Inclusive of UAW] [A	The waste water treatment works is a pond system consisting of 3 anaerobic dams, a primary aerobic dam, 3 secondary aerobic dams and a storage dam. The works were constructed in about 1997 and the design capacity was 623 m3/d. The ponds are in good condition as they were refurbished in July 2009 and re-lined with an HDPE lining. Only Noord Eind extention of town and a couple of central business plots has waterbone sanitation;	Solid waste site unlicensed.
Current Capacity	Type of authorization: Registered abstraction from surface water source (Dorps River) in the WARMS database 0.121 million m³/ a , 332 Kl/d. Registered abstraction from groundwater source in the WARMS 0.220 million m³/ a 603 kl/d Total registered abstraction = 935 kl/d Current demand based on per capita usage based on 2011 census figures extrapolated by 2.2% growth to 2013	WTW; Capacity 2.5 Ml/d (Blue drop 2012) WTW 9 Boreholes Licenced abstraction 0.229 million m³/a; 627 kl/d Current abstraction 0.4 million m³/a; 1.096 Ml/d Dorps River Licenced abstraction 0.471 million m³/a; 1.290 Ml/d Current abstraction 0.087 million m³/a; 0.238 Ml/d	0.665Ml/day [PDNA report 2008]	

	7367 * 181 l/p/p/d = 1.33 Ml/d Aurecon report 6685/106871 January 2013 reflect a 1.177 Ml/d . For purpose of this report we use the figure of 1.33 Ml/d	Total abstraction: 1.334 Ml/d Usage per capita 2011 sensus 7055 Probable population 2013 (2.2%) 7367 Usage per capita 2013 1.334 Ml/d / 7367 **181 l/p/p/d** Reservoirs: Total storage: 3.04 Ml (4.04 Ml after completion of new reservoir 2014) Water from WTW pumped to 2 low-level zone collection reservoirs (1Ml and 0.540 Ml) Bulk water from collection reservoirs pumped to 2 high level reservoirs. 500kl serving Prince Albert (south) and 1000kl serving Noord eind. New reservoir currently in construction at Noord Eind 1.0 Ml.		
Spare Capacity	For purpose of this report we use the figure of 1.33 Ml/d **Reconciliation Study:** ***Demand at 2030*** ***Slow Growth*** 0.305 million m³/a; 0.836 Ml/d Surplus 0.395 million m³/a ; 1.082 Ml/d	WTW Design capacity 2.5 Ml/d but current utilisation only 1.334 Ml/d Usage per capita 2013 1.334 Ml/d / 7340 **181** l/p/p/d Demand **2015**	Capacity - 0.665 Ml/d Current flow estimated at 600 l/hh/d 2011 Census 1960 households 2015 2143 * 600l/d = Less current flow ? Current inflow statistics? – 2349m3/day Max daily 2543 m3/day	

	Medium Growth 0.403 million m³/a ; 1.104 Ml/d Surplus: 0.297 million m³/a ; 0.814 Ml/d ***High Growth*** 0.502 million m³/a ;1.375 Ml/d Surplus: 0. 198 million m³/a 0.543 Ml/d	7713 * 181 l/p/p/d = 1.396 Ml/d; 0.510 million m³/a **2020** 8622 * 181 l/p/p/d = 1.561 Ml/d; 0.570 million m³/a **2030** 10774 * 181 l/p/p/d = 1.950 Ml/d; 0.712 million m³/a Actual recorded 2013 raw water figures No figures available ! Peak monthly factor for Prince Albert is taken at 1.47 (Aurecon 2013) Peak demand 2015 2.052 Ml/d 2020 2.295 Ml/d 2030 2.867 Ml/d Current water losses 12.51 % (source AG 2012) WTW Design capacity 2.5 Ml/d but current utilisation only 1.288 Ml/d (Recon 2010) Spare capacity = 1.212 Ml/d 1.212 Kl/d @ 600l/d/hh = 2020 houses (4 persons/house) = 8080	Nuutste average daily flow en max daily flow – moet strunfer nog stuur Spare capacity - ??? ml/d ?? households Spare capacity – 1,400-328 = 1,072 households. The spare capacity will be exceeded in year ??? depending on growth plan	
Blue and Green Drop comments		Prince Albert Municipality - Overall 21th position in Province. 2012 Blue drop score for Prince Albert WTW 2010– 62.75 % 2011– 60.86 % 2012– 68.86 %	The overall 2011 Municipal Green drop score of **68%** places the municipality in the 13th position out of the total of 27 municipality's assessed. Prince Albert WWTP 2011 Green drop score **– 72.5%** Operating % i.t.o capacity – 93% -before upgrading	


Prince Albert Water Requirements Scenarios
System Input Volume (million m³/annum)
1.2
1
0.8
0.6
0.4
0.2
0
WTW capacity
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
2027
2028
2029
2030
Low growth 1%
Meduim 2%
High 4%
Peak
Source

LEEU GAMKA AND BITTERWATER - INFRASTRUCTURE

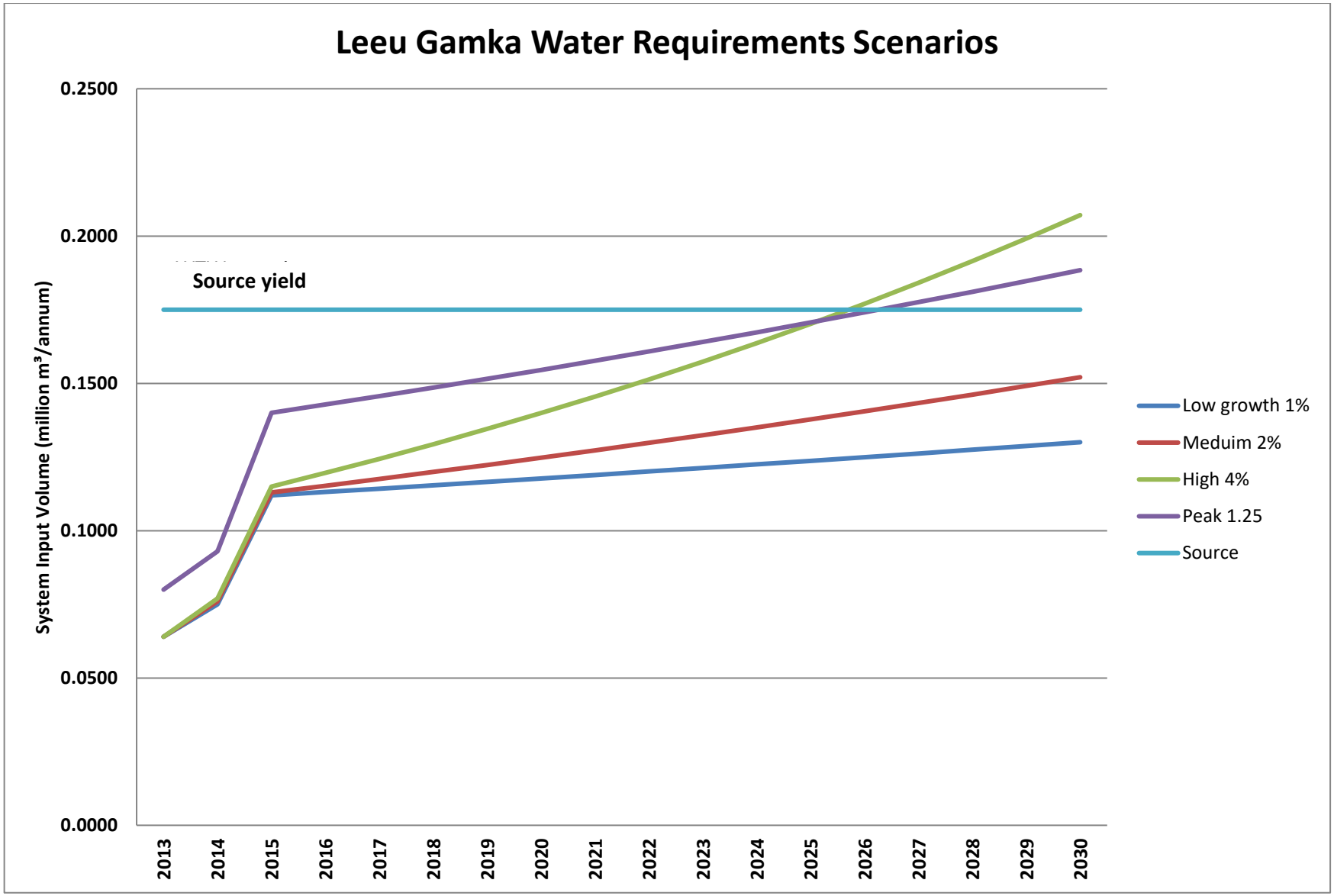
Overview:

Leeu Gamka and Bitterwater are currently supplied with groundwater from three production boreholes, which are reported to be in a good condition, but although the abstraction is recorded, no quality monitoring is done and the borehole water levels are not monitored. This should be done as an early indication for pre-emptive action.
From 2020 annual water shortages can be expected if the medium or high-growth scenarios realised. A number of boreholes with blow yields of up to 20 to 25 l/s were recorded in the National Groundwater Data Base on surrounding farms. These should be investigated and pump tested to determine their specific hydro geological environment and sustainable yields. This information could then be used to assist in developing other high yielding boreholes, to provide groundwater when required in the future.
Newtown park and Transnet houses soon to be transferred to Prince Albert Municipality. This will result in challenges as some of the houses still have bucket sanitation and septic tanks.

	Water Source	**Water Treatment & Storage**	**Sanitation**
Description	2 boreholes . Total yield 172 kl/d (Groundwater Africa) 3 Production boreholes Registered extraction at WARMS 0.062 million m³/a	WTW; Currently 219 kl/d (0.08 million m³/a) is treated at the works. Chlorination is done at the reservoirs and thereafter it passes through an over-utilized filter	WWTW consists of: Four primary ponds(unlined) operating in parallel Four secondary ponds (unlined) operating in series. A chlorine dosing point between first and second secondary ponds A recycle pump station (not operating) between first and secondary ponds. Majority of exist stands serviced by waterborne sewers draining to a single pump station. Additional houses
Current Capacity	Current yield 257kl/d 0.094 million m³/a (3 boreholes) One borehole a bit suspect Borehole LG 1 120 kl/d Borehole LG 2 120 kl/d Borehole LG 3 17 kl/d Total 257 kl/d Transnet borehole also connected with a yield of 240 kl/d , 0.088 million m³/a Total yield = 497 kl/d, 0.181 million m³/a	Reservoirs: Bitterwater old 0.5 Ml New reservoir 1.0 Ml Total storage **1.5 Ml** Storage capacity needed 2015 306.6 kl, 0.306.6 Ml Red book requirement 48 hours = **0.613 Ml**	WWTW Current capacity 0.271 Ml/d (Green drop 2011) Desktop review indicates a possible capacity of 300kl/day (CIP Bks 2011) Upgrading of WWTW planned for 2014/15 to go to 300 kl/d. 0.110 million m³/a Usage with all housing component as connected at 2015 to be 0.379 Ml/d. 1.038 million m³/a. Pump Station Sump storage capacity 6.5 m³ Pump capacity 15 l/s @ 15.5m head

Spare Capacity	Total yield 497 kl/d Current demand AADD (2013) 176.1 kl/d, 0.064 million m³/a. (Aurecon 2013) 2014 connections Newton park(Transnet)and Transnet station area 30.1 kl/d, 0.011 million m³/a. 2015 connections. ASLA housing 100.4 kl/d, 0.037 million m³/a. Total usage as on 2015 = 306.6 kl/d, 0.112 million m³/a. Inclusive of UAW][A} Exclusive of UAW the demand will be 0.057 million m³/a. Spare capacity 190.4 kl/d @ 60 l/p/p/d/= 3173 population Take 5 per household equates to 634 houses **Reconciliation Study**: ***Demand at 2030*** ***Low Growth*** 0.083 million m³/a; 0.227 Ml/d Surplus 0.012 million m³/a ; 33 kl/d ***Medium Growth*** 0.107 million m³/a; 0.293Ml/d Shortfall 0.012 million m³/a; 33 kl/d ***High Growth*** 0.124 million m³/a; 0.340 Ml/d Shortfall 0.029 million m³/a; 79 kl/d	WTW spare capacity can only be determined once clarity has been reached on design capacity. Storage capacity needed 2015 613.12 kl, 0.613 Ml Total spare reservoir capacity 1.5 Ml – 0.613 Ml = 0.920 Ml. Storage capacity sufficient till 2020+ Census 2011 2122 Usage per capita 2013 0.176 Ml/d / 2208 persons **80** l/p/p/d 2013 2208 person 80 l/p/p/d = 177 kl/d; 0.0254 million m³/a Demand. Medium growth **2015** 0.113 million m³/a **2020** 0.1248 million m³/a **2030** 0.1521 million m³/a Actual recorded 2013 raw water figures No figures available ! Peak monthly factor for Leeu Gamka is taken at 1.25 Peak demand 2015 0.140 Ml/d 2020 0.1546 Ml/d 2030 0.1884 Ml/d Current water losses 22 % (DWA Recon Strategy 2010)	WWTW Usage with all housing component as connected at 2015 to be 379 kl/d. 0.138 million m³/a Bitterwater (existing) 397 houses @ 500kl/d = 198 kl/d (90 l/p/p/d) Population 1985 @ 60 l/p/p/d = 119 kl/d Transnet Newton Park 26 houses. Population 130 @ 60 l/p/p/d = 8 kl/d Station area 41 houses. Population 164 @ 90 l/p/p/d = 15 kl/d ASLA(2015) 251 houses @ 500 kl/d = 126 kl/d Total = 268 kl/d Spare capacity 300 kl/d – 268 kl/d = 32 kl/d which will be sufficient till 2020 Sewer pump station 6.5 kl / 217 kl/d = 0.03d = 43 minutes capacity in case of power failure. Pump capacity 54 kl/h

Blue and Green Drop		Prince Albert Municipality - Overall 21th position in Province. 2012 Blue drop score for Leeu Gamka WTW 2010– 55.25 % 2011– 69.65 % 2012– 68.9 %	Prince Albert Municipal Green Drop Score (2011) -68.% Leeu Gamka Green Drop score: 2009 – 0% 2011 – 60.1 % Operating % ito capacity 81.1 % % i.t.o Maximum Risk Rating 66.7 %
Major risks	Determine the safe yield of the boreholes UAW must be addressed as a matter of extreme urgency During drought conditions this is the only water source. Over utilization of the boreholes resulting in poor water quality at some and also the rapidly dropping water tables. Vandalism occurs frequently. Borehole installations not fenced and severely vandalised.	Drinking water quality monitoring and efficiency. Quality compliance Response to drinking water quality failures. Credibility of sample analysis. Regular submission of drinking water quality data to DWA. WTW in poor condition [E] Condition of reticulation system is suspect [E] Water treatment plant does not meet Blue Drop compliance requirements	No emergency overflow chamber/dam at the sewer pump station in case of power outage. WWTW currently un-licenced. Discharge from WWTW is unknown [A] Waste water treatment plant does not meet Green Drop compliance requirements Seepage at final pond needs urgent attention. No silt removal at inlet works. Disinfection of final effluent not effective. Sections of Newton park and Transnet areas to be transferred to PA Mun still has bucket system.


Leeu Gamka Water Requirements Scenarios
System Input Volume (million m³/annum)
0.2500
0.2000
0.1500
0.1000
0.0500
0.0000
Source yield
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
2027
2028
2029
2030
Low growth 1%
Meduim 2%
High 4%
Peak 1.25
Source

KLAARSTROOM - INFRASTRUCTURE

Overview:

Klaarstroom has enough water resources for the foreseeable future and is currently supplied with groundwater from three production boreholes. Based on the information in the CIP 2011, only two of the three is currently in use. The borehole scheme is reported to be in a good condition but although the abstraction is recorded, no quality monitoring is done and the borehole water level is not monitored. This should be done as an early indication for pre-emptive action. There is no information available about the safe yield or the licenced abstraction from the boreholes. Groundwater Africa (2007) recommends a pumping rate of 84 m³/day, which would equate to 0.031 million m³/a. The existing bulk water supply system has insufficient capacity to supply the future water requirements for the fully occupied scenario, as noted in WSDP. It is important to determine the safe yield of these ground water sources in order to ensure that the growing water requirements will be met in the future. The yield from borehole 3, drilled recently, has not being determined to date.

If further groundwater resources are required in the future, the sandstone-rich Boplaas Formation to the south-west of Klaarstroom could be targeted rather than the alluvium of the Groot River because contamination from agricultural activities along the river floodplain might be present.

	Water Source	**Water Treatment & Storage**	**Sanitation**	**Other** (electricity, solid waste, roads & stormwater)
Description	3 Boreholes 3rd Municipal borehole drilled but not yet utilised	Klaarstroom WTW 2 reservoirs currently serving one zone just about make it for the required 48 hours storage capacity. Additional reservoir space will be essential in the near future. It is recommended that a new 500kl reservoir planned for the effluent storage for irrigation be used for potable water instead and the irrigation effluent be diverted to the old potable water reservoirs. The 500kl reservoir will cater for Klaarstroom past 2025. Steel 0.2 Ml Concrete panel 0.1 Ml	Klaarstroom is entirely served by a water-borne sanitation system that drains to 2 sewage pump that drains to the Klaarstroom WWTW. The works, upgraded in 2003 makes use of oxidation ponds. Very little information available about the capacity but it is estimated in the region of 0.017 million m³/a; 47 kl/d	

Current Capacity	Current yield 0.031 million m³/a Current usage 0.028 million m³/a. A third Municipal borehole has been drilled but not equipped to date. Yield not yet determined.	Current capacity 0.035 million m³/annum [Inclusive of UAW] [A] Current demand 0.03 million m³/annum [Inclusive of UAW] [A]	50kl/day=design capacity [KV3 report 2008) Current usage ±29 kl/d	
Spare Capacity	Yield of 2 boreholes are 0.085 million m³/annum leaving the WTW with a shortfall of 0.052 million m³/annum. Additional borehole drilled but yield has not being determined.		Spare capacity 20Kl/day	
Blue & Green Drop Comments		Prince Albert Municipality - Overall 21th position in Province. 2012 Blue drop score for Klaarstroom WTW 2010– 47.0 % 2011– 73.0 % 2012– 74.14 %	Prince Albert Municipal Green Drop Score (2011) -68.% Klaarstroom Green Drop score: 2009 – 0% 2011 – 56.1 % Operating % ito capacity 67.8 % % i.t.o Maximum Risk Rating 55.6 % □	
Partially or Fully Funded Projects according to the 12/13 MTEF	• New water pump station R 336 736 • New borehole and pipeline R 1 711 496. • .	New 200 kl reservoir R 472 140	Upgrade WWTW and irrigation system for sports field. R 3 713 276.	
Unfunded Projects	Development and full implimentation of WCDM strategy to achieve an expected 35 % reduction in water losses.		.	
Major Risks	UAW must be addressed as a matter of extreme urgency. Over utilization of bore holes. Water table drops significantly after 2 days of pumping Another borehole has been drilled in the meantime. Yield of	WTW is in poor condition [E] Unaccounted for water (UAW) for 2007 estimated as: Prince Albert – 20% Leeu Gamka – 36.2% Klaarstroom – 61.5%	WWTW is currently un-licenced. Currently no effluent is returned to source or re-used. Contingency measures currently investigated are the re-use for irrigation on the newly constructed sports field.	

	new borehole yet to be determined. The ideal situation will be if this borehole is used solely for domestic supply as the quality is very good and the two Mun. owned be used for irrigation and or back up for domestic supplies. Absence of local O&M skills, the boreholes should be equipped with a Global System for Mobile Communication (GSM) – based telemetry system.	Water treatment plant does not meet Blue Drop compliance requirements	Condition and maintenance of the 2 pump stations. Ingress of storm and ground water into pump station sump. Waste water treatment plant does not meet Green Drop compliance requirements	

ANNEXURE B: WARD SWOT ANALAYSIS ADAPTED FROM IDP 19/20

TABLE A2: PAM WARD SWOT ANALYIS

	Ward 1: Leeu Gamka/Bitterwater, PA Road & Surrounding Farms	Ward 2: Prince Albert South and Klaarstroom	Ward 3: Prince Albert North End	Ward 4: Prince Albert (Rondomskrik and Portion of Prince Albert South)
				
Strengths	• Situated along the N1 • Available land • Clean air • Agriculture game farming • Available labour	• Beautiful environment • Rich cultural heritage • Attractive tourist destination • Intellectual capacity • Export fruit and wine • Clean air • Swartberg Pass • Situated along N12 • (Klaarstroom)	• Sound infrastructure • POP Centre • Available labour • Potential for cultural tourism • Open space • Business development potential	• Access Centre • Open spaces • Available labour • Potential for cultural • Tourism • Business • Development • Potential • Cultural heritage (PA South)
Weaknesses	• Water scarcity and poor quality • Skills shortage Poor infrastructure • Bucket System Unemployment • Drug Abuse • Lack of crèche in Bitterwater • Lack of church and business premises Industrial area not developed • Low literacy levels Limited job opportunities • No secondary school No further education facility • Limited access to government	• Street children Aged infrastructure • Fire truck needed at Klaarstroom • Firefighting capacity to be improved • Lack of storm water system • Areas not disabled friendly • Lack of street lighting Klaarstroom isolated from government / municipal services	• Street children • Skills shortage • Limited water • drought • Substance abuse • Unemployment • Lack of business and church premises • Limited job opportunities • Community safety challenges • Limited skills base • No further education facilities • Lack of ATMs	

	services Lack • High road accident risk Upgrading of Transnet area to acceptable standard		
Opportunities	• Skills training • Developing tourist and road support infrastructure along N1 SMME development Emerging farming support • Develop industrial area	• Skills training • SMME development Develop tourism node and destination marketing initiatives • Skilled retirees to support community and municipality • Emerging farming support	• Skills training • SMME development Emerging farming support Establishment of FET facility • Establishing recreation facilities
Threats	• Teenage pregnancies Substance abuse Skills shortage Drought • Fracking Uranium mining	• Teenage pregnancies Substance abuse • Drought • Aged infrastructure • Fracking • uranium mining • Early school drop outs • Poor management of landfill sites	• Teenage pregnancies • Substance abuse • Unlicensed shebeens • Skills shortage • Drought • Early school drop outs

ANNEXURE C: WARD SPECIFIC NEEDS AS PER THE 2019/20 IDP

Table A3 lists the own/ward specific issues, which are linked to the IDP Strategic Objectives and from which projects have been elected in the IDP for funding.

Table A3: Ward Specific Needs as per the 2019/20 IDP

	WARD 1	WARD 2	WARD 3	WARD 4
Integrated Human Settlements	Implementation of GAP Housing project			
	Development of low cost housing			
	Conclude formal transfer of Transnet houses to PAM	Increase water storage (reservoir) & Water Management	Development of low cost housing and rental units	
Water Provision	Improve water quality	Replace asbestos pipeline with PVC pipe	Increase water storage & Water Management	Increase water supply & Water Management
	Upgrading of water reticulation system	Implementation an investment programme to evaluate carrying capacity of the Dorps river	Development of an investment programme to evaluate carrying capacity of the Dorps river	Development of an investment programme to evaluate carrying capacity of the Dorps river
	SLA for use of Transnet borehole	Develop an Water infrastructure replacement plan	Cleaning and maintenance of water channels	Develop of a Water infrastructure replacement plan
		Review: Water Services Development Plan	Develop a Water infrastructure replacement plan	Improve water quality
		Undertake a water audit	Improve water storage	Secure water storage / dam
			Appoint water process controllers	Secure water for sport fields
			Review: Water Services Development Plan and Water Master Plan	
Sanitation and Sewage	Upgrading of waste water treatment works	Upgrading of waste water treatment works	Upgrading of waste water treatment works	Upgrading of waste water treatment works
	Establishment of ablution facilities at cemetery	Establishment of ablution facilities in Town and Klaarstroom	Establishment of ablution facilities at cemetery	Establishment of ablution facilities at cemetery
	Eradication of bucket system	Connecting South End to the main sewerage system	Assistance required for leaking toilets	
	Repair of leaking toilets	Installation of in-house toilets in KS		

	Upgrading of waste water treatment works			
	Establishment of ablution facilities in Town and Klaarstroom			
	Connecting South End to the main sewerage system			
	Installation of in-house toilets in KS			
Waste Management	Enforcement of by-law on Illegal dumping		Expansion and control of the Landfill site	Expansion of the Lanfill site in Rondomskrik
	Establishment of a recycling project	Expansion and improved management of the Landfill site	Cleaning of transfer refuse sites	Waste recycling Project
	More refuse bags and bins	Improve recycling project	Review of the Integrated Waste Management Plan	Improved access control and landfill site and transfer stations
	Uninterrupted refuse removal	Upgrading of the sewage works		Review of the Integrated Waste Management Plan
	Suitably equipped vehicle to remove refuse			
Roads & Streets	Installation of a Traffic Robot to calm traffic on N1	Upgrade: Road Signage	Paving of all streets incl. Sidewalks & Speed humps	Paving of all streets incl. Sidewalks & Speed humps
	Paving of all streets incl. Sidewalks & Speed humps	Repair potholes and maintain all roads	Upgrade: Road Signage	Upgrade: Road Signage
	Upgrade: Road Signage	Maintain pavements	Upgrade streets	Implementation of a public transport system
	Improve quality of roads and cleanliness of roads	Establish 40 km speed limit in Church Street and main road Klaarstroom	Street names and house numbers	Street names and house numbers
	Speed enforcement in the 80-zone in Leeu Gamka	Review: Integrated Transport Plan	Review: Integrated Transport Plan	Improve quality of roads
		Reseal of Queekvalleij estate road		Review: Integrated Transport Plan
		Pave/ tar of Fairbairn Avenue		
		Tar/ pave of all Roads in Klaarstroom		

		Upgrade of road at Spar retailor		
		Zebra crossing across SPAR		
Storm water	Planning for proper storm water networks			
	Implementation of storm water projects			
Electricity	Resume the solar geyser project			
	Minimize electricity supply fluctuations			
	Repair street lighting			
	More outlets to purchase electricity from			
	Development of an integrated Energy master plan			
Basic Service Delivery	Installation of all basic services	Support for upgrading of bulk infrastructure	Cost effective and safe transport system for scholars	
	Purchase new fleet to provide services	Putting up of proper road traffic signage where required	Banking facilities	
	Cost effective and safe transport system for scholars	Establishment of Animal impoundment facility	Maintain existing facilities	
	Establishment of a day hospital	Ensure streets and municipal buildings are disabled/ elderly friendly	Establishment of a post-office in North End	
	Establishment of a post-office	Ensure accurate meter readings and billing	Disabled friendly roads and facilities	
	Establishment of a Municipal Depot at Leeu Gamka	Connect septic tanks to sewerage network		
	Improve Thusong Mobile services (increase)			
	Improve the water reticulation network			
	Establish a new cemetery			
	Improve the quality of water			
	Fans/air conditioning in the community hall			
Economic Development	Facilitate economic opportunities for local entrepreneurs/ businesses/SMME Support			
	Register small businesses, contractors and caterers			
	Support programmes for emerging farmers			

	Implement catalyst economic development projects such as SMART gardening, Agri Parks and Dry Fruit Facility and plantation			
	Identify and develop projects that adds value to agri processing			
	Incorporate Ward 1 in tourism strategy and initiatives		ATM's in North End	Improved co-operation on tourism initiatives
	Bigger EPWP allocation		Support and promote Smart gardens	Upgrade of Swartberg Pass
	Establishment of a Truck Stop		Improved utilisation of the Tourism Information Office	Development of business, industrial & commercial erven
	Support to Olive project, Vyebossie to upgrade equipment			Increase water supply for small scale
	Avail 3 Ha of land for vegetable gardening			Facilitate the establishment of fuel station/truck stop
	Avail land for crèche in neighbourhood			
	Increase doctor visits			
Health & Welfare	Shelter for patients awaiting EMS	Access to people with disabilities	Implement Substance Abuse programmes	Implement Substance Abuse programmes
	Improve clinic service	Reaction time of EMS to long	Implement HIV/AIDS awareness programmes	Clinic within community
	Implement Sub-stance Abuse programmes	More toilet facilities in Informal settlement	Establishment of Safe House	Shelter for elderly, patients awaiting EMS transport
	Implement HIV/AIDS awareness programmes	Improved communication between clinic, hospital, transport and patients – possible cellphone allowance	Implement awareness campaigns on teenage pregnancies, family planning, healthy living	Implement HIV/AIDS awareness programmes
	Implement awareness campaigns on teenage pregnancies	Transportation needs for surrounding farm workers to hospital and clinic		Improve services of hospital so that they can accommodate births and trauma
		Promote programs on safe and healthy living including substance abuse, family planning etc.		Implement awareness campaigns on teenage pregnancies

		Improve communication around patient transport to appointments		Upgrading of current Community food gardening
		Raise awareness on healthy /smart life choices		Improve communication on patient to doctor transport
		Establish programmes to address alcohol & drug abuse		Satellite/mobile Clinic
Education & Skills Development	Support capacity building programmes to emerging farmers			
	Facilitation of skills development programmes (soft & hard skills)			
	Extension of the school to Grade 12 (High School) Establishment of crèches	Facilitate the establishment of long distance learning centre	Establish driving school in Prince Albert	Establishment of a crèche
	Re-location of current crèche	Office space for AET classes	Establishment of FET facility	Separate hostel for primary and secondary learners
	Land for the establishment of an AET Centre	Strengthen the functioning crèches	Facilitation of skills development programmes	Raising the awareness around the E-centre / Access Centre
	Mobile Thusong to advise matriculants about career choices	Move the library closer to North End	Strengthen the functioning crèches	Facilitation of skills development programmes
	Establishment of a Youth Centre	Mini library at EE Centre		Establish FET facility
	Installation of lights on the sport fields			Strengthen the functioning of crèches
Sports & Recreation	Upgrade of ablution facilities	Roll out of sport development programmes for the youth	Roll out of sport development programmes for the youth	
	Roll out of sport development programmes for the youth	Upgrading of the current recreational facilities including sport fields, netball fields, lighting, volley ball fields, rugby fields as well as fencing and shaded pavilions	Sport Club Development	Establishment of a Community Hall
	Roll out of sport development programmes for the youth	Establish an athletics track (tartan)	Shade and burglar bars at sport fields	Sport Club Development

	Community entertainment programmes			
	Roll out of sport development programmes for the youth Community entertainment programmes Upgrade of sporting facilities including flood lighting, pavilions, shading, access control, fields and courts of netball and tennis	Cricket pitch	Lighting at Parks	Strengthening MOD Centre`s
		Establishment of a Community Hall	Strengthening MOD Centre`s	Development of play park
	Renovation of the Bitterwater Community Hall, repair chairs, tables, kitchen equipment and air conditioning	Support for tourism initiatives		Lighting for sport facilities
	Installation of a swimming pool Leeu Gamka Bitterwater	Upgrading of the Museum		Water for sport fields
	Capacity Building programmes for Sport forum	Need for toilet and drinkable water facilities at the park in KS		Upgrade sport facilities by upgrading field, ablution facilities, netball field, fencing, shaded pavillion
	Sport Club Development	Swimming Pool for KS		
	Strengthening MOD Centre`s	Adult park in KS		
	Fencing of sport facilities	Upgrading of the sports field		
	Lighting at Adult Park			
	Upgrade of sport facilities with four toilets, a gym on the sport field, pavilions with shade, athletic field and general upkeep of field			
	Improve SAPS services			
	Ensure adequate resources for Community Police Forums, Neighbourhood watch			

Safety & Security	Awareness campaigns in terms of utilizing the pedestrian crossing sub-way	Ensure adequate resources for Community Police Forums, Neighbourhood watch	Establishment of Community Safety Kiosks	Establishment of a Community Safety Kiosks
	Youth and Religion for safety Holiday Programme	Lighting of dark spots	Ensure adequate resources for Community Police Forums, Neighbourhood watch	Ensure adequate resources for Community Police Forums, Neighbourhood watch
	Establishment of a Community Safety Kiosks	Combined law enforcement efforts	Enforcement of municipal by laws	Lighting of dark spots
	Mobile station in Prince Albert Road, especially during peak hours	Improved traffic law enforcement	Youth and Religion for safety Holiday Programme	
	Erosion caused by storm water	Youth and Religion for safety Holiday Programme	Safe House for foster kids	Youth and Religion for safety Holiday Programme
		Upgrading of court house, especially the holding cells		
		Safety house for after hours and weekends		
		Maintenance of SAPS building		
	Erosion caused by storm water	Permanent police officers is needed in Klaarstroom		
	Allocate land for churches and business	Fire services is needed in Klaarstroom		
Environmental Management	Implementation of an effective programme for the eradication of alien vegetation (Working for Water)	Facilitate public participation process to determine viability to register Robert Gordon Koppie as a protected site	Erosion caused by storm water	Establishment of public open spaces
	Clean up operations		Mitigate pollution around refuse transfer stations	Eradicate the spatial patterns of "apartheid"
	Name change of the municipality	Protection of the historical areas	Awareness campaigns on clean environment	Implementation of an effective programme for the eradication of alien vegetation (Working for Water)

	Establishment of a recycling project	Compile Air Quality Management by-law	Implementation of an effective programme for the eradication of alien vegetation (Working for Water)	Cleaning and beautification of areas
	Establishment of litter bins in community	Source funding to compile a heritage registry for all areas		Maintain facilities
	Strengthen Ward Committees (Capacity Building)	Harness heritage to enhance tourism		Support to emerging farmers
		Raise awareness on heritage management		Develop erven for the development of churches, business and office accommodation
	Strengthen Ward Committees (Capacity Building) Strengthening the CDW programme	Implementation of an effective programme for the eradication of alien vegetation (Working for Water)		
		Formalising the pig farming unit and possibly moving it out of the community		
Good Governance Communication	Improve cellphone networks & 4G coverage			
	WIFI access to all users			
		Initiatives to promote social cohesion	Improve feedback and response time on complaints logged	Accurate and timely billing
		Thusong Centre in Klaarstroom	Pay points to far from residence	Encourage visibility of ward councillors
			Accurate and timeous billing	Improve cellphone networks, 3G & LTE coverage

ANNEXURE D: UNDERSTANDING THE FINANCIAL HEALTH OF THE MUNICIPALITY

1. SECTION 1: PRINCE LABERTS FINANCIAL PERFORMANCE, INCOME & SPENDING

Note: the information that follows is derived from both https://municipalmoney.gov.za/profiles/municipality-WC052-prince-albert/ as well as the Prince Albert Long Term Financial Plan (2017-2026) formulated by Mubesko Africa.

1.1 FINANCIAL HEALTH INDICATORS

	2015	2016	2017	2018
Cash Balance	R 11 540 000	R 26 748 000	R 27 412 000	R 25 414 000
Cash Coverage	2.0	6.3	5.2	4.5
Spending of Operating Budget	-2.1%	- 14.6%	12.9%	-5.3%
Spending of Capital Budget	-64.4%	-11.1%	7.4%	-12.9%
Fruitless & Wasteful Expenditure	16.8%	15.2%	10.4%	

1.1.1. Cash Balance

Between 2015 and 2018, Prince Albert saw ***improved and somewhat steady cash balance*** available at the end of each financial year. At the end of 2018, the municipality **+ R25.4 million** left over.

A municipality's cash balance refers to the money it has in the bank that it can access easily. If a municipality's bank account is in overdraft it has a negative cash balance. Negative cash balances are a sign of serious financial management problems. A municipality should have enough cash on hand from month to month so that it can pay salaries, suppliers and so on.

Cash Balance July 2017 - June 2018

R 25 414 099

Cash balance at the end of the financial year.

About two-fifths of the cash balance for similar municipalities in Western Cape: R 64 648 271

More than double the cash balance for similar municipalities nationally: R 6 794 817

good	Positive balance
bad	Negative balance

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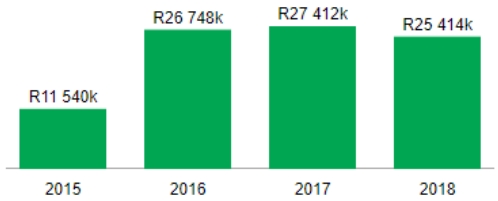

1.1.2 Cash Coverage

In 2018, Prince Albert had a cash coverage of Cash coverage **4.5 months**.

Cash Coverage measures the length of time, in months, that a municipality could manage to pay for its day-to-day expenses using just its cash reserves. If a municipality had to rely on its cash reserves to pay all short-term bills, how long could it last? Ideally, a municipality should have at least three months of cash cover.

Cash Coverage July 2017 - June 2018

4.5 months

Months of operating expenses can be paid for with the cash available.

Nearly double the coverage for similar municipalities in Western Cape: 2.5 months

More than double the coverage for similar municipalities nationally: 10 days

good	More than 3 months
average	Between 1 and 3 months
bad	Less than 1 month

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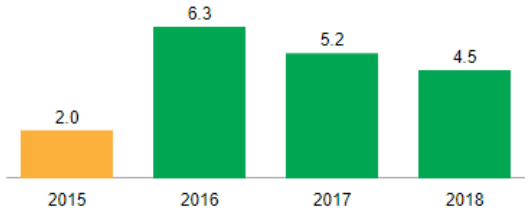
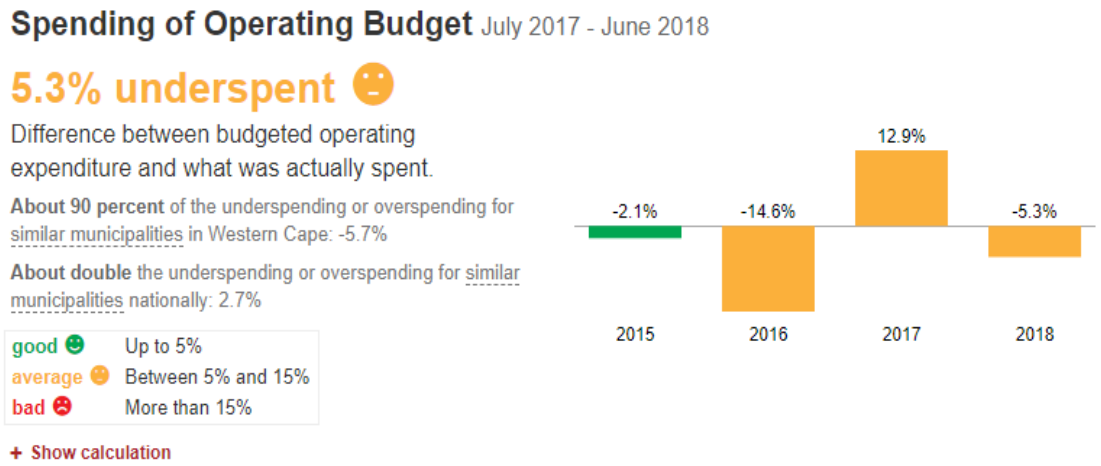


1.1.3 Spending of Operating Budget

This indicator is about how much more a municipality spent on its operating expenses, than was planned and budgeted for. It is important that a municipality controls its day-to-day expenses in order to avoid cash shortages. If a municipality significantly overspends its operating budget this is a sign of poor operating controls or something more sinister.

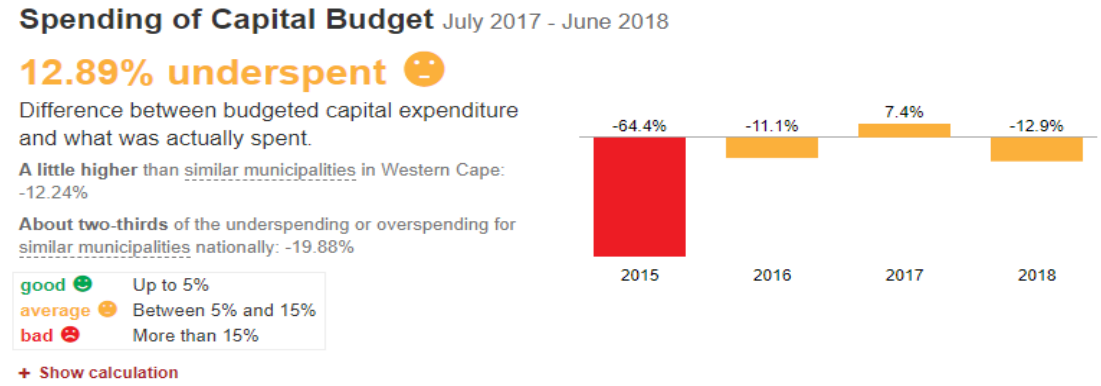
Overspending by up to 5 percent is usually condoned; overspending in excess of 15 percent is a sign of high risk.



1.1.4 Spending of Capital Budget

Capital spending includes spending on infrastructure projects like new water pipes or building a library. Underspending on a capital budget can lead to an under-delivery of basic services. This indicator looks at the percentage by which actual spending falls short of the budget for capital expenses. Persistent underspending may be due to under resourced municipalities which cannot manage large projects on time.

Municipalities should aim to spend at least 95 percent of their capital budgets. Failure to spend even 85 percent is a clear warning sign.



1.1.5 Fruitless & Wasteful Expenditure

Fruitless and wasteful expenditure concerns spending which was made in vain and would have been avoided had reasonable care been exercised. An example of such expenditure would include paying a deposit for a venue and not using it and losing the deposit.

Fruitless and Wasteful Expenditure July 2015 - June 2016

15.22%

Unauthorised, Irregular, Fruitless and Wasteful Expenditure as a percentage of operating expenditure.

More than double the expenditure for similar municipalities in Western Cape: 0.63%

About half of the expenditure for similar municipalities nationally: 21.61%

good	0%
bad	More than 0%

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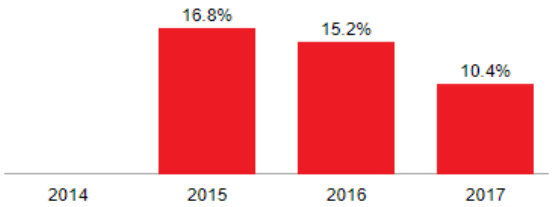


1.1.6 Current Ratio

The current ratio compares the value of a municipality's short-term assets (cash, bank deposits, etc) compared with its short-term liabilities (creditors, loans due and so on). The higher the ratio, the better. The normal range of the current ratio is 1.5 to 2 (the municipality has assets more than 1.5 to 2 times its current debts). Anything less than that and the municipality may struggle to keep up with its payments.

Current Ratio July 2018 - June 2019 Quarter 4

4.22

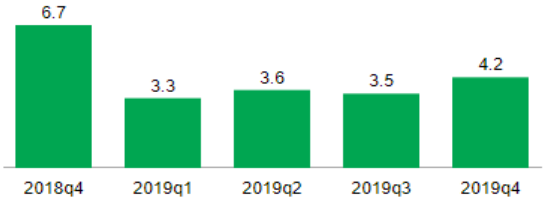
The value of a municipality's short-term assets as a multiple of its short-term liabilities.

More than double the ratio for similar municipalities in Western Cape: 1.24

More than double the ratio for similar municipalities nationally: 0.925

good	More than 1.5
average	Between 1 and 1.5
bad	Less than 1

+ Show calculation



1.1.7 Liquidity Ratio

Liquidity ratios show the ability of a municipality to pay its current liabilities (monies it owes immediately such as rent and salaries) as they become due, and their long-term liabilities (such as loans) as they become current.

These ratios also show the level of cash the municipality has and / or the ability it has to turn other assets into cash to pay off liabilities and other current obligations.

Liquidity Ratio July 2018 - June 2019 Quarter 4

3.64

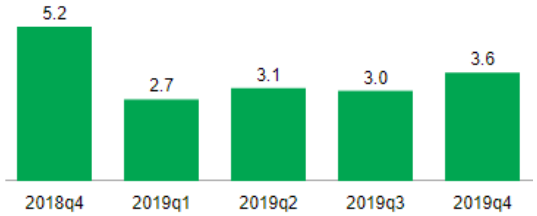
The municipality's immediate ability to pay its current liabilities

More than double the ratio for similar municipalities in Western Cape: 0.77

More than double the ratio for similar municipalities nationally: 0.115

good	More than 1
bad	Less than 1

+ Show calculation



1.1.8 Current Debtors Collection Rate

Municipalities don't manage to collect all of the money they earn through rates and service charges. This measure looks at the percentage of new revenue that a municipality collects. It is also referred to as the Current Debtors Collection Ratio.

Current Debtors Collection Rate July 2018 - June 2019 Quarter 4

85.24% ☹

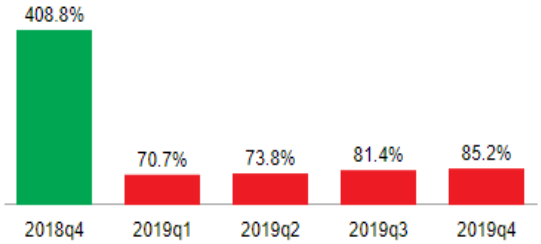
The percentage of new revenue (generated within the financial year) that a municipality actually collects

About 80 percent of the rate for similar municipalities in Western Cape: 104.54%

About the same as similar municipalities nationally: 83.33%

good ☺ 95% or more
bad ☹ Less than 95%

+ Show calculation



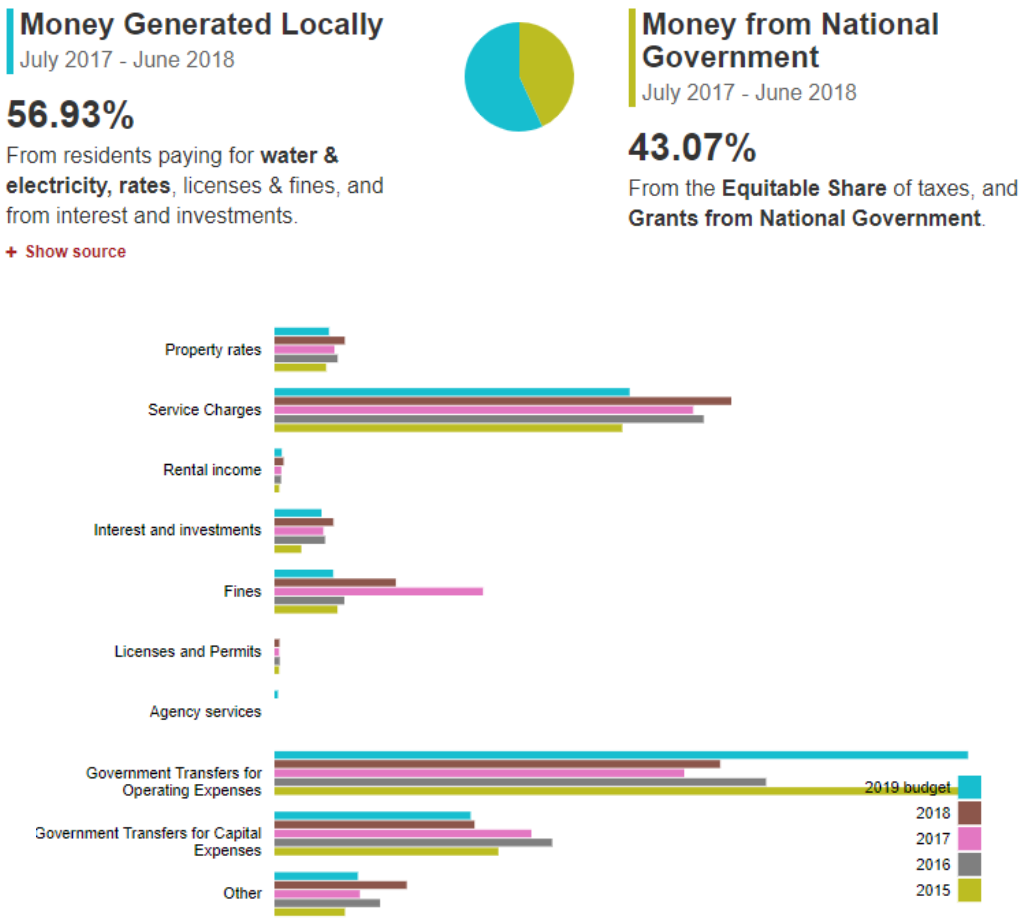
1.2 MUNICIPAL INCOME

The more a municipality can generate its own income, the more self-sufficient it is. Municipalities should not be too reliant on transfers and grants from other spheres of government. Prince Albert generates 56.93% of its own money whilst receives 43.07% from the equitable share of taxes and grants from National Government.

The bar chart across shows how much of a municipality's income it can generate itself (through property rates, service charges, etc.), compared with how much it receives as transfers and grants from national government. The more a municipality can generate its own income, the more self-sufficient it is.

In 2019, Prince Albert generated (see bar chart below):

- R3.4 million from property rates;
- R22.4 million from service charges;
- R0.5 million from rental income;
- R3 million from interest and investments;
- R3.7 million from fines;
- R0.2 million from agency services;
- R43.8 million from government transfers for operating expenses;
- R12.4 million from government transfers for capital expenses;
- R5.3 million from 'other' sources



1.3 MUNICIPAL SPENDING

1.3.1 Staff Wages and Salaries

Employee-related costs are typically the largest portion of operating expenditure, but they should not grow so large that they threaten the sustainability of the operating budget.

The normal range for this indicator is between 25% - 40% of total operating expenditure. Municipalities must guard against spending too much on staff while also making sure they have the people they need to deliver services effectively.

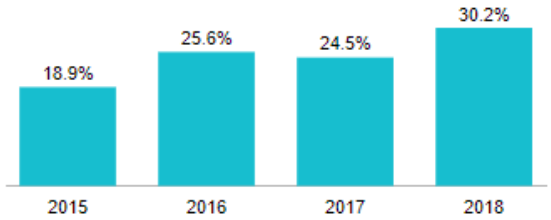
Staff Wages and Salaries July 2017 - June 2018

30.16%

Staff salaries and wages as a percentage of operating expenditure.

within norms	25% to 40%
outside norms	less than 25% or more than 40%

+ Show calculation



1.3.2 Contractor Services

Private contractors are sometimes needed for certain work, but they are usually more expensive than municipal staff. This should be kept to a minimum and efforts should be made to provide services in-house, where possible.

This measure is normally between 2 percent and 5 percent of total operating expenditure.

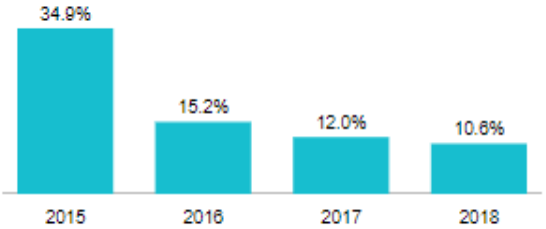
Contractor Services July 2017 - June 2018

10.6%

Costs of contractor services as a percentage of operating expenditure.

within norms	up to 5%
outside norms	more than 5%

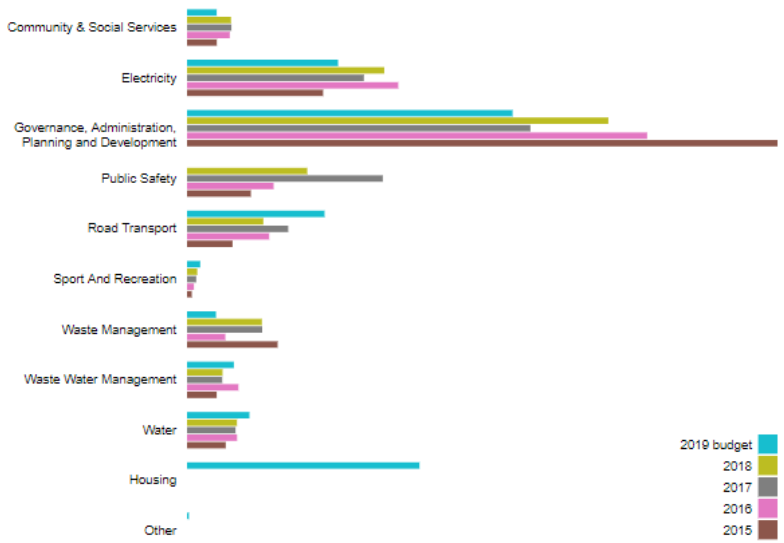
+ Show calculation



1.3.3 What services is money spent on?

In 2019, Prince Albert spent the following amounts on different municipal services (see bar chart below):

- R2.4 million on community and social services;
- R12 million on electricity
- R26 million on governance, administration, planning and development
- R18.6 on housing
- R0 million on public safety;
- R11million on road transport
- R1 million on sport and recreation
- R2.3 million on waste management
- R3.8 million on waste water management
- R5 million on water
- R 0.15 on other



1.4 A synthesis: financial health, municipal income and municipal spending

Overall, Prince Albert's financial position is showing an improved and steady trend in cash balances between 2015 and 2018 and cash coverage. However, there have been fluctuations in underspending of operational budget although Prince Albert can be considered somewhat under resourced. Capital budget underspending remains a challenge but is slightly improving, while fruitless and wasteful expenditure is still relatively high.

The current ratio in 2019 (Q4) is good as is the liquidity ratio. However, the current debtor's collection rate is particularly problematic, although expected in a rural municipal context.

From an income generation perspective, just under 56.93% of income is generated from own revenue and just over 43% is from government grants, which is indicative of a municipality is still quite reliant on grants.

Close to 30% of income is spent on wages and salaries which is a risk for the municipality, which is considered normal between 25% to 30% of total revenue.

Most service spending goes towards governance, administration, planning and development as well as electricity, public safety and roads. In 2019, significant increases of spending went towards housing, roads and water and a significant decrease in public safety and waste management.

SECTION 2: PRINCE ALBERT LONG TERM FINANCIAL PLAN 2016/17 KEY FINDINGS AND INFORMANTS

The Prince Albert Long Term Financial Plan (LTFP) indicates that the total 10-year projected revenue for Prince Albert sits at **R 557.74 m** while the total projected expenses will be **R 523.48m** representing a small surplus of **R 34.26m.** See below graphs and tables adapted from the LTFP 2017-2026. The projected expenses can be further divided as **R107.2m** in CAPEX and **R 416.2m** in OPEX. The following key points are noted from the LTFP 2017026:

Main findings:

1. Given PAM does not have a strong revenue base, they are becoming more dependent on equitable share to balance their budgets. PAM is the most dependant municipality on government grants of all the municipalities in the Western Cape at **31%,** the second being Laingsburg at 22%.

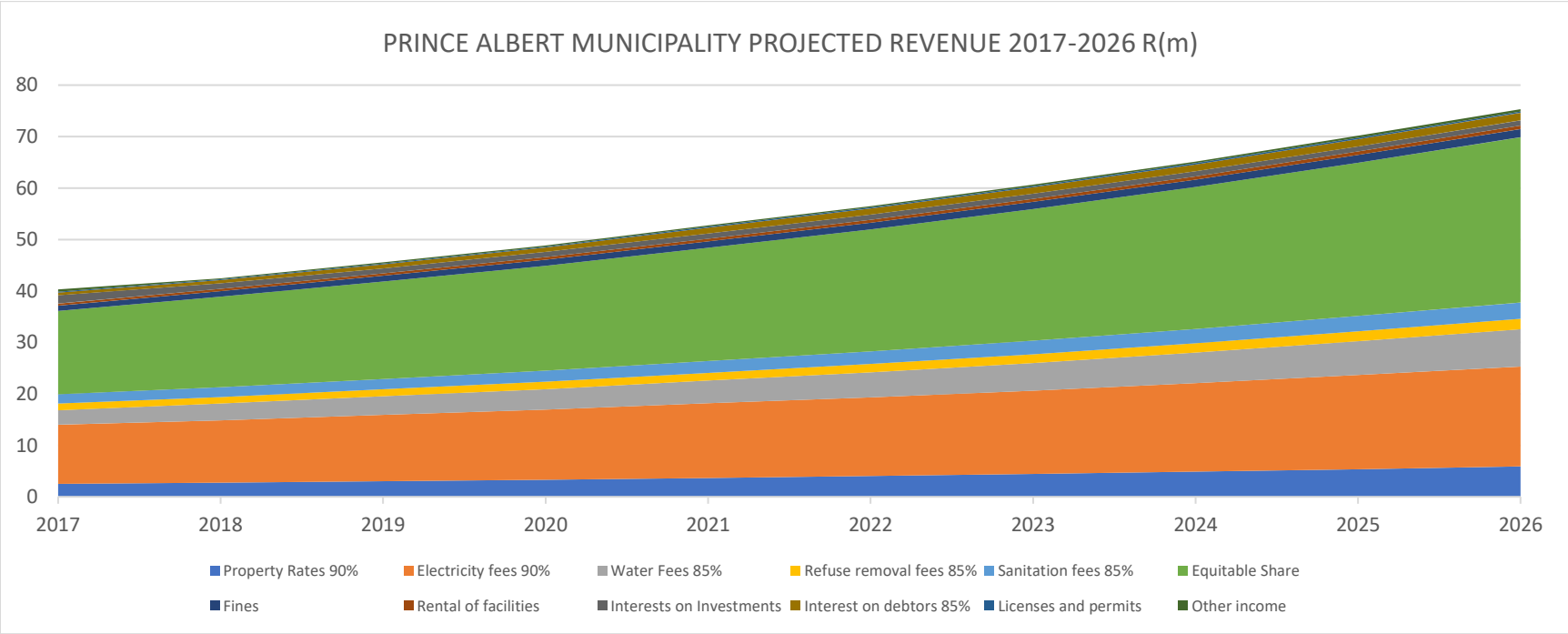
2. The LTFP forecasts that **R234.03 m** or **42%** of total projected revenue is expected to be allocated as equitable grants for the next 10 years, representing an 11% increase from 31%. Given the time of writing, this scenario is no longer realistic given the COVID 19 pandemic and the effect it will have on both the equitable share and the revenue base.

3. Current Replacement Value of the Municipalities infrastructure assets amounted to between **R164 m - R237 m** to replace all the assets.

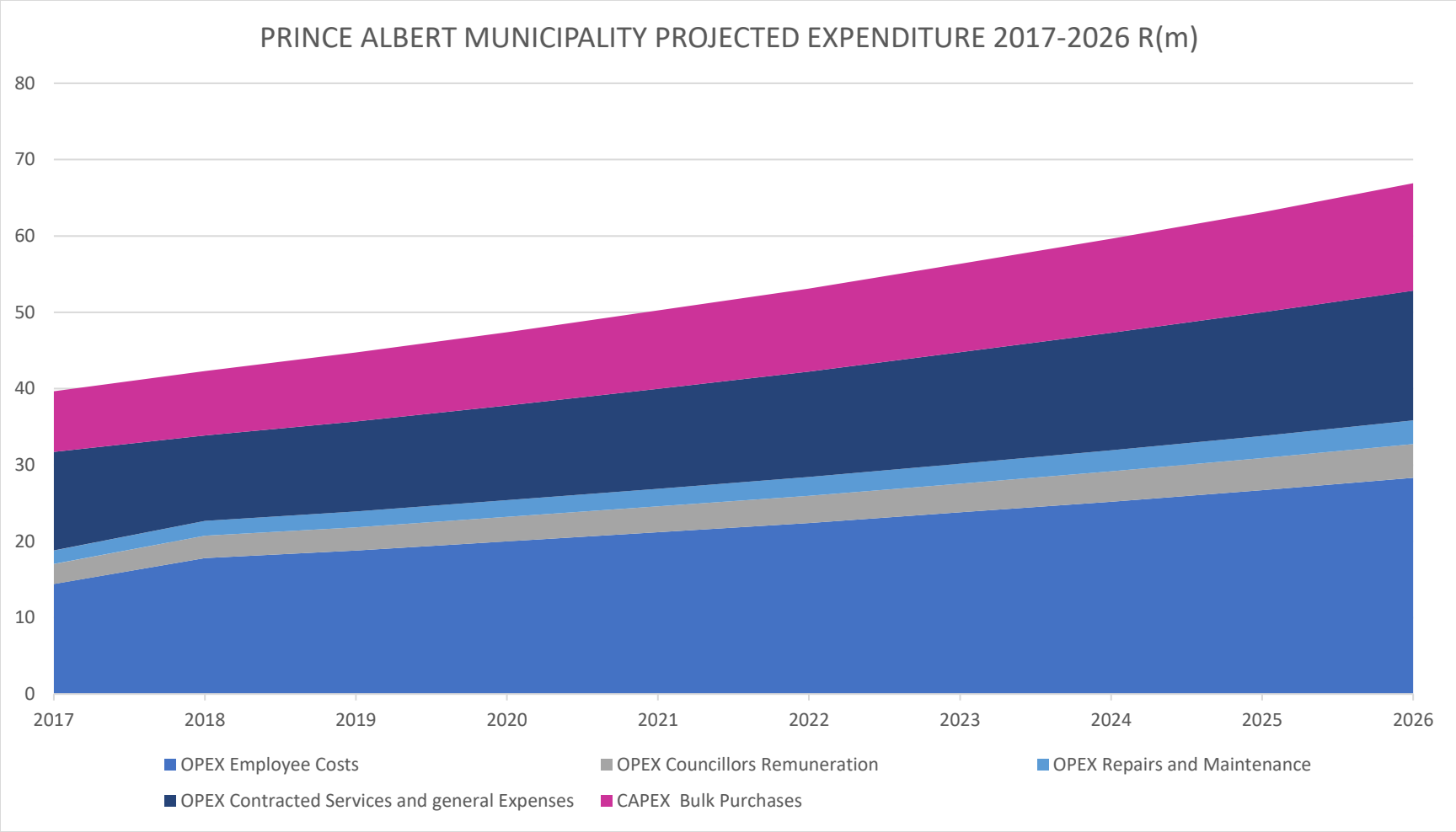
4. Of all infrastructure assets, **R5.2 m** worth is in a very poor condition or would have reached the end of its lifecycle and need to be replaced over the next 10 years at a projected replacement value of **R9.72 m**.

5. PAM need to carefully accumulate cash reserves and determine alternative funds to replace assets when needed and formulating intensive comprehensive maintenance plans

6. 90% of the total operating expenditure: Employee Related Costs, debt Impairment, depreciation and asset Impairment, bulk purchases, repairs and maintenance, finance charges



PROJECTED REVENUE	2017 R (m)	2018 R (m)	2019 R (m)	2020 R (m)	2021 R (m)	2022 R (m)	2023 R (m)	2024 R (m)	2025 R (m)	2026 R (m)	TOTAL
Property Rates 90%	2.52	2.75	3.03	3.33	3.67	4.03	4.43	4.88	5.37	5.9	39.91
Electricity fees 90%	11.5	12.1	12.9	13.6	14.5	15.3	16.2	17.2	18.3	19.4	151
Water Fees 85%	2.79	3.27	3.61	3.99	4.41	4.88	5.39	5.95	6.59	7.27	48.15
Refuse removal fees 85%	1.32	1.27	1.34	1.43	1.51	1.6	1.7	1.8	1.91	2.02	15.9
Sanitation fees 85%	1.79	1.9	2.03	2.16	2.3	2.45	2.61	2.78	2.96	3.15	24.13
Equitable Share	16.2	17.6	18.9	20.4	22.01	23.7	25.6	27.6	29.8	32.12	233.93
Fines	1.03	1.08	1.13	1.18	1.25	1.31	1.38	1.44	1.52	1.59	12.91
Rental of facilities	0.41	0.44	0.46	0.49	0.52	0.55	0.58	0.62	0.65	0.69	5.41
Interests on Investments	1.6	1.06	1	1	1	1	1	1	1	1	10.66
Interest on debtors 85%	0.52	0.66	0.76	0.86	1.13	1.19	1.25	1.32	1.4	1.47	10.56
Licenses and permits	0.18	0.18	0.19	0.2	0.21	0.22	0.23	0.24	0.25	0.26	2.16
Other income	0.46	0.17	0.19	0.23	0.25	0.27	0.3	0.3	0.4	0.45	3.02
TOTAL	40.32	42.48	45.54	48.87	52.76	56.5	60.67	65.13	70.15	75.32	557.74



PROJECTED EXPENSES		2017 R (m)	2018 R (m)	2019 R (m)	2020 R (m)	2021 R (m)	2022 R (m)	2023 R (m)	2024 R (m)	2025 R (m)	2026 R (m)	TOTAL
OPEX	Employee Costs	14.4	17.8	18.8	20	21.2	22.4	23.8	25.2	26.7	28.32	218.62
	Councillors Remuneration	2.64	2.92	3.04	3.2	3.38	3.57	3.76	3.97	4.19	4.42	35.09
	Repairs and Maintenance	1.77	1.94	2.06	2.18	2.31	2.45	2.6	2.76	2.92	3.1	24.09
	Contracted Services and general Expenses	12.9	11.2	11.8	12.4	13.1	13.8	14.6	15.4	16.2	17	138.4
CAPEX	Bulk Purchases	7.96	8.45	9.03	9.62	10.25	10.9	11.6	12.3	13.1	14.07	107.28
TOTAL		39.67	42.31	44.73	47.4	50.24	53.12	56.36	59.63	63.11	66.91	523.48