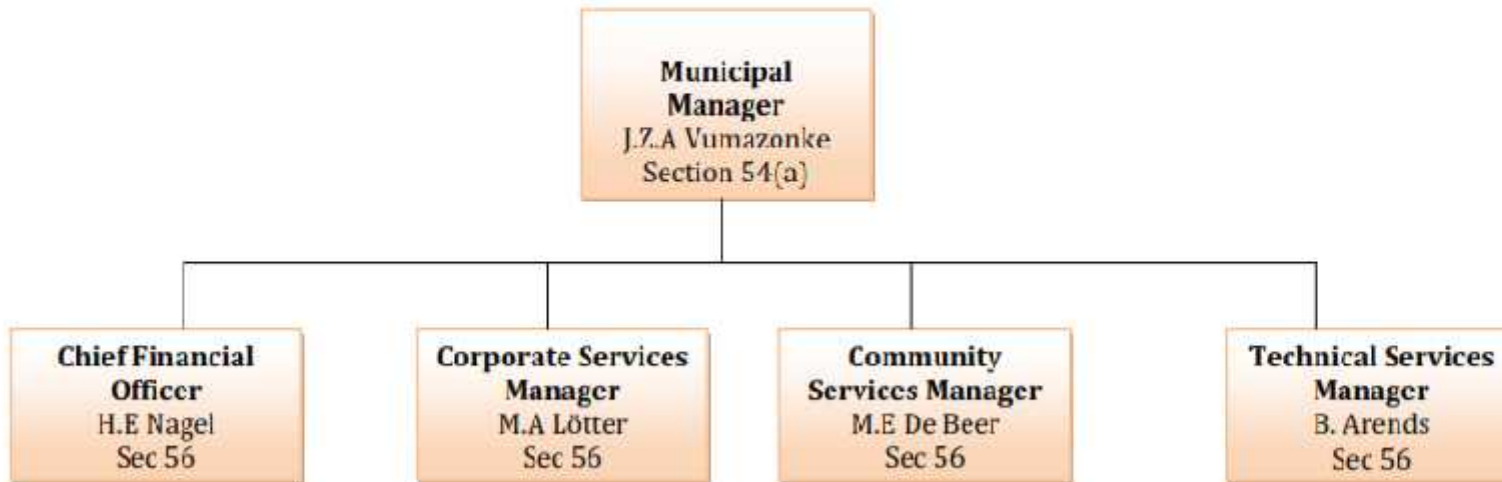
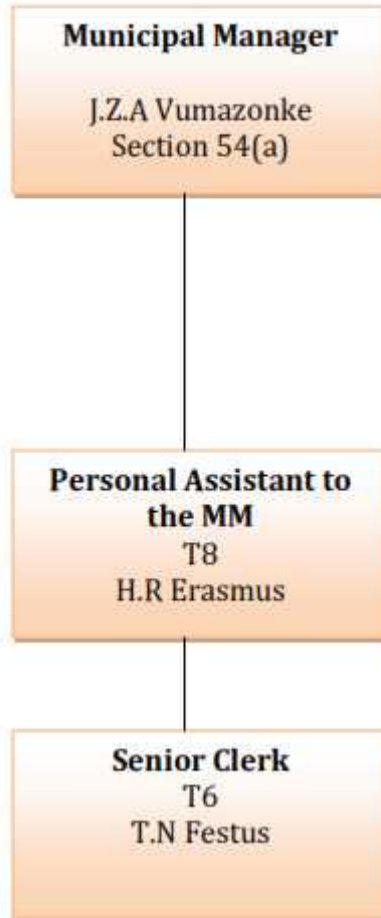


**Management Structure**

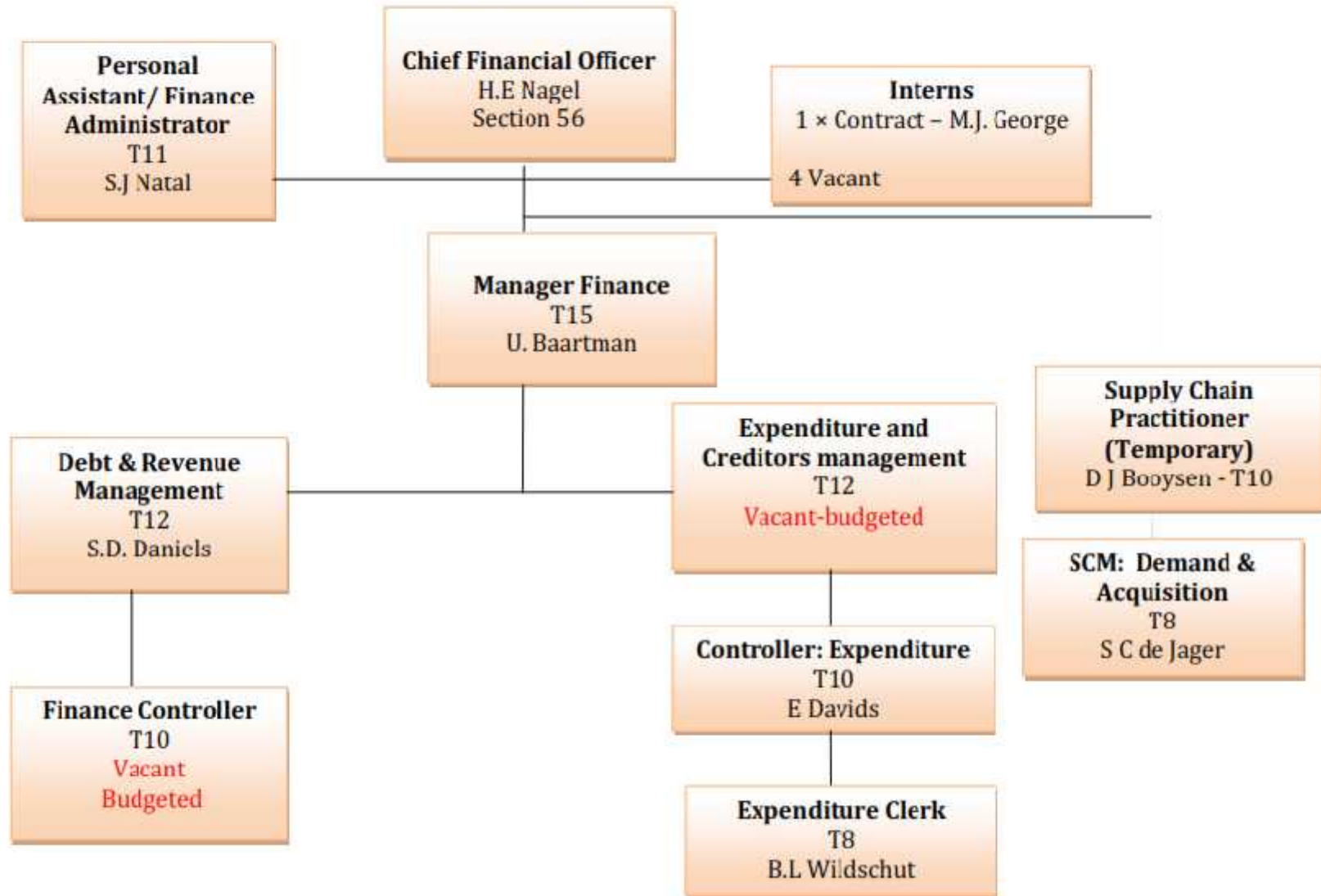


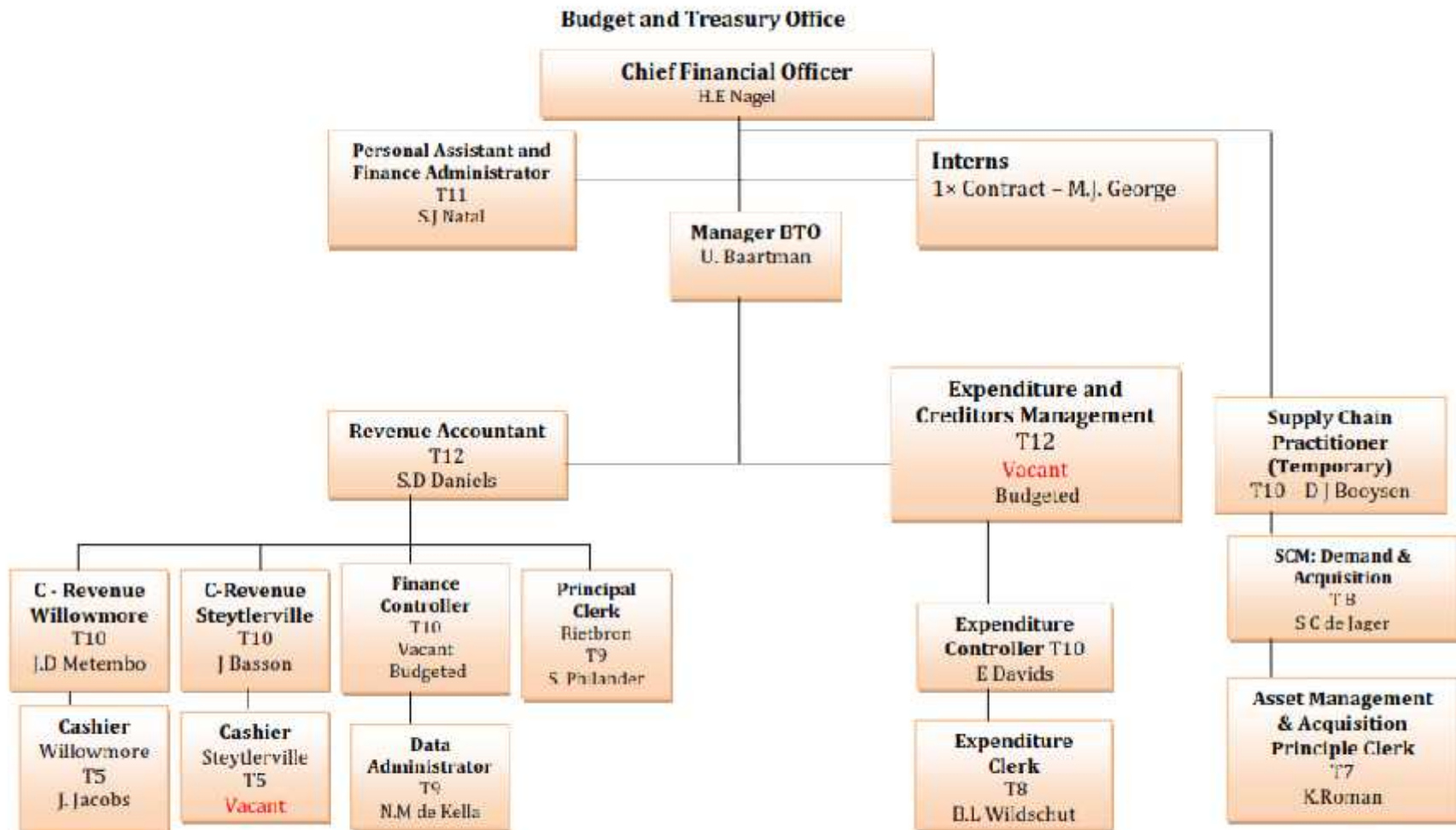
**Office of the Municipal Manager**



## Budget and Treasury Office

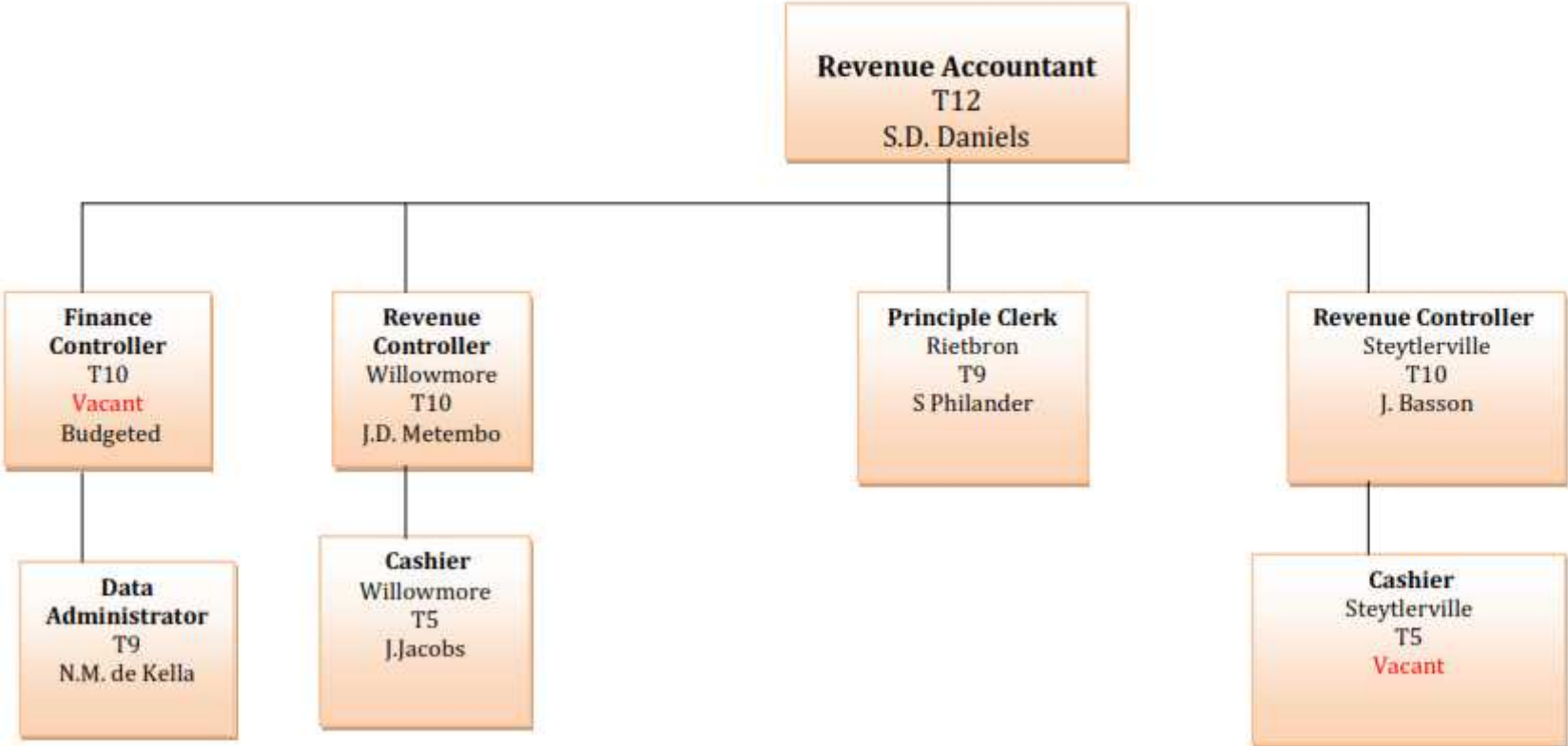
### Admin Unit





**Budget and Treasury Office**

**Revenue**



**Budget and Treasury Office**

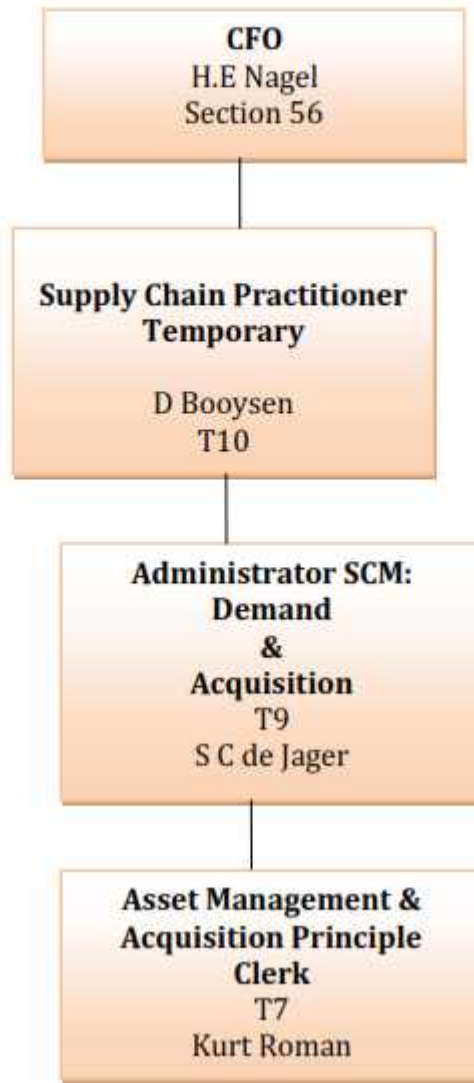
**Expenditure**

**Manager: Finance**  
U. Baartman

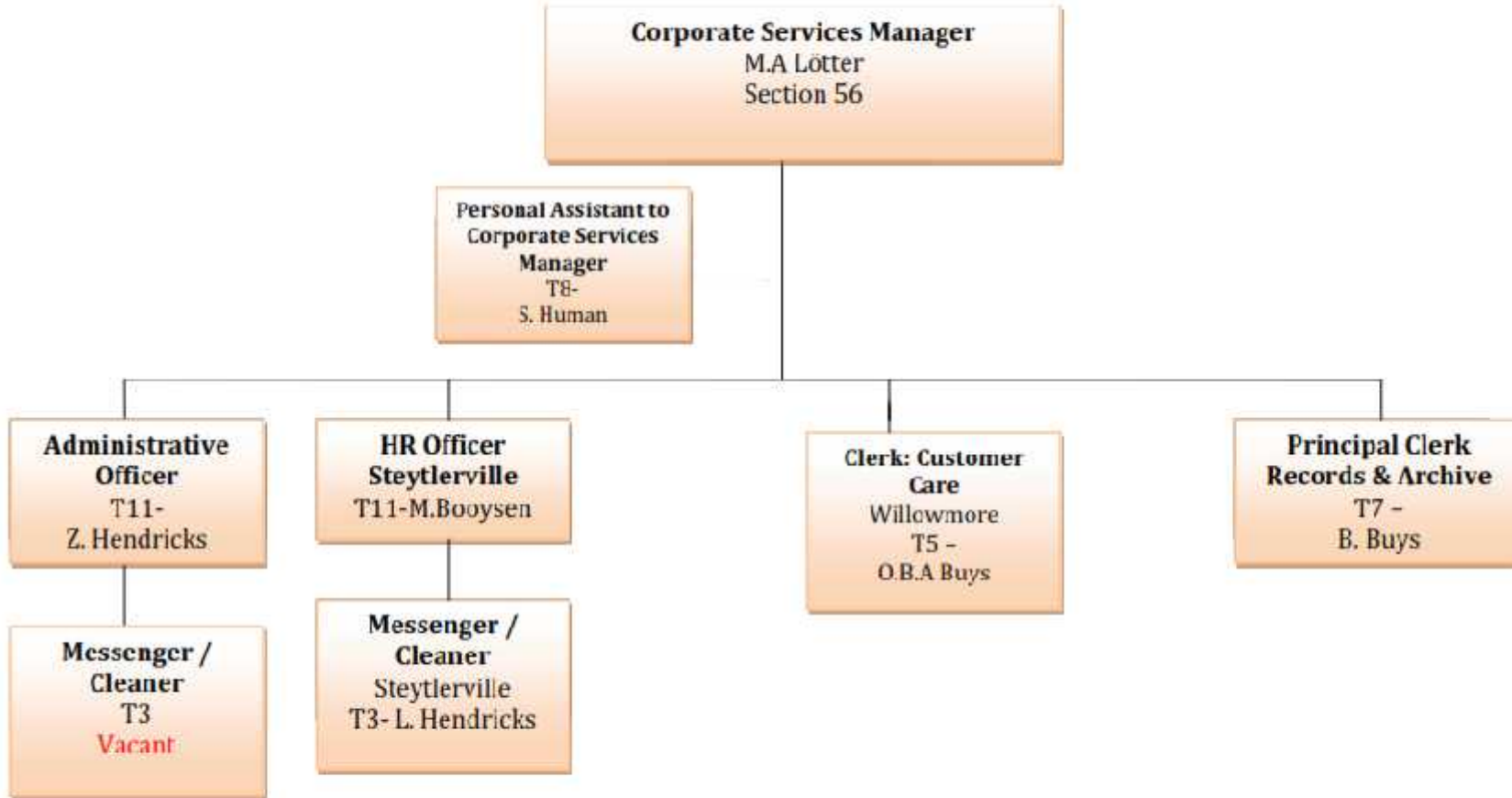
**Expenditure Controller**  
T10  
E. Davids

**Expenditure Clerk**  
T8  
B.L Wildschut

**Budget & Treasury Office**  
**Supply Chain Management**

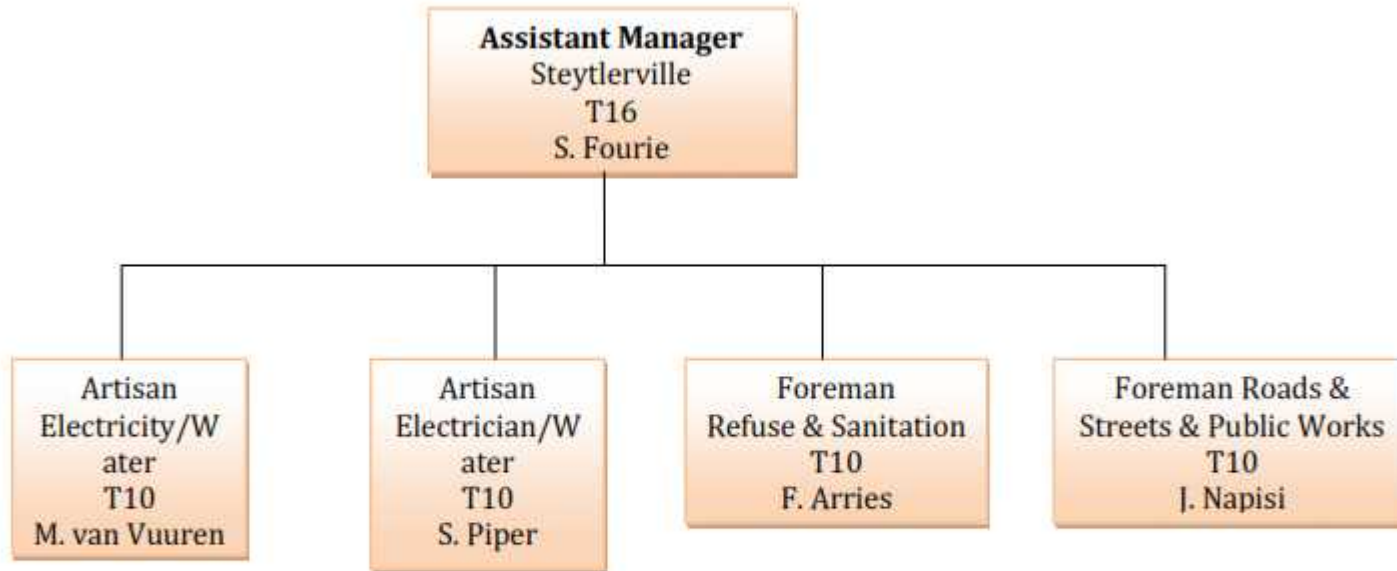


**Corporate Services**





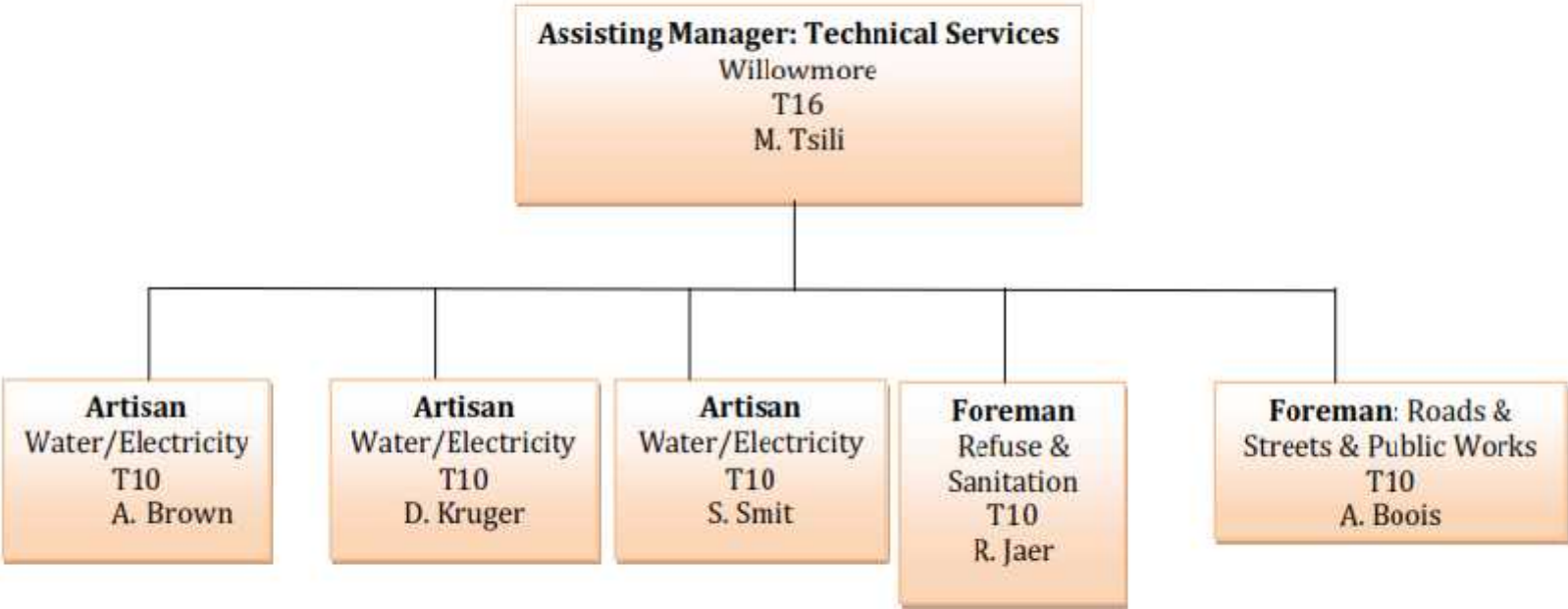
## Technical Services



See page 16-18 for further breakdown

\* Note: M v Vuuren & S Piper – responsible for water / electricity

**Technical Services**



Refer to page 13 for further break down

## Technical Services

### **Assistant Manager**

- Town Planning
- Commonages
- Building controls

T16

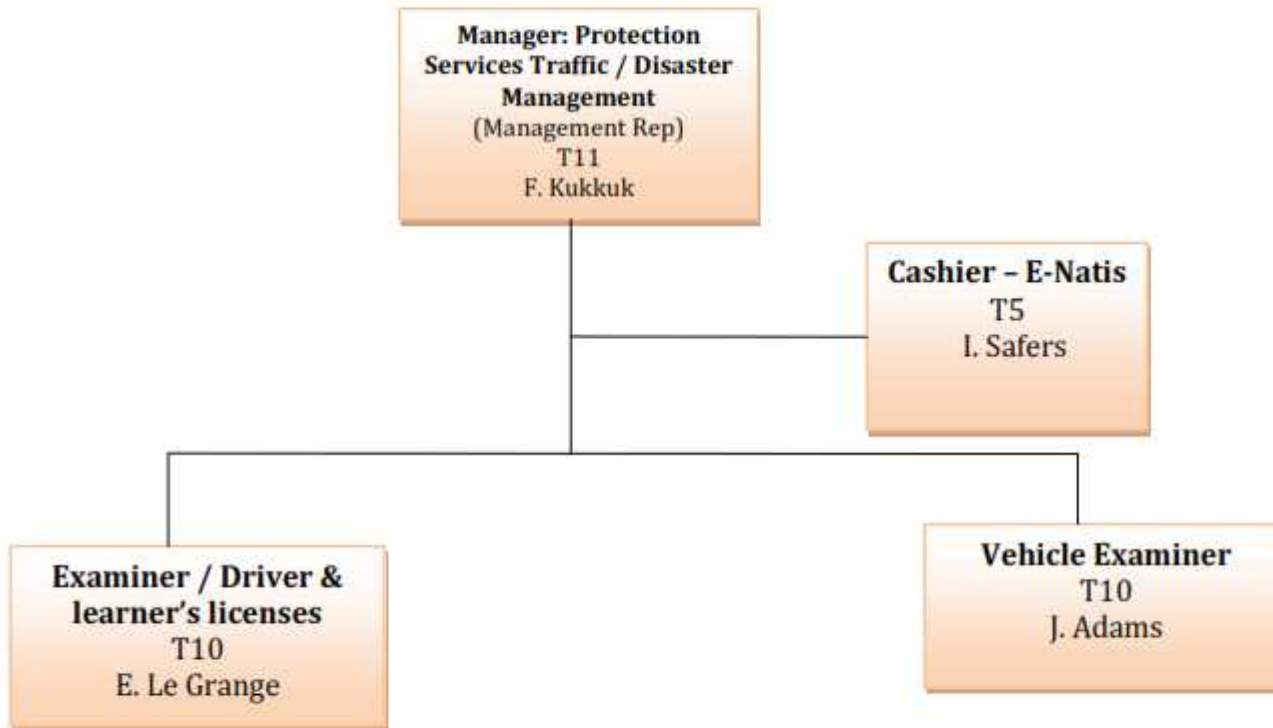
C.V.R Terblanche

### **Housing Administrator**

T9

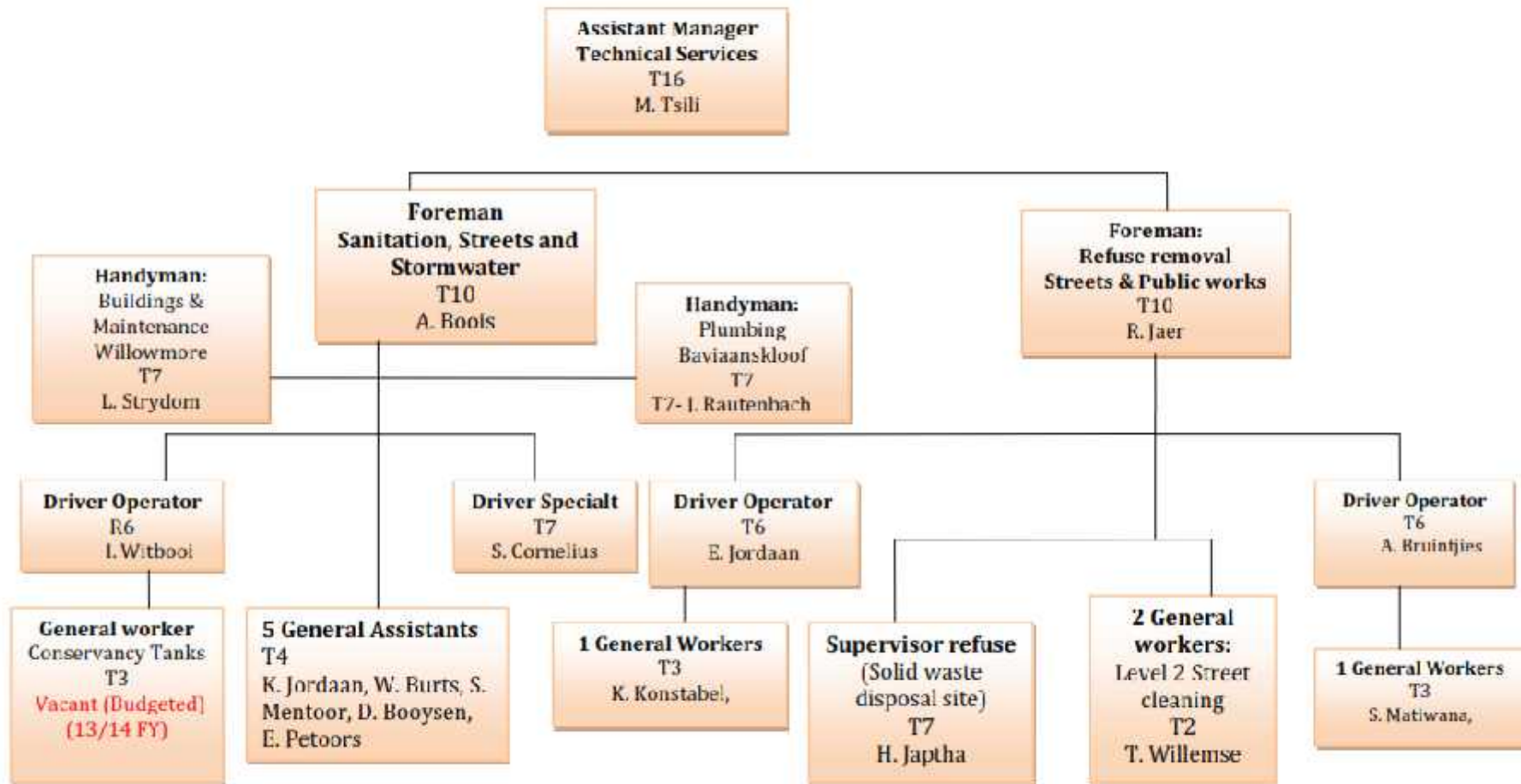
G. Sammy  
Housing/Mun  
Property

## Technical Services - Licensing and Traffic



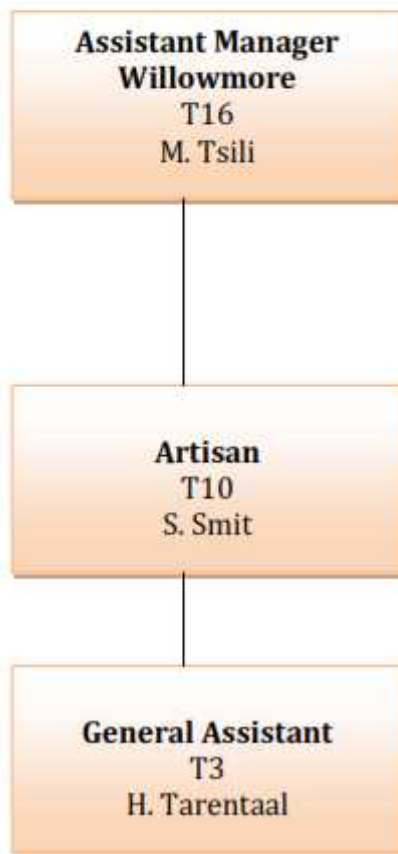
**Technical Services**

**Willowmore Admin Unit**

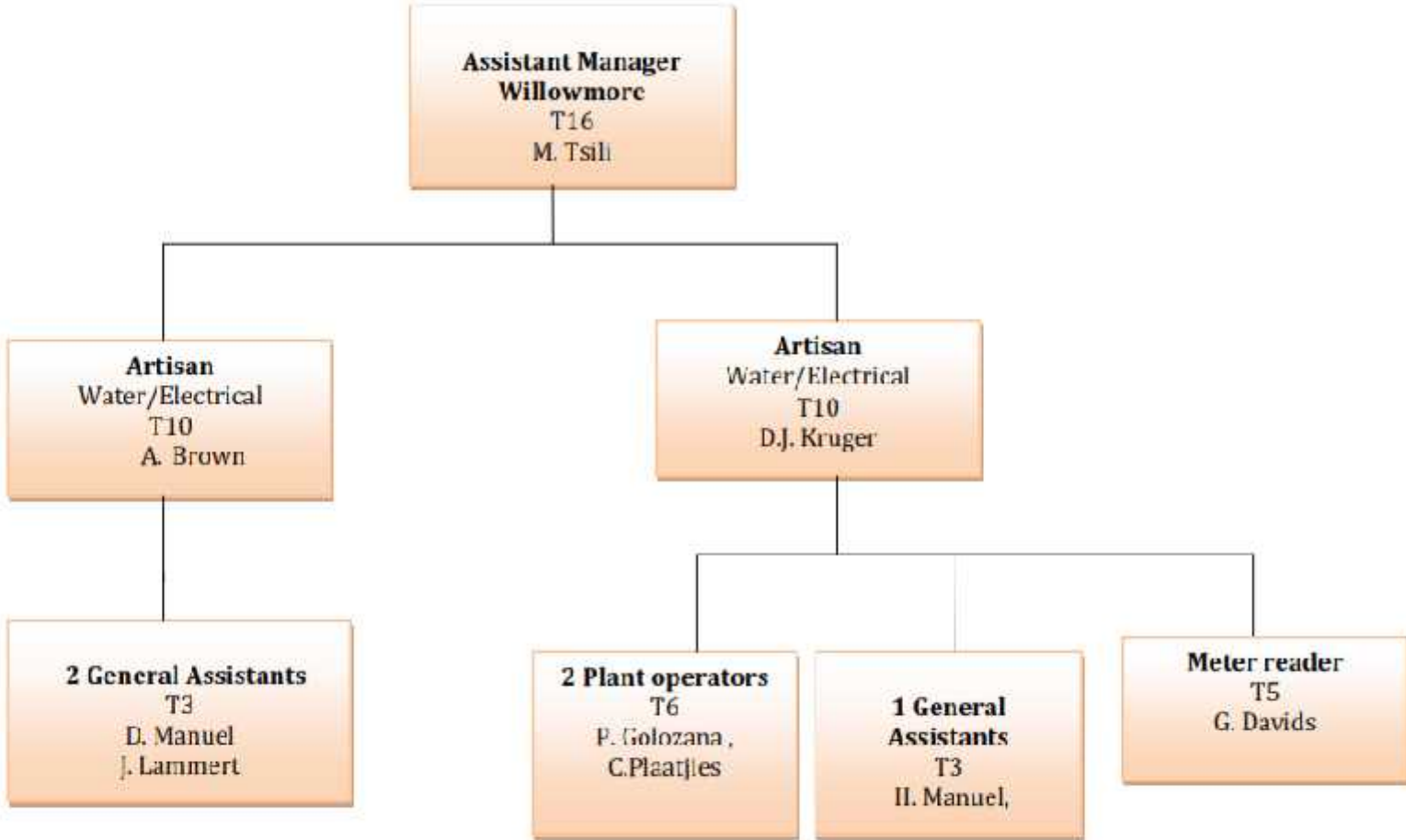


**Technical Services**

**Willowmore Electricity Unit**

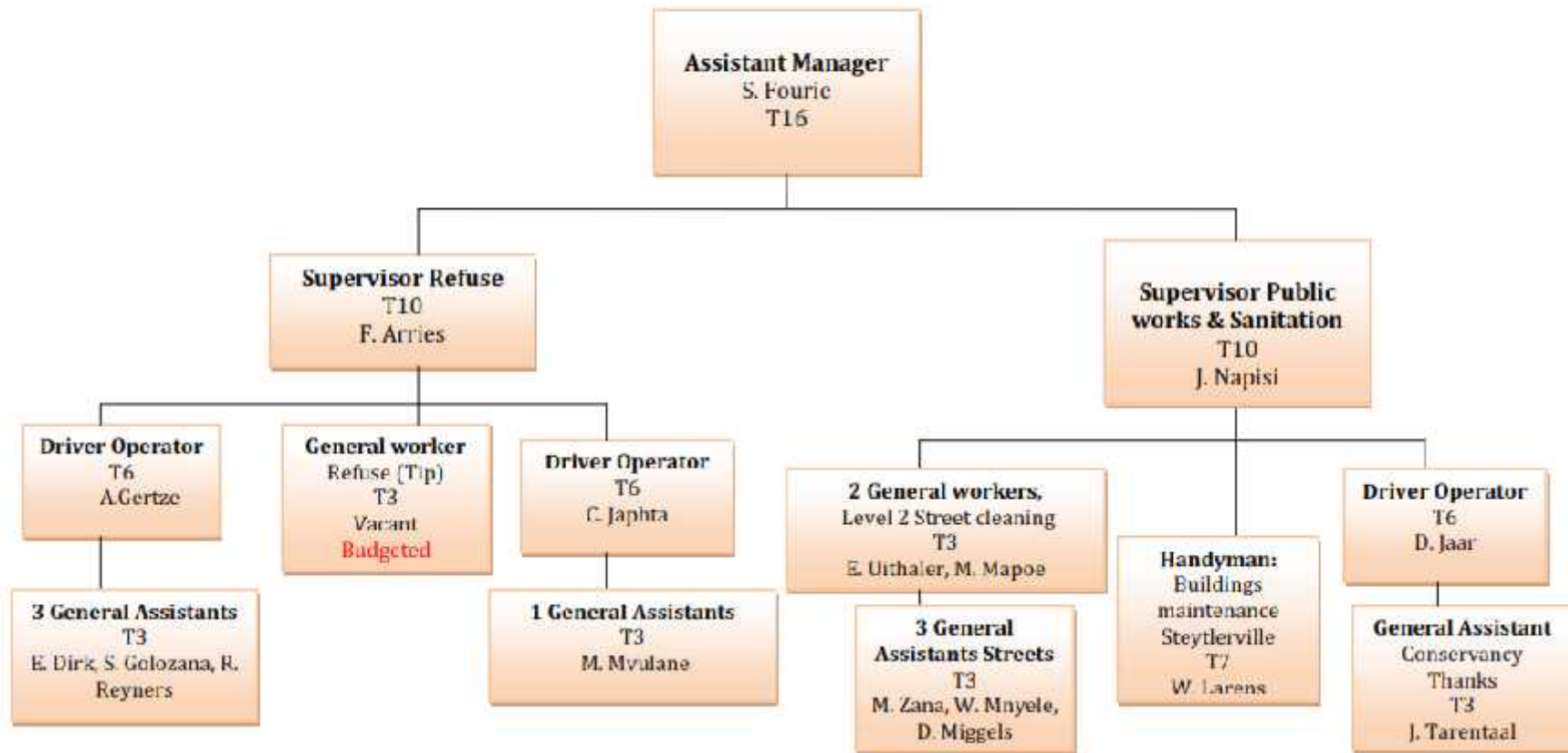


**Technical Services  
Willowmore Water Unit**



\*Note: D. Kruger & A. Brown – Responsible for Water & Electricity

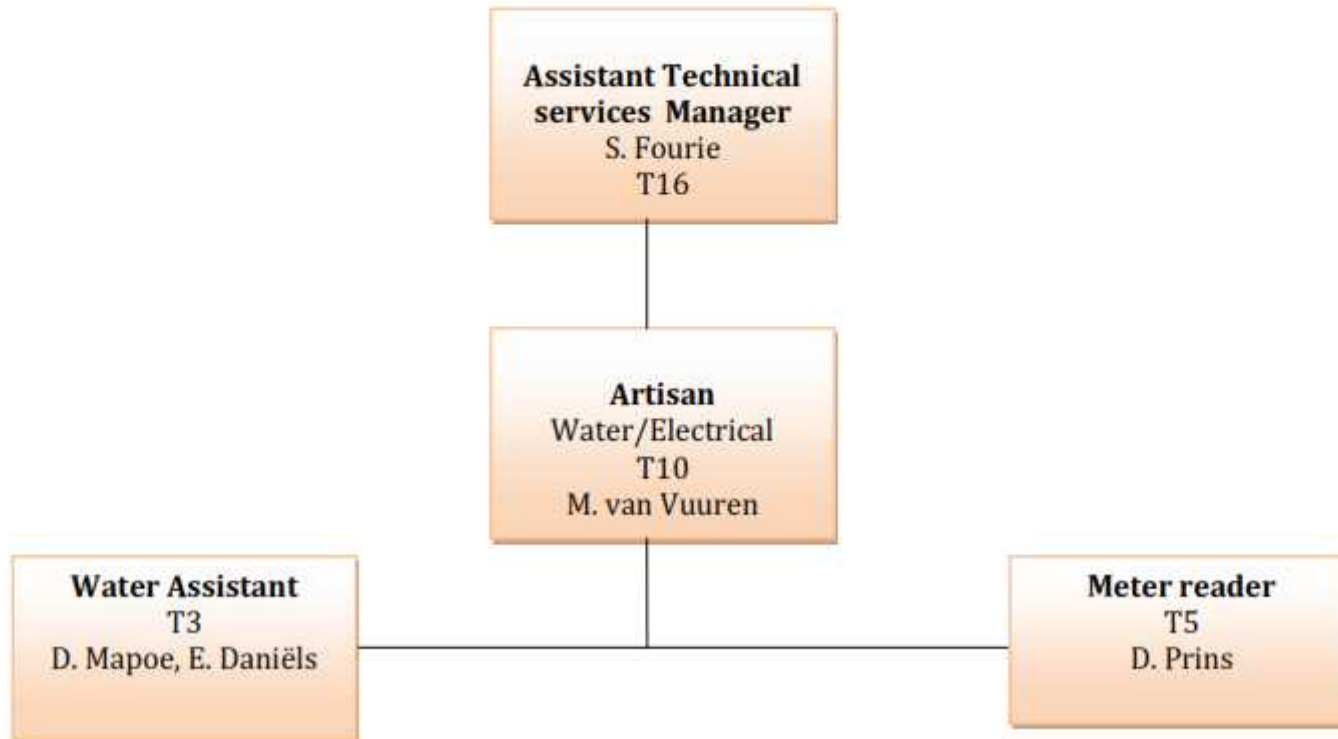
**Technical Services**  
**Steytlerville – Admin Unit**



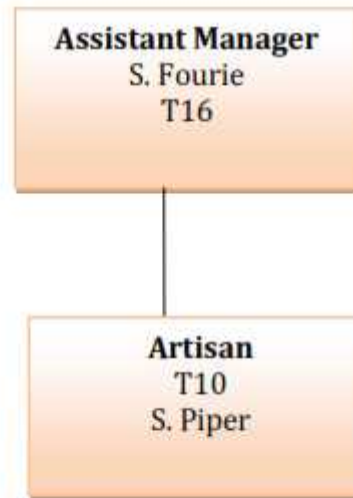


**Technical Services**

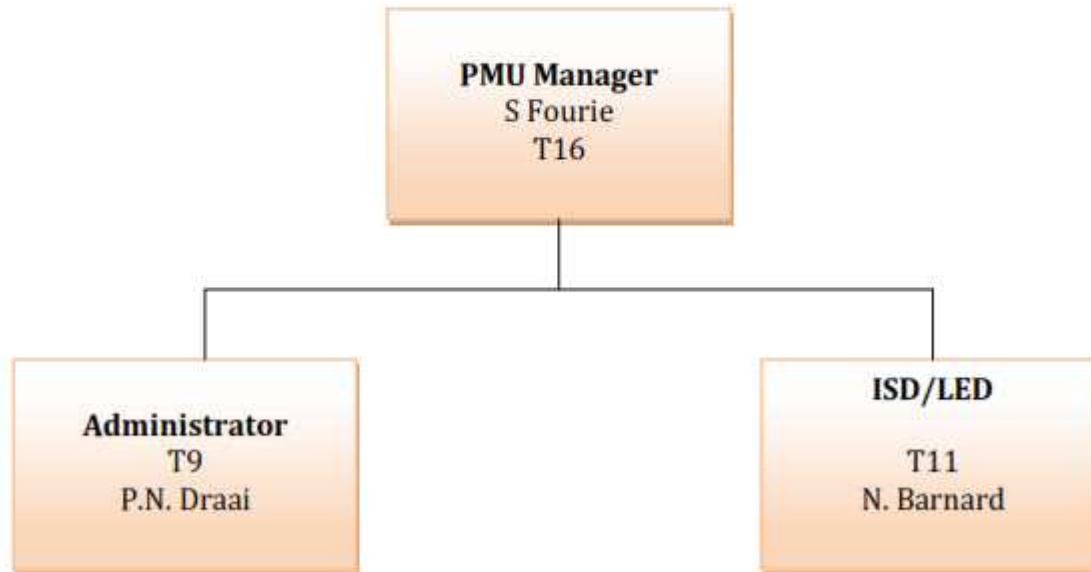
**Steytlerville Water**



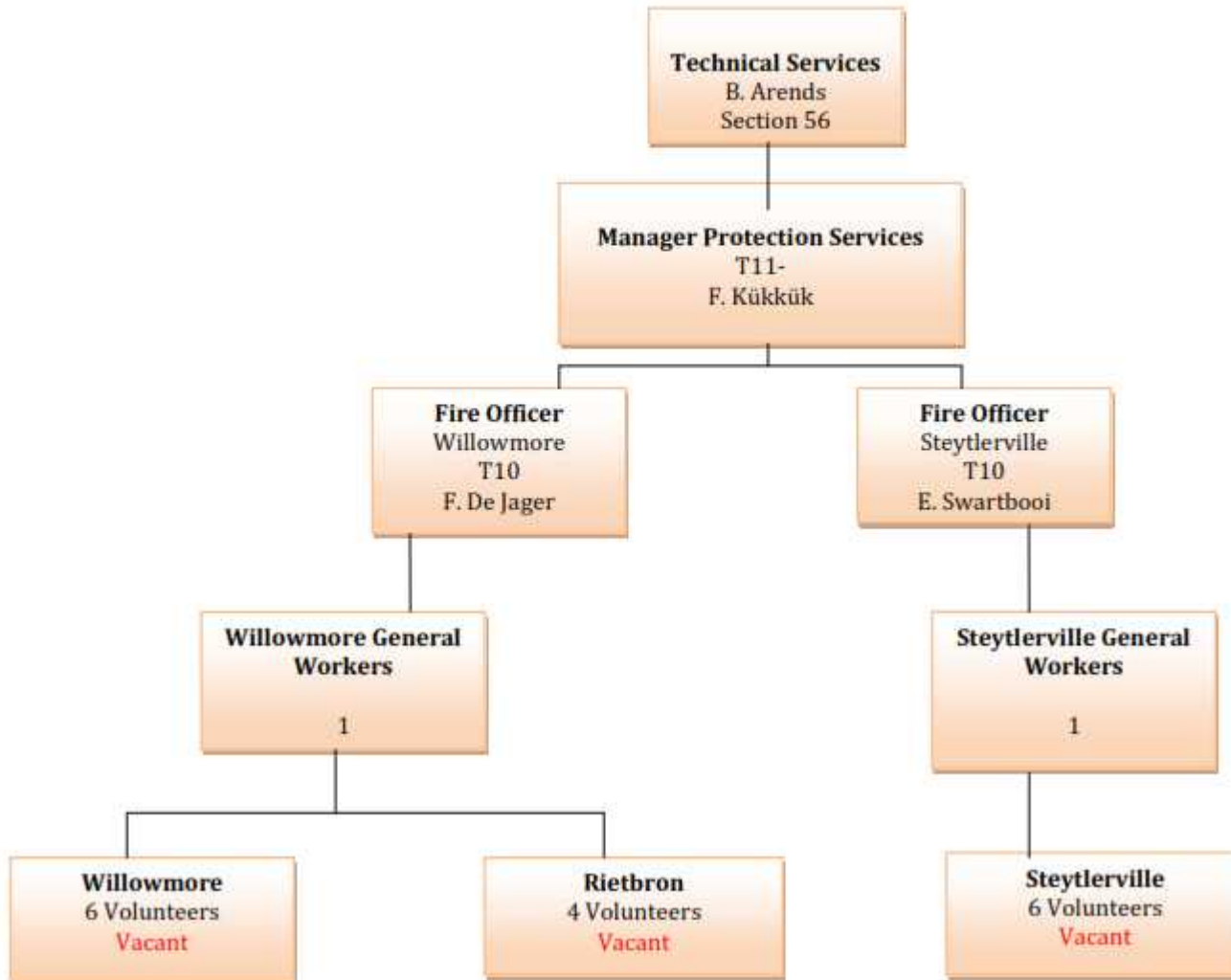
**Technical Services**  
**Steytlerville Electricity**



**Technical Services**  
**Project Management Unit**

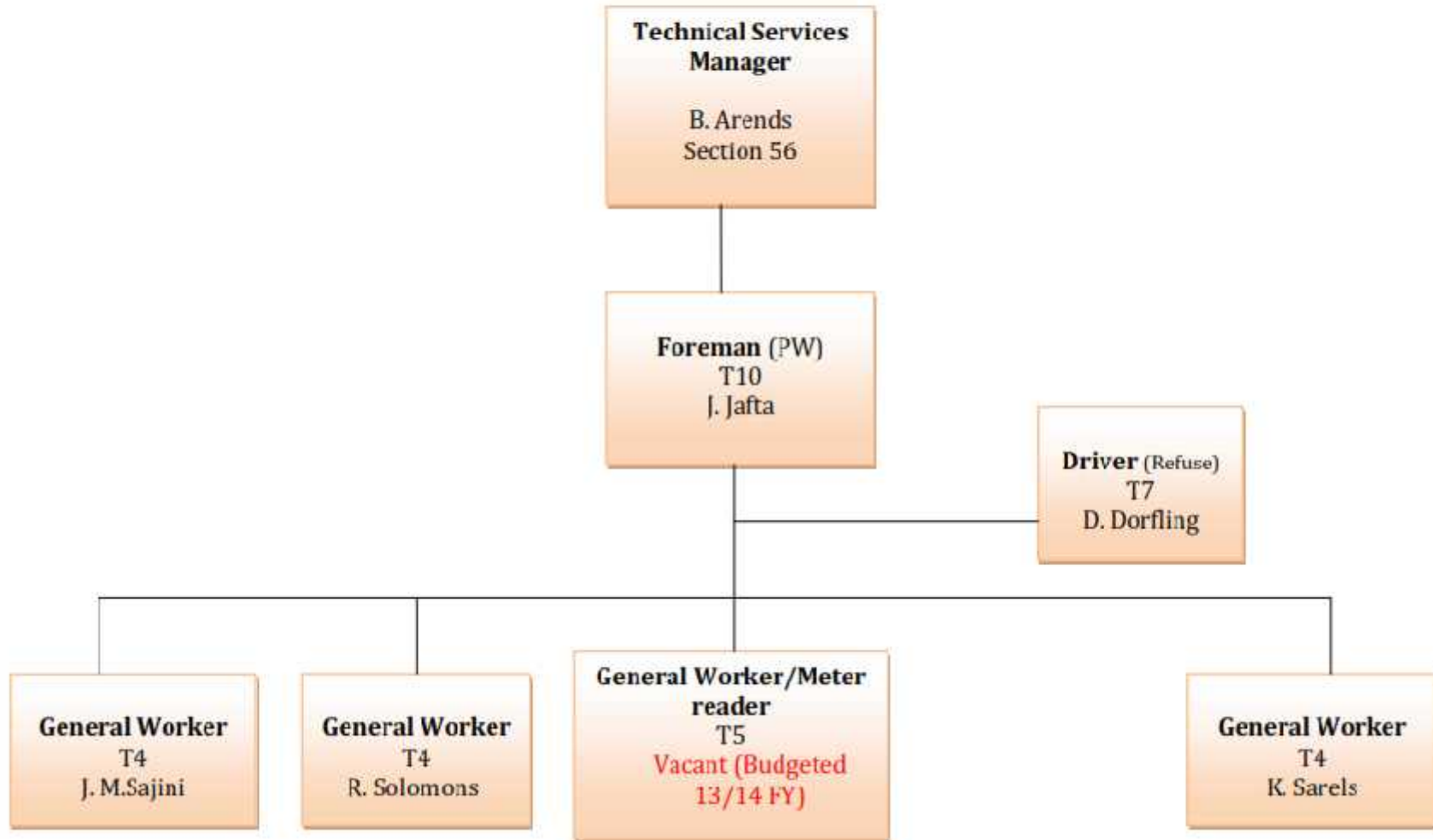


## Disaster and Fire Services

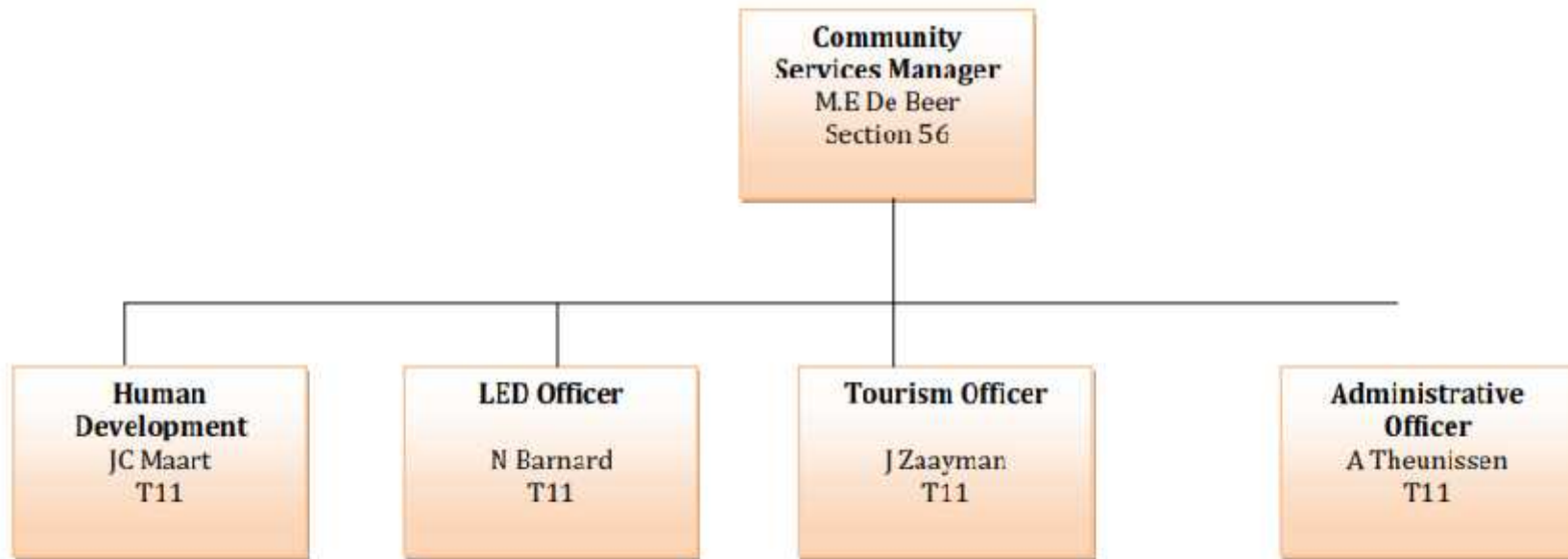


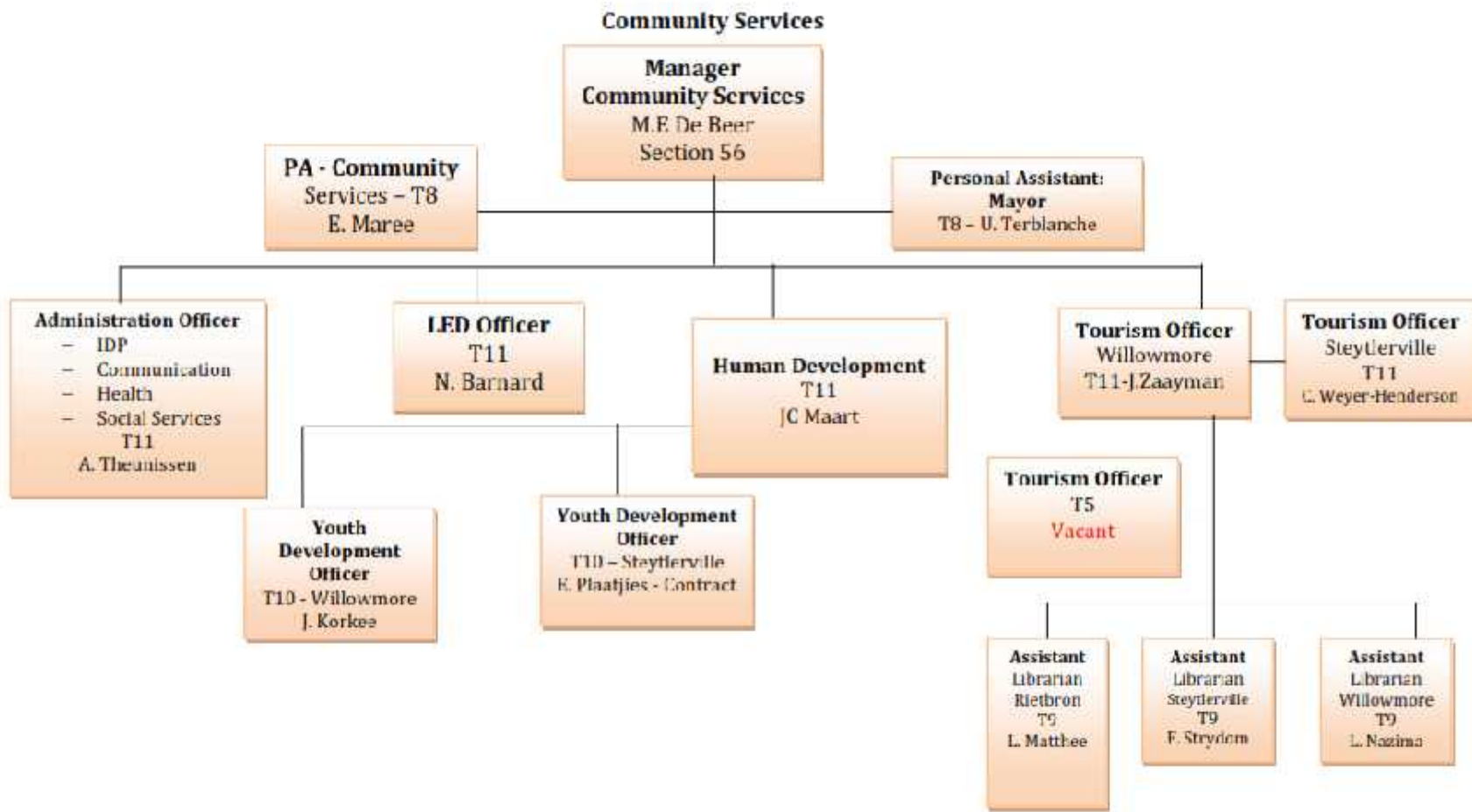
**Technical Services**

**Rietbron**

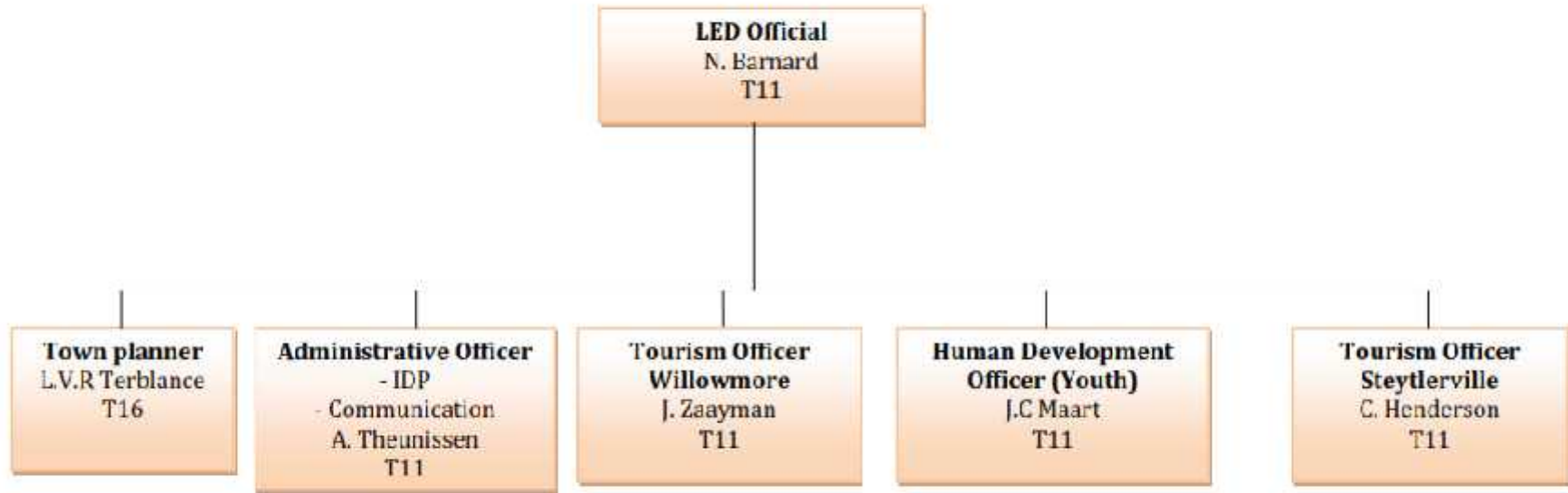


**Community Services**





**LED Unit**

























## Annexure C - Communication Policy, Strategy & Action Plan

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## Acronyms

Baviaans Municipality	BM
Cacadu District Municipality	CDM
Community Based Planning	CBP
Government Communication and Information System	GCIS
Integrated Development Plan	IDP
Local Labour Forum	LLF
Municipal Party Liaison Committee	MPLC
Municipal Public Accounts Committee	MPAC
Performance Management System	PMS

## 1. PREAMBLE

Baviaans Local Municipality is an open, accessible and transparent institution. The internal atmosphere is warm and enthusiastic where employees are helpful, keen to go the extra mile and have the interests of customers at heart. As a developmental local government, Baviaans Municipality (BM) promotes active participation of all its communities through information sharing, participatory and democratic decision-making and development. It does this in accordance with the Constitution of South Africa and the ensuing Local Government legislative framework.

## 2. LEGAL BACKGROUND

The policy is informed and guided by several legal documents, particularly those that have a direct bearing on communication, public participation, integration and coordination. Amongst these are:

- The Constitution of the Republic of South Africa Act 108 of 1996
- The National Framework for Government, 2009 issued by Government Communication and Information Systems (GCIS)
- Municipal Systems Act 32 of 2000, which obligates municipalities to ensure public participation of communities and stakeholders and provide rights for citizens in terms of developmental communication
- Promotion of Access to Information, Act 2 of 2000, which deals with how communities can gain access to information
- The Municipal Structures Act 117 of 1998
- Intergovernmental Relations Framework Act of 2005
- The Local government Five-Year Strategic Agenda

## 3. AIM

The aim of this policy is to enable BM to use communication as a tool to facilitate its developmental roles by encouraging a culture of stakeholder participation for democratic governance.

The developmental roles of Baviaans Municipality include:

- i. Implementation of programmes and projects
- ii. Community participation
- iii. Community Based Planning
- iv. Building of local leadership skills and social capital
- v. Financial management of programmes and projects
- vi. Sustainable operations and maintenance; and
- vii. Community based monitoring and evaluation

In encouraging a culture of stakeholder participation for democratic governance, Baviaans Municipality:

- i. Creates "A Better Life for All";
- ii. Is a developmental local government;
- iii. Understands integrated communication as being multi-dimensional and holistic; as such all initiatives will be multi-dimensional and holistic;
- iv. Commits itself to providing resources and leadership to implement the Integrated Communications Action Plan;
- v. Has the Integrated Development Plan as the heart of its Integrated Communications Action Plan; and
- vi. Is committed to ensuring that all interacting with it, understands its identity and values

#### 4. PRINCIPLES AND APPROACHES

In enabling BM to use communication as a tool to facilitate their development roles by encouraging a culture of stakeholder participation for democratic governance, Baviaans Municipality undertakes that this policy will:

- a) Be implemented in consultation with municipal officials; communities; and with councillors
- b) Promote the principles of Batho Pele
- c) Encourage a culture of involvement and interaction of all its stakeholders by creating platforms for people and sectors to meet and engage
- d) Foster a spirit of integrated, transparent, cooperative and participatory governance by:
  - i. Complimenting and supporting, as far as possible, all other national, provincial, district and local government interventions taking place within its area of jurisdiction
  - ii. Forging municipal services partnerships
- e) Adopt a communication approach which will promote community spirit by fostering love, care, dignity, integrity, freedom and worthiness
- f) Not discriminate against people
- g) Mainstream and integrate communication in all municipal objectives, strategies and programmes
- h) Target selected marginalized groups of people for specific interventions
- i) Constantly strive to improve communication with its stakeholders
- j) Promote its image to all stakeholders
- k) Monitor, measure and evaluate the effect of all its current and future projects, initiatives and programmes and report its impact

#### 5. TARGET AUDIENCE

##### 5.1 Primary BM Stakeholders

- i. *Communities within Baviaans Municipality's area of jurisdictions, i.e.:*
  - Willowmore
  - Steytlerville
  - Baviaanskloof
  - Rietbron
  - Vondeling
  - Miller
  - Fullarton
- ii. *Cacadu District Municipality*
- iii. *All municipal employees of Baviaans Municipality*
- iv. *Organised stakeholder groups operating within Baviaans Municipality's area of jurisdiction*

##### 5.2 Secondary BM Stakeholders

- v. *South African Government*
  - Cacadu District Municipality
  - Eastern Cape Provincial Government Departments
  - National Government Departments
  - National Tourism Organisations & Agencies
- vi. *International*
  - International Tourism Organisations & Agencies

- vii. Other
- South African Donor Agencies
  - South African Development Agencies and Institutions
  - International Donor Agencies
  - International Development Agencies and Institutions

## 6. COMMUNICATING KEY BM ISSUES

### 6.1 Integrated Development Planning

- a) Baviaans Municipality must release its Program of Action and Timeframes (IDP Review Process Plan) annually on the process to be followed in the IDP
- b) Within 21 days of the adoption of the Integrated Development Plan (IDP) BM must notify the public of the adoption of the plan and that copies or extracts of the plan are available for inspection at public venues.
- c) The functions of the IDP Representative Forum, for the purpose of integrated planning, will include:
  - Consultation on and monitoring of the IDP
  - Review of the IDP
- d) Notice must be given to all stakeholders of the IDP Review and the relevant timeframes.
- e) Furthermore there will be a process of Community Based Planning (CBP) meetings to inform communities on the IDP process
- f) The implementation of the IDP will be the function of Baviaans Municipality's administration

### 6.2 Performance Management

- a) Baviaans Municipality and its IDP Representative Forum must involve the local communities in the development, implementation and review of BM's performance management system (PMS) and, in particular, allow the community to participate in the setting of appropriate key performance indicators and performance targets for the municipality
- b) The IDP Representative Forum will enhance public participation in monitoring, measuring and reviewing municipal performance
- c) The functions of the IDP Representative Forum, for the purposes of performance management, will include:
  - Discussion of the PMS
  - Monitor municipal performance according to the Key Performance Indicators (KPI's) and targets as set by BM; and
  - Review of the PMS
- d) Municipal performance will be overviewed by the MPAC and Oversight Committee
- e) The implementation of PMS will be the function of Baviaans Municipality's administration

### 6.3 Annual Reports

- a) Reporting as a key municipal function will be done through BM's Annual Report
- b) The Annual report will report on:
  - Performance of Baviaans Municipality against its budget objectives
  - Performance Targets for the following year; and
  - Measures to improve performance
- c) The Annual Report will be made available to all of BM's identified primary stakeholders and shall be made available to all of BM's identified secondary stakeholders



#### **6.4 Municipal Budget**

- a) Baviaans Municipality, through its IDP Review Process Plan, must inform all communities on the process to be followed in the development of its budget
- b) The functions of the IDP Representative Forum, for the purposes of budget process, will include:
  - Consultation with relevant community and stakeholder groups on the budget process
  - Identification of budget priorities
  - Review of the budget
- c) Notice must be given to all stakeholders of the budget process and the relevant timeframes
- d) The budget will be made available to all of BM's identified primary stakeholders and shall be made available to all of BM's identified secondary stakeholders

#### **6.5 Finance (Credit Control and Debt Collection)**

Baviaans Municipality is obligated to undertake extensive communication tasks pertaining to finance, these include:

- a) Establishment, maintenance and review of a customer management system to ensure a 'positive reciprocal' relationship between BM and its levy payers
- b) Mechanisms for communities to give feedback on service quality
- c) Ensuring that levy payers are aware of the costs of services
- d) Ensuring that service consumption is accurately measured and charged accordingly
- e) Levy payers receive regular and accurate accounts that are clear on the basis for calculations and ensure that accounts can be easily queried and verified
- f) Provide mechanisms for promptly dealing with complaints and taking corrective action and monitor time and efficiency related to this.

#### **6.6 Service Provision**

Baviaans Municipality is entitled to enter into service delivery agreements with external agencies or partners. However before doing so, BM:

- a) must establish a mechanism and programme for community consultation and information dissemination regarding the service delivery agreement;
- b) must ensure that the contents of the service delivery agreement be communicated to the local community through the media;
- c) is obliged to enter into a competitive bidding process requiring carefully managed public communication;
- d) must ensure that the terms of the agreement reached including the service in question and the name of the selected provider is available at BM's offices and published as a notice in the media.

#### **6.7 Accessing By-Laws and Law Making**

- a) A compilation of all BM by-laws, including any reference as by-laws of BM, must be maintained and updated
- b) BM, at the request of a member of the public, must provide that person with a copy of or an extract from its municipal code against payment of R1 per page
- c) BM is obliged to communicate with the public concerning the drafting of municipal by-laws
- d) BM by-laws must be published for public comment in the Provincial Gazette and when feasible also in a local newspaper or in any other practical way to bring the contents of the by-law to the attention of its local communities

#### **6.8 Administrative Communication**

- a) Clear relationships must be established to facilitate cooperation, coordination and communication between BM's:
  - Political structures, political office bearers and its administration (employees)

- Political structures, political office bearers and administration and its identified primary stakeholders
- Political structures, political office bearers, administration and Local Labour Forum

## **6.9 Municipal Elections**

Baviaans Municipality will embark on special forms of communication between the municipality and voters for municipal elections and by-elections. This will be done through the Municipal Party Liaison Committee (MPLC).

### **6.10 Public Access to Information**

- Only with permission of Baviaans' Council may a Councillor disclose any privileged or confidential information of its Council to any unauthorised person.
- For the purpose of this item 'privileged or confidential information' includes any information:
  - Determined by Baviaans' Council or to be privileged or confidential
  - Discussed in closed session by Baviaans' Council
  - Disclosure of which would violate a person's right to privacy; or
  - Declared to be privileged, confidential or secret in terms of law
- This item does not derogate from the right of any person to access to information in terms of national legislation
- In order to avail information to the public, all Council agendas will be displayed in the municipal libraries

### **6.11 Participatory Democracy**

To enhance participatory democracy, Baviaans Municipality will:

- Ensure that political leaders remain accountable and work within their mandate
- Allow its primary target stakeholders to have continuous input into its policies
- Allow its primary target stakeholders to have input on the way services are delivered; and
- Afford organised civil society the opportunity to enter into partnerships and contracts with Baviaans Municipality to mobilize additional resources

### **6.12 Use of Media**

Baviaans Municipality must issue notifications by:

- Using local newspapers and radio
- Using the official language within the area, i.e. Afrikaans, English and Xhosa
- Notices in the Provincial Gazette, which must also be displayed at the municipal offices
- Providing for verbal representation when invitations to make written representations are issued
- Providing to assist illiterate members of the community to complete forms

### **6.13 Mechanisms to Ensure Participation**

Baviaans Municipality will make use of the following mechanisms to ensure participation of its stakeholders, through:

- its core political structures;
- receiving, processing and considering petitions and complaints;
- engaging in community based planning;
- issuing notices and getting public comment when appropriate;
- public meetings and hearings, or
- consultative sessions with locally recognised community organisations, IDP Representative Forum, etc.

In using the above communication mechanisms, the Baviaans Communication Unit has to ensure that the communication needs of women, the illiterate, disabled and youth are taken into account.

## 7. POLICY IMPLEMENTATION

### 7.1 Integrated Communications Programme of Action

This policy will be implemented through an Integrated Communications Programme of Action. The Integrated Communications Programme of Action will consist of:

- IDP Communication Plan
- Communication Strategy and Action Plan
- Issues emanating from this Policy

### 7.2 Policy Implementation

The Integrated Communication Programme of Action shall be coordinated and implemented by the BM Community Services Department.

The main role players will be:

a) Council and Management

i. Council and Councillors will:

- Carry the messages and themes set out in 7.3 below
- Take decisions that is in line with 7.3 below
- Ensure all relevant parties are part of the IDP Representative Forum
- Will ensure that Ward Councillors facilitate the effective working of Ward Committees and CBP

ii. Management (Head of Departments) will:

- Carry the messages and themes as set out in 7.3 below
- Liaise with National and Provincial Departments on issues impacting BM – programmes and projects
- Liaise with the CDM on issues impacting BM – programmes and projects
- Liaise with Communication and Participation unit on issues to be communicated and areas where participation is needed

b) Communication and Public Participation Unit lead by the Mayor

i. The Mayor will:

- In consultation with the Municipal Manager, issue press releases
- Liaise with the media
- Be the official spokesperson
- Communicate all policies to stakeholders
- Implement, monitor and evaluate the Integrated Communication Programme of Action
- Advise Council and management on programme implementation and progress quarterly
- Liaise with CDM and Provincial departments on issues impacting BM
- Table a quarterly program and time frames of communication and participation at Council

c) MPAC and Oversight Committee

i. The MPAC and Oversight Committee will:

- Evaluate the effectiveness and performance of the Integrated Communication Programme of Action quarterly

d) Strategic Manager

i. The Strategic Manager will:

- Be responsible for internal communication and participation in BM
- Ensure that all relevant government programmes and projects receive the needed attention
- Monitor the implementation and progress of the Communication Programme of Action
- Ensure the effective functioning of all stakeholders taking part in the Baviaans Communication and Participation model

### **7.3 Messages and Themes**

- Carry the message of Batho Pele: People First
- Make democracy work
- BM as a government institution for all the people of Baviaans
- Council resolutions and Council activities
- National and Provincial government policies
- Relevant legislation
- Municipal policies and by-laws

### **7.4 Message Carriers**

- i. BM Councillors
- ii. BM officials (importantly Heads of Departments and IDP / Communication official)
- iii. Electronic and Print Media whose target audience is within the BM's area of jurisdiction
- iv. BM stakeholder forums
- v. All employees of BM

### **7.5 Budget**

Baviaans Municipality will allocate suitable resources (financial, human and technical) to implement its Integrated Communication Programme of Action

**COMMUNICATION STRATEGY WITH ACTION PLAN**

## 1. INTRODUCTION

### 1.1 Aim and Primary Purpose

The aim of Baviaans Municipality's Communication Strategy is to focus on communication solutions that Baviaans Municipality needs most to realise its development agenda (IDP) and "business model"

Such focus will enable communication activities, which cut across each function and department to be coordinated and managed at a central point as opposed to fragmented attempt by each department at communicating and promoting the Municipality. Each function and department in the Municipality has its own communication requirements and these must be included in the Municipality's communication plan. This approach requires systems and good working arrangements that are endorsed and applied by the Municipality's principles.

### 1.2 Developmental Communication

Government's approach to communication is developmental. Development communication is the provision of information to people in the language they understand. Such information should facilitate their socio-economic wellbeing, thereby aiding development and service delivery. The development communication approach is aimed at making public programmes and policies real, meaningful and sustainable.

Existing legislation focuses on ensuring that communities participate in matters of government and that government is accessible and conducts its matters transparently. In order to facilitate such an environment, however, communication principles need to be applied. Baviaans Municipality's Communication Strategy identifies the audience, messages, tools and an action plan that can begin to put in place an environment for communication that facilitates development in the municipality's area of jurisdiction.

## 2. STRATEGIC POSITION

### 2.1 Vision

Baviaans Municipality strives towards the establishment of a progressive community within a safe environment where basic service delivery is guaranteed and wherein decision-making is based on maximum participation from the community

### 2.2 Mission

The political office bearers, staff and the people of Baviaans Local Municipality will:

- Effect open communication channels to keep communities informed
- Effect participative and accountable developmental local governance;
- Pro-actively identify suitable land for settlement;
- Facilitate housing delivery
- Provide basic services
- Create a climate conducive to local economic development, with a particular focus on eradicating poverty, creating jobs and developing the tourism and eco-tourism sector; and
- Facilitate social upliftment and development

## 2.3 Values

Baviaans Local Municipality subscribes to the following values to build the type of organisational culture needed to implement its vision, mission and development facilitation role:

- 2.3.1 *Honesty*
- 2.3.2 *Accountability*
- 2.3.3 *Professionalism*
- 2.3.4 *Loyalty*
- 2.3.5 *Humanity*

This communication strategy underpins these values and supports the culture that the municipality is working towards achieving. The communication function through this strategy, strives to demonstrate these values in communicating about all the municipality's decisions, actions and day-to-day operations and behaviour.

## 2.4 Development Priorities

Guided by the national directives contained in the implementation plan for the Five Year Local Government Strategic Agenda 2006 – 2011, national targets to beat backlogs in basic services, the Eastern Cape Provincial Growth and Development Plan and input from Cacadu District Municipality, Baviaans Local Municipality has identified the following development priorities for the term 2012 to 2017:

- 2.4.1 *Building the institution and employee capacity*
- 2.4.2 *Enhance Community Services*
- 2.4.3 *Economic Development*
- 2.4.4 *Provision of basic infrastructure*

These priorities indicate the focus and direction of the municipality and will form the subject and content of communication programmes.

# 3. COMMUNICATION OBJECTIVES

Baviaans' communication objectives seek to support and express the goals contained in the Integrated Development Plan (IDP) 2012/13, which feeds into the overall vision of Baviaans Municipality to be a transformed and integrated municipality contributing to development and a sustainable quality of life in its communities. During this process, communication efforts aim to strengthen and maintain the municipality's reputation and stakeholder relationships. The communication objectives are the following:

### Communication objectives

1. Establish a clearly stated Vision and Mission Statement for Public Participation and communication and ensure that it is known and understood internally and externally.
2. Develop and maintain a stable, well-informed and motivated workforce that is geared towards service delivery.
3. Cultivate a productive working relationship with the broader community where citizens play a meaningful role and contribute to the ongoing development of our towns
4. Promote a positive image of Baviaans Municipality and its people (internal, locally and nationally)
5. Manage any complaint in a transparent, constructive and efficient manner
6. Create a financial and administrative structure that supports sustainable Public Participation and Communication
7. Monitor and evaluate Public Participation and communication in the Baviaans area

## 4. STRATEGIC FOCUS AREAS

### 4.1 Positioning of the local municipality

Baviaans Local Municipality is an entity of government. As much as it has its own specific mandate and stakeholders to target, it also has to conduct this mandate within the bigger scheme of government. It has its own programmes and messages but at the same time has to position itself within government targets, messages and programmes. National government has put in place structures and systems that aim to bring about synergy between the three spheres. The Local Municipality also has to position itself in the area of jurisdiction according to its powers and functions and its developmental facilitation role, while assessing its place in the larger district, region and province.

### 4.2 Internal Communication

The key to unlocking a thriving Municipality and moving forward to meeting its targets is increasing communication and information sharing with internal stakeholders – Baviaans’ staff and councillors. These are the ambassadors of the Municipality, who are vital to the success of the communication strategy. The focus for internal communication will largely be on firstly informing internal audiences of council resolutions, policies, targets, plans and achievements; secondly coordinating activities, messages, campaigns and events and thirdly, internally branding Baviaans Municipality as a good place to work.

### 4.3 Communication and the Integrated Development Planning and Budget Process

There is a need to ensure that there is a communication cycle tailored to Baviaans Municipality’s Integrated Development Plan (IDP) and Budget process. This is where the role of communication facilitates public participation in the various phases of the IDP and Budget process to bring about a credible, “client-based” IDP and Budget. The communication cycle on page 08 incorporates the planning cycle of the municipality across spheres to coordinate communication in the following way:

January	Mid Year Budget and Performance Reports Table draft annual report of previous financial year
March	Adoption of Draft IDPs and Budget for public comment Adoption of Oversight Report and Annual Report
April	Draft IDP / Budget for public comment
May / June	Adoption of IDP and Budget by Council
July	Distribute and promote new IDPs and Budget
September	Next IDP / Budget Cycle (Review)
October	Consultation for IDP Review
November	Vuna Awards (An opportunity to showcase IDP successes)



“Consultation for IDP and Budget Review” is a key phase for improved communication to ensure effective liaison with Cacadu District Municipality, and provincial and national government departments (intergovernmental relations) and communities in the district management area who will contribute and assess the implementation of the IDP. Other stakeholders may serve as partners and provide resources towards the implementation of IDP projects, which is where the period for raising awareness of the draft IDP should prove valuable.

#### **4.4 External Communication**

While internal stakeholders need to be well versed in the “business” of the municipality, external stakeholders need the same clear understanding on the role of Baviaans Municipality and how exactly they can collaborate with the municipality for local development. External communication should therefore concentrate on the following:

- 4.4.1 *Communicating the plans and services of the municipality*
- 4.4.2 *Facilitating access to government services and information*
- 4.4.3 *Facilitating public participation*
- 4.4.4 *Media Relations*
- 4.4.5 *Intergovernmental relations forums*

#### **4.5 Accessibility**

The municipality needs to ensure it is accessible to its stakeholders. Systems to receive enquiries and provide information and assistance need to be in place.

#### **4.6 Training**

All of those involved in government communications may require training on various aspects of communications such as media relations or stakeholder engagement. The implementation of this communication strategy requires an investment in the upgrading of communication capacity amongst those who will play a primary role in implementation i.e. councillors and officials.

## **5. MESSAGES AND LANGUAGE**

### **Messages**

Messages are informed by the State of the Nation Address, State of the Province Address and State of the District Address (when the IDP is tabled for adoption). Messages are further developed using the feedback from stakeholders and are tailored to programmes and campaigns developed with Baviaans Municipality’s departments.

### **Languages of Baviaans**

Council has adopted English as its administrative language; however, communication takes place in the three official languages dominant in the Baviaans area and district, namely Afrikaans, English and Xhosa; however, it has to be taken into account that the home language of 80% of the people living in Baviaans is Afrikaans. This will be reviewed quarterly based on the result of the National Census 2011.

## 6. MESSENGERS

Messengers are the main champions to reinforce the Municipality's message and image. The champions at Baviaans Municipality who will give effect to this strategy are the following:

- Baviaans Councillors
- Mayor / Communication staff
- Municipal Manager and Heads of Departments

## 7. TARGET AUDIENCE

There are multiple and diverse audiences vying for the municipality's attention. These audiences differ in respect of language preferences, location within Baviaans, sophistication, interests, access to various media and relationship with the municipality. The Baviaans Municipality undertook a stakeholder mapping exercise to analyse the impact and influence of various stakeholders on its mandate and objectives. The analysis provides focus for the municipality in terms of who it should target with its messages, the channels and tools that will be most appropriate when sending these messages and how messages should be tailored to each audience and campaign. This approach ensures that resources are strategically allocated. The following stakeholders emerged as Baviaans Local Municipality's target audience:

1. Councillors and employees of Baviaans Municipality
2. Communities within the jurisdiction of Baviaans Municipality
3. Organised farming community / organised Agriculture sector
4. Organised tourism sector (nationally and internationally)
5. Cacadu District Municipality
6. Provincial Government Departments
7. National Government Departments
8. Neighbouring Municipalities
9. Donor and Development Agencies
10. Private Sector
11. Parastatals
12. Non Government Organisations
13. Community Based Organisations

## 8. COMMUNICATION CHANNELS

The tools that are most appropriate for communicating with the target audience identified by Baviaans Municipality include the following:

### 8.1 Electronic and Digital Channels

8.1.1 *Baviaans Municipality website*

### 8.2 Commercial Media

8.2.1 *Eastern Cape regional newspapers*

- 8.2.2 *National newspapers*
- 8.2.3 *Regional and national radio*
- 8.2.4 *Television*

**8.3 Advertising and Advertorials**

**8.4 Municipal Publications**

- 8.4.1 *Integrated Development Plan*
- 8.4.2 *Annual Report*
- 8.4.3 *Calendars*
- 8.4.4 *Baviaans newsletter*

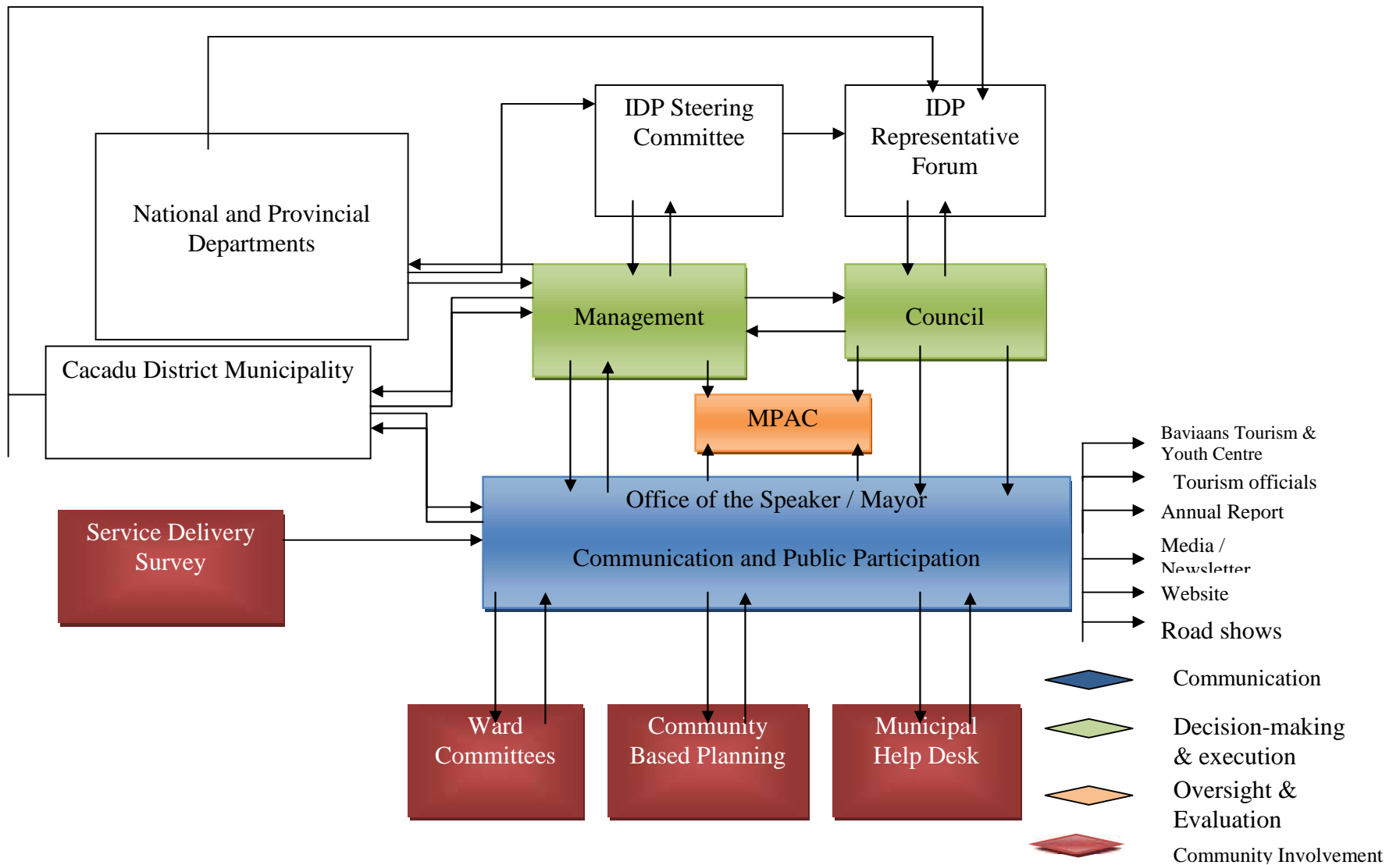
**8.5 Events and platforms**

- 8.5.1 *Council meetings*
- 8.5.2 *Internal meetings with staff (departmental and organisational)*
- 8.5.3 *Stakeholder meetings (e.g. Farmers' Association Meetings)*
- 8.5.4 *LLF*

**9. COMMUNICATION STRUCTURES**

The diagram on page 08 demonstrates the internal and external communication channels and structures of the communication processes of Baviaans Municipality.

**Baviaans Communication and Public Participation Model**



## 10. MONITORING AND EVALUATION

Monitoring and evaluation of communication programmes will be conducted through the Municipality's performance management system, MPAC and Oversight Committee. The communication plan forms part of the Integrated Development Plan and annual budget. It will further be expressed in the Service Delivery and Budget Implementation Plan (SDBIP) and individual performance plans of Section 57 Managers and communication officials of Baviaans Local Municipality.

Baseline information, against which the strategy is monitored and evaluated, may be established through the following:

- Annual Community Survey
- Feedback from IDP Public meetings
- Auditing the current communication structures, tools and activities (website, advertising, media releases, etc.)
- Professional monitoring of the media

Monitoring of communication activities should focus on:

- Cost
- Audience / Target Market reached
- Outputs delivered (feedback received, response by target audience, brochures, pamphlets, posters, media space and positive media mentions, advertisements, radio spots, audit of who visits website, etc.)

## 11. CONCLUSION

The elements of this strategy, namely messengers, messages, audiences, tools and channels come together to bring about coordinated and planned communication that can strengthen the Municipality's image and credibility. Such planned communication increases confidence in the Municipality's performance and existence. It will further reflect strong leadership and management of the Municipality, showing that councillors and staff alike understand the vision and values of the organization as well as the role they play in the organization.

It is evident that effective communication is not a task for communication specialists alone. **Everyone involved in, and connected with Baviaans Municipality has a role to play – through what they say or do and how they say or do it.** The action plan on page 12 identifies key actions that will build a stronger foundation with which to meet the objectives of this strategy.

## 12. ACTION PLAN

No	Objective	Strategy	Action Points	Responsible Department	Responsible Person	Comments
1	Establish a clearly stated Vision and Mission Statement for Public Participation & Communication and ensure that it is known and understood internally and externally	<p>a) Evaluate current Vision and Mission statement (refer to IDP)</p> <p>b) Distribute information through all structures of community</p>	<p>a) i) Hold a Strategic planning session with Steering Committee to review the vision and mission statement for Public Participation &amp; Communication ii) Review the vision and mission statement at IDP Rep Forum iii) Hold workshops with all personnel to share the vision and mission statement for Public Participation &amp; communication in order to generate awareness and create buy-in</p> <p>b) i) Make use of quarterly newsletter to share the vision and mission statement for Public Participation &amp; Communication ii) Make use of IDP Rep Forums meetings to share the vision and mission statement for Public Participation &amp; communication iii) Make use of Ward Committees to communicate the vision and mission statement for Public Participation &amp; Communication</p>	<p>i) Community Services</p> <p>ii) Community Services</p> <p>iii) Corp Serv. Manager</p> <p>i) Community Services</p> <p>ii) Community Services</p> <p>iii) Community Services</p>	<p>i) Mayor / IDP official</p> <p>ii) Mayor / IDP official</p> <p>iii) M Lötter</p> <p>i) IDP official</p> <p>ii) IDP official</p> <p>iii) IDP official</p>	<p>i) Vision adapted &amp; included in IDP</p> <p>ii) Vision reviewed</p> <p>iii) Done</p> <p>i) Done</p> <p>ii) 27 February 2013</p> <p>iii) Ward committees elected 04 – 21 February 2013</p>

No	Objective	Strategy	Action Points	Responsible Department	Responsible Person	Comments
1	Establish a clearly stated Vision and Mission Statement for Public Participation & Communication and ensure that it is known and understood internally and externally	c) Inform the broader community of the vision and mission statement regarding Public Participation & Communication	c) i) Community Based Planning ii) Quarterly newsletter  iii) Website  iv) Public Notice Boards - ensure that all communities have access to Public Notice boards	i) Community Services ii) Community Services  iii) Community Services  iv) All Departments	i) IDP official ii) IDP official  iii) IDP official  iv) Comm. official	i) Done ii) Done  iii) On website  iv) Done
2	Develop and maintain a stable, well informed and motivated workforce that is geared towards service delivery	a) Establish internal channels for information sharing and participation (refer to Internal Participation Plan)  b) Ensure that staff members are sufficiently trained in Customer Care and have the necessary resources to offer great service  c) Ensure that performance in the area of service delivery is measured in all  d) performance reviews Give recognition to personnel who offer outstanding service	a) i) Regular management meetings ii) Regular departmental meetings iii) Regular LLF meetings  b) i) Perform a skills audit and establish a training plan to build capacity in area of capacity that is lacking ii) Every department has designated person to perform Help Desk function iii) Effective skills development plan  c) i) Regular Customer Care Survey  ii) Quarterly performance Evaluation of managers  d) i) Debate with LLF and develop a system for recognition ii) Implementation of system iii) Announcement in newsletter	a) i) MM  ii) All Departments  iii) Corporate Services  b) i) Corporate Services  ii) All Departments  iii) Corporate Services  c) i) Community Services  ii) Corporate Services  d) i) Corporate Services  ii) All Departments iii) Community Services	a) i) MM  ii) HOD's  iii) M Lötter  b) i) M Lötter  ii) HOD's  iii) M Lötter  c) i) L de Beer / IDP official  ii) HR official  d) i) M Lötter  ii) HODs iii) Communication official	a) i) Weekly meetings ii) Monthly dept meetings iii) Bi-monthly LLF  b) i) Lack of funds  ii) Ongoing  iii) WSP submitted to LGSETA on 30/6/12  c) i) DLGTA initiative to all indigent households – commenced on 10/10/12 ii) Done  d) i) Part of reviewal process of policies 2012/13 ii) See pt (i) iii) See pt (i)

No	Objective	Strategy	Action Points	Responsible Department	Responsible Person	Comments
3	Cultivate a productive working relationship with the broader community where citizens play a meaningful role and contribute to the ongoing development of our towns	<p>a) Ensure all communication processes are clear and beneficial</p> <p>b) Create and enable broad communication channels to all communities</p> <p>c) Ensure effectiveness of Ward Committees</p>	<p>a) Develop an internal and external communication strategy</p> <p>b) i) Community Based Communication:</p> <ul style="list-style-type: none"> <li>- Planning of process</li> <li>- Advertisement</li> <li>- Analysis of outcomes of meetings</li> <li>- Municipal action on outcomes</li> </ul> <p>ii) Make use of appropriate method of sharing information, e.g.:</p> <ul style="list-style-type: none"> <li>• Quarterly newsletter</li> <li>• Loud hailers</li> <li>• Posters and Banners</li> <li>• Letters to households</li> <li>• E-mails</li> <li>• Advertisements</li> <li>• Council agendas at libraries</li> </ul> <p>iii) Hold Public meetings and Imbizos</p> <ul style="list-style-type: none"> <li>- Identify halls where meetings can be held</li> <li>- Draw up schedule for meetings</li> <li>- Inform community of meeting dates and times</li> </ul> <p>iv) Conduct Community Surveys</p> <p>v) Roadshows</p> <p>c) i) Develop policy for Ward Committees</p> <p>ii) Budget</p> <p>iii) Election of members</p> <p>iv) Implementation</p>	<p>a) Community Services</p> <p>b) Community Services</p> <p>ii) All Depts.</p> <p>iii) All Dept's</p> <p>iv) Community Services</p> <p>v) Community Services</p> <p>c) i) C S ii) Finance iv) C S</p> <p>iv) C S</p>	<p>a) CS mng/ IDP official</p> <p>b) IDP / Communication official</p> <p>ii) HODs / Communication official</p> <p>iii) HODs</p> <p>iv) L de Beer</p> <p>v) Communication official</p> <p>c) i) Mayor ii) CFO iii) Community</p> <p>iv) Mayor</p>	<p>a) Strategy adopted 26/01/12 Quarterly reports to council</p> <p>b) i) CBP meetings held 04 – 21 February 2013 Report available</p> <p>ii) Next edition available 02 April 2013</p> <p>Various channels used as need arises All council agendas at libraries</p> <p>iii)CBP meetings: 04 – 14 February 2013</p> <p>iv) DLGTA initiative to all indigent households – results outstanding v) 13/14</p> <p>c) i) Adopted ii) MSIG iii) Members elected – list available</p> <p>iv) April / May 2013</p>



No	Objective	Strategy	Action Points	Responsible Department	Responsible Person	Comments
		<p>d) Ensure that all stakeholders remain informed</p> <p>e) Communication: Mayoral office</p>	<p>d) i) Identify stakeholder groups and ensure information regarding office bearers and contact details are updated regularly ii) Hold regular stakeholder forums</p> <p>e) i) Ward meetings ii) Ward councillor meetings</p>	<p>d) i) CS ii) CS e) i) CS ii) CS</p>	<p>d) i) Communication official ii) HODs e) i) Comm. official ii) Comm. official</p>	<p>d) i) Stakeholder lists are updated continuously. ii) IDP Rep: 27 Feb 2013 e) i) Implementation of Ward committees outstanding ii) Implementation of ward committees outstanding</p>
4	Promote a positive image of the Baviaans Municipality and its people (locally & nationally)	Communicate all events in the Baviaans area and ensure the publication of important municipal activities	<p>i. Coordinate the marketing strategy for Tourism and Baviaans Municipality</p> <p>ii. Effective press releases</p> <p>iii. Evaluate marketing strategy</p> <p>iv. Council to have a positive image too</p>	<p>i. CS ii. CS iii. CS iv. Corp S</p>	<p>i. Tourism manager ii. Communication official iii. Tourism manager iv. M Lotter</p>	<p>i) Execution of Tourism Action plan – reports to council ii) As required iii) Quarterly reports to council iv) Councillors introduced in newsletter. Councillors signed Code of Conduct</p>
5	Manage any complaint in a transparent constructive and efficient manner	a) Establish a Help Desk in every town	<p>a) i) Budget</p> <p>ii) Appoint people in Help Desk (HD) who has the capability to help people</p> <p>iii) Ensure every department has a designated person to perform HD duties</p> <p>iv) HD workshops with personnel</p>	<p>a) i) Finance ii) Office of MM iii) All Departments iv) Corporate Services</p>	<p>a) i) CFO ii) MM iii) HODs iv) M Lötter</p>	<p>a) i) RB outstanding ii) RB outstanding iii) PAs of dept iv) Done</p>

No	Objective	Strategy	Action Points	Responsible Department	Responsible Person	Comments
5		b) Create an internal working culture where complaints are seen as an opportunity for improvement and where all complaints are well managed	b) i) Establish complaint procedure ii) Execution of internal communication plan	b) i) CS Manager  ii) CS Manager	b) i) L de Beer  ii) L de Beer	b) i) In place  ii) Done
6	Create a financial and administrative structure that supports sustainable Public Participation & Communication	a) Efficient budget for Public Participation & Communication  b) Communication & Public Participation to form part of the IDP c) Measure performance of Communication & Public Participation d) Record results in Annual Report	a) Ensure vote for Public Participation & communication  b) Chapter for Public Participation & Communication in IDP  c) Measure quarterly  d) Combine into Annual Report	a) Finance & Community Services  b) Community Services  c) Corporate Services  d) Community Services	a) CFO / Communication official  b) IDP official  c) M Lötter  d) Communication official	a) Communication vote budgeted for; IDP vote for PP; Ward committee vote b) Chapter 8 – IDP  c) Done  d) Annual Report tabled 31 January 2013

No	Objective	Strategy	Action Points	Responsible Department	Responsible Person	Comments
7	Monitor and evaluate Public Participation & Communication in the Baviaans area	<p>a) Review, evaluate and assess the Public Participation &amp; Communication strategy and programmes. Review goals and evaluate impact</p> <p>b) Ensure ongoing monitoring and development of the process of Public Participation &amp; Communication</p>	<p>a) Conduct a full review every year in line with budgetary year:</p> <p>i. Conduct annual reviews of all goals and targets</p> <p>ii. Conduct community surveys to assess impact of IDPs</p> <p>iii. Communicate results of surveys to all relevant parties</p> <p>iv. Adjust goals and plans if necessary</p> <p>i. Community Survey annually</p> <p>ii. Encourage feedback at CBPs</p> <p>iii. Ward Committee and Ward Councillor to give feedback on Public Participation &amp; Communication</p>	<p>a) Office of the Mayor / Office of the MM</p> <p>i. Community Services</p> <p>ii. Community Services</p> <p>iii. Community Services</p> <p>i. Community Services</p> <p>ii. Ward Councillors</p> <p>iii. Ward Committees / Ward Councillors</p>	<p>a) MM / Mayor</p> <p>i. L de Beer</p> <p>ii. Communication official</p> <p>iii. Ward Councillors</p> <p>i. CS Manager</p> <p>ii. Ward Councillors</p> <p>iii. Ward Committees / Ward Councillors / officials</p>	<p>a) IDP Review process plan</p> <p>i) IDP review process</p> <p>ii) DLGTA initiative to all indigent households – await results from DLGTA</p> <p>iii) Results outstanding – DLGTA</p> <p>iv) IDP review process</p> <p>i. DLGTA initiative to all indigent households – await results</p> <p>ii. CBP feedback – 04 – 21 Feb 2013</p> <p>iii. Ward committees will be implemented at next quarter's CBP</p>

**Annexure D: SDBIP**

**Service Delivery & Budget Implementation plan: 2014/15**

**Capital projects**

Objective	Strategy	Key perf. Indicator	Annual target	Department	Vote No & Ward	Budget	Performance Milestones				Responsible
							Sep-14	Dec-14	Mar-15	Jun-15	
<b>DEVELOPMENT PRIORITY 1: INFRASTRUCTURE DEVELOPMENT</b>											
Supply sustainable basic infrastructure to all inhabitants of Baviaans: Water	Sustainable water supply	Upgrading of bulk water supply in Steytlerville	100% of RBIG and DTI allocation spend by June 2015	Service Delivery & Infrastructure	Ward 2	R20 000 000 + R2 830 780	Target: 20% Actual: Reason: Remedial Action:	Target: 50% Actual: Reason: Remedial Action:	Target: 95% Actual: Reason: Remedial Action:	Target: 100% Actual: Reason: Remedial Action:	B Arends
Supply sustainable basic infrastructure to all inhabitants of Baviaans: Housing	Provide houses for needy people in Baviaans	Built 85 houses in the Down area by 30 June 2015	85 houses	Service Delivery & Infrastructure	Ward 3	R 9 404 956	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 10 Actual: Reason: Remedial Action:	Target: 75 Actual: Reason: Remedial Action:	B Arends
Supply sustainable basic infrastructure to all inhabitants of Baviaans: Sanitation	Provide sanitation of an acceptable standard to all communities	Upgrade sewerage network in Minanza Square, Rietbron by 30 June 2015	100% of grant funding spent	Service Delivery & Infrastructure	Ward 4	1 110 000	1 Target: Actual: Reason: Remedial Action:	Target: 50% Actual: Reason: Remedial Action:	Target: 75% Actual: Reason: Remedial Action:	Target: 100% Actual: Reason: Remedial Action:	B Arends
Supply sustainable basic infrastructure to all inhabitants of Baviaans: Electricity	Electricity supply to all inhabitants of the Baviaans	Install high mast lights in Rietbron by 30 June 2015	1 high mast light	Service Delivery & Infrastructure	Ward 4	R 300 000	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 1 Actual: Reason: Remedial Action:	B Arends

Objective	Strategy	Key perf.	Annual target	Department	Vote No & Ward	Budget	Performance Milestones				
		New electricity connections in Steytlerville infill housing by 30/6/15	27 connections	Service Delivery & Infrastructure	Ward 2	R 150 000	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 27 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	B Arends
		Replacement of transformer at main intake substation at Steytlerville by 30/6/15	100% of grant funding spent	Service Delivery & Infrastructure	Ward 2	R 750 000	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 100% Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	
		Flood lights for dark areas in townships by 30 June 2015	5 flood lights - one each in Golden Valley, Volstruis Valley, 373, Mandela Square, Down Housing and Saaimanshoek	Service Delivery & Infrastructure	Ward's 1,2,3	R 53 100	Target: 1 Actual: Reason: Remedial Action:	Target: 1 Actual: Reason: Remedial Action:	Target: 1 Actual: Reason: Remedial Action:	Target: 2 Actual: Reason: Remedial Action:	B Arends

Objective	Strategy	Key perf. Indicator	Annual target	Department	Vote No & Ward	Budget	Performance Milestones				Responsible
							Sep-14	Dec-14	Mar-15	Jun-15	
<b>DEVELOPMENT PRIORITY 1: INFRASTRUCTURE DEVELOPMENT</b>											
Supply sustainable basic infrastructure to all inhabitants of Baviaans: Municipal Assets	Upgrade municipal assets	Upgrading of Sports ground facilities by 30 June 2015	100% of grant funding spend	Service Delivery & Infrastructure	Ward 1,2,4	R 1 484 700	Target: 5% Actual: Reason: Remedial Action:	Target: 25% Actual: Reason: Remedial Action:	Target: 50% Actual: Reason: Remedial Action:	Target: 100% Actual: Reason: Remedial Action:	B Arends
Supply sustainable basic infrastructure to all inhabitants of Baviaans: <i>Streets &amp; Storm Water</i>	Improve conditions of internal streets and roads in Willowmore Steytlerville and Rietbron	Quality streets and storm water drainage in Willowmore & Steytlerville : upgraded by 30 June 2015.	1 km of road completed	Service Delivery & Infrastructure	Wards 1,2,3,4	WM: R2 015 300 SV: R1 200 000	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 1 km Actual: Reason: Remedial Action:	B Arends
Supply sustainable basic infrastructure to all inhabitants of Baviaans: <i>Refuse removal and management of dumping sites</i>	Legal compliance of all dumping sites	Upgrade Steytlerville landfill site by 30 June 2015	100% of grant funding spend	Service Delivery & Infrastructure	Ward 2	R 2 800 000	Target: 0% Actual: Reason: Remedial Action:	Target: 10% Actual: Reason: Remedial Action:	Target: 55% Actual: Reason: Remedial Action:	Target: 100% Actual: Reason: Remedial Action:	B Arends

**OPERATIONAL PROJECTS**

Objective	Strategy	Key perf. Indicator	Annual target	Department	Vote No	Budget	Performance Milestones				Responsible
							Sep-14	Dec-14	Mar-15	Jun-15	
<b>DEVELOPMENT PRIORITY 1: INFRASTRUCTURE DEVELOPMENT</b>											
Supply sustainable basic infrastructure to all inhabitants of Baviaans: Municipal Assets	Encourage efficient usage of municipal assets	Demolish of building at the swimming pool in Willowmore by 30 June 2015	1 demolished building	Service Delivery & Infrastructure	Ward 1 10050324	R 10 000	Target: 0 Actual: Reason: Remedial Action:	Target: 1 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	B Arends
		Community Hall for Lovemore in Willowmore by 30 June 2015	Move 1 pre-fab house from Down area to Lovemore area	Service Delivery & Infrastructure	Ward 3	R 15 000	Target: 0 Actual: Reason: Remedial Action:	Target: 100% Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	B Arends

Objective	Strategy	Key perf. Indicator	Annual target	Department	Vote No & Ward	Budget	Performance Milestones				Responsible
							Sep-14	Dec-14	Mar-15	Jun-15	
<b>DEVELOPMENT PRIORITY 1: INFRASTRUCTURE DEVELOPMENT</b>											
Supply sustainable basic infrastructure to all inhabitants of Baviaans: Municipal Assets	Upgrade municipal assets	Upgrading of Sports ground facilities by 30 June 2015	100% of grant funding spend	Service Delivery & Infrastructure	Ward 1,2,4	R 1 484 700	Target: 5% Actual: Reason: Remedial Action:	Target: 25% Actual: Reason: Remedial Action:	Target: 50% Actual: Reason: Remedial Action:	Target: 100% Actual: Reason: Remedial Action:	B Arends
Supply sustainable basic infrastructure to all inhabitants of Baviaans: <i>Streets &amp; Storm Water</i>	Improve conditions of internal streets and roads in Willowmore Steytlerville and Rietbron	Quality streets and storm water drainage in Willowmore & Steytlerville : upgraded by 30 June 2015.	1 km of road completed	Service Delivery & Infrastructure	Wards 1,2,3,4	WM: R2 015 300 SV: R1 200 000	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 1 km Actual: Reason: Remedial Action:	B Arends
Supply sustainable basic infrastructure to all inhabitants of Baviaans: <i>Refuse removal and management of dumping sites</i>	Legal compliance of all dumping sites	Upgrade Steytlerville landfill site by 30 June 2015	100% of grant funding spend	Service Delivery & Infrastructure	Ward 2	R 2 800 000	Target: 0% Actual: Reason: Remedial Action:	Target: 10% Actual: Reason: Remedial Action:	Target: 55% Actual: Reason: Remedial Action:	Target: 100% Actual: Reason: Remedial Action:	B Arends



Objective	Strategy	Key perf.	Annual target	Department	Vote No & Ward	Budget	Performance Milestones				Responsible
		Adhere to requirements of reporting to National Treasury with timeframes	All reporting in terms of NT requirements are done within the required timeframes	Budget and treasury office		No budget	Target: 3 x Sec 71 reports, 1 x Sec 52 report, quarterly reports as required submitted on time Actual: Reason: Remedial Action:	Target: 3 x Sec 71 reports, 1 x Sec 52 report, quarterly reports as required submitted on time Actual: Reason: Remedial Action:	Target: 3 x Sec 71 reports, 1 x Sec 52 report, 1 x Sec 72 report, quarterly reports as required and 1 Adj budget submitted on time Actual: Reason: Remedial Action:	Target: 3 x Sec 71 reports, 1 x Sec 52 report, quarterly reports as required, 1 x draft budget and 1 x final budget submitted on time Actual: Reason: Remedial Action:	H Nagel
		Implement National treasury Regulations Circular No 68 - fruitless and wasteful expenditure	All procedures in terms of circular 68 adhered to	Budget and treasury office		No budget	Target: Quarterly report on fruitless, wasteful or unauthorised expenditure to Council for decision making Actual: Reason: Remedial Action:	Target: Quarterly report on fruitless, wasteful or unauthorised expenditure to Council for decision making Actual: Reason: Remedial Action:	Target: Quarterly report on fruitless, wasteful or unauthorised expenditure to Council for decision making Actual: Reason: Remedial Action:	Target: Quarterly report on fruitless, wasteful or unauthorised expenditure to Council for decision making Actual: Reason: Remedial Action:	H Nagel
		Improve Financial info Systems (IT) by 30 June 2015	All required modules of financial reporting system implemented and functional	Budget and treasury office		MSIG : R934 000	Target: Service level agreement signed and needs analysis done Actual: Reason: Remedial Action:	Target: Implement all identified modules Actual: Reason: Remedial Action:	Target: All modules tested and functional Actual: Reason: Remedial Action:	Target: Project completed Actual: Reason: Remedial Action:	H Nagel

Objective	Strategy	Key perf.	Annual target	Department	Vote No & Ward	Budget	Performance Milestones				Responsible
	Improve revenue collection	Write-off of irrecoverable debt by 31 December 2014	Table report to council on once-off writing off of irrecoverable debt by 31 December 2014	Budget and treasury office		No budget	Target: n/a Actual: Reason: Remedial Action:	Target: Identify all irrecoverable debt and motivate write off to council Actual: Reason: Remedial Action:	Target: All approved write offs recorded on financial system Actual: Reason: Remedial Action:	Target: n/a Actual: Reason: Remedial Action:	H Nagel

Objective	Strategy	Key perf.	Annual target	Department	Vote No	Budget	Performance Milestones				Responsible
		Indicator					Sep-14	Dec-14	Mar-15	Jun-15	
<b>DEVELOPMENT PRIORITY 2: FINANCIAL VIABILITY</b>											
		Effective execution of indigent policy 14/15	Annual update of indigents for 2014/15 recorded by 31 July 2014 and monthly updates there after	Budget and treasury office		No budget	Target: Approved list of indigents for 2014/15 recorded and implemented by 31 July 2014 and thereafter each month Actual: Reason: Remedial Action:	Target: 3 x monthly updates of indigents approved by council and implemented Actual: Reason: Remedial Action:	Target: 3 x monthly updates of indigents approved by council and implemented Actual: Reason: Remedial Action:	Target: 3 x monthly updates of indigents approved by council and implemented Actual: Reason: Remedial Action:	H Nagel
		Increase payment rate	100% payment rate payment rate (total money received from debtors over accounts sent out) by 30 June 2015	Budget and treasury office		No budget	Target: average payment rate 70% Actual: Reason: Remedial Action:	Target: Average payment rated 85% Actual: Reason: Remedial Action:	Target: Average payment rate 95% Actual: Reason: Remedial Action:	Target: Average payment rate 100% Actual: Reason: Remedial Action:	H Nagel

Objective	Strategy	Key perf.	Annual target	Department	Vote No	Budget	Performance Milestones				Responsible
		Effective control over collection of property rates	Ensure 100% recovery of property rates by 30 June 2015	Budget and treasury office		No budget	Target: Average payment rate 50% Actual: Reason: Remedial Action:	Target: Average payment rate 65% Actual: Reason: Remedial Action:	Target: Average payment rate 80% Actual: Reason: Remedial Action:	Target: Average payment rate 100% Actual: Reason: Remedial Action:	H Nagel
A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	Improve revenue collection	Increase additional municipal income to 100% by 30 June 2015	Ensure 100% pay over of all state subsidies and grants as gazetted within timeframes	Budget and treasury office		No budget	Target: 100% of all grants as per payment schedule received Actual: Reason: Remedial Action:	Target: 100% of all grants as per payment schedule received Actual: Reason: Remedial Action:	Target: 100% of all grants as per payment schedule received Actual: Reason: Remedial Action:	Target: 100% of all grants as per payment schedule received Actual: Reason: Remedial Action:	H Nagel
	Keep expenditure under control	Ensure effective spending of municipal funds : no overspending	No over spending of the approved budget	Budget and treasury office		No budget	Target: No overspending Actual: Reason: Remedial Action:	Target: No overspending Actual: Reason: Remedial Action:	Target: No overspending Actual: Reason: Remedial Action:	Target: No overspending Actual: Reason: Remedial Action:	H Nagel
	Effective implementation of Internship programme in Finance Department by 30 June 2015	Ensure 5 interns appointed in the Finance Department	Total of 5 interns appointed	Budget and treasury office		R600 000 - FMG funds	Target: 5 interns appointed Actual: Reason: Remedial Action:	Target: n/a Actual: Reason: Remedial Action:	Target: n/a Actual: Reason: Remedial Action:	Target: n/a Actual: Reason: Remedial Action:	H Nagel

Objective	Strategy	Key perf. Indicator	Annual target	Department	Vote No	Budget	Performance Milestones				Responsible
							Sep-14	Dec-14	Mar-15	Jun-15	
<b>DEVELOPMENT PRIORITY 3: GOOD GOVERNANCE &amp; PUBLIC PARTICIPATION</b>											
A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	Improve cash flow problems	Execute MEC(DLPGTA) task team recommendations to improve cash flow problems by 30 June 2014.		Office of the Municipal Manager/CFO		No budget	Target: Actual: Reason: Remedial Action:	Target: Actual: Reason: Remedial Action:	Target: Actual: Reason: Remedial Action:	Target: Actual: Reason: Remedial Action:	H Nagel
	Improve status of Audit Report	Improve outcome of AG report: Execute action plan to address previous findings by 31 December 2014	At least unqualified audit report for 14/15	Office of the Municipal Manager/CFO		No budget	Target: All audit findings for 13/14 addressed in terms of audit action plan Actual: Reason: Remedial Action:	Target: n/a Actual: Reason: Remedial Action:	Target: n/a Actual: Reason: Remedial Action:	Target: Unqualified audit report Actual: Reason: Remedial Action:	H Nagel
	Oversight (MPAC)	Quarterly MPAC meetings to assist with oversight function	Arrange quarterly MPAC meetings	Corporate Services		No budget	Target: Table minutes of MPAC meeting to council Actual: Reason: Remedial Action:	Target: Table minutes of MPAC meeting to council Actual: Reason: Remedial Action:	Target: Table minutes of MPAC meeting to council Actual: Reason: Remedial Action:	Target: Table minutes of MPAC meeting to council Actual: Reason: Remedial Action:	M Lotter
	Sound corporate administration	Execute council resolutions	Keep register of council resolutions to be executed on a quarterly basis	Corporate Services		No budget	Target: Updated register with execution dates	Target: Updated register with execution dates	Target: Updated register with execution dates	Target: Updated register with execution dates	M Lotter

Objective	Strategy	Key perf.	Annual target	Department	Vote No	Budget	Performance Milestones				Responsible
Working towards the creation of a stable, capacitated personnel-corps geared to increased service delivery and good performance in service delivery	Improve customer care: control complaints	Ensure effective customer care in all areas by 30 June 2015.	No more than 5% un-addressed complaints on a quarterly basis	Community Services		No budget	Target: Table Help Desk reports to council Actual: Reason: Remedial Action:	Target: Table Help Desk reports to council Actual: Reason: Remedial Action:	Target: Table Help Desk reports to council Actual: Reason: Remedial Action:	Target: Table Help Desk reports to council Actual: Reason: Remedial Action:	M E de Beer
	Performance management	Customer care survey done internally or externally by 30 June 2015	Lobby for funds at DPLGTA to do customer care survey in all four area	Community Services			Target: Lobby for funds: DPLGTA Actual: Reason: Remedial Action:	Target: Lobby for funds: DPLGTA Actual: Reason: Remedial Action:	Target: Lobby for funds by DPLGTA Actual: Reason: Remedial Action:	Target: Table Customer Care survey to council Actual: Reason: Remedial Action:	M E de Beer
		Quarterly evaluation of lower level staff	All lower level staff must be evaluated on a quarterly basis. End of each quarter	All managers		No budget	Target: Table a report every quarter to council with summary of lower staff evaluations. Reason: Remedial Action:	Target: Table a report every quarter to council with summary of lower staff evaluations. <i>Actual:</i> Report tabled on 27/2/14 . POE in file	Target: Table a report every quarter to council with summary of lower staff evaluations. Reason: Remedial Action:	Target: Table a report every quarter to council with summary of lower staff evaluations. Reason: Remedial Action:	All managers. M E de Beer to compile report.

Objective	Strategy	Key perf. Indicator	Annual target	Department	Vote No	Budget	Performance Milestones				Responsible
							Sep-14	Dec-14	Mar-15	Jun-15	
<b>DEVELOPMENT PRIORITY 3: GOOD GOVERNANCE &amp; PUBLIC PARTICIPATION</b>											
	Local Labour Forum	Effective-monthly Local Labour forum	Arrange for bi-monthly local labour forum meetings	Corporate Services		No budget	Target: Table Bi-monthly meeting minutes to council. POE in file <i>Reason:</i> <i>Remedial Action:</i>	Target: Table Bi-monthly meeting minutes to council. POE in file <i>Reason:</i> <i>Remedial Action:</i>	Target: Table Bi-monthly meeting minutes to council. POE in file <i>Reason:</i> <i>Remedial Action:</i>	Target: Table Bi-monthly meeting minutes to council. POE in file <i>Reason:</i> <i>Remedial Action:</i>	M Lotter
All areas of development in the municipal area must be thoroughly planned	Well planned documents for development areas in the municipality	Review SDF by 30 June 2015 to include the DMA area and the Baviaanskloof of Hartland	Approved SDF document	Infrastructure & Service Delivery		R335 844 Dept of Rural Development	Target: 0 <i>Reason:</i> <i>Remedial Action:</i>	Target: 0 <i>Reason:</i> <i>Remedial Action:</i>	Target: 0 <i>Reason:</i> <i>Remedial Action:</i>	Target: 1 approved document <i>Reason:</i> <i>Remedial Action:</i>	B Arends
Well established communication channels	Improve internal & external communication	Execute communication Action Plan by end of each quarter.	Improve internal & external communication	Community Services		R60000 (MSIG grant)	Target: Quarterly report to council on actions taken to improve internal communication. <i>Actual:</i> <i>Reason:</i> <i>Remedial Action:</i>	Target: Quarterly report to council on actions taken to improve internal communication. <i>Actual:</i> <i>Reason:</i> <i>Remedial Action:</i>	Target: Quarterly report to council on actions taken to improve internal communication. <i>Actual:</i> <i>Reason:</i> <i>Remedial Action:</i>	Target: Quarterly report to council on actions taken to improve internal communication. <i>Actual:</i> <i>Reason:</i> <i>Remedial Action:</i>	M Ede Beer
	Community participation structures to help identify community needs	Bi-monthly ward committee meetings	Organise meetings with ward committee members in all four areas	Community Services		R60 000 MSIG grant	Target: Table minutes of ward committee meetings quarterly to council <i>Actual:</i> <i>Reason:</i> <i>Remedial Action:</i>	Target: Table minutes of ward committee meetings quarterly to council <i>Actual:</i> <i>Reason:</i> <i>Remedial Action:</i>	Target: Table minutes of ward committee meetings quarterly to council <i>Actual:</i> <i>Reason:</i> <i>Remedial Action:</i>	Target: Table minutes of ward committee meetings quarterly to council <i>Actual:</i> <i>Reason:</i> <i>Remedial Action:</i>	M E de Beer

Objective	Strategy	Key perf.	Annual target	Department	Vote No	Budget	Performance Milestones				Responsible
Proud citizens that contribute to the development of their town/s	Better educated communities	Equip libraries with books & other necessities	Audit Library needs and develop business plan before 31/12/14	Community Services		R 0	Target: Table business plan on library needs to council Actual: Reason: Remedial Action:	Target: Quarterly report to council on new equipment and books bought for libraries Actual: Reason: Remedial Action:	Target: Quarterly report to council on new equipment and books bought for libraries Actual: Reason: Remedial Action:	Target: Quarterly report to council on new equipment and books bought for libraries Actual: Reason: Remedial Action:	M E de Beer

#### OPERATIONAL PROJECTS

Objective	Strategy	Key perf.	Annual target	Department	Vote No	Budget	Performance Milestones				Responsible
		Indicator					Sep-14	Dec-14	Mar-15	Jun-15	
<b>DEVELOPMENT PRIORITY 4: MUNICIPAL INSTITUTIONAL DEVELOPMENT &amp; TRANSFORMATION</b>											
A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service	Improve control of municipal assets	Ensure that contracts for the use of municipal property are in place by 30 June 2014	Compile file with list of all signed lease agreements	Corporate Services		No budget	Target: Quarterly reports to council : summary of property and usage thereof Actual: Reason: Remedial Action:	Target: Quarterly reports to council : summary of property and usage thereof Actual: Reason: Remedial Action:	Target: Quarterly reports to council : summary of property and usage thereof Actual: Reason: Remedial Action:	Target: Quarterly reports to council : summary of property and usage thereof Actual: Reason: Remedial Action:	M Lotter
Working towards the creation of a stable capacitated personnel corps geared to increase service delivery and good performance in service delivery	An effective customised organisational structure with trained and skilled personnel	Number of personnel benefitting from municipal training programmes (Work Skills Plan) by 30 June 2015	Train at least 30 personnel members for 14/15 to benefit from Work Skills Plan	Corporate Services		R30 000	Target: Quarterly reports to council on people trained Actual: Reason: Remedial Action:	Target: Quarterly reports to council on people trained Actual: Reason: Remedial Action:	Target: Quarterly reports to council on people trained Actual: Reason: Remedial Action:	Target: Quarterly reports to council on people trained Actual: Reason: Remedial Action:	M Lotter

Objective	Strategy	Key perf.	Annual target	Department	Vote No	Budget	Performance Milestones				Responsible
		Execute Employment Equity Plan by end of each quarter	Review & execute employment equity plan	Corporate Services		No budget	Target: Table Action Plan to council Actual: Reason: Remedial Action:	Target: Table Action Plan to council Actual: Reason: Remedial Action:	Target: Table Action Plan to council Actual: Reason: Remedial Action:	Target: Table Action Plan to council Actual: Reason: Remedial Action:	M Lotter
	Compliant HR administrative system	Employment files to adhere to legal requirements by 30 June 2015	Contents of all personnel files (including job descriptions) adhere to required compliance to legal requirements	Corporate Services		No budget	Target: Ensure compliance to regulations - personnel files. Actual: Reason: Remedial Action:	Target: Ensure compliance to regulations - personnel files. Actual: Reason: Remedial Action:	Target: Ensure compliance to regulations - personnel files. Actual: Reason: Remedial Action:	Target: Ensure compliance to regulations - personnel files. Actual: Reason: Remedial Action:	M Lotter



Objective	Strategy	Key perf. Indicator	Annual target	Department	Vote No	Budget	Performance Milestones				Responsible
							Sep-14	Dec-14	Mar-15	Jun-15	
<b>DEVELOPMENT PRIORITY 5: LOCAL ECONOMIC DEVELOPMENT</b>											
The youth of Baviaans are actively integrated and contribute to community development	Promote self development	Number of individuals benefitting from computer training	Train at least 60 x students to benefit from basic computer training by 30 June 2015	Community Services		R 25 000	Target: Table quarterly report to council on students trained Actual: Reason: Remedial Action:	Target: Table quarterly report to council on students trained Actual: Reason: Remedial Action:	Target: Table quarterly report to council on students trained Actual: Reason: Remedial Action:	Target: Table quarterly report to council on students trained Actual: Reason: Remedial Action:	M E de Beer
SMME's are provided with mandated municipal support that facilitates their growth and success	Promote opportunity for local job creation (SMME development)	Business plan for development of Steytlerville crafters by 30 June 2015	Implement business plan	Community Services		R 250 000	Target: Table quarterly report to council on progress made Actual: Reason: Remedial Action:	Target: Table quarterly report to council on progress made Actual: Reason: Remedial Action:	Target: Table quarterly report to council on progress made Actual: Reason: Remedial Action:	Target: Table quarterly report to council on progress made Actual: Reason: Remedial Action:	M E de Beer
A pleasurable tourist experience	Promote local tourism	Execution of Tourism Action Plan by 30 June 2015	Quarterly monitoring by council on implementation of Tourism Action Plan.	Community Services		R 145 000	Target: Quarterly tourism action plan to council for oversight Actual: Reason: Remedial Action:	Target: Quarterly tourism action plan to council for oversight Actual: Reason: Remedial Action:	Target: Quarterly tourism action plan to council for oversight Actual: Reason: Remedial Action:	Target: Quarterly tourism action plan to council for oversight Actual: Reason: Remedial Action:	M E de Beer
Enhance LED in Baviaans	Promote local economic development	Execution of LED Action Plan	Quarterly monitoring by council on implementation of LED Action Plan.	Community Services		R 25 000	Target: Quarterly LED action plan to council for oversight Actual: Reason: Remedial Action:	Target: Quarterly LED action plan to council for oversight Actual: Reason: Remedial Action:	Target: Quarterly LED action plan to council for oversight Actual: Reason: Remedial Action:	Target: Quarterly LED action plan to council for oversight Actual: Reason: Remedial Action:	M E de Beer

Objective	Strategy	Key perf.	Annual target	Department	Vote No	Budget	Performance Milestones				Responsible
Address high unemployment rate	Job creation / Poverty alleviation	EPWP labour intensive programme to address high unemployment rate by 30 June 2015	Effective implementation of EPWP labour incentive conditional grant by 30/9/14	Infrastructure & Service Delivery		R1 390 000 DPW	Target: Quarterly reports to council - number of people employed Actual: Reason: Remedial Action:	Target: Quarterly reports to council Actual: Reason: Remedial Action:	Target: Quarterly reports to council Actual: Reason: Remedial Action:	Target: Quarterly reports to council Actual: Reason: Remedial Action:	B Arends
		Sakha Sizwe labour programme to address high un-employment rate by 30 June 2015	Implement programme & lobby to increase number of people in the Sakha Sizwe programme	Infrastructure & Service Delivery		DPW	Target: Quarterly reports to council : Number of people employed Actual: Reason: Remedial Action:	Target: Quarterly reports to council Actual: Reason: Remedial Action:	Target: Quarterly reports to council Actual: Reason: Remedial Action:	Target: Quarterly reports to council Actual: Reason: Remedial Action:	B Arends

**CHAPTER 1**

**BURGERMEESTER TOESPRAAK**

Raadslede, Munisipale Bestuurder, Departementshoofde, Gaste, Dames en Here. Goeie môre almal.

Die Baviaans Munisipaliteit word in die komende begrotingsjaar steeds die taak gestel om volhoubare en ekonomies lewensvatbare plaaslike bestuursfunksies te verrig.

Die volhoubaarheid en bekostigbaarheid van dienslewering bly hoog op die agenda ten einde die gemeenskappe van bekostigbare en goeie gehalte dienste te voorsien. Ons bevind onself in 'n posisie waar ons voortdurend ons strategieë moet aanpas om in te pas by heersende ekonomiese toestande aangesien ons nie die munisipaliteit van die wêreld ekonomie kan isoleer nie.

Volgens die Nasionale tesourie het die BBP 'n afwaartse trend getoon vanaf 2012 na 2013 (2.5% in 2012 to 1.8% in 2013), maar die vooruitskating is dat daar weer 'n geprojekteerde groei in die BBP sal wees van 2.7% vir 2014. Die gemiddelde verbruikersinflasie vir die afgelope jaar het 5.7% beloop en inflasie vooruitskattings vir die komende boekjare word geskat op 6.2%; 5.9% en 5.5%. Met die voorafgaande syfers in ag genome word daar in die 2014/2015 begroting siklus 'n steeds groter klem gelê op waarde vir geld in al ons spandering, die aanmoediging van besparings en ontginning van alle inkomste bronne ten einde die ekonomiese vooruitgang van die munisipaliteit te verseker.

Dit word verwag dat munisipale inkomstes en kontant vloei onder groot druk sal verkeer gedurende 2014/15 en daar word verwag dat alle munisipaliteite 'n gereserveerde benadering sal toon wanneer inkomstes geprojekteer word vir 2014/15.

Die Baviaans Munisipaliteit moet teen die agtergrond van 'n baie moeilike finansiële jaar sy begroting laat klop. Die addisionele toekenning wat deur die Nasionale Fiskus vir die toegevoegde DMA gebied aan die Baviaans Munisipaliteit beskikbaar gestel is, skiet nog steeds ver te kort en die Munisipaliteit is dus aangewese op besparings en kritiese besnoeiings om sy inkomste en uitgawes te maak klop!

Die begroting wat ek hier ter tafel lê, is opgestel in terme van die bepalings van die Munisipale Finansiële Bestuurswet (Wet 56 van 2003) en voldoen aan die algemeen aanvaarde rekeningkundige praktyk soos van toepassing op plaaslike bestuur. Die begroting is opgestel binne die riglyne van Makro Ekonomiese groei en spreek ook van die Nasionale Beleidsraamwerk en Provinsiale prioriteite aan wat onder andere die volgende insluit:

- Toenemende kanalisering van fondse om infrastruktuur te ontwikkel, armoede te verlig en werkskepping te versnel.
- Deelname aan die uitgebreide openbare werke programme en arbeid intensiewe projekte.
- Bou van kapasiteit vir langtermyn groei deur middel van investering in infrastruktuur.
- Handhawing van volhoubare skuldvlakke deur middel van debiteure bestuur en maksimering van bronne van inkomste.
- Fokus op kern dienslewering aktiwiteite van plaaslike bestuur.

- Die bou van 'n effektiewe, ontwikkelende munisipaliteit deur toename in vlakke van dienslewering deur seker te maak dat bestuur stelsels, beleide, aankope sisteme verbeter word en vaardige personeel in kritiese dienlewings areas aangestel word

Die volgende onderliggende faktore is ook in aanmerking geneem met die opstel van die 2014/2015 begroting:

- Die huidige sosio-ekonomiese en maatskaplike omstandighede van ons gemeenskappe en veral die hoë werkloosheidsyfer in die munisipale gebied.
- Eksterne faktore wat 'n direkte invloed op die begroting het soos die voorgestelde Eskom prysverhoging van 8.06%, verbruikersinflasie, die loonooreenkoms wat met georganiseerde arbeid ooreengekom is asook ander faktore wat die koste van dienslewering kan beïnvloed.

### **FOKUS VAN DIE 2014/2015 BEGROTING**

- In die 2014/2015 begroting word klem gelê op kern dienslewering verpligtinge wat grondwetlik aan die munisipaliteit opgedra is.
- Die instandhouding van bestaande infrastruktuur geniet weereens voorkeur en daar word fokus geplaas op voorkomende en geskeduleerde onderhoud wat deur behoorlike beplanning voorafgegaan is.
- Verskaffing van basiese dienste, die verbetering van die gehalte van behuising en infrastruktuur asook ekonomies volhoubare dienslewering.

### **KAPITAALBEGROTING**

Die Kapitaalbegroting is 'n uitvloeisel van die GOP en bevat inligting verkry vanaf die onderskeie gemeenskappe deur middel van openbare vergaderinge en wykskomitee prosesse. Die kapitaalbegroting vir die 2014/2015 boekjaar beloop R40.687 Miljoen met die hoof fokus op die volgende proekte:

Waterskaffing Steytlerville – Erasmuskloof	-	R20.375 Miljoen
Behuising "Down" area	-	R9.405 Miljoen
Paaie Willowmore	-	R1.768 Miljoen
Paaie Steytlerville	-	R1.053 Miljoen
Vullis verwydering infrastruktuur Steytlerville	-	R2.456 miljoen
Sportvelde Baviaans	-	R1.302 Miljoen
Rietbron Hoë Mas lig	-	R263 Duisend
Elektrisiteit Steytlerville	-	R789 Duisend
Riool Rietbron	-	R974 Duisend
Meubels & toerusting	-	R148 Duisend
MIG LED projekte	-	R433 Duisend
Voertuie	-	R1.720 Miljoen

Kapitaalprojekte word hoofsaaklik deur middel van toekennings en skenkings ten bedrae van R38.818 Miljoen en interne fondse ten bedrae van R148 Duisend en lenings van R1.720 miljoen befonds.

## **BEDRYFSBEGROTING**

Die bedryfsbegroting vir die 2014/2015 boekjaar beloop R71.695 Miljoen wat 'n verhoging van 4.83% op die 2013/2014 gewysigde begroting meebring. Die onderhoudsbegroting vir die komende begrotingsjaar beloop R 1.199 Miljoen wat 1.67% van die totale bedryfsuitgawes verteenwoordig.

Daar word vir 'n algemene salarisaanpassing van 6.79% begroot aangesien daar 'n ooreenkomstige met georganiseerde arbeid gesluit is vir die volgende 3 jaar.

Die totale salaris begroting, inklusief van die vergoeding van openbare ampsdraers, vir die komende boekjaar beloop R23.956 Miljoen wat 33.41% van die totale bedryfsbegroting verteenwoordig.

Die hoof bronne van inkomste sien soos volg daarna uit:

Verkoop van Elektrisiteit	R11.091 Miljoen
Eiendomsbelasting	R4.377 Miljoen
Verkoop van Water	R3.884 Miljoen
Rioolgelde	R2.257 Miljoen
Vullisverwyderingsgelde	R2.768 Miljoen
Subsidies en Toekennings	R25.819 Miljoen

## **DEERNISHULP**

Daar word in die bedryfsbegroting voorsien vir deernis hulp aand kwalifiserende huishoudings wat 50 eenhede Elektrisiteit, 6 Kiloliter water asook subsidie vir riolering en vullisverwydering en eiendomsbelasting insluit. Die deernis beleid maak voorsiening dat alle huishoudings waarvan die inkomste minder is as 2 maal die regerings se ouderdoms-pensioen per maand vir subsidie kwalifiseer. Daar word begroot vir deernis hulp ten bedrae van R 5.285 Miljoen vir die 2014/2015 boekjaar. Daar word ook 'n bedrag van R31 860 opsy gesit vir die herstel van waterlekkasies in deernis huishoudings.

## **TARIEWE**

Dit is noodsaaklik om die finansiële volhoubaarheid en lewensvatbaarheid van die Raad te verseker en daar is dus met die bepaling van die tariewe, ook van hierdie beginsels gebruik gemaak. Dit word as doelwit gestel om te verseker dat die handels- en ekonomiese dienste van die Raad, elk onafhanklik en volhoubaar bedryf kan word.

Ek vind dit noodsaaklik om aan u voor te hou dat die tariewe wat tans gehef word nie voldoende is om die lewensvatbaarheid van die dienste en die munisipaliteit te verseker nie, en daar in die komende begrotingsjare daadwerlik aandag geskenk sal moet word aan die instelling van tariewe wat die werklike koste van dienslewering verteenwoordig.

Die gemiddelde persentasie tariefverhogings vir die hoof bronne van inkomste uit verbruikers-dienste is soos volg:

Eiendomsbelasting	- 10%
Riool	- 15%

Vullisverwydering	- 15%
Water	- 10%
Elektrisiteit	- 10%

Die eiendomsbelasting tarief van landbou is ook hersien om 'n meer ekonomiese tarief te verteenwoordig en om te beweeg na 'n meer aanvaarbare verhouding tussen landbou en residensieel. Hierdie tarief vir landbou gaan dus verhoog met 27%.

Dit word ook aan u genoem dat alhoewel die tarief van eiendomsbelasting verhoog met 10%, die inkomste gegeneer uit Eiendomsbelasting verhoog met 17%. Dit is as gevolg van die verhoogde tarief vir landbou as ook die implementering van 'n nuwe waardasie rol. Die waardasie rol sal geldig wees vanaf 1 Julie 2014 tot 30 Junie 2018. Die rol was oop vir publieke inspeksie en besware.

### **GEÏNTEGREERDE ONTWIKKELINGSPLAN**

Die nuwe geïntegreerde ontwikkelingsplan vir die volgende 5 jaar word ook vandag voorgelê vir finale goedkeuring. Ons is trots op ons nuwe plan wat 'n verskeidenheid van sake aanraak soos bv die ekonomiese toestand van die gemeenskap in Bavianaans, ons finansiële toedrag van sake en dan ook van kardinale belang is ons projekte wat beplan word vir die volgende 5 jaar. Die geïntegreerde ontwikkelingsplan het 'n volledige projeks register wat beide projekte wat reeds befondsing het en projekte wat nog befondsing kort aandui. Die geïntegreerde ontwikkelingsplan en begroting loop hand aan hand met mekaar en koppeling met mekaar word aangedui in die begrotings dokument. Die geïntegreerde ontwikkelingsplan en begroting probeer om die dienslewering agterstande te adresseer wat prioriteit moet geniet oor die volgende vyf jaar. Die munisipaliteit se strategiese doelwitte en nasionale prioriteite word ook uitgelê in hierdie dokument.

### **SDBIP (DIENSLEWERING EN BEGROTING IMPLEMENTERINGSPLAN)**

Die konsep hoëvlak SDBIP word hierby aangeheg en is 'n aanduiding van die diensleweringsteikens wat vir die 2014/2015 boekjaar gestel word, klem word gelê op die handhawing en verbetering van diensleweringvlakke en ook uitbreiding van dienslewering aan al ons gemeenskappe.

### **TEN SLOTTE**

Die meegaande voorgestelde begroting wat ek hier ter tafel lê was reeds aan openbare deelname prosesse onderworpe waar moontlik was die insette van alle rolspelers in ag geneem.

### **EK DANK U**

**E. LOOCK**  
**BURGEMEESTER**

## MAYORAL SPEECH

Councillors, municipal manager, head of departments, guests, ladies and gentlemen, good morning to all.

The Baviaans Municipality is again in the 2014/2015 budget year set the task to provide sustainable and economically viable local governance to our communities. The provision of affordable and sustainable, quality services to all our communities remain high on the agenda. We find ourselves in a position where we have to continuously adapt our strategies to suit prevailing economic circumstances as we cannot isolate ourselves from the global economy.

According to the National treasury the GDP has steadily declined, from 2.5% in 2012 to 1.8% in 2013, but it is however projected to increase to 2.7% in 2014.

The average inflation rate for 2013 was 5.9% and the projections are that, for the MTREF period it will be at 6.2%, 5/9% and 5/5%.

It is with the aforementioned figures in mind that we still place strong emphasis on value for money in all our procurement processes, and that we continue to encourage savings and strive to maximize all possible revenue sources for the 2014/2015 financial year in our strive to secure the economic progression of the municipality.

It is expected that municipal revenue and cash flows will remain under pressure in 2014/15 and municipalities are advised to adopt a conservative approach when projecting their revenue and cash receipts for 2014/15.

The Baviaans Municipality must, against the background of a very difficult financial year, balance its books. The additional allocation through the equitable share that was made available for the administration of the added DMA area still remains far too little for the proper administration and service delivery in the area, and the municipality therefore needs to rely on savings and critical cut-backs to ensure a balanced budget.

The budget I am tabling here today was prepared in accordance with the prescripts of the Municipal Finance Management Act, (Act 56 of 2003) and complies with Generally Recognized Accounting Practice as applicable to Local Government.

The budget was compiled, taking into account the Macro-economic growth parameters and also addresses the following National Policy frameworks and Provincial priorities including the following:

- Incremental channeling of funds towards infrastructure development, poverty alleviation and job creation.
- Participation in expanded public works programs and labour intensive projects.
- Building of capacity for long term growth through investment in infrastructure
- Maintaining of debt levels through debtor management as well as maximizing sources of revenue.
- Focus on core service delivery activities of local government

- The building of an efficient developmental municipality through increasing the levels of delivery by ensuring improvements to policy formulation, procurement, management systems, developing mechanisms for sharing skilled personnel in critical delivery areas

The following underlying factors were also taken into consideration with the compilation of the 2014/2015 draft budget:

- The current socio economic circumstances of our communities and especially the high rate of unemployment
- External factors having a direct impact on the budget such as the Eskom tariff increase of 8.06%, consumer inflation, the wage agreement concluded with organized labour as well as other cost factors influencing service delivery.

### **FOCUS OF THE 2014/2015 BUDGET**

- With the 2014/2015 budget, emphasis is placed on the core service delivery obligations assigned to the municipality in the constitution.
- Maintenance of existing infrastructure enjoys preference once again and we are focusing on preventative and scheduled maintenance preceded by proper planning processes.
- Provision of basic services, improvement of the quality of housing, infrastructure as well as sustainable service delivery.

### **CAPITAL BUDGET**

The capital budget flows from the IDP process and contains information obtained from relevant stakeholders and communities through a public participation process as well as ward committee processes where applicable. The capital budget for the 2014/2015 financial year amounts to R40.687 Million with the main focus on the following:

Provision of water: Steytlerville – Erasmuskloof	-	R20.375 Million
Down Housing Willowmore	-	R9.405 Million
Streets Willowmore	-	R1.768 Million
Streets Steytlerville	-	R1.053 Million
Solid Waste disposal Steytlerville	-	R2.456 Million
Sport Fields Baviaans	-	R1.302 Million
Rietbron High Mast light	-	R263 Thousand
Electricity Steytlerville	-	R789 Thousand
Waste Water Treatment works Rietbron	-	R974 Thousand
Furniture & Equipment	-	R148 Thousand
LED projects	-	R433 Thousand
Vehicles	-	R1.720 million

Capital projects for the 2014/2015 financial year are funded from grants receivable from the National and Provincial Government amounting to R38.818 Million and own internal revenue of R148 Thousand and finance leases of R1.720 million



## **OPERATING BUDGET**

The operating budget for the 2014/2015 financial year amounts to R71.695 Million which represents an increase of 4.83% over the adjustment budget for the 2013/2014 financial year. The maintenance budget for the coming financial year amounts to R 1.199 Million which represents 1.67% of the total operating expenditure.

A 6.79% across the board general salary increase is budgeted as the salary negotiations have been met with organized labour for the next three years.

The total salary expenditure amounts to R23.956 Million and represents 33.4% of the total budgeted expenditure. This amount also includes the remuneration applicable to public office bearers.

The major sources of revenue can be summarized as follows:

Sale of Electricity	R11.091 Million
Assessment Rates	R4.448 Million
Sale of Water	R3.884 Million
Sewer fees	R2.257 Million
Refuse fees	R2.768 Million
Grants and Subsidies	R25.819 Million

## **INDIGENT SUBSIDIES**

Provision is made in the operating budget for the subsidizing of the indigent households. The subsidy includes 6000 liters of water, 50 units of electricity as well as a 100% subsidy on the refuse, 100% on assessment rates as well as the sewer tariff applicable to a household. The indigent policy provides for assistance to be given to households with a monthly income of less than twice the government pension.

The total budget for Indigent subsidies amounts to R 5.285 Million for the 2014/2015 financial year.

Provision is also made for the repair of water leakages at indigent households in the amount of R31 860 for the 2014/2015 financial year.

## **TARIFFS**

It is of essence that the financial viability and sustainability of the municipality is secured and therefore the principle of economic viability and sustainability was applied in the tariff determination for the 2014/2015 financial year. The aim of the tariff determinations are to ensure that all services can be run as a going concern on an independent and sustainable manner.

I find it necessary to point out that the current tariffs are not sufficient to ensure the sustainability of services and we would need to emphasize the implementation of cost reflective tariffs, essential for the economic viability of the municipality in the concurrent financial years.

The proposed average increase in the main tariff categories for the 2014/2015 financial year is as follows:

Assessment rates - 10%

Sewerage	- 15%
Refuse removal	- 15%
Water	- 10%
Electricity	- 10%

It should be noted that the assessment rates for agricultural property has been reviewed to ensure a more economical tariff and to move toward a more acceptable ratio between agricultural land and residential land. The tariff has been increased in excess of the guidelines issued by National Treasury and will increase with 27%.

It should also be noted that although the tariff increase for assessment rates is indicated to be 10%, the revenue generated from this income source will increase with 17%. This is due to the higher increase in tariff for agricultural land as well as the implementation of the new valuation roll. The new roll will be effective from 1 July 2014 to 30 June 2018. The roll was open for public inspection and objections.

### **INTEGRATED DEVELOPMENT PLAN (IDP)**

The new IDP for the next 5 years is also presented today for approval. We are proud of our IDP which discusses a variety of topics such as the economic welfare of the community of Baviaans, our financial situation as well as our projects that our planned for the next 5 years. The IDP includes a comprehensive project register which indicates both funded and unfunded projects. The IDP and budget is linked with each other and the linkage is illustrated in the budget document. The IDP and budget tries to address service delivery backlogs which needs priority over the next five years. The municipality's strategic objectives and also the national priorities are clearly indicated in the document.

### **SDBIP (SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN)**

The top level service delivery and budget implementation plan is attached herewith and is an indication of service delivery targets that is set for the 2014/2015 financial year. Emphasis is placed on sustaining and improving service delivery levels and extending services to all our communities.

### **IN CONCLUSION**

The budget submitted here today have been taken through a process of public participation to obtain input from all role players. Input obtained has been considered and where possible incorporated into the final budget.

### **I THANK YOU**

**E LOCK  
MAYOR**

## CHAPTER 2

### COUNCIL RESOLUTION

1. That in terms of section 24 of the Municipal Finance Management Act, 56 of 2003, the final Annual budget of the Baviaans Municipality for the financial year 2014/15; and indicative allocations for the two projected outer years 2015/16 and 2016/17; and the multi-year and single year capital appropriations are approved as set-out in the following tables:
  - 1.1. Budgeted Financial Performance (revenue and expenditure by standard classification);
  - 1.2. Budgeted Financial Performance (revenue and expenditure by municipal vote);
  - 1.3. Budgeted Financial Performance (revenue by source and expenditure by type); and
  - 1.4. Multi-year and single year capital appropriations by municipal vote and standard classification and associated funding by source.
2. That the financial position, cash flow, cash-backed reserve/accumulated surplus, asset management and basic service delivery targets are adopted as set-out in the following tables:
  - 2.1. Budgeted Financial Position;
  - 2.2 Budgeted Cash Flows;
  - 2.3 Cash backed reserves and accumulated surplus reconciliation;
  - 2.4 Asset management; and
  - 2.5 Basic service delivery measurement.
3. That in terms of section 24(2)(c)(i) and (ii) of the Municipal Finance Management Act 56 of 2003 and sections 74 and 75A of the Local Government: Municipal Systems Act 32 of 2000 as amended, the tariffs for the supply of water, electricity, waste services, sanitation services and property rates as set out in annexure A, that were used to prepare the estimates of revenue by source, are approved with effect from 1 July 2014.
4. That in terms of 75A of the Local Government: Municipal Systems Act (Act 32 of 2000) the tariffs for other services, as set out in Annexure A, that were used in compiling the final budget, are approved with effect from 1 July 2014
5. That in terms of section 24(2)(c)(iii) of the Municipal Finance Management Act, 56 of 2003, the measurable performance objectives for capital and operating expenditure by vote for each year of the medium term revenue and expenditure framework as set out in Supporting Table SA7 are approved.
6. That free basic services be provided to all registered indigent consumers **only** as follows:
  - The first 50 units of electricity free of charge
  - The first 6 kiloliters of water free of charge
  - Refuse removal - full subsidy of single residential monthly levy and town cleaning levy
  - Sewerage – full subsidy of single residential monthly usage and basic service charges
  - Property rates 100% subsidy

7. That interest be charged on all debtors accounts outstanding for a period of more than 30 days at the prevailing prime interest rate plus 2% charged by the Municipality's Banker.
8. That in terms of the provisions of **Section 75A** of the Municipal Systems Act, 32 of 2000, the notice of the tariff amendments be displayed on notice boards at all municipal offices, libraries, and be advertised in local newspapers.
9. That in terms of the provisions of the Municipal Property Rates Act, (Act 6 of 2004) the remissions be granted to property owners in terms of the provisions of the municipal rates policy subject to the conditions contained in said policy
10. That the amount due in respect of annual assessment rates for the 2014/2015 be due and payable on or before 30 September 2014.
11. That the amount due in respect of monthly Assessment rates and other service, basic and consumption charges, fees and penalties be due and payable on or before the following dates: 15 July 2014, 15 August 2014, 15 September 2014, 15 October 2014, 14 November 2014, 15 December 2014, 15 January 2015, 13 February 2015, 13 March 2015, 15 April 2015, 15 May 2015, 15 June 2015.
12. That in terms of section 5 of the Municipal Property Rates Act, 6 of 2004, the amendments to the rates policy as indicated are approved with effect 1 July 2014
13. That in terms of the municipal budget and reporting regulations, paragraph 7, the amendments to the budget policies, as indicated, are approved with effect 1 July 2014
14. That in terms of section 24(2)(c)(iv) of the Municipal Finance Management Act, 56 of 2003, the final IDP for 2014/15 – 2018/19 be approved.
15. That Council approves the application for an overdraft facility to the value of R2 million as discussed in the budget document.
16. That Council approves the application for finance leases for the acquisition of vehicles as discussed in the budget document
17. That the final documents be available for inspection and comments at the following places:
  - Willowmore Municipal office
  - Steytlerville Municipal Office
  - Rietbron Municipal Office
  - Willowmore, Rietbron, Steytlerville Libraries
  - Baviaanskloof Library

## **CHAPTER 3**

### **EXECUTIVE SUMMARY**

#### **PREFACE**

Baviaans Municipality is a category B Municipality and together with 9 other B municipalities form the Cacadu District Municipal area.

Baviaans Municipality covers an area of 7727.01 square kilometers with three urban nodes, namely Willowmore and Steytlerville and Rietbron. Willowmore is the nodal point of the municipality as determined in terms of the Section 12 notice published in terms of the provisions of the municipal structures Act and also serves as administrative hub for the municipality, the district offices of Provincial as well as National Government Departments.

The area is scarcely populated with between 1 and 100 people per km<sup>2</sup>. The Local municipality is situated between 23 and 25 degree longitude and 33 and 34 degree of Southern Latitude and is approximately 1500 meters above sea level.

The well known Baviaanskloof Nature Reserve is situated in the southern portion of the jurisdictional area and also covers approximately 60% of the municipal area.

Agriculture, tourism and service industries form the basis of the area's economy.

The budget tabled here today is the MTREF (Medium Term Revenue and Expenditure Framework) for the 2014/2015, 2015/2016 and 2016/2017 financial years as legislatively prescribed.

The following documents were considered in the preparation of the budget:

- National treasury circulars 70 & 72 as well as other prior year circulars giving guidance on budget processes
- The municipal budget and reporting regulations as issued in government gazette 32141 on 17 April 2009

#### **CAPITAL BUDGET**

The drafting of the IDP runs concurrent with the 2014/2015 budget process in order to update the Medium Term Expenditure Framework (MTEF). The IDP budget link is summarized in the supporting tables attached hereto.

The Medium Term Expenditure Framework should guide the municipality with regards to its funding requirements in the medium term (3 years). Confirmed capital grant funding for the 2014/2015 financial year amounts to R42.540 Million.

Capital investment for the 2015/2016 financial year amounts to R32.852 Million and the 2016/2017 financial year amounts to R12.125 Million. A total of R44 977 Million is thus needed to finance the Medium Term Expenditure Framework. The aforementioned capital requirements are only indicative of the confirmed funding for the MTEF and do not include issues of priority where funding applications are in process and have not yet been confirmed.

From the MTEF it is clear that the council is once again relying on grants and subsidies for the funding of its capital requirements, the main source being MIG and Bulk infrastructure grants.

Main contributing factors to the capital budget for the 2014/2015 financial year are:

Provision of water	R20.375 Million
Roads and storm water	R2.820 Million
Solid Waste	R2.456 Million
Housing	R9.405 Million
Electricity	R1.053 Million
Waste Water Treatment	R973Thousand
Sports fields	R1.302 Million
LED Projects	R433 thousand
Vehicles	R1.720 million

### **OPERATING BUDGET**

The increase in the operating budget amounts to R3.305 mil for the 2014/2015 financial year and represents an increase of 4.8% over the 2013/2014 adjustment budget. Increase in budget can be ascribed to the following:

- Increase in salary expenditure due to the 6.79% across the board increase as Nationally agreed with organized labour. This represents an increase of R1.607 Million over the amount budgeted for 2013/2014.
- An increase of 60% over adjustment budget for 2013/14 in maintenance expenditure is budgeted
- An increase of 8% in the purchase price of electricity from Eskom.
- Contributions to provisions and reserves also required in terms of the applicable GRAP standards have not been made due to financial constraints.

A summary of the operating budget is attached herewith and includes all operating expenditure necessary for operating the municipality for the 2014/2015 financial year.

The operating budget for the 2015/2016 and 2016/2017 financial years are based on a growth of 5.9% and 5.5% per annum respectively. Where other factors impacting on the budget are known, it has been calculated as such and is included in the budget figures.

### **EXPENDITURE**

The operating expenditure budget for 2014/2015 is R71.695 Million which represents an increase of 4.83% over the adjustment budget for the 2013/2014 financial year.

Salary and related expenditure, excluding remuneration of public office bearers, amounts to R22.200 Million or 30.96% of the total expenditure.

An increase of 60% (R449 897) in maintenance expenditure is budgeted as an effort to try and increase the levels of repairs and maintenance. The acceptable norm is 6% of total expenditure.

### **REVENUE**

The budgeted revenue (excluding capital grant revenue) for the 2014/2015 financial year amounts to R52.444 Million whilst a deficit of R19.251 mil is budgeted for the 2014/2015 financial year, not considering capital grants to be received.

The revenue budget is compiled taking into account a 98% collection rate on debtors, if for any reason this rate is not attained, expenditure would need to be cut back in order to ensure that the municipality does not operate in a deficit.

### **PROVISION FOR IRRECOVERABLE DEBT**

No provision is made of irrecoverable debts in the 2014/2015 budget. It is believed that the provision already reflected on the Statement of financial position is sufficient.

### **REVENUE PER SOURCE**

An analysis of the revenue per source for the 2014/2015 financial year is reflected in the attached budget schedules and the main sources are summarized in brief as follows:

Sale of Electricity	R11.091 Million
Assessment Rates	R4.448 Million
Sale of Water	R3.884 Million
Sewer fees	R2.257 Million
Refuse fees	R2.768 Million
Grants and Subsidies	R25.819 Million

### **TARRIFS**

It is important to ensure the financial sustainability and economic viability of the municipality and these principles were therefore applied in the determination of the tariffs for the 2014/2015 financial year. The aim of the tariff determinations are also to ensure that all services can be run independently as a going concern.

In terms of a National treasury guideline, municipalities are eluded to the fact that tariffs should be cost reflective and it should be noted that this principle would need to be applied in this and future budgets. Current tariffs are not cost reflective and serious consideration would need to be given to substantial tariff increases in the subsequent financial years.

### **ASSESSMENT RATES**

In order to enable the municipality to fulfill its constitutional mandate with regards to the rendering of municipal services and the management of its municipal area, an increase of 10% in respect of assessment rate tariffs for all categories except agricultural properties are proposed.

The assessment rate tariff for agricultural properties saw a serious review. The current ratio between residential and agricultural is only 1: 0.06. The increase in the tariff for 2014/15 for agricultural properties will be 27%. The ratio will then be 1: 0.0711.

The rebates on assessment rates are contained in municipal rates policy and are applicable once again to the 2014/2015 financial year to qualifying ratepayers subject to the conditions as determined by Council.

## **SEWERAGE**

It is proposed that the sewerage tariffs be increased by 15% for both households and businesses. This is necessary to ensure that current service levels are maintained and to prevent infrastructure falling into disrepair. The increase of 15% will also ensure that the tariffs are more cost effective and will lead to a more sustainable provision of the service.

## **ELECTRICITY**

The Municipality finds itself in the unfortunate position that it has no option but to filter down the proposed Eskom increase to its consumers, the Eskom increase to the municipality amounts to 8%. It should be noted that due to much needed infrastructure cost and maintenance cost the municipality unfortunately has to increase prices with 10%.

50 units of free basic electricity are provided to indigent consumers only in the 2014/2015 financial year.

Maintenance expenditure in respect of the electricity amounts to R285 680 for the 2014/2015 financial year, representing 2.58% of annual electricity sales. The guideline from NERSA is 5% of annual electricity sales. The municipality needs to seriously consider ways to increase this percentage.

## **WATER**

In terms of National treasury guidelines the water tariffs must be cost reflective and the provision of potable water should carry the highest priority.

In order to comply with this instruction, the water tariffs applicable to the 2014/2015 financial year is said to increase by 10%.

The tariff increase is necessary to ensure the economic viability and sustainability of the water service and to secure the quality of water provision to all communities.

## **REFUSE REMOVAL**

It is proposed that the refuse tariff increase by 15% for the 2014/2015 financial year. The municipality must in terms of the requirements of GRAP contribute to a provision for the rehabilitation of refuse sites, this contribution has not been included in the budget for 2014/2015 figures due to financial constraints.

## **INDIGENT SUBSIDY**

The municipality will once again in the 2014/2015 financial year strive towards sufficient subsidization of indigent households. Provision is made as follows in the operating budget for the subsidizing of the indigent:

Electricity	50 Units
Water	6 Kiloliter
Sewerage	Full subsidy of the single household tariff



Refuse removal Full subsidy of the single household tariff  
Assessment rates 100% Subsidy

Provision is made on the budget to subsidize households at a total cost of R5.284 million for the 2014/2015 financial year.

Provision is also made for the repair of water leakages at indigent households in the amount of R31 860 for the 2014/2015 financial year.

## **FINANCIAL VIABILITY AND SUSTAINABILITY**

The Municipality must ensure the financial sustainability of its operations and ensure that it operates as a going concern. The budget currently does not support this principle and a serious effort would be necessary to ensure the reaching of these goals.

The Municipality is currently still struggling to meet all of its current and long term commitments. Current liabilities are exceeding current assets with R17.666 Million as at 30 June 2013.

## **SDBIP (SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN)**

The municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. A top level service delivery and budget implementation plan is included in the budget documentation. The SDBIP is indicative of service delivery targets for the 2014/2015 financial year. Emphasis is placed on the sustaining of current services and further enhancement of service delivery to all communities.

## **POLICY CHANGES**

Management have conducted the required annual review of all budget related policies. Most of the budget related policies saw changes being made to include improved procedures, updated legislation, etc.

The following policies have been reviewed and amendments made to:

- Tariff policy
- Indigent policy
- Credit control and debt management policy
- Banking and investment policy
- Asset management policy

The following policies have been reviewed without any changes:

- Rates policy
- Supply chain management policy
- Virement policy

J.Z.A VUMAZONKE

MUNICIPAL MANAGER

## **CHAPTER 4**

### **ANNUAL BUDGET TABLES**

#### ***Operating budget (Schedules A1, A2, A3 &A4)***

The operating revenue budget of Baviaans Municipality amounts to R52.444 Million for 2014/2015 financial year. This represents an increase of R5.038 Million (10.63%). The increase is mainly a result of:

- increased tariffs
- Increase in equitable share and other grants

To ensure a credible and funded budget Baviaans Municipality had to increase tariffs in general by 10% except for refuse and sewerage which had to increase with 15%. Consideration was given to the fact that Baviaans Municipality has been increasing tariffs marginally for a number of years in the past which resulted in tariffs not being cost effective. A total review of the tariff structure is in progress. The increase of 10% in all tariffs will lead Baviaans municipality in having a more sustainable budget and ensuring that we will be able to render all services.

NERSA approved a 7% tariff increase for municipalities, but the municipality applied for a 10% increase. Approval was granted by NERSA to implement the 10% increase.

Please refer to budget assumptions for more detail. (Chapter 9)

Baviaans Municipality's budgeted expenditure for the 2014/2015 MTREF amounts to R71.695 Million. This represents an increase of R3.304 mil (4.8%)

This increase is mainly a result of increase in:

- Salaries
- Increase in bulk purchases

A provisional 6.79% across the board general salary increase is budgeted as the salary negotiations have been met with organized labour for the next three years.

Bulk purchases increased by R757 000 which is a result of the increase in bulk electricity which amounted to 8%.

It is worth mentioning that currently there is no allocation for EPWP grant beyond the 2014/15 financial year. The municipality will receive R1 390 000 EPWP grant for 2014/15.

EC107 Baviaans - Table A1 Budget Summary

Description	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
	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
<b>R thousands</b>										
<b>Financial Performance</b>										
Property rates	2,955	1,918	3,089	3,737	3,737	3,737	3,737	4,377	4,814	5,296
Service charges	7,724	13,244	15,733	18,146	17,983	17,983	17,983	20,000	22,000	24,200
Investment revenue	325	102	112	80	80	80	80	88	97	106
Transfers recognised - operational	15,965	18,804	29,574	23,330	23,552	23,552	23,552	25,819	27,223	28,093
Other own revenue	7,463	5,118	3,667	7,205	2,054	2,054	2,054	2,161	2,342	2,539
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>34,433</b>	<b>39,186</b>	<b>52,175</b>	<b>52,498</b>	<b>47,406</b>	<b>47,406</b>	<b>47,406</b>	<b>52,444</b>	<b>56,475</b>	<b>60,234</b>
Employee costs	14,486	18,318	18,587	19,732	20,539	20,539	20,539	22,200	23,620	25,131
Remuneration of councillors	1,042	1,383	1,507	1,692	1,692	1,692	1,692	1,755	1,859	1,961
Depreciation & asset impairment	-	14,842	15,516	8,000	15,600	15,600	15,600	15,600	15,600	15,600
Finance charges	525	763	1,122	195	1,063	1,063	1,063	1,129	1,196	1,261
Materials and bulk purchases	8,278	6,658	7,942	9,396	9,396	9,396	9,396	10,153	10,752	11,344
Transfers and grants	-	3,572	5,629	5,718	5,739	5,739	5,739	5,285	5,813	6,395
Other expenditure	15,362	22,915	15,928	14,792	14,361	14,361	14,361	15,573	14,796	15,576
<b>Total Expenditure</b>	<b>39,693</b>	<b>68,452</b>	<b>66,233</b>	<b>59,526</b>	<b>68,391</b>	<b>68,391</b>	<b>68,391</b>	<b>71,695</b>	<b>73,636</b>	<b>77,267</b>
<b>Surplus/(Deficit)</b>	<b>(5,260)</b>	<b>(29,266)</b>	<b>(14,058)</b>	<b>(7,028)</b>	<b>(20,985)</b>	<b>(20,985)</b>	<b>(20,985)</b>	<b>(19,251)</b>	<b>(17,161)</b>	<b>(17,033)</b>
Transfers recognised - capital	10,375	15,886	16,742	39,429	42,414	42,414	42,414	42,540	37,273	13,643
Contributions recognised - capital & contributed a	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>5,115</b>	<b>(13,380)</b>	<b>2,685</b>	<b>32,400</b>	<b>21,429</b>	<b>21,429</b>	<b>21,429</b>	<b>23,289</b>	<b>20,111</b>	<b>(3,390)</b>
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	<b>5,115</b>	<b>(13,380)</b>	<b>2,685</b>	<b>32,400</b>	<b>21,429</b>	<b>21,429</b>	<b>21,429</b>	<b>23,289</b>	<b>20,111</b>	<b>(3,390)</b>
<b>Capital expenditure &amp; funds sources</b>										
<b>Capital expenditure</b>	<b>11,843</b>	<b>14,988</b>	<b>21,254</b>	<b>37,029</b>	<b>44,887</b>	<b>44,887</b>	<b>44,887</b>	<b>38,967</b>	<b>32,706</b>	<b>11,979</b>
Transfers recognised - capital	11,178	14,723	20,171	36,889	39,804	39,804	39,804	38,818	32,695	11,968
Public contributions & donations	-	-	63	-	-	-	-	-	-	-
Borrowing	507	-	733	-	-	-	-	-	-	-
Internally generated funds	158	265	286	140	5,083	5,083	5,083	148	157	157
<b>Total sources of capital funds</b>	<b>11,843</b>	<b>14,988</b>	<b>21,254</b>	<b>37,029</b>	<b>44,887</b>	<b>44,887</b>	<b>44,887</b>	<b>38,967</b>	<b>32,852</b>	<b>12,125</b>
<b>Financial position</b>										
Total current assets	6,127	1,216	2,576	9,514	4,725	4,725	4,725	5,782	9,104	10,833
Total non current assets	38,216	216,881	222,618	77,300	251,858	251,858	251,858	265,914	283,166	279,691
Total current liabilities	14,614	16,712	20,242	8,745	20,299	20,299	20,299	11,030	11,919	13,411
Total non current liabilities	1,163	4,077	4,960	4,125	5,785	5,785	5,785	6,878	6,451	6,604
Community wealth/Equity	28,567	197,308	199,992	73,944	230,500	230,500	230,500	253,788	273,899	270,509
<b>Cash flows</b>										
Net cash from (used) operating	4,468	15,951	21,262	39,085	40,595	40,595	40,595	40,799	36,177	15,855
Net cash from (used) investing	(4,554)	(14,988)	(21,254)	(37,029)	(44,887)	(44,887)	(44,887)	(38,967)	(32,852)	(12,125)
Net cash from (used) financing	(397)	(530)	174	(740)	(1,121)	(1,121)	(1,121)	(1,200)	(1,200)	(1,200)
<b>Cash/cash equivalents at the year end</b>	<b>(316)</b>	<b>117</b>	<b>299</b>	<b>1,846</b>	<b>(5,114)</b>	<b>(5,114)</b>	<b>(5,114)</b>	<b>932</b>	<b>3,056</b>	<b>5,585</b>
<b>Cash backing/surplus reconciliation</b>										
Cash and investments available	(284)	117	299	1,846	(5,114)	(5,114)	(5,114)	932	3,056	5,585
Application of cash and investments	(57)	14,422	17,033	(211)	8,577	8,577	8,577	4,052	3,431	4,693
<b>Balance - surplus (shortfall)</b>	<b>(226)</b>	<b>(14,305)</b>	<b>(16,734)</b>	<b>2,057</b>	<b>(13,691)</b>	<b>(13,691)</b>	<b>(13,691)</b>	<b>(3,121)</b>	<b>(375)</b>	<b>892</b>
<b>Asset management</b>										
Asset register summary (MDV)	38,216	216,881	222,508	77,300	236,547	236,547	265,914	265,914	283,166	279,691
Depreciation & asset impairment	-	14,842	15,516	8,000	15,600	15,600	15,600	15,600	15,600	15,600
Renewal of Existing Assets	-	-	-	-	-	-	-	7,816	4,793	4,950
Repairs and Maintenance	2,748	5,322	3,083	1,077	750	750	1,199	1,199	1,270	1,340
<b>Free services</b>										
Cost of Free Basic Services provided	-	-	-	5,430	5,430	5,430	4,664	4,664	5,130	5,643
Revenue cost of free services provided	-	-	-	14,139	14,139	14,139	764	764	841	925
<b>Households below minimum service level</b>										
Water:	0	0	0	0	0	0	0	0	0	0
Sanitation/sewerage:	1	1	0	0	0	0	0	0	0	0
Energy:	1	1	1	1	1	1	1	1	1	1
Refuse:	2	2	1	1	1	1	1	1	1	1

EC107 Baviaans - 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		
		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
<b>Revenue - Standard</b>	1									
<i>Governance and administration</i>		24,105	22,285	16,398	16,590	13,554	13,554	14,415	15,968	16,904
Executive and council		–	–	732	1,348	1,348	1,348	1,403	1,466	1,532
Budget and treasury office		23,869	22,214	15,415	15,091	12,115	12,115	12,907	14,390	15,252
Corporate services		236	71	251	151	91	91	105	113	121
<i>Community and public safety</i>		1,249	649	1,396	1,409	4,709	4,709	15,222	4,378	4,525
Community and social services		993	399	1,146	430	512	512	4,082	4,103	4,223
Sport and recreation		–	–	–	500	845	845	1,485	–	–
Public safety		–	250	250	479	250	250	250	275	303
Housing		–	–	–	–	3,102	3,102	9,405	–	–
Health		257	–	–	–	–	–	–	–	–
<i>Economic and environmental services</i>		11,314	9,456	11,839	9,943	8,225	8,225	6,603	4,068	4,207
Planning and development		68	–	–	–	–	–	23	25	28
Road transport		11,246	9,456	11,839	9,943	8,225	8,225	6,580	4,043	4,179
Environmental protection		–	–	–	–	–	–	–	–	–
<i>Trading services</i>		7,744	22,521	39,196	63,864	63,199	63,199	58,289	69,240	48,138
Electricity		2,820	8,235	12,345	14,047	13,980	13,980	14,459	19,705	20,997
Water		2,586	4,701	16,552	40,001	39,147	39,147	29,985	34,863	11,585
Waste water management		2,337	9,585	8,199	4,831	5,001	5,001	6,039	9,038	9,549
Waste management		–	–	2,100	4,986	5,071	5,071	7,805	5,633	6,007
<i>Other</i>	4	395	161	89	120	133	133	455	94	103
<b>Total Revenue - Standard</b>	2	<b>44,807</b>	<b>55,071</b>	<b>68,917</b>	<b>91,926</b>	<b>89,820</b>	<b>89,820</b>	<b>94,984</b>	<b>93,748</b>	<b>73,877</b>
<b>Expenditure - Standard</b>										
<i>Governance and administration</i>		14,539	40,135	39,412	22,619	33,381	33,381	34,235	35,651	36,834
Executive and council		1,244	3,352	3,793	3,266	3,529	3,529	3,506	3,721	3,939
Budget and treasury office		8,762	32,698	31,418	14,966	24,543	24,543	25,419	26,296	26,929
Corporate services		4,533	4,086	4,201	4,387	5,309	5,309	5,309	5,634	5,966
<i>Community and public safety</i>		2,633	3,147	2,831	3,317	3,466	3,466	3,480	3,695	3,927
Community and social services		2,251	3,109	2,459	2,782	2,898	2,898	2,861	3,037	3,228
Sport and recreation		–	38	–	6	–	–	6	7	7
Public safety		–	0	372	529	567	567	612	651	692
Housing		–	–	–	–	–	–	–	–	–
Health		381	–	–	–	–	–	–	–	–
<i>Economic and environmental services</i>		10,339	10,047	7,437	10,304	8,302	8,302	9,306	8,278	8,765
Planning and development		2,748	–	–	–	–	–	685	728	775
Road transport		7,591	10,047	7,437	10,304	8,302	8,302	8,621	7,550	7,990
Environmental protection		–	–	–	–	–	–	–	–	–
<i>Trading services</i>		11,093	14,983	15,797	22,577	22,605	22,605	23,541	25,153	26,827
Electricity		7,652	8,644	9,839	12,635	12,931	12,931	12,446	13,229	14,018
Water		2,299	2,568	3,203	4,189	4,087	4,087	4,689	5,017	5,364
Waste water management		1,142	2,119	1,507	2,263	2,580	2,580	2,890	3,114	3,355
Waste management		–	1,652	1,247	3,489	3,008	3,008	3,517	3,792	4,090
<i>Other</i>	4	1,089	139	756	709	636	636	1,134	860	914
<b>Total Expenditure - Standard</b>	3	<b>39,693</b>	<b>68,452</b>	<b>66,233</b>	<b>59,526</b>	<b>68,391</b>	<b>68,391</b>	<b>71,695</b>	<b>73,636</b>	<b>77,267</b>
<b>Surplus/(Deficit) for the year</b>		<b>5,115</b>	<b>(13,380)</b>	<b>2,685</b>	<b>32,400</b>	<b>21,429</b>	<b>21,429</b>	<b>23,289</b>	<b>20,111</b>	<b>(3,390)</b>

EC107 Bavians - 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		
		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
<b>Revenue by Vote</b>	1									
Vote 1 - Executive & Council		—	—	732	1,348	1,348	1,348	1,403	1,466	1,532
Vote 2 - Corporate Services		236	318	251	151	91	91	105	113	121
Vote 3 - Budget & Treasury Office		23,869	21,841	15,415	15,091	12,115	12,115	12,907	14,300	15,252
Vote 4 - Technical Services		19,038	31,038	50,418	70,691	73,168	73,168	72,839	71,735	50,648
Vote 5 - Community Services		1,644	1,820	2,101	4,645	3,038	3,038	7,730	6,044	6,324
Vote 6 - Vote 6		—	—	—	—	—	—	—	—	—
Vote 7 - Vote 7		—	—	—	—	—	—	—	—	—
Vote 8 - Vote 8		—	—	—	—	—	—	—	—	—
Vote 9 - Vote 9		—	—	—	—	—	—	—	—	—
Vote 10 - Vote 10		—	—	—	—	—	—	—	—	—
Vote 11 - Vote 11		—	—	—	—	—	—	—	—	—
Vote 12 - Vote 12		—	—	—	—	—	—	—	—	—
Vote 13 - Vote 13		—	—	—	—	—	—	—	—	—
Vote 14 - Vote 14		—	—	—	—	—	—	—	—	—
Vote 15 - Vote 15		—	—	—	—	—	—	—	—	—
<b>Total Revenue by Vote</b>	2	<b>44,807</b>	<b>55,071</b>	<b>68,917</b>	<b>91,926</b>	<b>88,820</b>	<b>88,820</b>	<b>94,984</b>	<b>93,748</b>	<b>73,877</b>
<b>Expenditure by Vote to be appropriated</b>	1									
Vote 1 - Executive & Council		1,244	2,846	3,793	3,286	3,529	3,529	3,506	3,721	3,989
Vote 2 - Corporate Services		4,533	5,245	4,201	4,387	5,309	5,309	5,309	5,634	5,966
Vote 3 - Budget & Treasury Office		8,762	33,181	31,418	14,966	24,543	24,543	25,419	26,236	26,929
Vote 4 - Technical Services		21,432	23,726	22,793	29,912	30,250	30,250	31,951	32,469	34,592
Vote 5 - Community Services		3,722	3,453	4,028	6,955	4,760	4,760	5,500	5,497	5,841
Vote 6 - Vote 6		—	—	—	—	—	—	—	—	—
Vote 7 - Vote 7		—	—	—	—	—	—	—	—	—
Vote 8 - Vote 8		—	—	—	—	—	—	—	—	—
Vote 9 - Vote 9		—	—	—	—	—	—	—	—	—
Vote 10 - Vote 10		—	—	—	—	—	—	—	—	—
Vote 11 - Vote 11		—	—	—	—	—	—	—	—	—
Vote 12 - Vote 12		—	—	—	—	—	—	—	—	—
Vote 13 - Vote 13		—	—	—	—	—	—	—	—	—
Vote 14 - Vote 14		—	—	—	—	—	—	—	—	—
Vote 15 - Vote 15		—	—	—	—	—	—	—	—	—
<b>Total Expenditure by Vote</b>	2	<b>39,693</b>	<b>68,452</b>	<b>66,233</b>	<b>59,526</b>	<b>68,391</b>	<b>68,391</b>	<b>71,665</b>	<b>73,636</b>	<b>77,267</b>
<b>Surplus/(Deficit) for the year</b>	2	<b>5,115</b>	<b>(13,380)</b>	<b>2,685</b>	<b>32,400</b>	<b>21,429</b>	<b>21,429</b>	<b>23,319</b>	<b>20,111</b>	<b>(3,390)</b>

EC107 Baviaans - 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		
		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
<b>Revenue By Source</b>											
Property rates	2	2,955	1,918	3,089	3,737	3,737	3,737	3,737	4,377	4,814	5,296
Property rates - penalties & collection charges											
Service charges - electricity revenue	2	2,801	7,761	8,897	10,203	10,083	10,083	10,083	11,091	12,200	13,420
Service charges - water revenue	2	2,586	2,726	2,947	3,481	3,531	3,531	3,531	3,884	4,272	4,699
Service charges - sanitation revenue	2	2,337	2,757	1,758	2,055	1,962	1,962	1,962	2,257	2,482	2,731
Service charges - refuse revenue	2	-	-	2,132	2,407	2,407	2,407	2,407	2,768	3,045	3,350
Service charges - other		-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		65	59	116	120	39	39	39	43	47	52
Interest earned - external investments		325	102	112	80	80	80	80	88	97	106
Interest earned - outstanding debtors		351	312	368	150	339	339	339	373	410	451
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines		12	13	4	20	15	15	15	10	11	12
Licences and permits		518	461	509	100	585	585	585	644	708	779
Agency services		257	-	-	2,996	738	738	738	782	829	879
Transfers recognised - operational		15,965	18,804	29,574	23,330	23,552	23,552	23,552	25,819	27,223	28,093
Other revenue	2	6,261	4,273	2,670	3,819	338	338	338	310	337	367
Gains on disposal of PPE											
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>34,433</b>	<b>39,186</b>	<b>52,175</b>	<b>52,498</b>	<b>47,406</b>	<b>47,406</b>	<b>47,406</b>	<b>52,444</b>	<b>56,475</b>	<b>60,234</b>
<b>Expenditure By Type</b>											
Employee related costs	2	14,486	18,318	18,587	19,732	20,539	20,539	20,539	22,200	23,620	25,131
Remuneration of councillors		1,042	1,383	1,507	1,692	1,692	1,692	1,692	1,755	1,859	1,961
Debt impairment	3	884	3,790	1,371							
Depreciation & asset impairment	2	-	14,842	15,516	8,000	15,600	15,600	15,600	15,600	15,600	15,600
Finance charges		525	763	1,122	195	1,063	1,063	1,063	1,129	1,196	1,261
Bulk purchases	2	5,531	6,658	7,942	9,396	9,396	9,396	9,396	10,153	10,752	11,344
Other materials	8	2,748									
Contracted services		-	-	-	-	-	-	-	-	-	-
Transfers and grants		-	3,572	5,629	5,718	5,739	5,739	5,739	5,285	5,813	6,395
Other expenditure	4, 5	14,478	19,125	14,557	14,792	14,361	14,361	14,361	15,573	14,796	15,576
Loss on disposal of PPE				0							
<b>Total Expenditure</b>		<b>39,693</b>	<b>68,452</b>	<b>66,233</b>	<b>59,526</b>	<b>68,391</b>	<b>68,391</b>	<b>68,391</b>	<b>71,695</b>	<b>73,636</b>	<b>77,267</b>
<b>Surplus/(Deficit)</b>											
Transfers recognised - capital		10,375	15,886	16,742	39,429	42,414	42,414	42,414	42,540	37,273	13,643
Contributions recognised - capital	6	-	-	-	-	-	-	-	-	-	-
Contributed assets											
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>5,115</b>	<b>(13,380)</b>	<b>2,685</b>	<b>32,400</b>	<b>21,429</b>	<b>21,429</b>	<b>21,429</b>	<b>23,289</b>	<b>20,111</b>	<b>(3,390)</b>
Taxation											
<b>Surplus/(Deficit) after taxation</b>		<b>5,115</b>	<b>(13,380)</b>	<b>2,685</b>	<b>32,400</b>	<b>21,429</b>	<b>21,429</b>	<b>21,429</b>	<b>23,289</b>	<b>20,111</b>	<b>(3,390)</b>
Attributable to minorities											
<b>Surplus/(Deficit) attributable to municipality</b>		<b>5,115</b>	<b>(13,380)</b>	<b>2,685</b>	<b>32,400</b>	<b>21,429</b>	<b>21,429</b>	<b>21,429</b>	<b>23,289</b>	<b>20,111</b>	<b>(3,390)</b>
Share of surplus/ (deficit) of associate	7										
<b>Surplus/(Deficit) for the year</b>		<b>5,115</b>	<b>(13,380)</b>	<b>2,685</b>	<b>32,400</b>	<b>21,429</b>	<b>21,429</b>	<b>21,429</b>	<b>23,289</b>	<b>20,111</b>	<b>(3,390)</b>

### **Capital budget (Schedule A5)**

The capital budget of the municipality amounts to R40.687 Million. This indicates a decrease of R4.2 Million (9.35%) which is mainly a result of:

- Decrease in DTI funded projects (R12.792 million)
- Decrease in MIG funded projects (R1.775 million)
- Increase in RBIG funded projects (R6.156 million)
- Increase in Housing funded projects (R6.303 million)
- Decrease in roll over projects (R4.550 million)

The main projects that are funded in the capital budget are:

- Streets & Stormwater Willowmore – R2 015 300
- Streets & Stormwater Steytlerville – R1 200 000
- Steytlerville Solid waste disposal site – R2 800 000
- Rietbron High Mast Light – R300 000
- Electricity – R900 000
- Waste water treatment works Rietbron – R1 110 000
- Upgrading of Sportsfields – R1 484 700
- Down housing –R9 404 956
- Steytlerville water Erasmuskloof – R22 830 780
- Lease vehicles – R1.9 million

Amounts shown are total project values for 2014/15 including VAT. The budget is based on a total amount of R40 687 mil excl VAT.

These projects are funded by the Municipal Infrastructure Grant, Regional bulk infrastructure grant, Department of Human Settlement grant and a grant from DTI (Department of Trade and Industry) as well as lease financing

EC107 Baviaans - 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		
		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
<b>R thousand</b>	1										
<b>Capital expenditure - Vote</b>											
<b>Multi-year expenditure to be appropriated</b>	2										
Vote 1 - Executive & Council		-	-	-	-	-	-	-	-	-	-
Vote 2 - Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 3 - Budget & Treasury Office		-	-	-	-	-	-	-	-	-	-
Vote 4 - Technical Services		-	-	-	-	-	-	-	-	-	-
Vote 5 - Community Services		-	-	-	-	-	-	-	-	-	-
Vote 6 - Vote 6		-	-	-	-	-	-	-	-	-	-
Vote 7 - Vote 7		-	-	-	-	-	-	-	-	-	-
Vote 8 - Vote 8		-	-	-	-	-	-	-	-	-	-
Vote 9 - Vote 9		-	-	-	-	-	-	-	-	-	-
Vote 10 - Vote 10		-	-	-	-	-	-	-	-	-	-
Vote 11 - Vote 11		-	-	-	-	-	-	-	-	-	-
Vote 12 - Vote 12		-	-	-	-	-	-	-	-	-	-
Vote 13 - Vote 13		-	-	-	-	-	-	-	-	-	-
Vote 14 - Vote 14		-	-	-	-	-	-	-	-	-	-
Vote 15 - Vote 15		-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	7	-	-	-	-	-	-	-	-	-	-
<b>Single-year expenditure to be appropriated</b>	2										
Vote 1 - Executive & Council		-	17	51	-	-	-	-	1,720	-	-
Vote 2 - Corporate Services		-	36	21	10	-	-	-	-	-	-
Vote 3 - Budget & Treasury Office		700	61	59	-	96	96	96	11	11	11
Vote 4 - Technical Services		10,995	14,675	20,925	36,380	43,770	43,770	43,770	37,220	32,841	12,114
Vote 5 - Community Services		148	199	197	639	1,021	1,021	1,021	1,736	-	-
Vote 6 - Vote 6		-	-	-	-	-	-	-	-	-	-
Vote 7 - Vote 7		-	-	-	-	-	-	-	-	-	-
Vote 8 - Vote 8		-	-	-	-	-	-	-	-	-	-
Vote 9 - Vote 9		-	-	-	-	-	-	-	-	-	-
Vote 10 - Vote 10		-	-	-	-	-	-	-	-	-	-
Vote 11 - Vote 11		-	-	-	-	-	-	-	-	-	-
Vote 12 - Vote 12		-	-	-	-	-	-	-	-	-	-
Vote 13 - Vote 13		-	-	-	-	-	-	-	-	-	-
Vote 14 - Vote 14		-	-	-	-	-	-	-	-	-	-
Vote 15 - Vote 15		-	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>		11,843	14,988	21,254	37,029	44,887	44,887	44,887	40,687	32,852	12,125
<b>Total Capital Expenditure - Vote</b>		11,843	14,988	21,254	37,029	44,887	44,887	44,887	40,687	32,852	12,125
<b>Capital Expenditure - Standard</b>											
<b>Governance and administration</b>		700	114	132	10	96	96	96	1,731	11	11
Executive and council		-	17	51	-	-	-	-	1,720	-	-
Budget and treasury office		700	61	59	-	96	96	96	11	11	11
Corporate services		-	36	21	10	-	-	-	-	-	-
<b>Community and public safety</b>		148	199	197	639	4,123	4,123	4,123	11,141	-	-
Community and social services		148	199	197	-	-	-	-	433	-	-
Sport and recreation		-	-	-	639	1,021	1,021	1,021	1,302	-	-
Public safety		-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	3,102	3,102	3,102	9,405	-	-
Health		-	-	-	-	-	-	-	-	-	-
<b>Economic and environmental services</b>		8,469	5,799	8,125	4,544	5,718	5,718	5,718	2,820	1,754	1,754
Planning and development		-	-	789	-	-	-	-	-	-	-
Road transport		8,469	5,799	7,336	4,544	5,718	5,718	5,718	2,820	1,754	1,754
Environmental protection		-	-	-	-	-	-	-	-	-	-
<b>Trading services</b>		2,526	8,876	12,800	31,837	34,950	34,950	34,950	24,995	31,087	10,359
Electricity		1,066	-	425	70	425	425	425	1,190	4,532	4,532
Water		1,459	6,057	9,358	31,597	33,504	33,504	33,504	20,375	23,516	2,632
Waste water management		-	1,130	3,018	20	787	787	787	974	3,039	3,196
Waste management		-	1,689	0	150	235	235	235	2,456	-	-
<b>Other</b>		-	-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure - Standard</b>	3	11,843	14,988	21,254	37,029	44,887	44,887	44,887	40,687	32,852	12,125
<b>Funded by:</b>											
National Government		11,178	12,986	16,059	18,889	20,819	20,819	20,819	26,582	32,695	11,968
Provincial Government		-	-	4,113	18,000	18,985	18,985	18,985	12,236	-	-
District Municipality		-	1,737	-	-	-	-	-	-	-	-
Other transfers and grants		-	-	-	-	-	-	-	-	-	-
<b>Transfers recognised - capital</b>	4	11,178	14,723	20,171	36,889	39,804	39,804	39,804	38,818	32,695	11,968
<b>Public contributions &amp; donations</b>	5	-	-	63	-	-	-	-	-	-	-
<b>Borrowing</b>	6	507	-	733	-	-	-	-	1,720	-	-
<b>Internally generated funds</b>		158	265	286	140	5,083	5,083	5,083	148	157	157
<b>Total Capital Funding</b>	7	11,843	14,988	21,254	37,029	44,887	44,887	44,887	40,687	32,852	12,125



***Budgeted Financial position (Schedule A6)***

Current assets are assets that can be converted in cash within 12 months and mainly consist of cash in the bank, investments and debtors.

It is anticipated that no additional contribution to provision for bad debt is required as the budget is based on 98% collection rate and the total accumulated provision already in the general ledger is sufficient. Management has taken into consideration the appointment of debt collectors which was finalized during the 2013/14 financial year and the anticipated success rate thereof.

Non-current Assets are assets that has a lifespan of longer than 12 months and mainly consist of fixed assets e.g. infrastructure and moveable assets.

The process of unbundling of assets has been completed and depreciation charges could be calculated on baseline information available from the previous financial year.

Non-current provisions consist of provision for rehabilitation of landfill sites to the value of R978 000 and post retirement benefits to the value of R3.1 million

Current provisions consist of provision for bonuses to the value of R1.167 million

It is anticipated that the year will end with a positive bank balance of R932 000 whilst nett debtors will increase to R3.6 million

Borrowing balances will increase to accommodate for the new finance leases for vehicles which had to be taken up.

Of concern is Baviaans' liquidity. Trade creditors is more than debtors by R4 million. This has also been mentioned in the audit report of 2012/13.

EC107 Baviaans - Table A6 Budgeted Financial Position

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
		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
<b>ASSETS</b>											
<b>Current assets</b>											
Cash		-	110	292	1,846	-	-	-	932	3,066	5,585
Call investment deposits	1	6	7	7	-	-	-	-	-	-	-
Consumer debtors	1	2,970	352	767	7,500	3,465	3,465	3,465	3,600	4,800	4,000
Other debtors		3,132	728	1,462	148	1,240	1,240	1,240	1,200	1,200	1,200
Current portion of long-term receivables		-	-	-	-	-	-	-	-	-	-
Inventory	2	20	19	48	20	20	20	20	50	48	48
<b>Total current assets</b>		<b>6,127</b>	<b>1,216</b>	<b>2,576</b>	<b>9,514</b>	<b>4,725</b>	<b>4,725</b>	<b>4,725</b>	<b>5,782</b>	<b>9,104</b>	<b>10,833</b>
<b>Non current assets</b>											
Long-term receivables		-	-	-	-	-	-	-	-	-	-
Investments		-	-	-	-	-	-	-	-	-	-
Investment property		10	39,784	39,581	10	39,581	39,581	39,581	39,581	39,581	39,581
Investment in Associate		-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	3	37,739	177,038	182,927	76,824	212,277	212,277	212,277	226,333	243,585	240,110
Agricultural		-	-	-	-	-	-	-	-	-	-
Biological		-	-	-	-	-	-	-	-	-	-
Intangible		466	59	0	466	0	0	0	-	-	-
Other non-current assets		-	-	110	-	-	-	-	-	-	-
<b>Total non current assets</b>		<b>38,216</b>	<b>216,881</b>	<b>222,618</b>	<b>77,300</b>	<b>251,858</b>	<b>251,858</b>	<b>251,858</b>	<b>265,914</b>	<b>283,166</b>	<b>279,691</b>
<b>TOTAL ASSETS</b>		<b>44,343</b>	<b>218,096</b>	<b>225,194</b>	<b>86,814</b>	<b>256,583</b>	<b>256,583</b>	<b>256,583</b>	<b>271,696</b>	<b>292,270</b>	<b>290,525</b>
<b>LIABILITIES</b>											
<b>Current liabilities</b>											
Bank overdraft	1	289	-	-	-	5,114	5,114	5,114	-	-	-
Borrowing	4	696	567	543	310	750	750	750	950	950	950
Consumer deposits		137	145	146	145	145	145	145	146	146	146
Trade and other payables	4	13,068	15,477	18,975	7,000	13,000	13,000	13,000	8,767	9,100	9,950
Provisions		423	523	578	1,290	1,290	1,290	1,290	1,167	1,723	2,365
<b>Total current liabilities</b>		<b>14,614</b>	<b>16,712</b>	<b>20,242</b>	<b>8,745</b>	<b>20,299</b>	<b>20,299</b>	<b>20,299</b>	<b>11,030</b>	<b>11,919</b>	<b>13,411</b>
<b>Non current liabilities</b>											
Borrowing		1,163	762	960	-	1,660	1,660	1,660	2,800	2,374	2,526
Provisions		-	3,314	4,001	4,125	4,125	4,125	4,125	4,078	4,078	4,078
<b>Total non current liabilities</b>		<b>1,163</b>	<b>4,077</b>	<b>4,960</b>	<b>4,125</b>	<b>5,785</b>	<b>5,785</b>	<b>5,785</b>	<b>6,878</b>	<b>6,451</b>	<b>6,604</b>
<b>TOTAL LIABILITIES</b>		<b>15,776</b>	<b>20,789</b>	<b>25,202</b>	<b>12,870</b>	<b>26,084</b>	<b>26,084</b>	<b>26,084</b>	<b>17,907</b>	<b>18,371</b>	<b>20,015</b>
<b>NET ASSETS</b>	5	<b>28,567</b>	<b>197,308</b>	<b>199,992</b>	<b>73,944</b>	<b>230,500</b>	<b>230,500</b>	<b>230,500</b>	<b>253,788</b>	<b>273,899</b>	<b>270,509</b>
<b>COMMUNITY WEALTH/EQUITY</b>											
Accumulated Surplus/(Deficit)		28,567	197,308	199,992	73,944	230,500	230,500	230,500	253,788	273,899	270,509
Reserves	4	-	-	-	-	-	-	-	-	-	-
Minorities' interests		-	-	-	-	-	-	-	-	-	-
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	5	<b>28,567</b>	<b>197,308</b>	<b>199,992</b>	<b>73,944</b>	<b>230,500</b>	<b>230,500</b>	<b>230,500</b>	<b>253,788</b>	<b>273,899</b>	<b>270,509</b>

***Cash Flow (Schedule A7)***

It is anticipated that the cash balance will end on a positive R932 thousand at the end of the financial year.

Cash out flows with regards to Capital additions will amount to R40.687 Million, whilst payments to suppliers will amount to R52.962 million.

Payments from debtors for services rendered will amount to R26.070 million. As can be seen from the cash flow, the municipality is heavily reliant on grant funding. Cash from grant funding will amount to R68.359 Million for 2014/15 financial year.

Cash receipts are based on 98% collection rate.

EC107 Baviaans - Table A7 Budgeted Cash Flows

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
		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
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>											
<b>Receipts</b>											
Ratepayers and other		39,025	19,815	19,601	27,428	22,349	22,349	22,349	26,070	27,546	32,383
Government - operating	1	-	34,630	46,316	23,330	23,552	23,552	23,552	25,819	27,223	28,093
Government - capital	1	-	-	-	39,429	42,414	42,414	42,414	42,540	37,273	13,643
Interest		676	414	480	230	419	419	419	461	507	558
Dividends		-	-	-	-	-	-	-	-	-	-
<b>Payments</b>											
Suppliers and employees		(35,014)	(38,204)	(44,013)	(51,331)	(48,139)	(48,139)	(48,139)	(52,962)	(55,176)	(57,561)
Finance charges		(219)	(763)	(1,122)	-	-	-	-	(1,129)	(1,196)	(1,261)
Transfers and Grants	1	-	-	-	-	-	-	-	-	-	-
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>		<b>4,468</b>	<b>15,951</b>	<b>21,262</b>	<b>39,085</b>	<b>40,595</b>	<b>40,595</b>	<b>40,595</b>	<b>40,799</b>	<b>36,177</b>	<b>15,855</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>											
<b>Receipts</b>											
Proceeds on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current debtors		-	-	-	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		7,289	-	-	-	-	-	-	-	-	-
<b>Payments</b>											
Capital assets		(11,843)	(14,988)	(21,254)	(37,029)	(44,887)	(44,887)	(44,887)	(40,687)	(32,852)	(12,125)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>		<b>(4,554)</b>	<b>(14,988)</b>	<b>(21,254)</b>	<b>(37,029)</b>	<b>(44,887)</b>	<b>(44,887)</b>	<b>(44,887)</b>	<b>(40,687)</b>	<b>(32,852)</b>	<b>(12,125)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>											
<b>Receipts</b>											
Short term loans		-	-	-	-	-	-	-	1,720	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
<b>Payments</b>											
Repayment of borrowing		(397)	(530)	174	(740)	(1,121)	(1,121)	(1,121)	(1,200)	(1,200)	(1,200)
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>		<b>(397)</b>	<b>(530)</b>	<b>174</b>	<b>(740)</b>	<b>(1,121)</b>	<b>(1,121)</b>	<b>(1,121)</b>	<b>520</b>	<b>(1,200)</b>	<b>(1,200)</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>		<b>(483)</b>	<b>434</b>	<b>182</b>	<b>1,316</b>	<b>(5,413)</b>	<b>(5,413)</b>	<b>(5,413)</b>	<b>632</b>	<b>2,124</b>	<b>2,530</b>
Cash/cash equivalents at the year begin:	2	166	(316)	117	530	299	299	299	299	932	3,056
Cash/cash equivalents at the year end:	2	(316)	117	299	1,846	(5,114)	(5,114)	(5,114)	932	3,056	5,585

**Cash backed reserves/accumulated surplus recon (Table A8 & SA10)**

Table A8 indicates that Bavianaans will have a shortfall with regards to working capital of R3.1 million.

This is a contributing factor to the indication that the budget is unfunded. It should however be noted that this is a problem that comes from prior years and cannot be addressed within one year. A cash injection of some nature is needed to assist Bavianaans in getting out of this situation.

Table SA10 is an indicator of whether the budget is funded. A funded budget is a requirement of the MFMA and budget regulations.

Table SA10 reflects that the current budget is not funded. There could be various reasons as to why a budget might reflect as not being funded. One of which could be that the municipality does not have cash backed investments to assist with the shortfall in a particular year.

The reasons for the budget of Bavianaans not being funded could be analyzed as follow;

- Table SA10 includes non-cash items. It reflects the entire expenditure as per tables A1, A2, A3 and A4. The statement of financial performance normally includes a number of non-cash items e.g. your provisions, depreciation etc. Although effort should be made to get these non-cash items backed by cash e.g. depreciation to assist with the replacement of capital once fully depreciated, Bavianaans cannot afford to do so at this stage.
- Table SA10 does not take into consideration the effect of the VAT reclaimed from conditional grants. According to National Treasury circular nr the VAT on conditional grants should not reflect on the statement of financial performance, but should be reflected in the balance sheet and then pulls through to the cash flow. In the case of Bavianaans, where we are experiencing serious cash flow problems, these VAT refunds are used to balance our budget. The calculation for funding does not take this in consideration
- The calculation for funding refers to the shortfall on working capital. There is currently a shortfall of R3.1 million on working capital due to the fact that debtors is less than trade creditors. This means that should Bavianaans be able to liquidate their debtors immediately it will not be enough to pay all the creditors. This raises doubt on the sustainability of Bavianaans municipality and whether we will be able to meet our mandatory services.

Taking the above into consideration

Deficit per SA10	(R22.372 million)
Add back non-cash items	R15.850 million
Add VAT from conditional grants	R3.578 million
Balance unfunded	(R2.944 million)

The balance unfunded is due to the shortage in working capital.

EC107 Baviaans - 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			
		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	
<b>Cash and investments available</b>												
Cash/cash equivalents at the year end	1	(316)	117	299	1,846	(5,114)	(5,114)	(5,114)	932	3,056	5,585	
Other current investments > 90 days		33	-	(0)	-	0	0	0	-	-	-	
Non current assets - Investments	1	-	-	-	-	-	-	-	-	-	-	
<b>Cash and investments available:</b>		<b>(284)</b>	<b>117</b>	<b>299</b>	<b>1,846</b>	<b>(5,114)</b>	<b>(5,114)</b>	<b>(5,114)</b>	<b>932</b>	<b>3,056</b>	<b>5,585</b>	
<b>Application of cash and investments</b>												
Unspent conditional transfers		3,220	251	4,563	-	-	-	-	-	-	-	
Unspent borrowing		-	-	-	-	-	-	-	-	-	-	
Statutory requirements	2											
Other working capital requirements	3	(3,277)	14,171	12,470	(211)	8,577	8,577	8,577	4,052	3,431	4,693	
Other provisions												
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-	
Reserves to be backed by cash/investments	5											
<b>Total Application of cash and investments:</b>		<b>(57)</b>	<b>14,422</b>	<b>17,033</b>	<b>(211)</b>	<b>8,577</b>	<b>8,577</b>	<b>8,577</b>	<b>4,052</b>	<b>3,431</b>	<b>4,693</b>	
<b>Surplus(shortfall)</b>		<b>(226)</b>	<b>(14,305)</b>	<b>(16,734)</b>	<b>2,057</b>	<b>(13,691)</b>	<b>(13,691)</b>	<b>(13,691)</b>	<b>(3,121)</b>	<b>(375)</b>	<b>892</b>	
<b>High Level Outcome of Funding Compliance</b>												
Total Operating Revenue			34,433	39,186	52,175	52,498	47,406	47,406	47,406	52,444	56,475	60,234
Total Operating Expenditure			39,693	68,452	66,233	59,526	68,391	68,391	68,391	71,695	73,636	77,267
Surplus/(Deficit) Budgeted Operating Statement			(5,260)	(29,266)	(14,058)	(7,028)	(20,985)	(20,985)	(20,985)	(19,251)	(17,161)	(17,033)
Surplus/(Deficit) Considering Reserves and Cash Backing			(5,486)	(43,571)	(30,791)	(4,971)	(34,676)	(34,676)	(34,676)	(22,372)	(17,537)	(16,141)
<b>MTREF Funded (1) / Unfunded (0)</b>		15	0	0	0	0	0	0	0	0	0	0
<b>MTREF Funded ✓ / Unfunded ✗</b>		15	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗

**Asset management (table A9)**

Capital expenditure is anticipated to decrease with R4.2 Million in 2014/15 financial year. This indicates a decrease of 9.35%. The decrease in capital acquisition is due to a decrease in DTI funds, decrease in MIG and decrease in roll over projects.

An amount of R1 199 397 has been allocated to repairs and maintenance. Repairs and maintenance will be spent according to the following categories of assets:

- Infrastructure – Road & transport - R165 thousand
- Infrastructure – Electricity - R178 thousand
- Infrastructure – Water - R96 thousand
- Infrastructure – Sanitation - R90 thousand
- Infrastructure – Other - RNil
- Community & other assets - R35 thousand
- Other assets - R635 thousand

Depreciation is anticipated to be R15 600 000 for 2014/15 financial year.

The capital expenditure is divided as follows:

Renewal of existing assets as % to total capital – 19.2%

Renewal of existing assets as % of depreciation – 50.1%

EC107 Baviaans - Table A9 Asset Management

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		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
R thousand										
<b>CAPITAL EXPENDITURE</b>										
<b>Total New Assets</b>	1	11,843	14,988	21,254	37,029	44,887	44,887	32,871	28,059	7,175
Infrastructure - Road transport		8,459	5,799	7,336	4,544	5,718	5,718	-	-	-
Infrastructure - Electricity		1,066	-	425	-	425	425	789	4,386	4,386
Infrastructure - Water		1,459	6,057	9,358	31,557	33,504	33,504	20,375	23,516	2,632
Infrastructure - Sanitation		-	1,130	3,018	-	787	787	-	-	-
Infrastructure - Other		-	4	-	150	3,337	3,337	9,405	-	-
Infrastructure		10,984	12,990	20,136	36,250	43,770	43,770	30,569	27,902	7,018
Community		148	-	-	639	1,021	1,021	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	50	-	-	-	-	-	-
Other assets	6	710	1,999	1,068	140	96	96	2,302	157	157
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
<b>Total Renewal of Existing Assets</b>	2	-	-	-	-	-	-	7,816	4,793	4,950
Infrastructure - Road transport		-	-	-	-	-	-	2,820	1,754	1,754
Infrastructure - Electricity		-	-	-	-	-	-	263	-	-
Infrastructure - Water		-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	974	3,039	3,196
Infrastructure - Other		-	-	-	-	-	-	2,456	-	-
Infrastructure		-	-	-	-	-	-	6,513	4,793	4,950
Community		-	-	-	-	-	-	1,302	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	-	-	-	-	-	-	-	-	-
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure</b>	4									
Infrastructure - Road transport		8,459	5,799	7,336	4,544	5,718	5,718	2,820	1,754	1,754
Infrastructure - Electricity		1,066	-	425	-	425	425	1,053	4,386	4,386
Infrastructure - Water		1,459	6,057	9,358	31,557	33,504	33,504	20,375	23,516	2,632
Infrastructure - Sanitation		-	1,130	3,018	-	787	787	974	3,039	3,196
Infrastructure - Other		-	4	-	150	3,337	3,337	11,861	-	-
Infrastructure		10,984	12,990	20,136	36,250	43,770	43,770	37,082	32,695	11,968
Community		148	-	-	639	1,021	1,021	1,302	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	50	-	-	-	-	-	-
Other assets		710	1,999	1,068	140	96	96	2,302	157	157
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
<b>TOTAL CAPITAL EXPENDITURE - Asset class</b>	2	11,843	14,988	21,254	37,029	44,887	44,887	40,687	32,852	12,125



**EC107 BAVIAANS TABLE A9 CONTINUES**

<b>ASSET REGISTER SUMMARY - PPE (WDV)</b>	5									
<i>Infrastructure - Road transport</i>		70,969	77,545	76,496	76,496	79,316	74,509	69,701		
<i>Infrastructure - Electricity</i>		20,849	19,735	16,558	16,558	17,611	21,227	24,843		
<i>Infrastructure - Water</i>		35,147	31,329	64,662	64,662	84,748	105,351	103,438		
<i>Infrastructure - Sanitation</i>		24,082	31,569	29,245	29,245	30,219	31,442	32,823		
<i>Infrastructure - Other</i>		28,153		76,824	3,809	3,809	4,639	3,083	1,527	
Infrastructure		28,153	151,047	160,178	76,824	190,770	216,533	235,612	232,332	
Community		5,767	1,360	1,208	1,961	1,961	3,263	3,111	2,959	
Heritage assets										
Investment properties		10	39,784	39,581	10	39,581	39,581	39,581	39,581	
Other assets		3,819	24,631	21,541	4,235	4,235	6,537	4,862	4,820	
Agricultural Assets		-	-	-	-	-	-	-	-	
Biological assets		-	-	-	-	-	-	-	-	
Intangibles		466	59	0	466	0	-	-	-	
<b>TOTAL ASSET REGISTER SUMMARY - PPE (WDV)</b>	5	<b>38,216</b>	<b>216,881</b>	<b>222,508</b>	<b>77,300</b>	<b>236,547</b>	<b>236,547</b>	<b>265,914</b>	<b>283,166</b>	<b>279,691</b>
<b>EXPENDITURE OTHER ITEMS</b>										
<u>Depreciation &amp; asset impairment</u>		-	14,842	15,516	8,000	15,600	15,600	15,600	15,600	15,600
<u>Repairs and Maintenance by Asset Class</u>	3	2,748	5,322	3,083	1,077	750	750	1,199	1,270	1,340
<i>Infrastructure - Road transport</i>		550	157	35	160	58	58	165	175	184
<i>Infrastructure - Electricity</i>		400	626	216	173	160	160	178	189	199
<i>Infrastructure - Water</i>		250	1,675	119	90	90	90	96	101	107
<i>Infrastructure - Sanitation</i>		50	21	20	-	-	-	90	95	101
<i>Infrastructure - Other</i>		50	-	-	-	-	-	-	-	-
Infrastructure		1,300	2,479	391	424	308	308	529	560	591
Community		200	105	83	37	10	10	35	37	39
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6, 7	1,248	2,738	2,610	616	432	432	635	673	710
<b>TOTAL EXPENDITURE OTHER ITEMS</b>		<b>2,748</b>	<b>20,164</b>	<b>18,599</b>	<b>9,077</b>	<b>16,350</b>	<b>16,350</b>	<b>16,799</b>	<b>16,870</b>	<b>16,940</b>
<i>Renewal of Existing Assets as % of total capex</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	19.2%	14.6%	40.8%
<i>Renewal of Existing Assets as % of deprectn"</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.1%	30.7%	31.7%
<i>R&amp;M as a % of PPE</i>		7.3%	3.0%	1.7%	1.4%	0.4%	0.4%	0.5%	0.5%	0.6%
<i>Renewal and R&amp;M as a % of PPE</i>		7.0%	2.0%	1.0%	1.0%	0.0%	0.0%	3.0%	2.0%	2.0%

***Basic Service delivery measurements (Table A10)***

This table gives an indication of the number of households in Baviaans Municipality and to what extent services are delivered to these households.

Baviaans currently has 4 610 households to which services are provided

Indigent households will receive the following subsidized services:

- Water - 6 kl
- Electricity - 50 units
- Sanitation - 100% subsidy
- Refuse - 100% subsidy
- Property rates 100% subsidy for owners

EC107 Baviaans - 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
<b>Household service targets</b>	1									
<b>Water:</b>										
Piped water inside dwelling		1,488	1,488	3,553	3,703	3,703	3,703	3,553	3,553	3,553
Piped water inside yard (but not in dwelling)		1,852	1,852	1,003	1,142	1,142	1,142	1,003	1,003	1,003
Using public tap (at least min.service level)	2	228	228	53	53	53	53	53	53	53
Other water supply (at least min.service level)	4	76	76	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		3,644	3,644	4,609	4,898	4,898	4,898	4,609	4,609	4,609
Using public tap (< min.service level)	3	111	111	1	35	35	35	1	1	1
Other water supply (< min.service level)	4	127	127	-	127	127	127	-	-	-
No water supply										
<i>Below Minimum Service Level sub-total</i>		238	238	1	162	162	162	1	1	1
<b>Total number of households</b>	5	<b>3,882</b>	<b>3,882</b>	<b>4,610</b>	<b>5,060</b>	<b>5,060</b>	<b>5,060</b>	<b>4,610</b>	<b>4,610</b>	<b>4,610</b>
<b>Sanitation/sewerage:</b>										
Flush toilet (connected to sewerage)		1,215	1,215	3,470	3,920	3,920	3,920	3,470	3,470	3,470
Flush toilet (with septic tank)		795	795	475	475	475	475	475	475	475
Chemical toilet		20	20	3	3	3	3	3	3	3
Pit toilet (ventilated)		218	218	116	116	116	116	116	116	116
Other toilet provisions (> min.service level)		443	443	166	166	166	166	166	166	166
<i>Minimum Service Level and Above sub-total</i>		2,691	2,691	4,230	4,680	4,680	4,680	4,230	4,230	4,230
Bucket toilet		754	754	167	167	167	167	167	167	167
Other toilet provisions (< min.service level)										
No toilet provisions		437	437	213	213	213	213	213	213	213
<i>Below Minimum Service Level sub-total</i>		1,191	1,191	380	380	380	380	380	380	380
<b>Total number of households</b>	5	<b>3,882</b>	<b>3,882</b>	<b>4,610</b>	<b>5,060</b>	<b>5,060</b>	<b>5,060</b>	<b>4,610</b>	<b>4,610</b>	<b>4,610</b>
<b>Energy:</b>										
Electricity (at least min.service level)		2,703	2,703	1,364	4,560	4,560	4,560	1,364	1,364	1,364
Electricity - prepaid (min.service level)				2,746				2,746	2,746	2,746
<i>Minimum Service Level and Above sub-total</i>		2,703	2,703	4,110	4,560	4,560	4,560	4,110	4,110	4,110
Electricity (< min.service level)										
Electricity - prepaid (< min. service level)										
Other energy sources		1,179	1,179	500	500	500	500	500	500	500
<i>Below Minimum Service Level sub-total</i>		1,179	1,179	500	500	500	500	500	500	500
<b>Total number of households</b>	5	<b>3,882</b>	<b>3,882</b>	<b>4,610</b>	<b>5,060</b>	<b>5,060</b>	<b>5,060</b>	<b>4,610</b>	<b>4,610</b>	<b>4,610</b>
<b>Refuse:</b>										
Removed at least once a week		1,793	1,793	3,566	4,016	4,016	4,016	3,566	3,566	3,566
<i>Minimum Service Level and Above sub-total</i>		1,793	1,793	3,566	4,016	4,016	4,016	3,566	3,566	3,566
Removed less frequently than once a week		570	570	19	19	19	19	19	19	19
Using communal refuse dump		5	5	46	46	46	46	46	46	46
Using own refuse dump		1,478	1,478	879	879	879	879	879	879	879
Other rubbish disposal										
No rubbish disposal		37	37	100	100	100	100	100	100	100
<i>Below Minimum Service Level sub-total</i>		2,090	2,090	1,044	1,044	1,044	1,044	1,044	1,044	1,044
<b>Total number of households</b>	5	<b>3,883</b>	<b>3,883</b>	<b>4,610</b>	<b>5,060</b>	<b>5,060</b>	<b>5,060</b>	<b>4,610</b>	<b>4,610</b>	<b>4,610</b>
<b>Households receiving Free Basic Service</b>	7									
Water (6 kilolitres per household per month)		2,800	2,800	2,523	3,000	3,000	3,000	3,000	3,000	3,000
Sanitation (free minimum level service)		2,800	2,800	2,523	3,000	3,000	3,000	3,000	3,000	3,000
Electricity/other energy (50kwh per household per month)		2,800	2,800	2,523	3,000	3,000	3,000	3,000	3,000	3,000
Refuse (removed at least once a week)		2,800	2,800	2,523	3,000	3,000	3,000	3,000	3,000	3,000
<b>Cost of Free Basic Services provided (R'000)</b>	8									
Water (6 kilolitres per household per month)					850	850	850	1,009	1,110	1,221
Sanitation (free sanitation service)					1,241	1,241	1,241	1,123	1,235	1,359
Electricity/other energy (50kwh per household per month)					1,788	1,788	1,788	1,100	1,210	1,331
Refuse (removed once a week)					1,551	1,551	1,551	1,432	1,575	1,733
<b>Total cost of FBS provided (minimum social package)</b>		-	-	-	<b>5,430</b>	<b>5,430</b>	<b>5,430</b>	<b>4,664</b>	<b>5,130</b>	<b>5,643</b>
<b>Highest level of free service provided</b>										
Property rates (R value threshold)		15,000	15,000		15,000	15,000	15,000	15,000	15,000	15,000
Water (kilolitres per household per month)		6	6		6	6	6	6	6	6
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)			28		44	44	44	51	56	61
Electricity (kwh per household per month)		50	50		50	50	50	50	50	50
Refuse (average litres per week)			36		55	55	55	63	70	77
<b>Revenue cost of free services provided (R'000)</b>	9									
Property rates (R15 000 threshold rebate)					222	222	222	72	79	87
Property rates (other exemptions, reductions and rebates)					13,917	13,917	13,917	683	762	838
Water										
Sanitation										
Electricity/other energy										
Refuse										
Municipal Housing - rental rebates										
Housing - top structure subsidies										
Other										
<b>Total revenue cost of free services provided (total social package)</b>	6	-	-	-	<b>14,139</b>	<b>14,139</b>	<b>14,139</b>	<b>764</b>	<b>841</b>	<b>925</b>

## **CHAPTER 5**

### **OVERVIEW OF THE ANNUAL BUDGET PROCESS**

The entire budget process is prescribed by the Municipal Finance Management Act.

Section 21(1) (b) of the MFMA requires the mayor to table not later than 10 months before the start of the budget year a time schedule outlining the key deadlines and processes for the preparation, tabling and approval of the Annual Budget, the review of the IDP and budget related policies and any consultation process which would be part of the process.

The time schedule was tabled to the Council on 29 August 2013.

The consultation process involves presenting and eliciting comments from the public by Ward and by placing an advert in the local press requesting budget input.

The following stakeholders are identified:

- 1 community
- 2 senior management
- 3 the work force
- 4 trade unions
- 5 rate payers association/agricultural forums
- 6 general public and interested parties
- 7 district municipality
- 8 national and provincial sector departments

Prescribed forms have been developed for both operating and capital inputs.

A Draft Budget is prepared, based on budget assumption where after the eagerly awaited Division of Revenue is received during February and published the grant and subsidy allocation in terms of which budget parameters are set or adjusted. Information from other sources, District Councils and Provincial Authorities are confirmed. Any surplus capacity is consumed.

During this time the IDP process has started with steering committee meetings as well as public consultation to primary confirm and re-affirm priorities as well as to disclose any new development. Critical to this process is capital project funding in terms of MIG. The IDP and Budget, as policy documents are reflected against each for purpose of IDP preparation and budget finalization.

The draft budget is then tabled to Council and then council authorizes that the budget is made public for comment. Once this period closes the comments received are once again considered and adjustments are brought about to produce a final budget for adoption by Council.

#### ***Political oversight of the process***

The schedule of key deadlines was submitted to management meeting to monitor the progress of the process by officials against the schedule tabled by the Mayor. The Mayor was regularly informed on the progress.

### ***Consultations & advertisements***

Advertisements will be placed in the local newspapers circulating in the area of jurisdiction and district informing the community of the approval of the budget.

A formal process of consultation has been conducted after the draft budget & IDP was approved by Council.

This has been done by the following methods:

- The draft budget have been made public by making it available at Bavians Municipality's offices and on the website
- Notices were published in local newspapers in the area inviting members of the public to submit representations on the budget.
- Community meetings in all wards

Community hearings have been conducted at all areas.

### ***Stakeholders***

The following stakeholders have be consulted:

- National Treasury
- Provincial Treasury
- Provincial sector departments
- District municipality
- Providers of bulk resources for water & electricity
- Community

**CHAPTER 6**  
**ALIGNMENT OF ANNUAL BUDGET WITH INTEGRATED DEVELOPMENT PLAN**  
**AMENDMENT AND ADJUSTMENT TO THE 2013/2014 IDP**

***The review process focused on:***

- ❖ Improving the **strategic nature** of the document, thereby ensuring effective use of available data, careful consideration of available resources, as well as exploring locally appropriate solutions to complex development issues.
- ❖ Increasing the usefulness of the document during **implementation** and monitoring.

***The process was influenced by:***

- ❖ Project progress information as provided by Heads of Departments
- ❖ An extensive data search to update the analysis chapter.
- ❖ Inputs from community based planning initiatives

The alignment of the IDP with the budget is illustrated in schedules SA4, SA5, SA6. The schedules are attached.

These allocations are to link up with the Service Delivery and Budget Implementation plan.

A Service Delivery and Budget Implementation Plan has been developed and is tabled with the budget to Council. The final SDBIP needs to be approved within 28 days after the adoption of the budget. KPA's and KPI's have been developed and strategic alignment between IDP, Budget and SDBIP is ascertain.

**CHAPTER 7**

**MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS**

The SDBIP is tabled as separate document together with the budget.

## **CHAPTER 8**

### **BUDGET RELATED POLICIES**

The prioritization of service delivery and the management of council functions is the key to the budget. Baviaans municipality's budget process is guided and governed by legislation regulations and budget related policies.

Baviaans Municipality embarked on a process of reviewing all financial and budget related policies during the budget process for 2014/15 financial year.

These policies need to be enacted into by-laws thereby enabling council to undertake its revenue collection effort to court and further securing income generation.

#### ***Tariff Policy***

The Municipal Systems Act requires a municipality to have a tariff policy. One of the challenges in setting tariffs is ensuring affordable tariffs whilst maintaining financial stability.

The tariff policy tries to address this issue and creates a foundation for the principles that address social, economic and financial imperatives that the process of tariff setting should take into account.

Changes proposed: The policy was updated to ensure alignment with the tariffs charged

#### ***Rates policy***

Baviaans Municipality has adopted a rates policy which is line with legislative requirements. The policy became effective 01 July 2009 and was reviewed during 2013/14

The policy provides that properties be rated based on their market value. The process of compiling a new valuation roll has started and the draft valuation rolls are currently open for public comment. The new valuation rolls will be implemented with effect 1 July 2014.

Changes proposed: No changes proposed on policy

#### ***Indigent Policy***

Baviaans municipality is committed to ensure that all households have access to its services. Due to the fact that Baviaan Municipality has a high level of unemployment the municipality decided to adopt an indigent policy. This policy will ensure that poor households have at least access to basic services.

Changes proposed: The policy was changed to include a paragraph on limitations on subsidizing rates

### ***Supply Chain Management Policy***

Municipalities are required in terms of section 111 of MFMA to have a supply chain management policy. Baviaans Municipality has a policy within the framework of the legislation. The policy adheres to the following principles:

- Procurement system which is fair, equitable, transparent, competitive and cost effective in terms of section 217 of the Constitution
- Best practice within supply chain management
- Uniformity in supply chain management systems between organs of state in all spheres

The policy has been reviewed during the 2012/13 financial year.

Changes proposed: No changes is proposed

### ***Credit control and debt management policy***

The credit control policy of Baviaans Municipality was reviewed during 2012/2013. This policy provides the procedures and mechanisms for credit control and collection of debts. The primary objective is to ensure that all monies due to the municipality are collected efficiently and promptly.

Changes proposed: Update on the deposit policy annexure to include new tariffs

### ***Banking and Investment policy***

As custodians of public funds, the Council has an obligation to see to it that cash resources are managed as effectively as possible. Council has a responsibility to invest public funds with great care and are liable to the community in that regard.

The investment policy should be aimed at gaining the highest possible return without undue risk during those periods when funds are not needed. To bring this about, it is essential to have an effective cash flow management program.

Changes proposed: Changes to include processes for masterfile amendments to suppliers banking details.

### ***Asset management policy***

The Asset Management Policy provides direction for the management, accounting and control of Property, Plant & Equipment (Fixed Assets) owned or controlled by municipality.

Changes proposed: Changes to useful lifes and to bring it in line with the Act and the GRAP standards

### ***Virement policy***

No changes proposed



## **CHAPTER 9**

### **BUDGET ASSUMPTIONS**

The budget for the 2014/2015 financial year was drawn up with the following assumptions and principles taken into account:

- The budget is prepared in terms of the provisions of the Generally Recognised Accounting Practice framework to comply with the provisions of the MFMA GAMAP/GRAP implementation dates.
- Revenue figures are based on realistic estimates of revenue to be collected.
- Actual revenue collected for the current year and realistic revenue projections were taken into account in determining the revenue for the coming year.
- The principals of economic viability and sustainability is applied in all services and where possible no cross subsidization is done between services.
- National growth parameters were used as far as possible for the determination of outer year budget amounts.
- Increase in Electricity purchases are budgeted at 10% subject to NERSA approval of the application.
- A general salary increase of 6.79 % is used for the determination of the salaries of staff whilst CPI was used for increase in salaries for the Public office bearers and Senior Management
- The Municipality still relies heavily on grants and subsidies for funding of the capital requirements for the 2014/2015 financial year and does not possess the financial capacity to raise capital from own revenue sources.
- Only funded capital projects are included in the capital estimates for the 2014/2015 financial year.
- Both the capital and operating budgets are informed by the IDP process done through a public participation process.

## **CHAPTER 10**

### **BUDGET FUNDING**

#### **FUNDING OF OPERATING EXPENDITURE**

Operating expenditure to the amount of R71.695 Million is funded through the following sources:

• Property rates	- R4.377 million
• Revenue raised through tariffs and fees and penalties	- R20.0 million
• Government Grants and Subsidies	- R25.819 million
• Licences and permits	- R644 thousand
• Rental of facilities and equipment	- R43 thousand
• Interest earned	- R461 thousand
• Fines	- R10 thousand
• Agency services	- R782 thousand
• Other revenue	- R310 thousand
<b>Total revenue</b>	<b>- R52.444 million</b>
Revenue	- R52.444 million
<b>Total Expenditure</b>	<b>- R71.695 million</b>
<b>Net Budgeted deficit</b>	<b>- R19.251 million</b>

Operating revenue raised is budgeted bearing in mind a 98% debtors payment percentage, should actual payment rates be lower, a downward adjustment of the expenditure needs to be done through a budget control process.

Outstanding debtors have been handed over to attorneys and debt collection agencies to assist the municipality in collecting outstanding monies. It is because of this process that management feels confident that a 98% collection rate can be obtained.

#### **FUNDING OF CAPITAL EXPENDITURE**

Capital expenditure for the 2014/2015 financial year amounts to R40.687 million and is funded as follows:

• Grants and subsidies received	- R38.818 million
• Own funding	- R148 thousand
• Loans	- R1.720 million

#### **FISCAL SUSTAINABILITY OF THE MUNICIPALITY**

The budget is compiled with the assumption of a 98% debtors payment rate, the current debtors payment rate is approximately 90%.

Budget control is exercised in order to ensure that operating expenditure does not exceed actual operating revenue received. The current revenue levels are sufficient to ensure the sustainable rendering of services and the execution of the constitutional mandate in the short and medium term. The municipality is currently struggling to service all of its current commitments and continue as a going concern.

The credit control policy will be strictly enforced in the 2014/2015 financial year to ensure that all monies due to the municipality is collected in further contribution to the sustainable rendering of services. Incentives are available to consumers/ratepayers in arrears should accounts be settled or arrangements for the settlement of long outstanding debt be concluded.

## **FINANCIAL CHALLENGES AND CONSTRAINTS**

Baviaans Municipality faces the following financial challenges:

- 1) Achieving financial stability in the medium term and long term
- 2) Dependence on grant funding
- 3) Acceptable level of tariff increases – trying to balance financial sustainability and affordability
- 4) Managing cost
- 5) Exploring alternative revenue sources
- 6) Poor/slow indigent registration

In order to address the first challenge, the municipality had approach Provincial Treasury for assistance. Provincial Treasury assisted with drafting a recovery plan which is implemented and constantly monitored. All tariffs needs a review and a process of investigating tariffs and ensuring all cost associated with providing the service has been taken into account, will be conducted during 2014/15 financial year.

## **FINANCIAL RISKS**

Financial risks include:

- Changes in inflation rate and other variables
- Unemployment trends
- Global financial instability

## **FUNDING COMPLIANCE IN TERMS OF SECTION 18 OF THE MFMA**

In compliance with the requirements of Section 18 of the MFMA, the revenue budget was based on the following principles:

- Realistically anticipated revenue to be collected.
- Borrowed funds only for capital expenditure.
- Projected revenue for the current year is based on collection levels to date.
- Actual revenue of previous years was taken into account.
- Capital projects were only included if funding confirmation was received, either by means of the DORA allocations as promulgated or by means of commitment from funding institutions.

## **PARTICULARS OF PLANNED SAVINGS OVER THE MEDIUM TERM**

The principle of value adding in all aspects of the administration and service rendering is applied and no expenditure is incurred unless value is added to the municipal administration or services. Care is taken in administrative and supply chain processes to ensure that real economic benefit flows to the municipality as a result of funds being spent.

The following expenditure items are closely monitored:

- Travelling and subsistence
- Telephone expenses.
- Overtime and standby allowances
- Workshops and conferences.
- Fuel and maintenance expenditure in respect of service delivery vehicles

## **CONTRIBUTIONS OR DONATIONS IN CASH OR IN-KIND**

No donations are budgeted for the 2014/2015 financial year..

## **PARTICULARS OF THE MUNICIPALITY'S INVESTMENTS**

None

## **PARTICULARS OF BANK OVERDRAFTS AND CREDIT FACILITIES**

The municipality currently operates a bank overdraft to finance operational requirements in the short term, and it is envisaged that the municipality may once again be required to make use of an overdraft facility in the 2014/2015 financial year in the amount of R2 Million.

## **PARTICULARS OF NEW AND EXISTING BORROWINGS**

Finance leases are required for the acquisition of new vehicles

## **PARTICULARS OF GRANTS AND SUBSIDIES RECEIVED (See Schedule SA18)**

The budgeted grants to be received for the 2014/2015 financial year are as follows:

### **Operating Grants**

Finance Management Grant	R 1 600 000
Municipal System Improvement Grant	R 934 000
EPWP	R 1 390 000
Equitable Share	R 20 481 000
PMU	R 494 900
CDM Subsidies	R 360 000
DSRAC – Libraries	R 300 000

**TOTAL R 25 449 900**

**Capital Grants**

Municipal Infrastructure Grant	R 9 404 000
RBIG	R 20 000 000
DTI	R 2 830 780
Integrated National Electrification grant	R900 000
Department of Human Settlement	R9 404 956
<b>TOTAL</b>	<b>R42 539 736</b>

**PARTICULARS OF PROPERTY VALUATIONS RATES TARIFFS AND CHARGES**

Property rates are levied in terms of the provisions of the Municipal Property Rates Act, 6 of 2004. The current valuation roll was implemented with effect from 1 July 2009. The current valuation roll is valid until 30 June 2014. The process of compiling a new valuation roll has been completed. The next step is to attend to the appeals received that must be referred to the Appeal board. The new valuation roll will be implemented with effect 1 July 2014.

The total valuation upon which assessment rates will be levied in terms of the draft new roll amounts to R2.365 Billion. Total revenue raised from assessment rates amount to R4.377 Million, representing an increase of 10% over the rate applicable to the 2013/2014 financial.

**Categories Ratio in relation to residential property**

Residential property 1:1  
Agricultural property 1:0.07  
Public service infrastructure property 1:0.25  
Public benefit organization property 1:0.25

**Proposed increase in tariffs as follows:**

Water	–	10%
Electricity	–	10%
Refuse	–	15%
Assessment rates	–	10%
Sewerage fees	–	15%

The assessment rates tariff for agricultural property has seen an increase of 27%. This was seen necessary to try and come to a more acceptable ratio between residential properties and agricultural properties. The maximum ratio according to gazette nr is 1:0.25. Currently the ratio used for Baviaans municipality is 1:0.06. The increase in tariff for agricultural will move this ratio to 1:0.07

Baviaans municipality is experiencing severe cash flow problems. In an attempt to improve this situation, the municipality had to ensure that tariffs were correctly structured. The municipality is currently busy with a full review of all tariffs and related cost. Investigations indicated that tariffs are not correctly structured and need to increase above CPI. NERSA has approved a tariff increase of 10% for electricity. Refuse and Sewerage saw a higher increase to the increased cost to deliver these services. It is anticipated that all tariff structures will be reviewed before the 2015/16 financial year.

## **CHAPTER 11**

### **ALLOCATIONS AND GRANTS MADE BY THE MUNICIPALITY**

No allocations will be made to any other municipality, any organ of state or any organization or bodies outside any sphere of government as referred to in section 67(1) of the Act.

The only non-cash grants that will be given are the subsidies for free basic services to the value of R5.285 million during 2014/15. Please refer to schedule SA21.

EC107 Baviaans - Supporting Table SA21 Transfers and grants made by the municipality

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
		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
<u>Groups of Individuals</u>											
<i>Indigents</i>	5		3,572	5,629	5,718	5,739	5,739	5,739	5,285	5,813	6,395
Total Non-Cash Grants To Groups Of Individuals:		-	3,572	5,629	5,718	5,739	5,739	5,739	5,285	5,813	6,395
TOTAL NON-CASH TRANSFERS AND GRANTS		-	3,572	5,629	5,718	5,739	5,739	5,739	5,285	5,813	6,395
TOTAL TRANSFERS AND GRANTS	6	-	3,572	5,629	5,718	5,739	5,739	5,739	5,285	5,813	6,395

## **CHAPTER 12**

### **ALLOCATIONS AND GRANTS TO BE RECEIVED BY THE MUNICIPALITY**

It is anticipated that the municipality will receive R25.449 million in operating grants and R43.539 in capital grants.

The municipality is heavily reliant on grant funding especially for capital expenditure. 95% of capital acquisitions will be funded from grants. Operational grant funding constitutes 49% of the total operating income of the municipality.

Schedule SA18 gives details of the different grants that will be received.





EC107 Baviaans - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		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
<b>RECEIPTS:</b>	1, 2									
<b>Operating Transfers and Grants</b>										
<b>National Government:</b>		14,625	17,123	20,923	22,631	22,631	22,631	24,899	26,648	27,475
Local Government Equitable Share		12,094	14,833	15,985	18,694	18,694	18,694	20,481	23,535	24,202
EPWP Incentive		-	-	2,318	1,045	1,045	1,045	1,390	-	-
Finance Management		1,250	1,500	1,250	1,400	1,400	1,400	1,600	1,700	1,800
Municipal Systems Improvement		750	790	800	890	890	890	934	967	1,018
MIG PMU		531	-	570	602	602	602	494	446	455
<b>Provincial Government:</b>		739	2,504	2,420	220	220	220	300	300	316
dwa - Water losses		-	-	-	-	-	-	-	-	-
dwa - Water services asset grant		239	-	-	-	-	-	-	-	-
dwa - Water and sanitation policy		-	-	-	-	-	-	-	-	-
dwa - Water conservation and demand		500	2,504	-	-	-	-	-	-	-
Water by-laws (DWA)		-	-	200	-	-	-	-	-	-
Premier additional income		-	-	2,000	-	-	-	-	-	-
Library subsidy		-	-	220	220	220	220	300	300	316
<b>District Municipality:</b>		803	622	250	479	260	260	620	275	303
Fire subsidy		-	250	250	479	250	250	250	275	303
Wireless backbone		300	-	-	-	-	-	-	-	-
Tourism Hospitality		346	-	-	-	-	-	-	-	-
IDP		157	-	-	-	-	-	-	-	-
LED		-	-	-	-	-	-	-	-	-
Provincial LED grant		-	-	-	-	-	-	-	-	-
Tourism		-	163	-	-	10	10	370	-	-
Library subsidy		-	210	-	-	-	-	-	-	-
<b>Other grant providers:</b>		-	-	1,531	-	441	441	-	-	-
1% Audit expenditure subsidy		-	-	1,531	-	441	441	-	-	-
<b>Total Operating Transfers and Grants</b>	5	16,166	20,249	25,124	23,330	23,552	23,552	25,819	27,223	28,093
<b>Capital Transfers and Grants</b>										
<b>National Government:</b>		6,761	10,447	22,770	21,429	26,791	26,791	30,304	37,273	13,643
Municipal Infrastructure Grant (MIG)		6,761	10,447	12,102	11,429	11,429	11,429	9,404	8,465	8,643
Regional Bulk Infrastructure		-	-	10,668	10,000	12,000	12,000	20,000	23,808	-
Dept of Housing		-	-	-	-	3,362	3,362	900	5,000	5,000
<b>Provincial Government:</b>		-	4,174	2,735	-	-	-	9,405	-	-
DWA - Waste water treatment		-	4,174	2,735	-	-	-	-	-	-
Dept of Housing		-	-	1,569	-	-	-	9,405	-	-
<b>District Municipality:</b>		-	-	-	-	-	-	-	-	-
Fire subsidy		-	-	-	-	-	-	-	-	-
<b>Other grant providers:</b>		-	-	-	18,000	15,624	15,624	2,831	-	-
Dept of Water Affairs		-	-	-	18,000	15,624	15,624	2,831	-	-
DTI		-	-	-	-	-	-	-	-	-
<b>Total Capital Transfers and Grants</b>	5	6,761	14,621	25,504	39,429	42,414	42,414	42,540	37,273	13,643
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>		22,927	34,870	50,628	62,759	65,966	65,966	68,359	64,495	41,737

## **CHAPTER 13**

### **ANNUAL BUDGET AND SDBIP – DEPARTMENTS**

A top level service delivery and budget implementation plan is included in the budget documentation. The SDBIP is indicative of service delivery targets for the 2014/15 financial year. Emphasis is placed on the sustaining of current services and further enhancement of service delivery to all communities.

## **CHAPTER 14**

### **CAPITAL EXPENDITURE DETAILS**

Total capital expenditure for 2014/2015 will amount to R40.687 million. These acquisitions will be funded as follows:

- R38 818 000 – funded by government grant
- R148 000 – funded by own revenue
- R1 720 000 - loans

Please refer to Schedules:

- SA34a – Capital expenditure on new assets per class
- SA34b – Capital expenditure on the renewal of existing assets
- SA34c – Repairs and maintenance schedule by class of asset
- SA34d - Consolidated depreciation per asset class
- SA36 – Detailed capital budget

EC107 Baviaans - Supporting Table SA34a Capital expenditure on new assets by asset class

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		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
<b>R thousand</b>	<b>1</b>									
<b>Capital expenditure on new assets by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		10,984	12,990	20,136	36,250	43,770	43,770	30,569	27,902	7,018
Infrastructure - Road transport		8,459	5,799	7,336	4,544	5,718	5,718	-	-	-
Roads, Pavements & Bridges		8,459	5,799	7,336	4,544	5,718	5,718			
Storm water		-	-	-	-	-	-			
Infrastructure - Electricity		1,066	-	425	-	425	425	789	4,386	4,386
Generation		-	-	-	-	-	-			
Transmission & Reticulation		1,066	-	-	-	-	-	789	4,386	4,386
Street Lighting		-	-	425	-	425	425			
Infrastructure - Water		1,459	6,057	9,358	31,557	33,504	33,504	20,375	23,516	2,632
Dams & Reservoirs		-	-	-	-	-	-			
Water purification		1,459	6,057	9,358	31,557	33,504	33,504	20,375	23,516	2,632
Reticulation		-	-	-	-	-	-			
Infrastructure - Sanitation		-	1,130	3,018	-	787	787	-	-	-
Reticulation		-	-	-	-	787	787			
Sewerage purification		-	1,130	3,018	-	-	-			
Infrastructure - Other		-	4	-	150	3,337	3,337	9,405	-	-
Waste Management		-	4	-	150	235	235			
Transportation	2									
Gas										
Other	3					3,102	3,102	9,405	-	-
<b>Community</b>		148	-	-	639	1,021	1,021	-	-	-
Parks & gardens		-	-	-	-	-	-			
Sportsfields & stadia		-	-	-	439	742	742			
Swimming pools		-	-	-	-	-	-			
Community halls		7	-	-	-	-	-			
Libraries		141	-	-	-	-	-			
Recreational facilities		-	-	-	-	-	-			
Fire, safety & emergency		-	-	-	-	-	-			
Security and policing		-	-	-	-	-	-			
Buses	7									
Clinics		-	-	-	-	-	-			
Museums & Art Galleries		-	-	-	-	-	-			
Cemeteries		-	-	-	200	279	279			
Social rental housing	8									
Other		-	-	-	-	-	-			
<b>Heritage assets</b>		-	-	-	-	-	-	-	-	-
Buildings		-	-	-	-	-	-			
Other	9									
<b>Investment properties</b>		-	-	50	-	-	-	-	-	-
Housing development		-	-	50	-	-	-			
Other		-	-	-	-	-	-			
<b>Other assets</b>		710	1,999	1,068	140	96	96	2,302	157	157
General vehicles		444	1,634	733	-	-	-	1,720	-	-
Specialised vehicles		-	-	-	-	-	-	-	-	-
Plant & equipment		10	-	1	130	-	-	138	146	146
Computers - hardware/equipment		-	-	-	-	-	-			
Furniture and other office equipment		255	364	334	10	96	96	11	11	11
Abattoirs		-	-	-	-	-	-			
Markets		-	-	-	-	-	-			
Civic Land and Buildings		-	-	-	-	-	-			
Other Buildings		-	-	-	-	-	-			
Other Land		-	-	-	-	-	-			
Surplus Assets - (Investment or Inventory)		-	-	-	-	-	-			
Other		-	-	-	-	-	-	433		
<b>Agricultural assets</b>		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
<b>Biological assets</b>		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
<b>Intangibles</b>		-	-	-	-	-	-	-	-	-
Computers - software & programming		-	-	-	-	-	-	-	-	-
Other (list sub-class)		-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure on new assets</b>	<b>1</b>	<b>11,843</b>	<b>14,988</b>	<b>21,254</b>	<b>37,029</b>	<b>44,887</b>	<b>44,887</b>	<b>32,871</b>	<b>28,059</b>	<b>7,175</b>
<b>Specialised vehicles</b>		-	-	-	-	-	-	-	-	-
Refuse		-	-	-	-	-	-	-	-	-
Fire		-	-	-	-	-	-	-	-	-
Conservancy		-	-	-	-	-	-	-	-	-
Ambulances		-	-	-	-	-	-	-	-	-

EC107 Baviaans - Supporting Table SA34b Capital expenditure on the renewal of existing assets by asset class

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		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
<b>R thousand</b>	<b>1</b>									
<b>Capital expenditure on renewal of existing assets by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		-	-	-	-	-	-	6,513	4,793	4,950
Infrastructure - Road transport		-	-	-	-	-	-	2,820	1,754	1,754
Roads, Pavements & Bridges								2,820	1,754	1,754
Storm water										
Infrastructure - Electricity		-	-	-	-	-	-	263	-	-
Generation										
Transmission & Reticulation										
Street Lighting								263		
Infrastructure - Water		-	-	-	-	-	-	-	-	-
Dams & Reservoirs										
Water purification										
Reticulation										
Infrastructure - Sanitation		-	-	-	-	-	-	974	3,039	3,196
Reticulation										
Sewerage purification								974	3,039	3,196
Infrastructure - Other		-	-	-	-	-	-	2,456	-	-
Waste Management								2,456		
Transportation	2									
Gas	3									
Other										
<b>Community</b>		-	-	-	-	-	-	1,302	-	-
Parks & gardens								1,302		
Sportsfields & stadia										
Swimming pools										
Community halls										
Libraries										
Recreational facilities										
Fire, safety & emergency										
Security and policing										
Buses	7									
Clinics										
Museums & Art Galleries										
Cemeteries										
Social rental housing	8									
Other										
<b>Heritage assets</b>		-	-	-	-	-	-	-	-	-
Buildings										
Other	9									
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Housing development										
Other										
<b>Other assets</b>		-	-	-	-	-	-	-	-	-
General vehicles										
Specialised vehicles										
Plant & equipment										
Computers - hardware/equipment										
Furniture and other office equipment										
Abattoirs										
Markets										
Civic Land and Buildings										
Other Buildings										
Other Land										
Surplus Assets - (Investment or Inventory)										
Other										
<b>Agricultural assets</b>		-	-	-	-	-	-	-	-	-
List sub-class										
<b>Biological assets</b>		-	-	-	-	-	-	-	-	-
List sub-class										
<b>Intangibles</b>		-	-	-	-	-	-	-	-	-
Computers - software & programming										
Other (list sub-class)										
<b>Total Capital Expenditure on renewal of existing</b>	<b>1</b>	-	-	-	-	-	-	<b>7,816</b>	<b>4,793</b>	<b>4,950</b>

EC107 Baviaans - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		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
<b>Repairs and maintenance expenditure by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		1,300	2,479	391	424	308	308	529	560	591
Infrastructure - Road transport		550	157	35	160	58	58	165	175	184
Roads, Pavements & Bridges		550	157	35	160	58	58	165	175	184
Storm water		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		400	626	216	173	160	160	178	189	199
Generation		-	-	-	-	-	-	-	-	-
Transmission & Reticulation		360	626	216	120	110	110	125	132	140
Street Lighting		50	-	-	53	50	50	53	56	59
Infrastructure - Water		250	1,675	119	90	90	90	96	101	107
Dams & Reservoirs		250	-	-	-	-	-	-	-	-
Water purification		-	1,675	119	-	-	-	-	-	-
Reticulation		-	-	-	90	90	90	96	101	107
Infrastructure - Sanitation		50	21	20	-	-	-	90	95	101
Reticulation		50	21	20	-	-	-	90	95	101
Sewerage purification		-	-	-	-	-	-	-	-	-
Infrastructure - Other		50	-	-	-	-	-	-	-	-
Waste Management		-	-	-	-	-	-	-	-	-
Transportation	2	-	-	-	-	-	-	-	-	-
Gas		-	-	-	-	-	-	-	-	-
Other	3	50	-	-	-	-	-	-	-	-
<b>Community</b>		200	105	83	37	10	10	35	37	39
Parks & gardens		120	105	83	5	-	-	5	6	6
Sportsfields & stadia		80	-	-	32	10	10	30	32	33
Swimming pools		-	-	-	-	-	-	-	-	-
Community halls		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Recreational facilities		-	-	-	-	-	-	-	-	-
Fire, safety & emergency		-	-	-	-	-	-	-	-	-
Clinics		-	-	-	-	-	-	-	-	-
Museums & Art Galleries		-	-	-	-	-	-	-	-	-
Cemeteries		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
<b>Heritage assets</b>		-	-	-	-	-	-	-	-	-
Buildings		-	-	-	-	-	-	-	-	-
Other	9	-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Housing development		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
<b>Other assets</b>		1,248	2,738	2,610	616	432	432	635	673	710
General vehicles		820	234	325	337	280	280	350	371	392
Specialised vehicles		-	-	-	-	-	-	-	-	-
Plant & equipment		40	49	118	37	20	20	50	53	56
Computers - hardware/equipment		-	-	-	-	-	-	-	-	-
Furniture and other office equipment		10	5	1	11	11	11	32	34	36
Abattoirs		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Civic Land and Buildings		-	-	-	-	-	-	-	-	-
Other Buildings		318	-	-	107	50	50	70	74	78
Other Land		-	-	-	53	10	10	58	61	64
Surplus Assets - (Investment or Inventory)		-	-	-	-	-	-	-	-	-
Other		60	2,450	2,166	71	61	61	75	80	84
<b>Agricultural assets</b>		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
<b>Biological assets</b>		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
<b>Intangibles</b>		-	-	-	-	-	-	-	-	-
Computers - software & programming		-	-	-	-	-	-	-	-	-
Other (list sub-class)		-	-	-	-	-	-	-	-	-
<b>Total Repairs and Maintenance Expenditure</b>	1	2,748	5,322	3,083	1,077	750	750	1,199	1,270	1,340

EC107 Baviaans - Supporting Table SA34d Depreciation by asset class

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		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
<b>Depreciation by Asset Class/Sub-class</b>	1									
<b>Infrastructure</b>		–	12,690	13,422	–	13,639	13,639	13,639	13,639	13,639
Infrastructure - Road transport		–	6,038	6,561	–	6,767	6,767	6,767	6,767	6,767
<i>Roads, Pavements &amp; Bridges</i>			5,469	5,944		6,150	6,150	6,150	6,150	6,150
<i>Storm water</i>			568	618		618	618	618	618	618
Infrastructure - Electricity		–	770	770	–	770	770	770	770	770
<i>Generation</i>										
<i>Transmission &amp; Reticulation</i>			770	770		770	770	770	770	770
<i>Street Lighting</i>										
Infrastructure - Water		–	4,338	4,338	–	4,338	4,338	4,338	4,338	4,338
<i>Dams &amp; Reservoirs</i>										
<i>Water purification</i>										
<i>Reticulation</i>			4,338	4,338		4,338	4,338	4,338	4,338	4,338
Infrastructure - Sanitation		–	1,432	1,640	–	1,640	1,640	1,640	1,640	1,640
<i>Reticulation</i>										
<i>Sewerage purification</i>			1,432	1,640		1,640	1,640	1,640	1,640	1,640
Infrastructure - Other		–	113	113	–	124	124	124	124	124
<i>Waste Management</i>			113	113		124	124	124	124	124
<i>Transportation</i>										
<i>Gas</i>	2									
<i>Other</i>	3									
<b>Community</b>		–	140	140	–	135	135	135	135	135
Parks & gardens										
Sportsfields & stadia										
Swimming pools										
Community halls										
Libraries										
Recreational facilities										
Fire, safety & emergency						6	6	6	6	6
Security and policing										
Buses										
Clinics										
Museums & Art Galleries										
Cemeteries			140	140		129	129	129	129	129
Social rental housing										
Other										
<b>Heritage assets</b>		–	–	–	–	–	–	–	–	–
Buildings										
Other										
<b>Investment properties</b>		–	–	93	–	–	–	–	–	–
Housing development										
Other				93						
<b>Other assets</b>		–	1,867	1,803	8,000	1,827	1,827	1,827	1,827	1,827
General vehicles			1,065	1,023		1,023	1,023	1,023	1,023	1,023
Specialised vehicles		–	–	–	–	–	–	–	–	–
Plant & equipment			93	73		67	67	67	67	67
Computers - hardware/equipment										
Furniture and other office equipment			565	564		643	643	643	643	643
Abattoirs										
Markets										
Civic Land and Buildings										
Other Buildings			131	93		93	93	93	93	93
Other Land				50						
Surplus Assets - (Investment or Inventory)										
Other			14	1	8,000	1	1	1	1	1
<b>Agricultural assets</b>		–	–	–	–	–	–	–	–	–
<i>List sub-class</i>										
<b>Biological assets</b>		–	–	–	–	–	–	–	–	–
<i>List sub-class</i>										
<b>Intangibles</b>		–	145	59	–	–	–	–	–	–
Computers - software & programming			145	59						
Other ( <i>list sub-class</i> )										
<b>Total Depreciation</b>	1	–	14,842	15,516	8,000	15,600	15,600	15,600	15,600	15,600

EC107 Baviaans - Supporting Table SA36 Detailed capital budget

Municipal Vote/Capital project	Ref	Program/Project description	Project number	IDP Goal code	Individually Approved (Yes/No)	Prior year outcomes		2014/15 Medium Term Revenue & Expenditure Framework			Project information	
						Audited Outcome 2012/13	Current Year 2013/14 Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	Ward location	New or renewal
R thousand	4			2	6							
Parent municipality:												
<i>List all capital projects grouped by Municipal Vote</i>												
Technical - Roads & public works		Streets and stormwater Willowmore			Yes	3,608	2,280	1,768	877	877		
Technical - Roads & public works		Streets and stormwater Steyterville			Yes	3,728	2,281	1,063	877	877		
Technical - Solid waste		Feasibility study landfill sites			Yes	-	235					
Technical - Solid waste		Steyterville solid waste disposal site			Yes	-	-	2,456	-	-		
Technical - Sewerage & sanitation		Rietbron waste water treatment works			Yes	-	-	974	3,039	3,196		
		Eradication Bucket system steyterville			Yes	1,288						
		Waste water treatment works willowmore			Yes	1,726						
Technical - Water		Feasibility study Vondeling water			Yes	-						
		Willowmore water supply Wilgerkloof			Yes	-	4,385	-	2,632	2,632		
		Wanhoop bulk water supply feasibility			Yes		91					
		Steyterville water Erasmuskloof			Yes	9,368	26,150	20,375	20,884	-		
		Measure for water losses			Yes							
Technical - Housing		Down housing			Yes	4						
		Steyterville housing			Yes							
Technical - Electricity		Steyterville highmast lightning			Yes	425						
		Rietbron highmast lightning			Yes	-	-	263				
		Electricity			Yes			789	4,386	4,386		
		Tools & equipment				1		138	146	146		
Community - Parks & sportfields		Upgrading of sport fields			Yes		742	1,302				
Budget & Treasury		Vehicles			Yes	733						
Executive & Council		Investment Properties			Yes	50						
Community - cemeteries		Feasibility study cemeteries			Yes		279					
community services		LED PROJECTS			Yes			433				
Technical - Sewerage & sanitation		Eradication Bucket system Steyterville			Yes		437					
		Eradication Bucket system Steyterville - Dept of										
Technical - Sewerage & sanitation		Human Settlement			Yes		260					
Technical Services - Housing		Down housing			Yes		3,102	9,405				
Budget & Treasury		Office furniture			Yes	334	159	11	11	11		
Technical - Water		Roll over project: Wanhoop			Yes		2,878					
Technical - Sewerage & sanitation		Roll over project: Bucket Eradication Steyterville			Yes		90					
Technical - Roads & public works		Roll over project: Upgrading of streets Steyterville			Yes		650					
Technical - Roads & public works		Roll over project: Upgrading of streets Willowmore			Yes		507					
Technical - Electricity		Roll over project: Steyterville Highmast lightning			Yes		425					
Council		Vehicles			Yes			1,720				
Parent Capital expenditure	1							40,687	32,852	12,125		

## **CHAPTER 15**

### **CONTRACTS HAVING FUTURE BUDGETARY IMPLICATIONS**

There are no contracts with future budgetary implications

Please refer to Schedule SA33

## **CHAPTER 16**

### **LEGISLATIVE COMPLIANCE**

The Municipal Finance Management Act brought about uniformity, accountability and control measures to local government in terms of financial reporting and budgeting. The Act required a high level of transformation financial disciplines and planning.

New budget regulations were published in Gazette nr. 32141 on 17 April 2009. The object of these regulations is to secure sound and sustainable management of the budgeting and reporting practices of municipalities by establishing uniform norms and standards and other requirements for ensuring transparency, accountability and appropriate lines of responsibility in the budgeting and reporting process. The 2014/2015 budgets for all municipalities needs to comply with these regulations.

#### *Challenges experienced:*

Although the financial system has the capabilities of generating the budget schedules, problems were experienced with regards to the accuracy of the information generated. Not all staff in the BTO has been trained on the reporting module of the financial system.

The MFMA regulates monthly and quarterly reports to be submitted to National Treasury. A significant improvement was noted during the 2013/14 financial year with regards to the submission of S71 reports.

#### *Achievements:*

The municipality received assistance from National Treasury within the MFIP programme. A National Treasury Advisor has been allocated to the municipality to assist the municipality and address key issues identified and stipulated in an activity plan. The advisor assisted greatly in ensuring compliance with regards to reporting.

The municipality also received assistance from the Cacadu District Municipality who implemented a project to ensure improved audit outcomes within the local municipalities. A service provider has been appointed and is working on site to assist with issues relating to audit readiness.



**CHAPTER 17**

**BUDGET – DETAILS PER DEPARTMENT**

Please refer to schedule SA2 for details

EC107 Baviaans - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and de

Description	Ref	Vote 1 - Executive & Council	Vote 2 - Corporate Services	Vote 3 - Budget & Treasury Office	Vote 4 - Technical Services	Vote 5 - Community Services	Total
<b>R thousand</b>	1						
<b>Revenue By Source</b>							
Property rates				4,377			4,377
Property rates - penalties & collection charges							-
Service charges - electricity revenue					11,091		11,091
Service charges - water revenue					3,884		3,884
Service charges - sanitation revenue					2,257		2,257
Service charges - refuse revenue					2,768		2,768
Service charges - other					-		-
Rental of facilities and equipment			42				42
Interest earned - external investments				88			88
Interest earned - outstanding debtors				373			373
Dividends received							-
Fines						10	10
Licences and permits						644	644
Agency services						782	782
Other revenue			63	24	105	118	310
Transfers recognised - operational		1,403		8,046	12,173	4,197	25,819
Gains on disposal of PPE		-					-
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>1,403</b>	<b>105</b>	<b>12,907</b>	<b>32,278</b>	<b>5,751</b>	<b>52,444</b>
<b>Expenditure By Type</b>							
Employee related costs		1,221	1,957	4,057	10,656	4,310	22,200
Remuneration of councillors		1,755					1,755
Debt impairment							-
Depreciation & asset impairment							-
Finance charges							-
Bulk purchases							-
Other materials							-
Contracted services							-
Transfers and grants				621	4,664		5,285
Other expenditure		531	3,352	20,741	16,642	1,189	42,455
Loss on disposal of PPE							-
<b>Total Expenditure</b>		<b>3,506</b>	<b>5,309</b>	<b>25,419</b>	<b>31,961</b>	<b>5,500</b>	<b>71,695</b>
<b>Surplus/(Deficit)</b>		<b>(2,103)</b>	<b>(5,204)</b>	<b>(12,512)</b>	<b>316</b>	<b>251</b>	<b>(19,251)</b>
Transfers recognised - capital					42,046	494	42,540
Contributions recognised - capital							-
Contributed assets							-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>(2,103)</b>	<b>(5,204)</b>	<b>(12,512)</b>	<b>42,362</b>	<b>745</b>	<b>23,289</b>

## ANNEXURES

- Annexure I – Tariff listing
- Annexure II – Personnel Budget
- Annexure III - Summary Line items

**ANNEXURE I – TARIFF LIST 2014/15**

BAVIAANS MUNICIPALITY					
PROPOSED TARIFFS WITH EFFECT FROM 1 JULY 2014					
Description	2013/2014		2014/2015		Increase y/y
<b>New Property Rates</b>					
All residential Properties below R 50 000	487.03	R / year	535.73	R / year	10%
All residential Properties from R 50 001 to R 100 000	531.3	R / year	584.43	R / year	10%
Households above R 100 000 - Steytleville	0.00537	c/R	0.00590	c/R	10%
Households above R 100 000 - Willowmore	0.00537	c/R	0.00590	c/R	10%
Households Rietbron	0.004092	c/R	0.00450	c/R	10%
Business - Steytleville	0.00690	c/R	0.00759	c/R	10%
Business - Willowmore	0.00690	c/R	0.00759	c/R	10%
Agricultural land used for business and commercial purposes	0.00000		0.00276	c/R	
Public service infrastructure	0.00000		0.00148	c/R	
Agricultural Property	0.00033	c/R	0.00042	c/R	27%
State property	0.00873	c/R	0.00961	c/R	10%
Business in rural area	0.00695	c/R	0.00765	c/R	10%
Vacant Land	0.014674	c/R	0.01614	c/R	10%
<i>Where a property is used in contravention of the title conditions, zoning or rights allocated, the Business tariff will be applied plus a 75% surcharge</i>					
<b>Refuse Fees</b>					
Refuse Domestic Removal	55.00		63.25		15.0%
Refuse NON-Domestic Removal	88.00		101.20		15%
Refuse Rietbron	10.54		12.12		15.0%
<i>Where a property is used in contravention of the title conditions, zoning or rights allocated, the Business tariff will be applied plus a 75% surcharge</i>					
<b>Sewerage Fees</b>					
Septic Tank Removal per removal	151.25		173.94		15%
Sewerage Levy Domestic	44.00		50.60		15%
Sewerage Levy NON-Domestic	209.00		240.35		15%
Sewerage Levy Rietbron	30.07		34.59		15%
Sewerage Clogging	82.28		94.62		15%
Sewerage Schools	209.00		240.35		15%
Sewerage Truck	21.78	Per km	25.05	Per km	15%
<i>Where a property is used in contravention of the title conditions, zoning or rights allocated, the Business tariff will be applied plus a 75% surcharge</i>					
<b>Electricity</b>					
<b>Domestic Credit (BHHM)</b>					
Basic House Hold SHH2, WHH1, WHH2	118.27		130.10		10.00%
Units	0.96		1.06		10.00%
<b>Domestic Pre-Paid (BHPP)</b>					
Units	1.28		1.40		10.00%
Units Zaaimanshoek	1.39		1.53		10.00%
<b>Small Business Credit Single</b>					
Phase (BBESL) incl. SBES1, SBES2, WKER					
Non Domestic not exceeding > 60 amp					
Basic Small Business	153.22		168.54		10.00%
Units	1.03		1.13		10.00%
<b>Small Business Credit up to 30 amp (BBESM)</b>					
Non Domestic not exceeding 30 amp incl. (BPP1, SHH1, SPP1)					
Basic Small Business	303.74		334.12		10.00%
Units	0.93		1.02		10.00%

<b>Small Business Credit 60 amp (BBESH)</b>				
Including G>200, G> 800, WBES2				
Basic Small Business	473.09		520.40	10.00%
Units	0.93		1.02	10.00%
<b>Small Business Pre-Paid (BBPP)</b>				
Including BPP2, BPP3				
Units	1.30		1.43	10.00%
<b>Large Power Users (WKVA)</b>				
Basic monthly maximum demand	120.96		133.06	10.00%
Energy consumption	0.81		0.89	10.00%
<b>Street Lights (WSTR)</b>				
Units	0.59		0.65	10.00%
Call out Fee	155.90		171.49	10.00%
Connection and Disconnection - new account & terminations	190.85		209.93	10.00%
Connection and Disconnection Non Payment	329.28		see disconnections	10.00%
Deposit Households	954.24		1,049.66	10.00%
Deposit Business	2,446.08		2,690.69	10.00%
Deposit Non payment Households	954.24		see deposit review	10.00%
Deposit Business Non payment	2,446.08		see deposit review	10.00%
Testing of meters	172.03		189.24	10.00%
New connections Actual cost plus 5%				
Tampering with meters	2,553.60		see disconnections	10.00%
<b>Where a property is used in contravention of the title conditions, zoning or rights allocated, the Business tariff will be applied plus a 75% surcharge</b>				
<b>Water</b>				
Basic Charge - Business, Gov. Dept and Households except Indigents	16.39		18.03	10.00%
Consumption: 0-6kl per kl (only indigent households)	0		-	
Availability Charge Rietbron	16.51		18.16	10.00%
Consumption Rietbron	2.79		3.07	10.00%
Consumption: 0-20kl per kl (households)	4.92		5.41	10.00%
Consumption: 21 - 50kl per kl (households)	5.40		5.94	10.00%
Consumption: 51 - 80kl per kl (households)	6.67		7.33	10.00%
Consumption 81 - 999999 per kl (households)	8.00		8.80	10.00%
Consumption: 0 - 20kl per kl (business, guest houses, garages and hotels)	4.74		5.22	10.00%
Consumption: 21kl - 50kl per kl (Business, guest houses, garages and hotels)	5.23		5.75	10.00%
Consumption: 50kl - 99999kl per kl (Business, guest houses, garages and hotels)	5.73		6.30	10.00%
Consumption: 0kl - 99999kl per kl ( government dept and schools)	5.23		5.75	10.00%
Consumption: Sport Grounds	5.40		5.94	10.00%
Availability Charge - Empty Stands	21.56		23.72	10.00%
Connect or disconnections new accounts & termination	43.12		47.43	10.00%
Connect or disconnections (non payment)	107.68		see disconnections	10.00%
Deposit (ordinary)	220.00		242.00	10.00%
Deposit (non payments)	180.37		see deposit review	10.00%
Tampering with meters	2,156.00		see disconnections	10.00%
<b>Where a property is used in contravention of the title conditions, zoning or rights allocated, the Business tariff will be applied plus a 75% surcharge</b>				
<b>Administration (VAT Excluded)</b>				
Standard Building Plan	145.20		159.72	10%
Building Fees	7.26	m <sup>2</sup>	7.99	m <sup>2</sup> 10%
Building Fees Deposit New Buildings	798.60		878.46	10%
Building Fees Deposit Alterations	798.60		878.46	10%
Building Fees Deposit RDP	266.20		292.82	10%
Building Fees Alteration	217.80		239.58	10%
Penalty for building without approved building plan	-		750.00	
Valuation Certificate	145.20	Each	159.72	Each 10%
Clearance Certificate (Waiting period 3 Days)	145.20		159.72	10%
Photo Copies	8.47	Per page	9.32	Per page 10%
Fax	14.52	Per page	15.97	Per page 10%
<b>Cemetery (VAT Excluded)</b>				
Willowmore Town	217.80		239.58	10%
Steytlerville Town	217.80		239.58	10%
Rietbron Town	138.00		151.79	10%
Both Towns one grave two persons	290.40		319.44	10%
Point out of grave	145.20		159.72	10%
Rietbron Town	56.62		62.28	10%
Willowmore Township	42.35		46.59	10%
Steytlerville Township	42.35		46.59	10%
Both Townships one grave two persons	60.50		66.55	10%
Point out of grave	18.15		19.97	10%

<b>Commonage - Grazing Fee</b>				
Pound Fee Donkey/Cattle per day		72.60	79.86	10%
Pound Fee Small Stock per day		30.25	33.28	10%
<b>Town Halls</b>				
Functions arrange and related to Municipality		-	-	
Deposit: Functions arrange and related to Municipality		-	-	
Any other functions		1,452.00	1,597.20	10%
Deposit: Any other functions		1,452.00	1,597.20	10%
Political Meetings		2,178.00	2,395.80	10%
Deposit: Political Meetings		1,452.00	1,597.20	10%
Kitchen		726.00	798.60	10%
Deposit: Kitchen		726.00	798.60	10%
No National, Provincial and Schools will be allowed to rent the Town Halls				
<b>Community Halls</b>				
Community Halls: Willowmore		290.40	320.00	10%
Deposit Community Halls Willowmore		363.00	400.00	10%
Community Halls: Steytleville		290.40	320.00	10%
Deposit Community Halls Steytleville		363.00	400.00	10%
Municipality and National and Provincial Departments				
Community Halls: Rietbron		70.76	80.00	10%
Deposit Community Halls: Rietbron		176.20	195.00	10%
<b>Town Hall Furniture</b>				
Chairs (per 20 chairs)		60.50	70.00	10%
Tables (per table)		18.15	20.00	10%
Deposit (per 20 chairs)		114.95	130.00	10%
<b>Sportsfields</b>				
Usage of sportsfields - one day			30.00	
Usage of sportsfields - annual charge - sportsclubs			300.00	
<b>Hawkers</b>				
Hawker licences (Inside)		87.12 Per year	100.00 Per year	15.00%
Hawker licences (Outside)		726.00 Per year	800.00 Per year	10.00%
<b>Rezoning Fees: Deposit</b>				
Application fee for consent use - house shop		2,928.20	3,221.02	10.00%
Application fee for consent use - spaza shop			50.00	
Application fee for consent use any other business managed from residential property			350.00	
Application fee for consent use for business requiring special licence e.g. liquor or Game shop			100.00	
Application fee for consent use of even used as spaza shop			500.00	
Yearly tariff for consent use of even used as spaza shop			1,500.00 per year	
Application fee for advertising displayed on any other business managed from residential property			200.00	
Encroachment fee			1,000.00 per year	
Consent use valid for 2 year		133.10		
<b>Fire Services</b>				
Call out fee		300	330	
Kilometres distance travelled		R6.50/km	R7.15/km	
Water usage		applicable water tariff x 7 000 litres	applicable water tariff x 7 000 litres	
<b>Traffic Services</b>				
Vehicle licensing & testing		as per gazette	as per gazette	
Drivers license		as per gazette	as per gazette	
Learners license		as per gazette	as per gazette	
Hire of K53 yard		R100/ hour	R100/ hour/vehicle	
<b>All Tariffs stated above are Exclusive of VAT</b>				
<b>For any other service not included above tariff list, the Municipality will provide a quotation</b>				

The following arrangements are available for defaulting account holders as listed below:

Category	Income Threshold Gross Income	Description & Repayment period
Indigent	0- Threshold described in the Indigent Policy	(i) Free Basic Services and write off of arrears with first application and after that a maximum repayment of R50 (ii) A Further write off arrears can be allowed where the arrears linked to the leakage of water and prove can be obtained that the leakage is repaired
Deferment A	Less than R6000	Makes an arrangement (in writing) where the consumers pays the current account and Council write off the deferred amount  over the repayment period of 12 Months or a minimum of R100
Deferment B	6000-12000	Makes in arrangement (in writing) where the consumer agrees to pay the current account and half of the deferment and the Council write off the other half of the deferred amount over the payment period of 18 Months or a minimum of R 100
Deferment C	Above 12000	Makes an arrangement (in writing) to pay current account + all arrears of 12 Months or a minimum of R 100
Business Deferment	Business	pays current account +pays 50% of arrears immediately and make an arrangement in writing for the remainder over 6 Months
The Municipal Manager can agree on a settlement offer from an account holder where it seems to be in the best interest of the Municipality. This settlement has to be reported to Council. Churches, creche, sport clubs, welfare and any other welfare or NGO's will be treated as follows:		
<ul style="list-style-type: none"> <li>This category of account holder will be allowed to enter into arrangement for the repayment of arrears after (1) the installation of a prepaid meter and payment cost of conversion and the reasses security deposit are paid upfront.</li> <li>(2)The property is registered in the name of the the institution, that is the account holder, (3) the property is zoned as above.</li> <li>A minimum down payment of 20% plus current account</li> <li>A maximum repayment period of 36 months with a minimum instalment of R60 per month plus the current account</li> </ul>		

**Disconnection**

	2013/2014	2013/2014
Charges for disconnection or restriction of services (Conventional / credit meters)	R 297.00	R 325.00
Charges for reconnection or reinstatement of services	R 297.00	R 325.00
Charges for Blocking/Unblocking of Pre-paid meter (Reconnection fee payable in cash prior to reconnection)	R 33.00	R 40.00
Charges for Notices of Default	R 33.00	R 40.00
Penalty Charges for Illegal Connections & Tampering	R 1,925.00	R 2,220.00
Penalty charges for dishonoured Cheques	R 99.00	R 120.00
Interest on Accounts	Prime + 2%	Prime + 2%

The amount to be deposited shall be determined in the following manner:

Service	Consumer Type	Deposit Review after disconnection/ restriction of supply	Deposit Review after disconnection/ restriction of supply
All Municipal Service prepaid included	Town and Domestic Consumer	3,5 average monthly account	3,5 average monthly account
	Town Commercial Consumers	3,5 average monthly account	3,5 average monthly account
	Town Industrial Consumer	3,5 average monthly account	3,5 average monthly account
Water	All Consumers	3,5 average monthly account	3,5 average monthly account
Only electricity prepaid plus water meter	Domestic Consumer	3,5 average monthly account	3,5 average monthly account
All services	Sub economy households of the property value R100000 and less and indigent account holders	R 230.00	R 230.00

Targeting of Indigent Households - The Municipality's target approach is as follows:

Targeting Approach	Application
Household Income	Threshold determined in terms of the 2 government pension.





Designation	Task grade	Current Salary	New Salary incl notch increases where applicable	Annual Bonus	Council Contribution				Other Cost							Total Package	Cell & 3G	Total Cost		
					Pension	Medical	Group life	UIF	Transport	Overtime	Housing	Long Services	Industrial	Other Allow	Standby				Skills	
<b>Municipal Manager's Office</b>																				
Municipal Manager (AO)	MAN	675 776	602 323	-	-	-		1785	144000	-	-	-	76		-	7 463	<b>755647</b>	14400	770 047	
Senior Clerk/Telephone	T6	85 104	93 048	7754	16749	11305		930			300		76		930	<b>131093</b>			131 093	
Personal assistant to MM	T8	115 824	126 661	10555	22799	10467		1267			300		76		1 267	<b>173392</b>			173 392	
		<b>876 704</b>	<b>822 032</b>	<b>18309</b>	<b>39548</b>	<b>21771</b>		<b>3982</b>	<b>144000</b>	<b>-</b>	<b>600</b>	<b>-</b>	<b>229</b>		<b>-</b>	<b>9660</b>	<b>1 060131</b>	<b>14400</b>	<b>1 074 531</b>	
<b>BUDGET &amp; TREASURY</b>																				
Chief Finance Officer	MAN	659 938	699 534					1785	-				76		6 995	<b>708390</b>	10800		719 190	
Manager BTO	T16	475 920	256 296	-	46 133	30963		1785	174843		-		76		4 311	<b>514407</b>	-		514 407	
Revenue Accountant	T12	253 332	270 533	22544		21721		1785			-	-	76		2 705	<b>319365</b>			319 365	
Expenditure Accountant	T12	-	-	-	-	-		-	-	-	-	-	-		-	-	-	-	-	
Expenditure Controller	T10	146 832	160 569	13381	28902	10680		1740			1 032		76	16416	1 740	<b>234536</b>			234 536	
Revenue Controller WM	T10	146 832	160 569	13381	28902	28241		1740			300		76		1 740	<b>234949</b>			234 949	
Principle Clerk Rietbron	T9	165 324	176 549	14712				1785			-		76		1 913	<b>195036</b>			195 036	
Finance Administrator	T11	165 324	180 778	15065	32540	14278		1 785			-		76		1 958	<b>246481</b>			246 481	
Data Administrator	T9	130 416	142 616	11885	25671			1 545			300		76		1 545	<b>183638</b>			183 638	
<b>REVISED PERSONNEL BUDGET 2014/2015 IN LINE WITH REVISED ORGANOGRAM</b>																				
Designation			New	Annual	Council Contribution				Other Cost							Total		Total Cost		

	Task grade	Current Salary	Salary incl notch increases where applicable	Bonus	Pension	Medical	Group life	UIF	Transport	Overtime	Housing	Long Services	Industrial	Other Allow	Standby	Skills	Package	Cell & 3G	
Principal Clerk Assets	T7	100 476	109 861	9155	19775			1190			-		76			1 190	141248		141 248
Revenue Controller SV	T10	146 832	160 569	13381	28902	16808		1740			300	-	76			1 740	223516		223 516
FBS controller	T10	146 832	160 569	13381	28902			1739					76			1 739	206407		206 407
Expenditure clerk	T8	100 476	109 861	9155	19775	32870		1190			300	-	76			1 190	174418		174 418
Cashier: Willowmore	T5	73 812	80 708	6726	14527	10680		874			-		76			874	114465		114 465
Cashier: Steyterville	T5	73 812	80 708	6726	14527	-		874			-		76			874	103785		103 785
SCM Practitioner (Temp)	T10	181 776	194 119	16177		17215		1785			-	3 882	76		-	2 103	235357		235 357
Intern (contract)		funded through finance management grant						-					-				-		-
Intern (Contract)		funded through finance management grant						-					-				-		-
Intern (Contract)		funded through finance management grant						-					-				-		-
Intern (Contract)		funded through finance management grant						-					-				-		-
Intern (Contract)		funded through finance management grant						-					-				-		-
SCM Demand & Acquisition	T8	127 356	139 271	11606	25069	31348		1509					76			1 509	210387		210 387
		3095290	3083112	17727	313628	214803	-	24850	174843	-	2232	3882	1219	16416	-	34127	4 046385	10800	4 057 185
<b>REVISED PERSONNEL BUDGET 2014/2015 IN LINE WITH REVISED ORGANOGRAM</b>																			
Designation	Task	Current	New Salary incl notch	Annual Bonus	Council Contribution				Other Cost							Total Package	Cell &	Total Cost	
					Pensio	Medica	Grou	UIF	Tran	Overt	Hous	Long	Incus	Other	Stan				Skills

	grade	Salary	increases where applicable		n	l	p life		sport	ime	ing	Servi	trial	Allow	db			3G	
<b>ELECTRICITY</b>																			
Elec. Artisan Steytlerville	T10	195 168	208 420	17368	37516	26634		1785		29688	-		76		13936	2 258	<b>337681</b>	3000	340 681
Elec. Artisan Willowmore	T10	195 168	208 420	17368				1785		3 500	-		76		534	2 258	<b>233941</b>	3000	236 941
Electrical Assistant Willowmore	T3	72 084	76 979	6 415	13856			834		3 396	300		76			834	<b>102689</b>		102 689
															-	-	-		-
		<b>462 420</b>	<b>493 818</b>	<b>41152</b>	<b>51372</b>	<b>26634</b>		<b>4404</b>	<b>-</b>	<b>36584</b>	<b>300</b>	<b>-</b>	<b>229</b>	<b>-</b>	<b>14470</b>	<b>5350</b>	<b>674312</b>	<b>6000</b>	<b>680 312</b>
<b>WATER</b>																			
Artisan Water/Electrical WM	T10	195 168	208 420	17368	37516			1785		30000	-		76		15000	2 258	<b>312 423</b>	2400	314 823
Artisan Water/Electrical WM	T10	195 168	208 420	17368	37516	27341		1785		30000			76		15000	2 258	<b>339764</b>	2400	342 164
General Assitant - Water WM	T3	72 084	76 979	6 415	13856			834		1 815	300	-	76			834	<b>101109</b>		101 109
General Assitant - Water WM	T3	72 084	76 979	6 415	13856			834		1 602	300	4 619	76			834	<b>105514</b>		105 514
General Assitant - Water WM	T3	-	-	-	-	-		-	-	-	-	-	-		-	-		-	-
General Assitant - Water WM	T3																		
General Assitant - Water WM	T3	72 084	76 979	6 415	13856			834		1 602	300		76			834	<b>100896</b>		100 896
General Assitant - Water WM	T3																		
<b>REVISED PERSONNEL BUDGET 2014/2015 IN LINE WITH REVISED ORGANOGRAM</b>																			
Designation	Task grade	Current Salary	New Salary incl notch increases where	Annual Bonus	Council Contribution					Other Cost							Total Package	Cell & 3G	Total Cost
					Pensio n	Medical	Grou p life	UIF	Tran sport	Overt ime	Hous ing	Long Servi ces	Inclus trial	Other Allow	Stan db	Skills			

			applicabl e																
Artisan Assistant - Plumbing	T5																		
Meter reader	T5	72 084	76 979	6 415	13856	28 618		834		4 094		76			834	<b>131706</b>		131 706	
Water Assitant Steytlerville	T3	72 084	76 979	6 415	13856	18 630		834	14523	300		76		4912	834	<b>137360</b>	2400	139 760	
Water Assitant Steytlerville	T3	68 736	75 172	6 264	13531	-		814	900	-		76			814	<b>97572</b>		97 572	
Meter reader	T5	72 084	76 979	6 415	13856			834		300		76		-	834	<b>99294</b>	-	99 294	
Artisan Water/Electrical SV	T10	195 168	208 420	17368	37516	41174		1785	40580	3 183	-	76		14951	2 258	<b>367311</b>	3000	370 311	
Plant Operator (Shift Worker)	T6	105 348	112 501	9 375	20250	-		1219	26000	300		76		18815	1 219	<b>189755</b>		189 755	
Plant Operator (Shift Worker)	T6	105 348	112 501	9 375	20250			1219	28887	300	4 500	76		19349	1 219	<b>197676</b>		197 676	
Plant Operator (Shift Worker)	T6		-	-	-	-		-	-	-	-	-		-	-		-	-	
		<b>1297440</b>	<b>1387305</b>	<b>115609</b>	<b>249715</b>	<b>115764</b>	<b>-</b>	<b>13610</b>	<b>-</b>	<b>175910</b>	<b>9378</b>	<b>9119</b>	<b>914</b>	<b>-</b>	<b>88026</b>	<b>15029</b>	<b>2 180378</b>	<b>10200</b>	<b>2 190 578</b>
<b>PUBLIC WORKS</b>																			
Head of Technical Services	MAN	504 414	497578.92					1785	37100			-	76		4 976	<b>541516</b>	10800	552 316	
Administrative Assistant	T9	146 832	160 569	13381		-		1740		300	-	76			1 740	<b>177805</b>		177 805	
Manager TS - Ass to the HOD (S)	T16	336 744	368 233	30686		21 352		1785		5 736		76			3 989	<b>431857</b>	2400	434 257	
Manager TS - Ass to the HOD (W)	T16	336 744	368 233	30686	66 282			1785			7 192	76			3 989	<b>478244</b>	2400	480 644	
General assistant streets SV	T3	72 084	76 979	6 415	13856			834		-	300	4 619	76	1260	834	<b>105172</b>		105 172	

**REVISED PERSONNEL BUDGET 2014/2015 IN LINE WITH REVISED ORGANOGRAM**

Designation	Task grade	Current Salary	New Salary incl notch increases where applicabl	Annual Bonus	Council Contribution					Other Cost						Total Package	Cell & 3G	Total Cost
					Pensio n	Medical	Grou p life	UIF	Tran sport	Overt ime	Hous ing	Long Servi ces	Indus trial	Other Allow	Stan dby			

			e																
General assistant streets SV	T3	72 084	76 979	6 415	13856			834		300	-	76			834	<b>99294</b>		99 294	
General assistant streets SV	T3	72 084	76 979	6 415	13856			834	538	300		76	1260		834	<b>101091</b>		101 091	
General assistant streets SV	T3	72 084	76 979	6 415	13856			834		300	-	76			834	<b>99294</b>		99 294	
Handyman Plumbing BK	T7	102 876	112 501	9 375				1219			-	76			1 219	<b>124390</b>		124 390	
Foreman Rietbron	T10	181 776	194 119	16177	34941			1785				76			2 103	<b>249201</b>		249 201	
General worker	T4	-		-	-	-		-	-	-	-	-	-	-	-	-	-	-	
General worker	T4	107 007	114 273	9523	20569			1238				76			1 238	146917		146 917	
General worker	T4	107 007	114 273	9523	20569			1238				76			1 238	146917		146 917	
General worker	T4	107 007	114 273	9523				1238				76			1 238	126348		126 348	
General worker	T5	70 396	78 829	6569	14189			854				76			854	101372		101 372	
Driver Spec Refuse	T7	102 444	112 501	9 375	20250	16 808		1219				76			1 219	<b>161448</b>		161 448	
Driver Specialist	T7	105 348	112 501	9 375	20250	-		1219	1 410	300	-	76			1 219	<b>146350</b>		146 350	
Street Sweepers SV	T3	68 736	75 172	6 264	13531	13033		814		300	-	76			814	<b>110004</b>		110 004	
Street Sweepers SV	T3	70 392	76 979	6 415	13856	10756		834		300		76			834	<b>110049</b>		110 049	
Street Sweepers VM	T3	70 392	76 979	6 415	13856	9027		834	13936	300		76			834	<b>122256</b>		122 256	
Street Sweepers VM	T3	70 392	76 979	6 415	13856	-		834	11907	300		76			834	<b>111201</b>		111 201	
		2 776843	2 961 906	205361	307 575	70 975		23756	37100	27791	8 736	11811	1 524	2 520	0	31673	3 690 726	15 600	3 706 326

**REVISED PERSONNEL BUDGET 2014/2015 IN LINE WITH REVISED ORGANOGRAM**

Designation	Task grade	Current Salary	New Salary incl notch increases where applicabl	Annual Bonus	Council Contribution				Other Cost							Total Package	Cell & 3G	Total Cost
					Pensio n	Medical	Grou p life	UIF	Tran sport	Overt ime	Hous ing	Long Servi ces	Indus trial	Other Allow	Stan dby			

			e																
<b>TOWN PLANNING</b>																			
Town Planner	T16	336 744	368 233	30686		17177		1785			7 192	76			3 989	<b>429139</b>	2400	431 539	
Housing Administrator	T9	161 436	172 398	14366	31032	17777		1785		-		76			1 868	<b>239301</b>		239 301	
		498 180	540 631	45053	31032	34954	-	3570	-	-	7192	152	-	-	5857	668440	2400	670 840	
<b>BIENDOMME &amp; GEBOUW</b>																			
Handyman Steytlerville	T7	102 876	112 501	9 375	20250			1219		1 688	300	-	76		1 219	<b>146628</b>		146 628	
Handyman Willowmore	T7	102 876	112 501	9 375	20250	21352		1219		4 592		2 197	76		1 219	<b>172781</b>		172 781	
		<b>205 752</b>	<b>225 002</b>	<b>18750</b>	<b>40500</b>	<b>21352</b>		<b>2438</b>	<b>-</b>	<b>6280</b>	<b>300</b>	<b>2197</b>	<b>152</b>	<b>-</b>	<b>-</b>	<b>2438</b>	<b>319409</b>	<b>-</b>	<b>319 409</b>
<b>SANITATION</b>																			
Foreman Sanitation, Streets & Stormwater WM	T10	150 360	164 427	13702	29 597			1781		28833	300		76	3804	8148	1 781	<b>252450</b>	2400	254 850
Supervisor Public Works & sanitation SV	T10	150 360	164 427	13702	29597			1781		18795	300	-	76		10145	1 781	<b>240605</b>	2400	243 005
Driver Operator SV	T6	87 132	95 291	7 941	17152			1032		1 068	300	1 861	76			1 032	<b>125754</b>		125 754
Driver Operator Willowmore	T6	87 132	95 291	7 941	17152	9257		1032		7 796	300		76			1 032	<b>139878</b>		139 878

**REVISED PERSONNEL BUDGET 2014/2015 IN LINE WITH REVISED ORGANOGRAM**

Designation	Task grade	Current Salary	New Salary incl notch increases where applicable	Annual Bonus	Council Contribution				Other Cost							Total Package	Cell & 3G	Total Cost
					Pension	Medical	Group life	UIF	Transport	Overtime	Housing	Long Services	Industrial	Other Allow	Standby			

General Worker conservancy tanks VM	T4	72 084	78 824	6 569	14188			854		11533	300		76			854	<b>113198</b>		113 198	
General Worker conservancy tanks SV	T3	72 084	76 979	6 415	13856	-		834		1 068	300		76	1260		834	<b>101621</b>		101 621	
General Assistant	T3	72 084	76 979	6 415	13856			834		3 257	300		76			834	<b>102551</b>		102 551	
General Assistant	T4	73 812	80 708	6 726	14527	6 205		874		908	300		76	520		874	<b>111718</b>		111 718	
General Assistant	T4	73 812	80 708	6 726	14527	-		874		8 906	300		76	520		874	<b>113512</b>		113 512	
General Assistant	T4	72 084	78 824	6 569	14188			854		-	300		76	520		854	<b>102185</b>		102 185	
General Assistant	T4	72 084	78 824	6 569	14188	6 205		854		11886	300		76			854	<b>119755</b>		119 755	
			-															-	-	
		<b>983 028</b>	<b>1071 279</b>	<b>89273</b>	<b>192830</b>	<b>21667</b>	<b>-</b>	<b>11606</b>	<b>-</b>	<b>94050</b>	<b>3300</b>	<b>1861</b>	<b>838</b>	<b>6624</b>	<b>18293</b>	<b>11606</b>	<b>1 523226</b>	<b>4800</b>	<b>1 528 026</b>	
<b>REFUSE</b>																				
Supervisor Refuse SV	T10	150 360	164 427	13702	29597			1781			300	-	76		-	1 781	<b>211665</b>		211 665	
Foreman Refuse, Streets & Public works VM	T10	143 388	156 802	13067	28 224	20 952		1699		35241	300		76		9077	1 699	<b>267137</b>	2400	269 537	
Driver Operator SV	T6	87 132	95 291	7 941	17152			1032		1 602	300	1 861	76			1 032	<b>126288</b>		126 288	
Driver Operator SV	T6	87 132	95 291	7 941	17152			1032		1 527	300	5 583	76	3000		1 032	<b>132935</b>		132 935	
<b>REVISED PERSONNEL BUDGET 2014/2015 IN LINE WITH REVISED ORGANOGRAM</b>																				
Designation	Task grade	Current Salary	New Salary incl notch increases where applicable	Annual Bonus	Council Contribution				Other Cost								Total Package	Cell & 3G	Total Cost	
					Pension	Medical	Group life	UIF	Transport	Overtime	Housing	Long Services	Industrial	Other Allow	Stand by	Skills				
Driver Operator Willmore	T6	87 132	95 291	7 941	17152				1032		5446	300	-	76			1 032	<b>128271</b>		128271





Administrative Officer	T11	177 504	194 119	16177	34941	-		1785			300		76			2 103	<b>249500</b>		249 500
HR Officer Steytlerville	T11	177 504	194 119	16177	34941	34738		1785			300	-	76			2 103	<b>284239</b>		284 239
Records Manager																			
Customer Care/Switchboard Clerk Steytlerville	T5		-	-	-	-		-					-			-	-		-
Customer Care Clerk Willowmore	T5	72 084	78 824	6 569	14188	10 680		854					76			854	<b>112044</b>		112 044
Principal Clerk Records	T7	107 880	117 973	9 831	21235	21483		1278			300		76			1 278	<b>173454</b>		173 454
Messenger/Cleaner Steytlerville	T3	72 084	77 022	6 418	13864	-		834			300		76			834	<b>99349</b>		99 349
Messenger/Cleaner Willowmore	T3		-	-	-	-		-								-	-		-
		<b>1227294</b>	<b>1243896</b>	<b>65726</b>	<b>141969</b>	<b>66901</b>	<b>3503</b>	<b>9694</b>	<b>79500</b>	<b>-</b>	<b>1500</b>	<b>-</b>	<b>532</b>	<b>-</b>	<b>-</b>	<b>13096</b>	<b>1 626317</b>	<b>10800</b>	<b>1637117</b>
<b>COMMUNITY SERVICES</b>																			
HOD Community Services	MAN	504 414	394 759					1785	139920				76			3 948	<b>540487</b>	10800	551 287
Personal Assistant	T8	84 000	89 704			-		897					76			897	<b>91574</b>		91 574
<b>Designation</b>	<b>Task grade</b>	<b>Current Salary</b>	<b>New Salary incl notch increases where applicable</b>	<b>Annual Bonus</b>	<b>Council Contribution</b>				<b>Other Cost</b>							<b>Total Package</b>	<b>Cell &amp; 3G</b>	<b>Total Cost</b>	
					<b>Pension</b>	<b>Medical</b>	<b>Group life</b>	<b>UIF</b>	<b>Transport</b>	<b>Over time</b>	<b>Housing</b>	<b>Long Services</b>	<b>Industrial</b>	<b>Other Allow</b>	<b>Stand by</b>				<b>Skills</b>
Personal Assistant	T8	110 472	120 805	10067	21745			1309			-		76			1 309	<b>155311</b>		155 311
Administration Officer	T11	173 340	189 557	15796	34120	24 858		1785					76			2 054	<b>268246</b>		268 246
		<b>872 226</b>	<b>794 824</b>	<b>25863</b>	<b>55865</b>	<b>24858</b>	<b>-</b>	<b>5776</b>	<b>139920</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>304</b>	<b>-</b>	<b>-</b>	<b>8207</b>	<b>1 055617</b>	<b>10800</b>	<b>1066 417</b>



Assistant Librarian Willowmore	T9	133 548	146 037	12170	26287	34738		1460			300		76			1 582	<b>222651</b>		222 651
Assistant Librarian Steytlerville	T9	133 548	146 037	12170		51308		1460			300	-	76			1 582	<b>212934</b>		212 934
		<b>397 512</b>	<b>434 691</b>	<b>36224</b>	<b>51958</b>	<b>118912</b>		<b>4466</b>	-	-	<b>600</b>	-	<b>228</b>		-	<b>4709</b>	<b>651787</b>	-	<b>651 787</b>
<b>TRAFFIC</b>																			
Manager Protection services	CON	185 850	198 469	16539	-	-		1785					76			2 150	<b>219019</b>		219 019
Vehicle examiner	T10	169 284	185 110	15426				1785					76			2 005	<b>204402</b>		204 402
Examiner driver & learner licenses	T10	146 832	160 569	13381	28902			1740		11213	1 068		76			1 740	<b>218689</b>		218 689
Cashier Traffic	T5	73 812	80 708	6 726				874		5 340			76			874	<b>94597</b>		94 597
		<b>575 778</b>	<b>624 856</b>	<b>52071</b>	<b>28902</b>	-	-	<b>6184</b>	-	<b>16552</b>	<b>1068</b>	-	<b>304</b>	-	-	<b>6769</b>	<b>736707</b>	-	<b>736 707</b>
Designation	Task grade	Current Salary	New Salary incl notch increases where applicable	Annual Bonus	Council Contribution					Other Cost							Total Package	Cell & 3G	Total Cost
					Pension	Medical	Group life	UIF	Transport	Overtime	Housing	Long Services	Industrial	Other Allow	Stand by	Skills			
<b>FIRE</b>																			
Fire Officer Willowmore	T10	157 668	172 398	14366	31032	-		1785		25096	300		76	4547	9184	1 868	<b>260651</b>	2400	263 051
Fire Officer Willowmore	T10	111 110	118 654	9 888	21358			1285		3738	300		76	3836	1348	1 285	<b>161768</b>		161 768
		268 778	291 052	24254	52389	-		3070	-	28833	600	-	152	8383	10532	3153	422419	2400	424 819
		<b>3083906</b>	<b>3271499</b>	<b>224778</b>	<b>341541</b>	<b>174838</b>	-	<b>31057</b>	<b>139920</b>	<b>45386</b>	<b>2268</b>	<b>10608</b>	<b>1520</b>	<b>8383</b>	<b>10532</b>	<b>34963</b>	<b>4 297292</b>	<b>13200</b>	<b>4 310 492</b>



ANNEXURE III - SUMMARY LINE ITEM

BAVIAANS MUNICIPALITY - TOTAL BUDGET						
Vote Nuber	Description	2014/2015 Medium Term Revenue & Expenditure Framework				
		Budget year 2013/2014	Adj budget 2013/14	Budget year 2014/2015	Budget year 2015/2016	Budget year 2016/2017
	<b>OPERATING REVENUE</b>					
<b>020</b>	<b>PROPERTY RATES</b>	<b>17,654,120.00</b>	<b>17,654,120.00</b>	<b>4,448,220.00</b>	<b>4,893,042.00</b>	<b>5,382,346.20</b>
0564	Property Rates	17,654,120.00	17,654,120.00	4,448,220.00	4,893,042.00	5,382,346.20
<b>030</b>	<b>PENALTIES IMPOSED AND COLLECTION CHARGES ON RATES</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>040</b>	<b>SERVICES CHARGES</b>	<b>18,145,722.20</b>	<b>17,982,890.20</b>	<b>19,999,657.22</b>	<b>21,999,622.94</b>	<b>24,199,585.24</b>
0705	Availability charges	0	50,000	55,000	60,500	66,550
0707	Water Sales	3,480,578.20	3,480,578.20	3,828,636.02	4,211,499.62	4,632,649.58
0708	Electricity - Conventional	1,666,560.00	1,666,560.00	1,833,216.00	2,016,537.60	2,218,191.36
0709	Sales Pre paid meters	7,416,192.00	7,416,192.00	8,157,811.20	8,973,592.32	9,870,951.55
0710	Electricity Bulk	1,120,000.00	1,000,000.00	1,100,000.00	1,210,000.00	1,331,000.00
0716	Refuse Removal	2,407,152.00	2,407,152.00	2,768,224.80	3,045,047.28	3,349,552.01
0719	Sanitation	1,731,840.00	1,731,840.00	1,991,616.00	2,190,777.60	2,409,855.36
0566	Buckets	0.00	7,568.00	8,703.20	9,573.52	10,530.87
0656	Sewerage Tanks	323,400.00	223,000.00	256,450.00	282,095.00	310,304.50
<b>070</b>	<b>RENT OF FACILITIES AND EQUIPMENT</b>	<b>120,000.00</b>	<b>38,700.00</b>	<b>42,570.00</b>	<b>46,827.00</b>	<b>51,509.70</b>
0588	Rental of Assets	120,000.00	20,000.00	22,000.00	24,200.00	26,620.00
0636	Rent - other buildings	0.00	1,600.00	1,760.00	1,936.00	2,129.60
0668	Rental Property	0.00	17,000.00	18,700.00	20,570.00	22,627.00
0670	Sport - grounds	0.00	100.00	110.00	121.00	133.10
<b>080</b>	<b>INTEREST EARNED - EXTERNAL INVESTMENTS</b>	<b>80,000.00</b>	<b>80,000.00</b>	<b>88,000.00</b>	<b>96,800.00</b>	<b>106,480.00</b>
0652	Interest on Investment	80,000.00	80,000.00	88,000.00	96,800.00	106,480.00
<b>100</b>	<b>INTEREST EARNED - OUTSTANDING DEBTORS</b>	<b>150,000.00</b>	<b>339,000.00</b>	<b>372,900.00</b>	<b>410,190.00</b>	<b>451,209.00</b>
0644	Interest and Surcharge	100,000.00	224,000.00	246,400.00	271,040.00	298,144.00
0648	Interest on Property Rates	50,000.00	115,000.00	126,500.00	139,150.00	153,065.00
<b>130</b>	<b>FINES</b>	<b>20,000.00</b>	<b>15,000.00</b>	<b>10,000.00</b>	<b>11,000.00</b>	<b>12,100.00</b>
0700	Traffic Fines	20,000.00	15,000.00	10,000.00	11,000.00	12,100.00
<b>150</b>	<b>INCOME FOR AGENCY SERVICES</b>	<b>2,996,380.00</b>	<b>738,000.00</b>	<b>782,280.00</b>	<b>829,216.80</b>	<b>878,969.81</b>
0604	Vehicle Licences	2,976,380.00	0.00	0.00	0.00	0.00
0605	Vehicle Testing	20,000.00	0.00	0.00	0.00	0.00
	Commission Agency services	0.00	738,000.00	782,280.00	829,216.80	878,969.81
<b>0000</b>	<b>LICENSES AND PERMITS</b>	<b>100,000.00</b>	<b>585,010.00</b>	<b>643,511.00</b>	<b>707,862.10</b>	<b>778,648.31</b>
	Leainers Licences	50,000.00	56,340.00	61,974.00	68,171.40	74,988.54
	Drivers Licences	50,000.00	528,670.00	581,537.00	639,690.70	703,659.77

<b>160</b>	<b>GRANTS &amp; SUBSIDIES RECEIVED - Operating</b>	<b>23,329,573.00</b>	<b>23,551,651.45</b>	<b>25,819,000.00</b>	<b>27,222,500.00</b>	<b>28,093,400.00</b>
0682	Subsidy Cacadu	479,073.00	260,000.00	620,000.00	275,000.00	302,500.00
0681	Subsidy Library	220,000.00	220,000.00	300,000.00	300,000.00	316,000.00
0676	Project Management Unit	601,500.00	601,500.00	494,000.00	445,500.00	454,900.00
0570	IVSIG	890,000.00	890,000.00	934,000.00	967,000.00	1,018,000.00
0734	EPWP Wages	1,045,000.00	1,045,000.00	1,390,000.00	0.00	0.00
0567	Finance Management Grant	1,400,000.00	1,400,000.00	1,600,000.00	1,700,000.00	1,800,000.00
	Premier additional income					
0594	Equitable Share	18,694,000.00	18,694,000.00	20,481,000.00	23,535,000.00	24,202,000.00
0820	Income Cond grant - AG	0.00	441,151.45	0.00	0.00	0.00
<b>170</b>	<b>OTHER OPERATING REVENUE</b>	<b>3,818,800.00</b>	<b>338,180.00</b>	<b>309,759.95</b>	<b>336,887.95</b>	<b>366,677.86</b>
0508	Connection and Re Connections	8,000.00	65,000.00	36,100.00	39,710.00	43,681.00
0516	Cemetery Fees	10,000.00	12,500.00	11,000.00	12,100.00	13,310.00
0536	Building Fees	10,000.00	14,000.00	12,000.00	13,200.00	14,520.00
0560	Sundry Income	0.00	56,900.00	62,761.95	69,038.15	75,941.96
0561	Commission	20,000.00	25,000.00	27,500.00	30,250.00	33,275.00
0562	Membership Fees Tourism	120,000.00	120,000.00	80,000.00	88,000.00	96,800.00
0565	Slingby maps	0.00	2,600.00	5,000.00	5,500.00	6,050.00
0579	Events and other tourism t	0.00	0.00	0.00	0.00	0.00
0568	Photostats	800.00	900.00	990.00	1,089.00	1,197.90
0601	Disconnection fee	0.00	500.00	550.00	605.00	665.50
0612	New Service Connections	20,000.00	10,000.00	11,000.00	12,100.00	13,310.00
0616	Rezoning Fees	10,000.00	10,000.00	5,800.00	6,380.00	7,018.00
0637	Pound fees	0.00	580.00	638.00	701.80	771.98
0678	Vat Income	3,600,000.00	0.00	0.00	0.00	0.00
0720	Valuation Certificate	20,000.00	20,000.00	21,200.00	22,472.00	23,820.32
	SETA claims	0.00	0.00	30,000.00	30,000.00	30,000.00
0736	LETTER OF DEMANDS	0.00	100.00	110.00	121.00	133.10
0738	SUMMONS	0.00	100.00	110.00	121.00	133.10
	Application fee consent use	0.00	0.00	250.00	275.00	302.50
	Consent use	0.00	0.00	1,750.00	1,925.00	2,117.50
	Encroachment	0.00	0.00	3,000.00	3,300.00	3,630.00
	<b>GAIN ON DISPOSAL OF PROPERTY, PLANT AND EQUIPMENT</b>					
1805	PROFIT ON THE SALE OF ASSETS					
<b>TORG</b>	<b>TOTAL OPERATING REVENUE GENERATED</b>	<b>66,414,595.20</b>	<b>61,322,551.65</b>	<b>52,515,898.17</b>	<b>56,553,948.79</b>	<b>60,320,926.11</b>
<b>200</b>	<b>LESS REVENUE FOREGONE</b>	<b>-13,916,742.40</b>	<b>-13,916,742.40</b>	<b>-71,704.90</b>	<b>-78,875.38</b>	<b>-86,762.92</b>
0223	Rates Rebate	-13,916,742.40	-13,916,742.40	-71,704.90	-78,875.38	-86,762.92
<b>TDAR</b>	<b>TOTAL DIRECT OPERATING REVENUE</b>	<b>52,497,852.80</b>	<b>47,405,809.25</b>	<b>52,444,193.27</b>	<b>56,475,073.40</b>	<b>60,234,163.19</b>
<b>220</b>	<b>INTERNAL TRANSFERS - (the items below must net out with the corresponding items under expenditure)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
0679	Grants Accumulated Surplus	0.00	0.00	0.00	0.00	0.00
0		0.00	0.00	0.00	0.00	0.00
<b>TIOR</b>	<b>TOTAL INDIRECT OPERATING REVENUE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
	<b>TOTAL OPERATING REVENUE</b>	<b>52,497,852.80</b>	<b>47,405,809.25</b>	<b>52,444,193.27</b>	<b>56,475,073.40</b>	<b>60,234,163.19</b>

<b>OPERATING EXPENDITURE</b>						
<b>300</b>	<b>EMPLOYEE RELATED COSTS - WAGES &amp; SALARIES</b>	<b>17,236,669.23</b>	<b>17,593,175.52</b>	<b>18,957,773.14</b>	<b>20,171,070.62</b>	<b>21,462,019.14</b>
001	Salaries	15,428,706.87	15,410,000.00	16,449,736.21	17,502,519.33	18,622,680.56
003	Wages	0.00	4,560.00	0.00	0.00	0.00
004	Allowance: Housing	18,300.00	30,760.00	31,913.76	33,956.24	36,129.44
006	Vehicle Allowance	0.00	420,935.00	575,362.74	612,185.96	651,365.86
015	Cell Phone Allowance	99,600.00	95,400.00	90,600.00	96,398.40	102,567.90
017	Overtime	379,742.74	376,743.00	461,414.17	490,944.68	522,365.13
019	Allowance: Other	161,338.80	121,555.00	178,601.14	190,031.61	202,193.63
020	Bonusses	1,015,558.30	999,800.00	1,113,721.34	1,184,999.51	1,260,839.48
021	Long Service Bonusses	133,422.52	133,422.52	56,423.79	60,034.91	63,877.14
<b>310</b>	<b>EMPLOYEE RELATED COSTS - SOCIAL CONTRIBUTIONS</b>	<b>2,495,741.00</b>	<b>2,946,090.01</b>	<b>3,242,597.98</b>	<b>3,449,394.35</b>	<b>3,668,764.23</b>
007	Group insurance Contribution	0.00	7,310.00	3,502.99	3,727.18	3,965.72
008	Medical Contribution	806,948.15	722,715.20	810,163.99	862,014.49	917,183.42
	Medical Contribution Pensioners	139,830.80	135,694.80	145,982.00	154,594.94	163,097.66
009	Skills development Levy	121,867.00	153,130.00	178,414.75	189,833.29	201,982.62
010	Pension fund Contribution	1,282,632.66	1,313,040.00	1,952,575.61	2,077,540.45	2,210,503.04
011	UIF Contribution	137,179.99	142,850.00	143,582.62	152,771.91	162,549.31
012	Industrial Council Levy	5,711.60	123,679.15	8,376.02	8,912.09	9,482.46
014	Provident fund	1,570.80	347,670.85	0.00	0.00	0.00
<b>340</b>	<b>REMUNERATION OF COUNCILLORS</b>	<b>1,692,324.49</b>	<b>1,692,324.49</b>	<b>1,755,255.37</b>	<b>1,858,815.44</b>	<b>1,961,050.29</b>
	MEDICAL AID CONTRIBUTIONS COUNCILLORS	12,168.00	12,168.00	12,168.00	12,885.91	13,594.64
186	OFFICE BEARER ALLOWANCE	1,560,514.41	1,272,133.49	1,571,811.37	1,664,548.24	1,756,098.40
	TELEPHONE ALLOWANCES COUNCILLORS	119,642.08	171,276.00	171,276.00	181,381.28	191,357.25
	TRAVEL ALLOWANCES COUNCILLORS	0.00	236,747.00	0.00	0.00	0.00
<b>350</b>	<b>BAD DEBTS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
398	BAD DEBT	0.00	0.00	0	0	0
<b>370</b>	<b>DEPRECIATION</b>	<b>8,000,000.00</b>	<b>15,600,000.00</b>	<b>15,600,000.00</b>	<b>15,600,000.00</b>	<b>15,600,000.00</b>
3705	DEPRECIATION	8,000,000.00	15,600,000.00	15,600,000.00	15,600,000.00	15,600,000.00
<b>380</b>	<b>REPAIRS AND MAINTENANCE - MUNICIPAL ASSETS</b>	<b>1,077,250.50</b>	<b>749,500.00</b>	<b>1,199,397.47</b>	<b>1,270,162.92</b>	<b>1,339,921.28</b>
310	Network Electricity	120,000.00	110,000.00	125,000.00	132,375.00	139,655.63
311	Network Water	90,000.00	90,000.00	95,580.00	101,219.22	106,786.28
306	Network Sanitation	0.00	0.00	90,000.00	95,310.00	100,552.05
307	Grounds and Fencing	53,425.00	10,000.00	57,500.00	60,892.50	64,241.59
309	Tools	37,397.50	20,000.00	50,000.00	52,950.00	55,862.25
312	Buildings	106,850.00	50,000.00	70,000.00	74,130.00	78,133.02
314	Sport Grounds	32,055.00	10,000.00	30,000.00	31,770.00	33,485.58
318	Furniture and Equipment	10,685.00	11,000.00	32,347.47	34,256.97	36,146.40
325	TV Maintenance	21,370.00	11,000.00	22,000.00	23,298.00	24,579.39
320	Parks	5,000.00	0.00	5,310.00	5,623.29	5,932.57
324	Streets	106,850.00	50,000.00	110,000.00	116,490.00	122,896.95
327	Streetlights	53,425.00	50,000.00	53,100.00	56,232.90	59,325.71
333	Equipment	50,000.00	50,000.00	53,100.00	56,232.90	59,325.71
336	Traffic Signs	53,425.00	7,500.00	55,000.00	58,245.00	61,448.48
339	Vehicles Maintenance	336,768.00	280,000.00	350,460.00	371,137.14	391,549.68



<b>390</b>	<b>INTEREST EXPENSE - EXTERNAL BORROWINGS</b>	<b>195,000.00</b>	<b>1,063,000.00</b>	<b>1,128,906.00</b>	<b>1,195,511.45</b>	<b>1,261,264.58</b>
0201	Interest Paid	195,000.00	1,063,000.00	1,128,906.00	1,195,511.45	1,261,264.58
	<b>BULK PURCHASES</b>	<b>9,396,000.00</b>	<b>9,396,000.00</b>	<b>10,153,317.60</b>	<b>10,752,363.34</b>	<b>11,343,743.32</b>
4105	WATER PURCHASED					
0099	Bulk Services Eskom	9,396,000.00	9,396,000.00	10,153,317.60	10,752,363.34	11,343,743.32
<b>420</b>	<b>CONTRACTED SERVICES</b>					
	0					
<b>430</b>	<b>GRANTS &amp; SUBSIDIES PAID</b>	<b>5,718,175.20</b>	<b>5,739,176.00</b>	<b>5,284,822.70</b>	<b>5,813,304.97</b>	<b>6,394,635.47</b>
0221	Free Basic Services	5,718,175.20	5,739,176.00	5,284,822.70	5,813,304.97	6,394,635.47
<b>440</b>	<b>GENERAL EXPENSES - OTHER</b>	<b>13,714,766.12</b>	<b>13,611,288.00</b>	<b>14,373,347.80</b>	<b>13,525,753.02</b>	<b>14,235,805.78</b>
005	Uniforms	70,685.00	12,000.00	90,000.00	95,310.00	100,499.10
0023	Ward Committees	50,000.00	50,000.00	0.00	0.00	0.00
0026	Branding and Advertising	10,000.00	0.00	5,000.00	5,295.00	5,586.23
0028	Communication	55,000.00	110,000.00	0.00	0.00	0.00
0029	Agent Commission	117,535.00	175,000.00	185,850.00	196,815.15	207,639.98
0031	Roads Forum	30,000.00	15,000.00	15,930.00	16,869.87	17,797.71
0034	Sport	20,000.00	10,000.00	10,000.00	10,590.00	11,172.45
0035	Small Farmers (Agri)	0.00	0.00	10,000.00	10,590.00	11,172.45
0036	Christmas Lights and Functions	0.00	0.00	0.00	0.00	0.00
0037	Sundry Expenses: Tourism	37,397.50	22,398.00	20,000.00	21,180.00	22,344.90
0038	Workshop	10,000.00	0.00	10,000.00	10,590.00	11,172.45
0039	Road Signs	15,000.00	0.00	10,000.00	10,590.00	11,172.45
0040	Website	15,000.00	17,100.00	20,000.00	21,180.00	22,344.90
0041	Marketing	50,000.00	65,000.00	40,000.00	42,360.00	44,689.80
0042	Admin Cost	0.00	0.00	0.00	0.00	0.00
0043	Development	50,000.00	30,000.00	0.00	0.00	0.00
0044	Product Development	10,000.00	10,000.00	40,000.00	42,360.00	44,689.80
0048	Advertising	64,110.00	35,000.00	37,170.00	39,363.03	41,528.00
0049	Town Planning	10,000.00	0.00	10,620.00	11,257.20	11,932.63
0050	Work Skills Plan	74,795.00	20,000.00	30,000.00	30,000.00	30,000.00
0051	S&T Allowances	85,693.70	150,000.00	94,550.00	100,128.45	105,635.51
0054	Bank Cost	180,000.00	180,000.00	191,160.00	202,438.44	213,572.55
0055	Animal Protection	0.00	0.00	16,000.00	16,944.00	17,875.92
0056	Libraries	0.00	0.00	100,000.00	100,000.00	105,500.00
0057	Assistant Fund	60,000.00	40,000.00	30,000.00	31,770.00	33,517.35
0059	LED Training	50,000.00	30,000.00	25,000.00	26,475.00	27,931.13
0060	Fuel & Oil	1,176,844.50	1,218,000.00	1,293,516.00	1,369,833.44	1,443,867.44

0061	Led Brick Making	260,000.00	0.00	0.00	0.00	0.00
0064	IDP	0.00	0.00	0.00	0.00	0.00
0062	LED Office	0.00	0.00	0.00	0.00	0.00
0065	Community Services Human Development	0.00	0.00	0.00	0.00	0.00
0069	Chemicals	160,275.00	204,000.00	226,648.00	240,020.23	253,221.34
0071	Department Cost	0.00	0.00	0.00	0.00	0.00
0072	General expenditure	0.00	0.00	5,000.00	5,295.00	5,586.23
0078	Stationery	181,645.00	460,000.00	513,242.07	543,523.35	573,404.43
0080	Rental of Equipment	470,140.00	230,000.00	244,260.00	258,671.34	272,898.26
0081	Electricity Services	1,282,841.10	1,140,000.00	1,210,680.00	1,282,110.12	1,352,415.50
0082	Finance Management Grant	1,257,294.00	1,257,294.00	1,589,965.00	1,700,000.00	1,800,000.00
	Cacadu grant expenditure Tourism	0.00	0.00	324,561.40	0.00	0.00
0084	Municipal Services	922,745.00	590,000.00	420,345.87	453,763.08	489,123.26
0114	Consumable Items	24,575.50	30,000.00	38,000.00	40,242.00	42,455.31
0116	Youth development	0.00	0.00	25,000.00	26,475.00	27,931.13
121	Fire Fighting	42,740.00	98,000.00	104,654.20	111,352.07	118,478.60
0123	Licences	41,027.50	41,028.00	43,571.42	46,142.13	48,666.97
0141	Registration Deeds Office	27,781.00	50,500.00	53,631.00	56,795.23	59,918.97
0144	Audit Cost	600,000.00	662,330.00	1,133,405.00	1,200,275.90	1,266,291.07
	Internal audit	0.00	500,000.00	700,000.00	742,000.00	786,520.00
0150	Postage	154,932.50	220,000.00	233,640.00	247,424.76	261,033.12
0159	Radio Licences	7,479.50	2,000.00	2,124.00	2,249.32	2,373.03
0162	Legal Cost	106,850.00	350,000.00	100,000.00	105,900.00	111,724.50
0183	Telephone	373,975.00	534,000.00	582,808.00	617,193.67	651,135.65
0195	Insurance	292,125.00	246,320.00	261,591.84	277,025.76	292,262.18
0202	Refuse Bags	133,562.50	124,200.00	150,000.00	158,850.00	167,586.75
0204	Water Research	37,397.50	45,000.00	47,790.00	50,609.61	53,393.14
0216	Agency fees licensing	2,208,290.32	0.00	0.00	0.00	0.00
0218	Membership Fees	400,000.00	400,000.00	400,000.00	425,600.00	452,838.40
0219	Special projects	15,000.00	30,000.00	0.00	0.00	0.00
0220	MSG	793,474.00	793,474.00	826,670.00	967,000.00	1,018,000.00
0222	Free Basic Services: Repairs	32,055.00	30,000.00	31,860.00	33,739.74	35,595.43
0292	PMU	601,500.00	538,500.00	494,000.00	445,500.00	454,900.00
0295	Vehicle Tracking	0.00	292,000.00	310,104.00	328,400.14	346,133.74
0296	IT Expenses	0.00	700,000.00	530,000.00	700,000.00	700,000.00
0297	Unbundling of assets	0.00	543,620.00	0.00	0.00	0.00
	EPWP contracts (own)	0.00	0.00	45,000.00	47,655.00	50,276.03
303	Vehicle Installments	0.00	0.00	0.00	0.00	0.00
	Consultancy fees	0.00	0.00	50,000.00	0.00	0.00
734	EPWP	1,045,000.00	1,309,524.00	1,390,000.00	0.00	0.00
450	<b>LOSS ON DISPOSAL OF PROPERTY, PLANT AND EQUIPMENT (GAMAP to add)</b>					
4590	LOSS WITH DISPOSAL OF ASSETS					
<b>TDOE</b>	<b>TOTAL DIRECT OPERATING EXPENDITURE</b>	<b>59,525,926.54</b>	<b>68,390,554.01</b>	<b>71,695,418.06</b>	<b>73,636,376.11</b>	<b>77,267,204.09</b>

<b>OSDTT</b>	<b>OPERATING SURPLUS / (DEFICIT) - Total Income less Total Expenditure</b>	<b>-7,028,073.74</b>	<b>-20,984,744.76</b>	<b>-19,251,224.79</b>	<b>-17,161,302.71</b>	<b>-17,033,040.90</b>
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CR	CAPITAL REVENUE					
<b>700</b>	<b>GRANTS &amp; SUBSIDIES RECEIVED - Capital</b>	<b>39,428,500.00</b>	<b>42,413,950.00</b>	<b>44,259,736.00</b>	<b>37,272,500.00</b>	<b>13,643,100.00</b>
80001	Department of Housing Local Govern - Down Housing	0.00	3,101,850.00	9,404,956.00	0.00	0.00
	Department of Housing Local Govern - Bucket eradication		260,000.00			
	Department of Trade & Industry	18,000,000.00	15,623,600.00	2,830,780.00		
	Integrated Nasional Electrification grant			900,000.00	5,000,000.00	5,000,000.00
80002	MIG Funds	11,428,500.00	11,428,500.00	9,404,000.00	8,464,500.00	8,643,100.00
80003	Capital Replacement Fund	0.00	0.00	-	-	-
80005	DWAF	0.00	0.00	-	-	-
80004	RBIG Funds	10,000,000.00	12,000,000.00	20,000,000.00	23,808,000.00	0.00
	Finance leases			1,720,000.00	0.00	0.00
<b>TAR</b>	<b>TOTAL CAPITAL REVENUE</b>	<b>39,428,500.00</b>	<b>42,413,950.00</b>	<b>44,259,736.00</b>	<b>37,272,500.00</b>	<b>13,643,100.00</b>
CE	CAPITAL EXPENDITURE					
<b>750</b>	<b>CAPITAL BUDGET</b>	<b>37,029,035.09</b>	<b>44,949,962.91</b>	<b>40,686,592.14</b>	<b>32,852,479.63</b>	<b>12,124,935.11</b>
500052	Streets and stormwater Willowmore	1,842,105.26	2,280,155.26	1,767,807.02	877,192.98	877,192.98
500062	Streets and stormwater Steyterville	1,842,105.26	2,280,701.75	1,052,631.58	877,192.98	877,192.98
	Upgrading Rietbron Streets	859,649.12	0.00	0.00	0.00	0.00
460032	Steyterville Solid waste disposal site	0.00	0.00	2,456,140.35	0.00	0.00
460042	Willowmore Solid waste disposal site	0.00	0.00	0.00	0.00	0.00
	Feasibility Study Landfill sites	150,000.00	235,000.00	0.00	0.00	0.00
460052	Rietbron Landfill site	0.00	0.00	0.00	0.00	0.00
	Willowmore Landfill site			0.00		
	Steyterville Landfill site			0.00		
	Rietbron Highmast Light			263,157.89		
	Electricity	0.00	0.00	789,473.68	4,385,964.91	4,385,964.91
460062	Waste water treatment works Rietbron	0.00	0.00	973,684.21	3,039,035.28	3,195,701.28
460072	Sewerage Down	0.00	0.00	0.00	0.00	0.00
460082	Eradication Bucket system Steyterville	0.00	436,609.00	0.00	0.00	0.00
	Eradication bucket system Steyterville - dept human settlement		260,000.00	0.00	0.00	0.00
780042	Willowmore water supply Wanhoop	4,384,649.12	4,384,649.12	0.00	2,631,578.95	2,631,578.95
7526	Wanhoop Bulk water supply Feasibility	250,000.00	91,200.00	0.00	0.00	0.00
780080	Steyterville water Erasmuskloof	26,771,929.82	26,149,915.79	20,374,639.65	20,884,210.53	0.00
	Feasibility Study Vondeling Water	150,000.00	0.00	0.00	0.00	0.00
780052	Water Bylaws	0.00	0.00	0.00	0.00	0.00
780062	Upgrading of Sportfields in Baviaans Municipality	438,596.49	741,642.98	1,302,368.42	0.00	0.00
	Feasibility Study Cemtries	200,000.00	279,300.00	-	-	-
790012	Down Housing	0.00	3,101,850.00	9,404,956.00	0.00	0.00
800042	Computer equipment	0.00	0.00	0.00	0.00	0.00
500072	Equipment Technical	130,000.00	0.00	137,800.00	146,068.00	146,068.00
	Furniture & Equipment	10,000.00	159,000.00	10,600.00	11,236.00	11,236.00
	Roll over project: Wanhoop		2,877,930.00			
	Roll over project: Bucket Eradication Steyterville		89,900.00			
	Roll over project: Upgrading of streets Steyterville		650,130.00			
	Roll over project: Upgrading of streets Willowmore		507,425.00			
	Roll over project: Steyterville Highmast lightning		424,554.00			
	MIG - LED projects			433,333.33		
	Vehicles			1,720,000.00		
<b>TCE</b>	<b>TOTAL CAPITAL EXPENDITURE</b>	<b>37,029,035.09</b>	<b>44,949,962.91</b>	<b>40,686,592.14</b>	<b>32,852,479.63</b>	<b>12,124,935.11</b>
<b>SDACB</b>	<b>(SURPLUS) / DEFICIT AFTER CAPITAL BUDGET</b>	<b>-4,628,608.83</b>	<b>-23,520,757.67</b>	<b>-15,678,080.93</b>	<b>-12,741,282.34</b>	<b>-15,514,876.01</b>

**Annexure G – HR Strategy**

<b>MUNICIPALITY ADDRESS</b>	42 Wehmeyer Street Willowmore 6445
	Baviaans Local Municipality P.O. Box 15 Willowmore 6445
<b>CONTACT PERSON:</b>	Mr. Martin Lötter
<b>DESIGNATION</b>	Corporate Services Manager
<b>COMPONENT:</b>	Human Resource Planning and Development
<b>TELEPHONE NO.:</b>	049-8350 022
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<b>E-MAIL ADDRESS:</b>	<a href="mailto:swhitebooi@baviaans.gov.za">swhitebooi@baviaans.gov.za</a>
<b>DATE COMPLETED:</b>	10 May 2013
<b>DATE OF APPROVAL:</b>	
<b>DATE SUBMITTED TO COUNCIL</b>	

## **DRAFT HUMAN RESOURCE PLAN**

The Baviaans Local Municipality has developed its strategic plan for the period 2013– 2014. Within this plan the Municipality prioritized the staff retention and training of current staff to continue with service delivery.

In order to implement this plan, it is imperative that a Human Resource Plan to be developed to ensure that the Municipality has the appropriate human resource capacity, to enable it to deliver on its mandate and achieve its strategic goals and objectives.

The Human Resource Plan therefore aims to ensure that the Municipality:

- ✓ Have the human resource capabilities to deliver on its mandate
- ✓ That the workforce has the necessary skills and competencies to deliver on the strategic goals and objectives as outlined in the strategic plan
- ✓ Recruits and retains the quantity and quality of staff that it requires
- ✓ Promotes Employment Equity
- ✓ Optimally utilizes its human resources
- ✓ Anticipates and manages shortage and surplus of staff
- ✓ Progressively and continuously develops staff towards the developmental approach in order to meet changing needs.
- ✓ Develops leadership and creates a learning organization that values the importance of service delivery and hence putting people first

The Baviaans Local Municipality has thus developed a Human Resource Plan that talks to the strategic plan of the Municipality, in accordance with mandated service delivery imperatives and legislative requirements. The information contained herein is drawn from a number of processes IDP, Departmental Plans. This plan will be utilized to guide the Baviaans Local Municipality of its Human Resources, as well as to assist with the planning for future service delivery needs.

The Plan is structured to include the background of the Municipality. An assessment of the human resource required to deliver on the department's strategic objectives is presented, followed by a gap analysis indicating the current human resource needs of the Municipality. The plan includes the challenges and strategies aimed at resolving these. The financial implications are then set. And the plan concludes with an explanation of the monitoring and communication strategies in place within the Baviaans Municipality.

## **PURPOSE OF HR PLANNING**

The Baviaans Local Municipality has thus developed a Human Resource Plan in accordance with mandated service delivery imperatives and new legislation requirement.

This plan will be utilised:

- To guide the Municipality in the management of its Human Resources,
- To assist with the planning for future service delivery needs,
- To analyse the gap between the demand and the supply and strategies to close gap.

## **LEGISLATIVE FRAME WORK**

Current legislation governing HR planning is listed below. These documents include interalia

The Constitution of the Republic of South Africa, 108 of 1996  
Employment Equity Act, 1999  
Labour Relations Act  
Skills Development Act, 1998  
Occupational Health and Safety Act  
Basic Conditions of Employment Act  
Promotion of Equality and Prevention of Unfair Discrimination Act 2000

## **SECTION ONE**

### **INTRODUCTION**

#### **OVERVIEW OF THE MUNICIPALITY**

The following sets out the Integrated Development Planning of the Baviaans Local Municipality which governs all planning as obligated by Section 153 of Act No. 108 of 1996 (The Constitution of Republic of South Africa)

#### **MUNICIPALITY PURPOSE**

To provide basic service to the Community for example, houses, water, electricity, houses, sanitation and etc

#### **VISION**

Baviaans Municipality strives towards the establishment of a progressive community within a safe environment where basis service delivery is guaranteed and wherein decision making is based on maximum participation from the Community.

#### **MISSION**

The Political Office Bearers, Staff and the people of the Baviaans Local Municipality will:

- Effective participative and accountable developmental local governmental and governance;
- Facilitate sustainable development and ensure environmental integrity;
- Pro-actively identify suitable land for settlement;
- Facilitate housing service;
- Provide basic services;
- Create a climate conducive to local economic development, with a particular focus on eradicating poverty, creating jobs and developing the tourism and eco-tourism sector; and
- Facilitate social upliftment and development

## MUNICIPALITY VALUES

A culture of honesty  
 High standard of service delivery  
 Loyalty  
 Professionalism  
 Effective and efficiency service delivery  
 Implement “Batho Pele” principle  
 Goal- orientation

## SWOT ANALYSIS

A valuable exercise in the comprehensive planning process of an organization is the identification of the strengths, weaknesses, opportunities and threats (SWOT) facing the organization. In order to analyze the Baviaans SWOT a need to define the strength, weaknesses, opportunities and threats becomes imperative.

**STRENGTH:** Are those available and valuable assets and attributes that should be preserved or improved on.

**WEAKNESSES:** Drawbacks, short-comings or short-term challenges that need to be addressed so that they do not cause long-term problems viability and quality of service

**OPPORTUNITIES:** The long-range positive trends affecting the Organisation as well as the positive paths and that might be followed.

**THREATS:** Long-term weaknesses, risks intimidations and pressures that can undermine attempts to meeting the goals established the organization.

The SWOT analysis is developed from data derived from the Baviaans Senior Management as well as interpretation of the other profile information about Baviaans. This analysis is the basis for the development of goals and future strategies and will be used to help identify opportunities that offer the Municipality a set of realistic, tangible and affordable actions to pursue.

Top management therefore should start focusing on planning and developing strategies to tackle the challenges that are posed by the SWOT analysis reflected in the table below with reference to weaknesses, opportunities and threats.

The following table illustrates the Baviaans Municipality SWOT analysis:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Effective leadership departmentally</li> <li>• Strong political leadership</li> <li>• Sound Financial Management and capacity</li> <li>• Strict compliance to legislation</li> <li>• Stable Political Environment</li> <li>• Sound Internally Developed IDP</li> <li>• Strong Balance Sheet</li> <li>• Sound Management and Planning Team</li> <li>• Skilled and Competent Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Dependence External Service Provider</li> <li>• Lack of sound recruitment &amp; retention strategy</li> <li>• Lack of open communication &amp; transparency</li> <li>• No integrated health &amp; wellness programmes</li> </ul> <p>Human Resources Management Departmental objectives and goals</p> <ul style="list-style-type: none"> <li>• Lack of implementing trainings needs with sufficient funds</li> </ul>

<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Taking the opportunity of the Government emphasis on rural development</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Increase in Training Budget</li> </ul>
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## **OVERVIEW OF THE MUNICIPAL DEPARTMENTS**

The current structure of the Municipality is comprised of the following departments:

### **DEPARTMENT 1: OFFICE OF THE MUNICIPAL MANAGER**

- Municipal Manager

### **DEPARTMENT 2: BUDGET & TREASURY**

- Office of Chief Financial Manager
- Revenue & Debt Management
- Financial Management & Support
- Supply Chain Management

### **DEPARTMENT 3: CORPORATE SERVICES**

- Office of the Corporate Services Manager
- Administration Support
- Secretariat

### **DEPARTMENT 4: COMMUNITY SERVICES**

- Office of the Community Services Manager
- LED
- IDP
- PMS
- Career Development
- Library Services

### **DEPARTMENT 5: TECHNICAL SERVICES**

- Office of the Technical Services Manager
- Civil services
- Electricity
- Water
- Protection Services
- Traffic Services
- Parks & Recreation
- Community facilities



## **SECTION TWO**

### **STRATEGIC DIRECTION**

#### **MUNICIPAL HUMAN RESOURCE PLANNING STRATEGIC OBJECTIVES**

The Municipality acknowledges that one of the most compelling imperatives for human capital management in the workplace is the alignment of human resource planning with the strategic and operational objectives of the organization. In line with this acknowledgement the Municipality has further moved to a human resource planning which seeks to go beyond merely forecasting the number of employees required to meet strategic objectives of the Municipality. A comprehensive human resource plays an important role in achieving an organization's overall strategic and operational objectives, as it supports the strategic direction of the municipality. Therefore, in order for the Municipality to successfully play its role in the transformation agenda of the Municipality, it is critical that the Municipality has the right workforce profile.

This Human Resource Plan therefore takes into account the strategic priorities of the Municipality and has through the consultation process identified key strategies to close gap between demand and supply of human resources.

This can be done through the implementation of the following HR Planning Objectives:

- Full implementation of Performance Management System
- Development of Integrated Human Resource Plan and monitoring of its implementation
- Development, review and implementation of HR policies, procedures, guidelines and process flow
- Promote transformation through implementation of Employment Equity Programmes
- Facilitate the implementation of Organisational Development interventions through implementation of Job Evaluations, Job Descriptions, and updated organisational structure
- Ensure that the Municipality has competent staff through continuous capacity development and organisational development initiatives
- Facilitate and maintain provision of human resources, conditions of services, human resource information system and implementation of wellness programmes
- Fully implement disciplinary grievance and dispute procedure

#### **ALIGNMENT OF THE MUNICIPAL STRATEGIC OBJECTIVES AND HR STRATEGIC OBJECTIVES**

<b>ORGANISATION / MUNICIPAL OBJECTIVES</b>	<b>HR STRATEGIC OBJECTIVES</b>	<b>INTERVENTIONS</b>
A well established Municipality with sufficient resources and institutional capacity to deliver an excellent municipal services	An effective, customized organizational structure	Review of existing organisational structure and drafting of "new" ideal structure
	Create incentives for staff to improve performance / productivity	Formulate a policy for "Bonus Contracts" for section 57 employees
	Conducting Skills Audit	Develop employee skills profile
	Development and implementation of WSP	Consolidate information-n from Skills Audit Attend District Skills Development Forum Implement WSP

ORGANISATION / MUNICIPAL OBJECTIVES	HR STRATEGIC OBJECTIVES	INTERVENTIONS
	Conduct a Training in HR capacity building	Conduct Training for all employees Compile assessment report
	Implementation of Employment Equity Plan	Develop EE Action Plan Monitor and update EE Plan Implementation of Recruitment and Selection Policy
	Established an Integrated Employee Wellness Program	Conduct research from employees e.g. HIV/ AIDS, OSH
	PMS to be implemented to lower levels employees	Consultation with staff Conduct quarterly monitoring reports Develop a programme to assist employees who are under-performing for example specialized training needs

### **SECTION THREE**

#### **ENVIRONMENTAL ANALYSIS**

Is the analytical tool which considers external factors & helps the Municipality to think about their impacts, and also useful tool for understanding the big picture of the environment in which we are operating by understanding your environment and by that we can take an advantage of the opportunities and minimize the threats, and are called as PESTEL FACTORS

#### External Scan Assessment

SECTOR	EXTERNAL ENVIRONMENTAL SCAN
Political	The Municipality is politically driven and that leads to misunderstanding between Council, Management and employees
Economic	Baviaans Municipality is economic rural, employment is very scarce and people are depended on government grants. People are only employed only when there are some projects and sometimes the contractors that are getting tenders and coming outside Baviaans they bring their own labourers to do job, unlike to employ people within Municipality for economic growth and development. LED must to consider these challenges and also to implement the LED objectives that are stated in IDP for creation of employment
Social	Unemployment rate in Baviaans in currently 62%. The youth is unemployed Attitude within Council, Management and Employees is acceptable
Technology	Appointed an external Service Provider
Environmental	Our environmental problem is the distance from other cities, so it's difficult to get people outside to work in Baviaans and many outside employees don't stay for long period, the disadvantage is advertise the posts every time
Legislative / Legal	The Municipality is operating under prescribed legislations, but we don't

SECTOR	EXTERNAL ENVIRONMENTAL SCAN
	have a person who is employed, we utilize private attorneys

**OJECTIVES & STRATEGIES**

Building the Institution & Employee Capacity  
 Enhance Community Service  
 Economic Development  
 Infrastructure Development

**RECONCILIATION OF HUMAN RESOURCE DEMAND AND SUPPLY**

**HR DEMAND**

A pre-requisite for achieving the sustainable of service delivery is the adequate staff provisioning of the Municipality. Critical posts that need to be filled as a matter of priority were identified.

An analysis of human resources indicates that the Municipality is mostly having adequate staff. The Baviaans Municipality is currently developing a retention policy which will guide the Municipality as to how to retain its professional staff, but other interventions will have to be put in place such as the fast tracking development and promotion of people with potential, the recognition of prior learning. The recruitment and selection policy will have to design innovative practices to ensure that employees are attracted to work in Baviaans Municipality and thus guarantee the constant supply of staff.

A second area in the supply chain value refers to the need for skills development of existing staff so as to strengthen their ability to deliver. Learnerships and internship remain a huge challenge.

A third area which requires intervention refers to more improved championing of internal staff needs in the form of the strengthening of an employee wellness program with immediate effect to address ongoing staff mental and physical health problems.

The organizational structure to carry out the mandate and the strategic plan of the Municipality:

Total number of post -121  
 Number of staff - 107  
 Number of vacancies – 14

The Municipality plans to fill the vacant posts as soon as possible.

The current structure aims to achieve the goals of the service delivery and try to address the shortage of skills and retain the scarce skills through the following:-

Strengthening the leadership and management structure  
 Capacitating the Human Resources in the areas of human resource administration, financial administration, community development, infrastructure development and information technology

## HR SUPPLY

The Baviaans Local Municipality prepare its HR Plan that talks to the strategic plan of the Municipality that talks to the strategic of the Municipality, and that informs the Municipality of how many Human Resources needed, what kind of Human Resource needed, where they are needed and why they are needed for.

The successful implementation of Strategic Planning depends on the analysis of the Human Resource demand and supply hence the strategic planning was considered for the development of this plan.

## HR GAP ANALYSIS

According to the Municipality's Human Resource demand and supply analysis, the gaps are identified, and plan to fill the gaps before the end of this financial

## WORKFORCE ANALYSIS (SUPPLY AND DEMAND)

JOB TITLES	POST DEMAND (What you need)	SUPPLY (Filled)	GAP	ABOLISHED	FUTURE ADDITIONAL REQUIRED POSTS	FUTURE ENVISAGED STRUCTURE
Municipal Manager's Office						
Municipal Manager	1	1				
PA of the MM	1	1				
Snr Clerk	1	1				
BUDGET & TREASURY						
CFO	1	1				
PA / Finance Administrator	1	1				
Manager Finance	1	1				
Debt & Revenue Accountant	1	1				
Expenditure & Creditors Management	1	0	1			
Supply Chain Practitioner	1	0	1			
Controller Revenue & Debt	2	2				
Controller Expenditure	1	1				
Data	1	1				

JOB TITLES	POST DEMAND (What you need)	SUPPLY (Filled)	GAP	ABOLISHED	FUTURE ADDITIONAL REQUIRED POSTS	FUTURE ENVISAGED STRUCTURE
Administrator						
Finance Interns	2	1	1			
Administrator Demand & Supply (SCM)	1	1				
Cashier / Enquiry Clerk	2	2				
Meter Readers	2	2				
Expenditure Clerk	1	1				
Clerk	1	0	1			
Principal Clerk	1	1				
Principal Clerk – Asset Management	1	1				
Corporate Service						
Corporate Services Manager	1	1				
PA of the CSM	1	1				
Admin Officer	1	1				
HR Officer	1	1				
Principal Clerk: Records & Archives	1	1				
Clerk: Customer Care	2	1	1			
Cleaner/Messenger	2	1	1			
Community Services						
Community Services Manager	1	1				
PA of the Community Services Manager	1	0	1			
PA of the Mayor	1	1				
Administration Officer	1	1				
Youth Development Officer	2	1	1			
Assistant	3	3				

JOB TITLES	POST DEMAND (What you need)	SUPPLY (Filled)	GAP	ABOLISHED	FUTURE ADDITIONAL REQUIRED POSTS	FUTURE ENVISAGED STRUCTURE
Librarians						
Tourism Officer / Library Supervisor	1	1				
Tourism Officer	1	1				
Human Development Officer	1	1				
LED Officer	1	1				

JOB TITLES	POST DEMAND (What you need)	SUPPLY (Filled)	GAP	ABOLISHED	FUTURE ADDITIONAL REQUIRED POSTS	FUTURE ENVISAGED STRUCTURE
Technical Services						
Technical Services Manager	1	1				
Administrator / PMU Assistant	1	1				
Assistant Technical Manager	2	2				
Assistant Manager (T/planning, Commonages, M/Property & Building controls)	1	1				
Housing Administrator	1	0	1			
Superintendents Water	2	2				
Artisan – Electrical	3	3				
Junior Artisan	1	1				
Traffic Officer Protection Services Disaster Management	1	1				
Foremen – Streets & Public works	2	2				
Foremen Convenience	2	2				
Jnr Housing Clerk	1	0	1			
Fire Officer	2	2				
Examiner learner's licenses	1	1				
Vehicle Examiner & Driver's licenses	1	1				

JOB TITLES	POST DEMAND (What you need)	SUPPLY (Filled)	GAP	ABOLISHED	FUTURE ADDITIONAL REQUIRED POSTS	FUTURE ENVISAGED STRUCTURE
Cashier- E-Natis	1	1				
Team Leader – Public Conservancy Tanks	3	3				
General Assistant – conservancy tanks	1	1				
General Assistant – Public convenience	11	10	1			
Handyman	3	3				
Driver	1	1				
Team Leader/Driver - Refuse	3	3				
General Assistants Refuse	6	6				
General Assistants Water	6	2				
General Assistants – Water	4	4				
General Assistant –Electrical	2	2				
Supervisor Refuse	1	1				
Plant Operators	3	2	1			
Street Sweepers	4	4				

JOB TITLES	POST DEMAND (What you need)	SUPPLY (Filled)	GAP	ABOLISHED	FUTURE ADDITIONAL REQUIRED POSTS	FUTURE ENVISAGED STRUCTURE
General worker Refuse (Tip)	1	0	1			
General worker (Refuse & Public Convenience)	5	4	1			
Foreman (Refuse & Public Convenience)	1	1				

## JOB EVALUATION

Job evaluation has been conducted for all post that were submitted to SALGBC in 2003, Currently there are new posts that are not the part of evaluation and the Management recommend that the posts to be send to SALGBC for evaluation.

ITEM NO	APPROVED JOB TITLE	TASK GRADE
1	Superintendent (Technical Service	12
2	Human Resources Officer	11
3	Professional Nurse – Transferred to provincial office	11
4	Controller (Finance)	10
5	Foreman (Technical)	10
6	Administrator (Corporate Services)	9
7	Assistant Librarian	9
8	Enrolled Nurse (Auxiliary) – Transferred to provincial office	7
9	Executive Secretary	7
10	Operator (Works)	7
11	Principal Clerk (Expenditure)	7
12	Principal Clerk (Income)	7
13	Supervisor (Technical Services)	7
14	Driver Operator	6
15	Senior Clerk (Finance)	6
16	Senior Clerk (Licensing)	6
17	Senior Clerk (Records)	6
18	Clerk (Licensing)	5
19	Driver	5
20	Word Processing Operator	5
21	Driver/Messenger	4
22	Maintenance Attendant	4
23	Pump Operator (Sanitation)	4
24	General Assistant (Cleaner/Messenger)	3
25	General Assistant ( Sanitation)	3
26	General Assistant (Technical Services)	3



## COMPETENCIES

### COMPETENCY REVIEW

OCCUPATIONAL CLASSIFICATION (LEVELS/OFO)	IDENTIFIED COMPETENCIES PER OCCUPATIONAL CLASSIFICATION	AVAILABILITY OF COMPETENCIES		SCARCE COMPETENCIES		CAN BE DEVELOPED	
		Yes	No	Yes	No	Yes	No
Top Management, Permanent	Strategic capability and leadership	X			X	X	
	Programme and project management	X			X	X	
	Financial management	X			X	X	
	Change management	X			X	X	
	Knowledge management	X			X	X	
	Service delivery innovation	X			X	X	
	Problem solving and analysis	X			X	X	
	People Management and Empowerment	X			X	X	
	Client Orientation and Customer focus	X			X	X	
	Communication	X			X	X	

OCCUPATIONAL CLASSIFICATION (LEVELS/OFO)	IDENTIFIED COMPETENCIES PER OCCUPATIONAL CLASSIFICATION	AVAILABILITY OF COMPETENCIES		SCARCE COMPETENCIES		CAN BE DEVELOPED	
		Yes	No	Yes	No	Yes	No
	Honesty & Integrity	X			X	X	
Senior Management, Permanent	Strategic capability and leadership	X			X	X	
	Programme and project management	X			X	X	
	Financial management	X			X	X	
	Change management	X			X	X	
	Knowledge management	X			X	X	
	Service delivery innovation	X			X	X	
	Problem solving and analysis	X			X	X	

OCCUPATIONAL CLASSIFICATION (LEVELS/OFO)	IDENTIFIED COMPETENCIES PER OCCUPATIONAL CLASSIFICATION	AVAILABILITY OF COMPETENCIES		SCARCE COMPETENCIES		CAN BE DEVELOPED	
		Yes	No	Yes	No	Yes	No
Professionally qualified and experienced specialists and mid-management, Permanent	Project Management	X			X	X	
	Financial Management	X			X	X	
	Change Management	X			X	X	
	Knowledge Management	X			X	X	
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	Job knowledge	X			X	X	
	Technical Skills		X				
	Acceptance of responsibility	X			X	X	
	Communication	X			X	X	
	Management of Financial Resources	X			X	X	
	Management of Human Resources	X			X	X	

OCCUPATIONAL CLASSIFICATION (LEVELS/OFO)	IDENTIFIED COMPETENCIES PER OCCUPATIONAL CLASSIFICATION	AVAILABILITY OF COMPETENCIES		SCARCE COMPETENCIES		CAN BE DEVELOPED	
		Yes	No	Yes	No	Yes	No
	Delegation and Empowerment	X			X	X	
	Leadership	X			X	X	
Semi-skilled and discretionary decision making, Permanent	Planning and Execution	X			X	X	
	Interpersonal Relationships	X			X	X	
	Team work	X			X	X	
	Flexibility	X			X	X	
	Reliability	X			X	X	
	Quality of work	X			X	X	
Unskilled and defined decision making, Permanent							

### NQF LEVEL OF QUALIFICATION

HIGHEST QUALIFICATION	TOTAL NUMBER	% TOTAL	NO. VERIFIED	&VERIFIED
NATIONAL CERTIFICATE (GRADE 12 / FET)	22		14	
CERTIFICATE	21		15	
DIPLOMA	11		11	
DEGREE	7		5	
TECHNICAL CERTIFICATE				
NATIONAL TECHNICAL CERTIFICATE	1		1	
POST GRAD				

HIGHEST QUALIFICATION	TOTAL NUMBER	% TOTAL	NO. VERIFIED	&VERIFIED
DIPLOMA				
HONOURS				
MASTERS				
Ph				
POST GRAD				
OTHER				

#### NUMBER OF EMPLOYEES WITHOUT QUALIFICATIONS

Level	Age Groups											Total
	<19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	>64	
Level 13												
Level 12												
Level 10							2	1	1			5
Level 9			1	1		1						3
Level 8												
Level 7				2		1						3
Level 6					1		1	1	1			4
Level 5						1	1					2
Level 4					3	1						5
Level 3				4	2	3	7	2	4	1		23
												45

#### SHORT COURSES ATTENDED BY EMPLOYEES

NAME OF COURSE	YEAR 3 (11/12)		COST	YEAR 4 (12/13)		COST
	NO	%		NO	%	
Basic Electrical						
Archives and Records				3		CDM
Funding Compliance Test Training						
Supply Chain Management						R3960.00
Municipal Finance Management						
GRAP Training						
Examiner for Driving licences				2		Dept of Transport and Roads

NAME OF COURSE	YEAR 3 (11/12)	COST	YEAR 4 (12/13)	COST
Billing basics				
Employees' Tax				
Municipal Leadership				
Waste Water Process Operations	5	R45 014.49	5	DWAF
Annual Financial Statements				
Project Management	1	R11 169.72		
E-Natis	2	R3 200.00	3	Dept of Transport and Roads
EPWP			1	Provincial Govt

## TRAINING ACQUIRED AND DEVELOPMENT

Training and development analysis

Competency Gaps	Name of appropriate Intervention	Training Programme Readily Available	Number of people	Proposed budget
Strategic capability and leadership	Strategic capacity and leadership		3	R120 000.00
Service Delivery management	Service delivery		1	R40 000.00
Financial management	Financial management		3	R120 000.00

## TYPES OF EMPLOYMENT

IDENTIFIED EMPLOYMENT TYPE	Number of Employees per Directorate					TOTAL
	MM	Budget & Treasury	Corporate Services	Community Services	Technical Services	
Temporary						
Contract	1 MM	1 CFO Manager: Finance	1 Corporate Services Manager	1 Community Services Manager Superintendent Examiner of vehicles (Drivers Learners & Testing)	1 Technical Services Manager	7
Permanent	2	17	6	12	62	99
Internship		1 Financial Management				1

## PROBLEMS / ISSUES PERTAINING TO EMPLOYMENT TYPES

Employment Type	Problem	Action Steps Required
Temporary		
Contract		
Permanent	Geographical location of Baviaans Municipality	Implementation of scarce skills policy
Internship	Interns are employed for short-term	Interns to be employed for the minimum period of 3- 5 years

**EMPLOYMENT EQUITY**

**GENDER RESPONSIVE PLANNING**

**WORKFORCE EQUITY PROFILE**

LEVELS	% FEMALES				% MALES				TOTAL
	A	C	I	W	A	C	I	W	
Senior Management				2	1	1		1	5
Middle Management		1		1	1			2	5
Professionals	3	4		3		1		1	12
Skilled technical					2	9		7	18
Semi-skilled		11		3	1	15		1	31
Unskilled		5			4	27			36
Total permanent									
Non-permanent									
GRAND TOTAL									107

LEVELS	FEMALES (50%)				MALES (50%)				TOTAL
	A	C	I	W	A	C	I	W	
Top Management				2	1	1		2	6
Professionals(L 2)									
Technicians (L 3)					1			8	9
Level 4 -9	2	11		3	1	14		2	33
Level 12 -13		1							1



## PEOPLE WITH DISABILITIES

DIRECTORATE	FEMALES (50%)				MALES (50%)				TOTAL
	A	C	I	W	A	C	I	W	
MM									
Budget & Treasury									
Corporate Services						1			1
Community Services									
Technical Services									
<b>GRAND TOTAL</b>									1

## STAFFING PATTERNS

PROGRAMME	2013
PEOPLE EMPLOYED	107
TOTAL	107

## NUMBER OF INTERNS PER FUNCTIONAL AREAS

FUNCTIONAL AREA	TOTAL NUMBER OF INTERNS
Municipal Manager's Office	0
Budget & Treasury	1
Corporate Services	0
Community Services	0
Technical Services	0
<b>TOTAL</b>	1

### 1. Analysis

The internships are effective because they are able to assist where there is a lack of fulfilling all the functions and they are getting experience to that specific field and also be able to be recommended when there is a vacancy.

## 2. Implication

They are able to implement what they've learnt from tertiary institution and also come up with new information of doing things

## 3. Challenges

Unable to appoint more due to financial constraints and also appointing Interns who have left the Institutions some years long ago and that creates some difficulties in performing the functions

## 4. Recommendations

In future to recruit at least Interns with experience or who are new from tertiary institutions if they've applied and to consider the people who left the institution may be 5 years ago after that.

### NUMBER OF ANTICIPATED RETIREMENTS

TASK GRADE BAND	2012	2013	2014	TOTAL
(15 -16)				
(13 -14)				
(11 -12)				
(9 -10)		1		1
(6-8)	1			
(3-5)				
(1-2)				
<b>TOTAL</b>	<b>1</b>	<b>1</b>		<b>1</b>

### NUMBER OF TERMINATIONS PER SALARY LEVEL

Number of Termination reasons	LEVELS				TOTAL
	16-13	12-9	8-5	4-1	
Resignations	3	1			4
Retirements		1			1
Medical Retirements / ill health				1	1
Contract expiry					
Deceased				1	1
Dismissal					
Transfer to other state institutions or the Services					
Operational requirements					
Poor Work Performance					
Transfer outside the Public Services					
Other			1	1	2

### OCCUPATION WITH THE HIGHEST OF TERMINATION

TASK BAND	GRADE	2011	2012	2013	TOTAL
(15-16)			2		2
(13-14)			1		1
(11-12)				1	1
(9-10)					
(6-8)			2		2
(3-5)					
(1-2)					
<b>TOTAL</b>					<b>6</b>

## TURNOVER RATE

<b>TREND</b>	<b>2013</b>
Turnover Rate	2%

## TURNOVER ANALYSIS BY CRITICAL OCCUPATIONS

CRITICAL OCCUPANTS	NUMBER OF APPOINTMENTS	NUMBER OF TERMINATIONS	TURNOVER RATE	ORGANISATIONAL IMPACT	ACTIONS STEPS REQUIRED
Technical & Professional staff	1	4	1%		To fill the posts that are critical as soon as possible
Admin Staff	1	1	1%		

## STAFF TURNOVER IN TERMS OF RACE AND GENDER CLASSIFICATION

RACE	TURNOVER RATE		TOTAL TURNOVER RATE
	FEMALE	MALE	
African			
Asian			
Coloured		1	1
White	1		1
Grand Total		2	

## STAFF TURNOVER IN TERMS OF DISABILITY CLASSIFICATION

The table below indicates the terminations in terms of race gender and disability

Gender	Turnover Rate i.t.o. Disability			Total Average Turnover Rate
	Race	Disabled	Not-disabled	
Female	African	0	0	0
	Coloured	0	0	0
	White	0	0	0
	Other	0	0	0
Female Average % Total		0	0	0
	African	0	0	0
	Coloured	0	0	0
	White	0	0	0
	Other	0	0	0
Male Average & Total		0	0	0
<b>Average % Total</b>		<b>0</b>	<b>0</b>	<b>0</b>

## VACANCY RATE

TREND	2011	2012	2013
Vacancy Rate	7	12	14

## STABILITY RATE

TREND	2011	2012	2013
Vacancy Rate	9	15	14

## HUMAN RESOURCE GAP ANALYSIS

Qualitative and quantitative data

GAP	POTENTIAL IMPACT	STATUS	ACTION STEPS REQUIRED
14 Vacant posts	Medium	Funded	Post to be filled

## SITUATIONAL ANALYSIS AND HR CHALLENGES

The Municipality delivers basic services as determined by legislation

A systematic and well-managed human resources programme will result in the following benefits:

- An effective, customized organizational structure
- Good governance and Public Participation
- Municipal Financial Viability & Management
- Basic service delivery
- Local Economic Development

All these aspects of human resources, organizational structures and systems, and infrastructure need to be taken into account when we undertake the situation analysis for our HR work.

CHALLENGE-S	OUTPUTS	KEY ACTIVITIES	TIME FRAME	ACCOUNTI-NG PERSON	BUDGET
Recruitment and Retention  No Recruitment Committee in place	Recruitment Committee	Establish a Recruitment Committee Develop a retention strategy that will inform the Municipality in retaining the essential and scarce skills	June 2014	MM & Corporate Services Manager	
Career Development  No career plan  Lack succession planning	Career plan  Succession plan	Development of career plan for Baviaans Municipality  Develop succession plan in line with the development policy	June 2014  June 2014	MM & Corporate Services Manager  Corporate Services Manager	
Human Resource Development					

CHALLENGE-S	OUTPUTS	KEY ACTIVITIES	TIME FRAME	ACCOUNTI-NG PERSON	BUDGET
Inadequate Human capacity	Capacitated Human Resource	Re-skilling of present Human Resource to have current skills required in the labour market	June 2014	Corporate Services Manager	

CHALLENGES	OUTPUT-S	KEY ACTIVITIES	TIME FRAME	ACCOUNTING PERSON	BUDG-ET
HR Policies	Develop and Review of all HR Policies	Develop and review all HR Policies and make sure that are in line with the conditions of Baviaans	June 2013	Corporate Services Manager	
Employment Equity Plan  Implementation and monitoring of Employment Equity Plan	Employment Equity Plan	Monitor and evaluate the implementation of Employment Equity Plan that will address the interest of Employment Equity Act 55 of 1998 and ensure the fair and equal opportunity in the employment process	Continuously		

CHALLENGE-S	OUTPUTS	KEY ACTIVITIES	TIME FRAME	ACCOUNT-ING PERSON	BUDGET
Organizational Development					
Lack of information dissemination within Council, Management and employees	Information dissemination	Improvement of communication strategy to enhance communication in the Baviaans	December 2013	MM & Corporate Services Manager	
Lack of understanding of Baviaans code of conduct and work ethics	Code of conduct policy document	Encouragement on the code of conduct	Continuously	All Managers	

## HUMAN RESOURCE BUDGET

The Human Resource Management goods and services budget stands to

## COMMUNICATION OF THE PLAN

To ensure the successful of the Human Resource Plan it is essential that the plan should be extensively communicated to all relevant stakeholders. This can be accomplished through the following strategies:

- The Human Resource Task Team will communicate the plan by conducting workshops to all departments
- Corporate Services Manager will issue memos and circulars that communicate certain aspects of the plan
- Presentation at staff and management meetings the most important and urgent part of the plan
- The workers will be given an opportunity to access the information through labour representatives.

## IMPLEMENTATION, MONITOR AND EVALUTION OF THE PLAN

The turnaround strategy has introduced a number of innovative systems and procedures to improve effectiveness, efficiency and the general management of Baviaans Municipality's functioning. The change strategy will support these initiatives through structure such as:

- Management Meeting whereby operations are monitored in relation to strategic priorities
- Local Labour Forums to track the trainings spend and its impact
- Workgroup Meetings where co-ordination and progress are monitored
- Progress on the implementation of the above will be measured on a continuous basis and corrective actions will be taken where necessary. The above mechanisms are also utilized to measure progress.



## **STATISTICS TO RECONCILIATION OF HUMAN RESOURCES DEMAND AND SUPPLY**

### **CURRENT ORGANISATIONAL STRUCTURE**

	<b>DEMAND</b>	<b>SUPPLY</b>	<b>SHORTAGES</b>
OFFICE OF THE M/MANAGER	3	3	0
BUDGET & TREASURY	21	18	3
CORPORATE SERVICES	9	7	2
COMMUNITY SERVICES	14	11	3
TECHNICAL SERVICES	76	68	7
<b>TOTALS</b>	<b>123</b>	<b>107</b>	<b>15</b>

### **GENDER STATISTICS**

Females: 34

Males: 73

### **CONTRACT WORKERS**

Section 57 Employees: 5

Interns: 1

Contract: 2

### **DISABILITY RATIO**

Physically challenged employees: 1

### **RACE STATISTICS**

#### **RACE**

#### **NUMBER OF EMPLOYEES**

Coloured 73

African 12

White 22

### **EMPLOYEES IN TERMS OF AGE GROUP**

<b>AGE</b>	<b>NO. OF EMPLOYEES</b>
16 - 25	5
26 - 35	38
36 - 45	32
46 - 55	20
56 - 70	12

## Annexure H – Stakeholders lists

### IDP REPRESENTATIVE FORUM STAKEHOLDERS LIST – WILLOWMORE

STAKEHOLDER	CONTACT PERSON	EMAIL ADDRESS	TELEPHONE NUMBER	FAX NUMBER	HOW	SIGNATURE / PROOF	DATE RECEIVED
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#### DISTRICT MUNICIPALITY

Cacadu District Municipality (IDP)	Mr T Pillay	<a href="mailto:tpillay@cacadu.co.za">tpillay@cacadu.co.za</a>	041 508 7111	041 508 7000			
	S Somjaliso	<a href="mailto:ssomjaliso@cacadu.co.za">ssomjaliso@cacadu.co.za</a>	041 508 7111	041 508 7000			
	M Maqokolo	<a href="mailto:MMaqokolo@cacadu.co.za">MMaqokolo@cacadu.co.za</a>	041 508 7111	041 508 7000			
Cacadu District Municipality (LED)	Mr D Magxwalisa	<a href="mailto:DMagxwalisa@cacadu.co.za">DMagxwalisa@cacadu.co.za</a>	041 508 7111	041 508 7000			

#### GOVERNMENT / SECTOR DEPARTMENTS

DLGTA (IDP)	Ms Nontuku Bunguza	<a href="mailto:Nontuku.Bunguza@eclgta.gov.za">Nontuku.Bunguza@eclgta.gov.za</a>		040 609 5525			
	Mr L Salman	<a href="mailto:lindile.salman@dhlgta.ecape.gov.za">lindile.salman@dhlgta.ecape.gov.za</a>	040 609 5439 082 947 3013	040 609 5525			
	Ms P Pretorius	<a href="mailto:petro.pretorius@eclgta.gov.za">petro.pretorius@eclgta.gov.za</a>	040-609 5452 0716077450				
Dept of Agriculture	Mr David Chutu		049 891 0132	049 891 0152			
	Mr Gavin Tainton	<a href="mailto:gavin.tainton@agr.ecprov.gov.za">gavin.tainton@agr.ecprov.gov.za</a>	044 923 1510 079 500 2488	044 923 1409			
Dept of Forestry & Fisheries (DAFF)	Mr ML Nkontso	<a href="mailto:MsingathiN@daff.gov.za">MsingathiN@daff.gov.za</a>	043 604 5578	086 615 7809			
Dept of Correctional Service (Graaff-Reinet)	Mr B Suka	<a href="mailto:ben.suka@dcs.gov.za">ben.suka@dcs.gov.za</a>	049 892 2104	049 892 5486			

STAKEHOLDER	CONTACT PERSON	EMAIL ADDRESS	TELEPHONE NUMBER	FAX NUMBER	HOW	SIGNATURE / PROOF	DATE RECEIVED
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GOVERNMENT / SECTOR DEPARTMENTS

Dept of Economic Development & Environmental Affairs (DEDEA)	Mr L Els	<a href="mailto:Leon.Els@deaet.ecape.gov.za">Leon.Els@deaet.ecape.gov.za</a>		041 508 5862	041 508 5866		
	Ms T Mapukata	<a href="mailto:Thembakazi.Mapukata@deaet.ecape.gov.za">Thembakazi.Mapukata@deaet.ecape.gov.za</a>		041 508 5871	041 508 5866		
Dept of Education & Training (Graaff-Reinet)  <i>WM Hoërskool</i> <i>WM Laerskool</i> <i>Elmor Primêr</i>	Mr NRW de Bruyn EW Hector	<a href="mailto:euan.hector@gmail.com">euan.hector@gmail.com</a>		049 807 2234 049 807 2248	049 807 2254 049 807 2254		
	Mr R Carelse	<a href="mailto:randall.carelse@edu.ecprov.gov.za">randall.carelse@edu.ecprov.gov.za</a>		049 807 2234	049 807 2254		
	Mr G Ferreira Mr C Hendricks Mr C van Staden			044 923 1176 044 923 2284 044 923 1785	044 923 1344 044 923 2284 044 923 1785		
Dept of Health (Graaff-Reinet)    <i>WM Clinic</i> <i>WM Hospital</i> <i>WM Ambulance</i> <i>WM ARV Centre</i> <i>Traditional Healers</i>	Ms A Fourie	<a href="mailto:almarie.fourie@impilo.ecprov.gov.za">almarie.fourie@impilo.ecprov.gov.za</a>		049 892 4139 083 378 0894	049 892 4807		
	Ms A Erasmus	<a href="mailto:anna.erasmus@impilo.ecprov.gov.za">anna.erasmus@impilo.ecprov.gov.za</a>		049 892 4137 082 469 4995			
	Ms D Rall			049 892 4137 084 513 4686	049 892 4807		
	Sister v Staden Manager			084 250 7598 044 923 1148	044 923 1489	By hand	
	Mr D v Staden Ms P Korkee Ms S Witbooi			082 591 9137 044 923 1148 078 710 4090	044 923 1489		

STAKEHOLDER	CONTACT PERSON	EMAIL ADDRESS	TELEPHONE NUMBER	FAX NUMBER	HOW	SIGNATURE / PROOF	DATE RECEIVED
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GOVERNMENT / SECTOR DEPARTMENTS

Dept of Justice (Graaff_Reinet)	Ms René Viljoen	<a href="mailto:RViljoen@justice.gov.za">RViljoen@justice.gov.za</a>	049 892 2263	049 892 2377			
<i>Willowmore</i>	Me Erasmus		044 923 1009	044 923 1742			
Dept of Home Affairs (Graaff-Reinet)	Mr Sello Monaring	<a href="mailto:sello.monareng@dha.gov.za">sello.monareng@dha.gov.za</a>	082 800 2570	086 567 3348			
	Mr F Tyanase	<a href="mailto:freeman.tyanase@dha.gov.za">freeman.tyanase@dha.gov.za</a>	049 892 2800 083 598 5345				
Dept of Labour (Graaff-Reinet)	Ms E de Vries	<a href="mailto:elsabe.devries@labour.gov.za">elsabe.devries@labour.gov.za</a>	049 892 2142	049 891 1150			
Dept of Land Affairs	Ms Faeza Pearce	<a href="mailto:cpearce@ruraldevelopment.gov.za">cpearce@ruraldevelopment.gov.za</a>					
Dept of Energy	Mr D Sankoloba	<a href="mailto:donald.sankoloba@energy.gov.za">donald.sankoloba@energy.gov.za</a>	041 396 3915	086 611 8064			
Dept of Mineral Resources (DMR)	Ms Brenda Ngebulana	<a href="mailto:brenda.ngebulana@dmr.gov.za">brenda.ngebulana@dmr.gov.za</a>	041 396 3900				
Dept Public Works (EPWP)	Ms Ursula Muller	<a href="mailto:Ursula.Muller@dpw.ecape.gov.za">Ursula.Muller@dpw.ecape.gov.za</a>	041 390 2074				
Dept of Roads	Mr M Keyser	<a href="mailto:marius.keyser@ecape.gov.za">marius.keyser@ecape.gov.za</a>	041 403 6041	041 456 1666			
	Ms Linda Lupondwana	<a href="mailto:Linda.Lupondwana@ecape.gov.za">Linda.Lupondwana@ecape.gov.za</a>	041 508 2718 083 387 3145	086 516 6760			
Dept of Safety & Security (Graaff-Reinet)	Senior Superintendent J van der Rheede	<a href="mailto:VanDerRheedej@saps.org.za">VanDerRheedej@saps.org.za</a>	049 807 1100	049 892 5719			
<i>Willowmore</i>	Colonel Nolte		044 923 8121				
Safety & Liaison	Ms Yolanda Haozibets	<a href="mailto:yolanda.haozibets@safety.ecprov.gov.za">yolanda.haozibets@safety.ecprov.gov.za</a>	041 582 4810	041 585 2710			

STAKEHOLDER	CONTACT PERSON	EMAIL ADDRESS	TELEPHONE NUMBER	FAX NUMBER	HOW	SIGNATURE / PROOF	DATE RECEIVED
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GOVERNMENT / SECTOR DEPARTMENTS

Dept of Social Development (Graaff-Reinet)	Ms C Engelbrecht	<a href="mailto:chris.engelbrecht@socdev.ecprov.gov.za">chris.engelbrecht@socdev.ecprov.gov.za</a>	049 892 2084	049 891 0257			
	Mr Mzolisa	<a href="mailto:thozamile.mzolisa@socdev.gov.za">thozamile.mzolisa@socdev.gov.za</a>	049 892 2084	049 891 0257			
Willowmore SASSA	Ms Matanda Ms T Mostert		044 923 1217 044 923 8503	044 923 1936			
DSRAC	Ms Vuyiseka Nokenke	<a href="mailto:vuyiseka.nokenke@srac.ecprov.gov.za">vuyiseka.nokenke@srac.ecprov.gov.za</a> <a href="mailto:leoni.burgess@srac.ecprov.gov.za">leoni.burgess@srac.ecprov.gov.za</a> (asst)	046 603 4223	046 622 7410			
Libraries	Ms Mdingi  Snr Mng V Xalabile	<a href="mailto:mdingitv@gmail.com">mdingitv@gmail.com</a> <a href="mailto:Tembela.mdingi@ecsrac.gov.za">Tembela.mdingi@ecsrac.gov.za</a>  <a href="mailto:yusumizi.xalabile@srac.ecprov.gov.za">yusumizi.xalabile@srac.ecprov.gov.za</a>	046 603 4229	046 622 7410			
GCIS (Office of the Premier)	Ms P Kekana	<a href="mailto:jansenvillempcc@gcis.gov.za">jansenvillempcc@gcis.gov.za</a>	076 101 3497	049 891 0189			
Eastern Cape Parks Board	Mr W Erlank  Mr S Mkulise	<a href="mailto:wayne.erlank@ecparks.co.za">wayne.erlank@ecparks.co.za</a>  <a href="mailto:sizwe.mkhulise@ecparks.co.za">sizwe.mkhulise@ecparks.co.za</a>	042 283 7912/3/4 072 430 6423  0422837912 0711669495				
SA Post Office Willowmore	Ms N Mjako		044 923 1196				
ESKOM	Ms S Worthington	<a href="mailto:sanette.worthington@eskom.co.za">sanette.worthington@eskom.co.za</a>	083 299 8318				

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OTHER INSTITUTIONS

SEDA	Ms Nylene Kayster	<a href="mailto:nkayster@seda.org.za">nkayster@seda.org.za</a>	049 892 2105	086 698 3418			
Willowmore Tourism	Ms J Kroon	<a href="mailto:finchleyfarm@baviaans.co.za">finchleyfarm@baviaans.co.za</a>	044 923 1801				
Willowmore Legal Advice Office	Mr J de Vos		044 923 1131				
Willowmore CDW	Mr A de Vos		0737695089 0737695089				
Willowmore CMR	Ms C Schoeman		044 923 1296 076 199 7040	044 923 1296			
Disabled	Mr P Korkee		079 368 3651				
Inter-churches Forum	Ds Barney		072 447 6450				
CPF – Willowmore	Mr J van Rooyen		044 923 1426 083 969 7063				
ABET – Graaff-Reinet	Mr May / Nzala		049 807 3000	049 807 3011			
Willowmore	Mr H Williams		082 713 9682				
Taxi Association – Willowmore	Ms M Nonkonana		078 261 5533 044 923 2062				

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AGRICULTURE

Southern Cape Land committee	Mr Amos Dyasi (Project Coordinator)	<a href="mailto:amosdyasi@telkomsa.net">amosdyasi@telkomsa.net</a>	049 892 5272 074 0430 131	049 891 0331			
Farmer's Associations: <i>LEEV</i> <i>Winterhoek</i> <i>Traka</i> <i>Fullarton</i> <i>Willowmore</i>	Mr O Poultney Mr W Schoeman Mr D Schutte Mr K Lotter Mr BJ Stegmann	<a href="mailto:kkroon@mweb.co.za">kkroon@mweb.co.za</a> <a href="mailto:wcschoeman@telkomsa.net">wcschoeman@telkomsa.net</a> <a href="mailto:kobuslotter@telkomsa.net">kobuslotter@telkomsa.net</a> <a href="mailto:bjstegmann@gmail.com">bjstegmann@gmail.com</a>	044 923 1929 044 923 1952 082 403 2239 044 956 1009 044 923 1840 072 717 3521 083 429 7669 044 923 1887	086 5111961  086 692 2619			
<i>Beervlei</i>	Mr A Greeff	<a href="mailto:beervlei@gmail.com">beervlei@gmail.com</a>					
<i>Small Farmers</i>	Mr J Tarentaal						

CHURCHES

VGK	Mr A Diedericks		044 923 1566				
Volkserk	Ms Mary Coetzee		044 923 1541				
Roman Catholic	Ms L Nazima		083 359 6279				
Mission of Faith	Mr J Jonas						
PPC	Mr R Human		084 461 4563				
ERM	Hannes Erasmus		073 205 1175				
Harvest Christian Centre	Past H Bokkies		044 923 2229				
NG Church	Ds H Maasdorp		044 923 1034				
CVK	A Noordman						

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OTHER

Nomzamo Creche	Ms M Korkee		078 244 7389				
Hillview Edu-Centre	Ms V Cornelius		079 580 6950 078 866 0217				
Chamber of Commerce	Mr W Swanepoel	<a href="mailto:albertspark@telkomsa.net">albertspark@telkomsa.net</a>	082 554 0795				

IDP STEERING COMMITTEE

Baviaans Municipality	Mayor E Loock	<a href="mailto:mayor@baviaans.gov.za">mayor@baviaans.gov.za</a>	044 923 1004 082 570 3778				
Baviaans Municipality	Cnl D Bezuidenhout		082 321 2250				
Baviaans Municipality	Cnl J Booysen	<a href="mailto:hbooyesen@baviaans.gov.za">hbooyesen@baviaans.gov.za</a>	082 296 7399				
Baviaans Municipality	Cnl V Lapperts		072 308 1514				
Baviaans Municipality	Cnl T Spogter	<a href="mailto:thembekilespogter@gmail.com">thembekilespogter@gmail.com</a>	076 538 3995				
Baviaans Municipality	Cnl G Hobson	<a href="mailto:demodynamics960@gmail.com">demodynamics960@gmail.com</a>	049 837 0024 083 443 6628				
Baviaans Municipality	Cnl M Fivaz	<a href="mailto:maggiefivaz@gmail.com">maggiefivaz@gmail.com</a>	072 469 4379				



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BAVIAANS MUNICIPALITY

Baviaans Municipality	Ms de Beer	<a href="mailto:lizette@baviaans.gov.za">lizette@baviaans.gov.za</a>	044 923 1004 082 374 7832				
Baviaans Municipality	Mr Vumazonke	<a href="mailto:jama@baviaans.gov.za">jama@baviaans.gov.za</a>	044 923 1004				
Baviaans Municipality	Mr B Arends	<a href="mailto:bennie@baviaans.gov.za">bennie@baviaans.gov.za</a>	044 923 1004				
Baviaans Municipality	Ms J Zaayman	<a href="mailto:tourism@baviaans.gov.za">tourism@baviaans.gov.za</a>	044 923 1702				
Baviaans Municipality	Mr JC Maart	<a href="mailto:jcmaart@gmail.com">jcmaart@gmail.com</a>	082 25 77442				

**IDP REPRESENTATIVE FORUM STAKEHOLDERS LIST - STEYTLERVILLE**

STAKEHOLDER	CONTACT PERSON	TELEPHONE NUMBER	FAX NUMBER	E-MAIL ADDRESS	HOW	SIGNATURE / PROOF	DATE RECEIVED	ATTENDANCE	
								YES	NO
AGM	Rev G Stout	0498350058			Per Hand				
	Rev B Stout	0786548095							
RTS	Rev P Baartman	0732557810			Per Hand				
PPK	Past J Claase	0839734174			Per Hand				
OAC	G Daniels	0739875446			Per Hand				
Roselane Church	A Mapoe	0498350390			Per Hand				
Tom Kasibo School	Mr Mtwano or representative	0498350059			Per Hand				
Daleview	Mr Mapoe	0498350068	0498350068		Per Hand				
Carel du Toit	H Strydom	0498350058			Per Hand				
Wielie Walie Kleuterskool	Me C Adonis	0736498795			Per Hand				
SAPS	A/o Arries	0498350004			Per Hand				
CPF	Mr R Mapoe	0745155415			Per Hand				
Clinic	Sister Sampies or representative	0498350047			Per Hand				

STAKEHOLDER	CONTACT PERSON	TELEPHONE NUMBER	FAX NUMBER	E-MAIL ADDRESS	HOW	SIGNATURE /	DATE	ATTENDANCE
Clinic Committee	Sylvia Erasmus A Grootboom	0782339060 0733408925						
Ambulance	Mr Fischer	0498350211			Per Hand			
Farmer's Union	H Dorfling	0498330026		<a href="mailto:dorfling@jabama.co.za">dorfling@jabama.co.za</a>	E-mail			
Small Farmers	M Miggels	0794157363			Per Hand			
Dept Social Development	Ms N Jordaan	0498350381		<a href="mailto:inayleen@yahoo.com">inayleen@yahoo.com</a>				
CDW	Vacant							
Sport Council	Mr A Grootboom				Per Hand			
Museum	Karen Kirkman	0498350572	086 532 9977		Fax			
Chamber of Commerce	Mr Mouton Joubert	049 8350118			Per Hand			
Advice office	Ms A Mapoe				Per Hand			
Dept Agriculture	T Zaba	0449231409						
SV Toerisme	Mr J Trollip	0844878839		<a href="mailto:trollip.artgallery@gmail.com">trollip.artgallery@gmail.com</a>	E-mail			
Youth	H Mapoe							

**IDP Steering Committee**

Baviaans Municipality	Cnl D Bezuidenhout	0823212250			Per Hand			
Baviaans Municipality	Cnl T Spogter	0765383995		<a href="mailto:thembekilespogter@gmail.com">thembekilespogter@gmail.com</a>	Per Hand			
Baviaans Municipality	Cnl G Hobson	0498370024 0834436628		<a href="mailto:demodynamics960@gmail.com">demodynamics960@gmail.com</a>	Per Hand			

**IDP STAKEHOLDERS: RIETBRON**

Organisasie	Naam	Kontak No	E mail	Fax	Handtekening	Bywoning
SAPS	Capt de Beer	044 934 1005				
CPF	Me April	044 934 1081				
Clinic	Sister Marais	044 934 1081				
Clinic Committee	Mnr H Rex	044 934 1081				
Tourism	Ms S Carsten	044 923 1872				
Farmers Assoc	Mr D van Vuuren Mr M Mathee	044 934 1113 044 934 1111	<a href="mailto:uitkomstrust@gmail.com">uitkomstrust@gmail.com</a> <a href="mailto:librietbron@gmail.com">librietbron@gmail.com</a>			
Bronies Educare	Ms M Laksman	044 934 1188				
Primêre Skool	Me M Snyman	044 934 1032		044 934 1032		
Bronwill Primêr	Mnr Februarie	044 934 1103 044 934 1024		044 934 1075		
Rietbron Crafters	Me S Steenkamp	0781348239				
NG Church	Ds vd Spuy	044 934 1009				
Heilige Herlewing Kerk	Past K Barends	0829751635				
Pinkster kerk	G Jacobus					
Pinkster kerk	J Booyen	0761587883				

Organisasie	Naam	Kontak No	E mail	Fax	Handtekening	Bywoning
VGK	Me P Baartman	0748388861				
Nuwe APK	J Steenkamp					
Cong kerk	J May	0785269861				

Raadslid Lapperts

**IDP Stakeholders: Vondeling**

Organisation	Name & Surname	Contact No	Signature
Cong kerk	Alfred Pieterse	044-923 1706	
Bejaardes	Lena de Villiers		
Cong Kerk & Ward Committee	Catherine Olyn	0719522261	
Vondeling Craft	Lavona Claasen	044 9231100	
	Sena	0735650813	
Opvoeding	Lena Roman	0783206031	

**IDP Stakeholders: Miller**

Organisation	Name & Surname	Contact No	Signature
	Amanda Gustav	044-956 1017	
Education	Bennet Dry	044-956 1030	
Ward Committee	Margaret Warney		

**IDP Stakeholders: Fullarton**

Organisation	Name & Surname	Contact No	Signature
	A Korkee	044 923 1816	
Ward Committee	W Korkee		
	H Snijers	044 923 1909	

## Ward Committees

Ward	Councillor	Area	Name	Tel no
1	Mayor, E Loock	Coleskeplaas	Dennis Adams	0498391098/1096
		Saaimanshoek	Abbey-Gail Lukas	0498391203/0842029156
		Joachimskraal	Berenice v Niekerk	0498391135
		Zandvlakte	J Statoe	0498391131
		Sewefontein	Marie Wildeman	0498391016
		Bo-Kloof	Gerhard George	0498391160
		Willowmore Town	S Aweries	
		Willowmore Businesses / Tourism	Orlando Viljoen	0826592382
		Organised Agriculture	LA van Niekerk	0449231972
		Willowmore Primary SGB	Benita Warney	0727586806
2	Cnl T Spogter	Steytlerville Town	vacant	
		Vuyolwethu	Joe Kobe	0721794423
		Golden Valley	R Mapoe	0721717794
		Organised Agriculture	Michael Hayward	0498359000
		Businesses / Tourism	E Goldschagg	0727366978
		Rep for registered LED projects	SMV Spogter	0735020714
		Youth & Sport	T Bongoza	0837719493
		Clinic & Animal protection	L Killian	049-8350673
		Churches & Old Age Home	vacant	
		Unemployed	B Faku	0781808927
3	Cnl H Booyesen	Hillview	T B George	0449231375
		Lovemore	Margaret Nonkonana	0782615533
		Fullarton	Whinery Korkee	0791935818
		Humesville / Morningside / Mandela Square	Zola Menze	0844022675
		SGB: WM Secondary & Elmor Primary	Johanna Barnard	0782260162
		Church Forum	Reverend Barney	0724476450
		WM Clinic Committee	Emma Claassen	0723763234
		WM CPF	Carol Krisjan	0761152232
		Youth	Enrico van Sensie	0739540989
		Organised Agriculture	A Jacobs	0826539394
4	Cnl V Lapperts	Rietbron Town	Magdalena van Zyl	0823254086
		Manenza Square	Anton Sarels	0726494242
		New Extension	Deon van Reenen	0792968790
		Bron Marais	Cecil James Bailey	0824049109
		Vaalblok	Steven Miggels	0723362746
		Vondeling	Catherine Olyn	0719522261
		Miller	Margaret Warney	0449561017
		Organised Agriculture	Flip Matthee	0824466339
		Rietbron CPF	Evelynne April	0766889672 / 0449341081
		Rietbron Clinic Committee	Hendrik Rex	0791483660
Bron Marais Primary: SGB	Mabel Bailey	0768520478 / 0449341075		

**Annexure I – Action Plan to Address AG Report**

<b>Man Report Finding</b>	<b>Finding</b>	<b>Management Action/Recommendation</b>	<b>Responsible person</b>	<b>Time Frame</b>	<b>Progress</b>
1	HR compliance – Performance agreement with MM incomplete – does not include specified functions as per MFMA	<ul style="list-style-type: none"> <li>➤ Performance agreement should be revised to include minimum requirements as per MFMA</li> </ul>	Mayor	30 June 2014	No progress
2	Procurement – No declaration made by those in the employment of the state of interests in suppliers	<ul style="list-style-type: none"> <li>➤ Ensure staff declares on annual basis their interest in companies</li> <li>➤ Ensure staff are aware of requirements of the MFMA</li> </ul>	MM/Corporate services Manager	28 February 2014	All managers and councillors were requested to declare their interest
3	Immovable assets - Completeness of Land and Buildings and Investment Property	<ul style="list-style-type: none"> <li>➤ The properties listed by the auditors have been corrected in the AFS where possible. The remainder was confirmed by the municipality’s valuers as not existing. All these properties have “zero extent” or recorded as “800 DUM” properties.</li> <li>➤ According to the valuers these properties were subdivided into smaller properties and the original property does not exist anymore</li> <li>➤ There is currently a dispute between management and the auditors on this finding</li> <li>➤ Discuss dispute with Auditor General to find solution</li> </ul>	CFO	30 June 2014	No progress
4	Trade and other payables: Creditors not paid within 30 days	<ul style="list-style-type: none"> <li>➤ Daily monitoring of cash flow</li> <li>➤ Weekly discussions on creditors to be paid</li> <li>➤ Increase collection rate</li> </ul>	MM/CFO	31 Jan 2014	Daily cash flow distributed to all managers & schedule of all outstanding creditors distributed on weekly basis to managers
5	Predetermined Objectives - Budget per SDBIP does not agree to the approved Budget.	<ul style="list-style-type: none"> <li>➤ The municipality should ensure all figures per the SDBIP and the approved Budget agree.</li> </ul>	MM/Community services Manager	30 April 2014	Original budget agrees with SDBIP – will be revisited after



Man Report Finding	Finding	Management Action/Recommendation	Responsible person	Time Frame	Progress
					adjustment budget
6	Predetermined Objectives - Objectives not achieved.	➤ Ensure all objectives set are reasonable and achievable and to ensure these are achieved within one financial year	MM/All managers	30 June 2014	In Progress – 1 <sup>st</sup> quarter review done
7	Cash and cash equivalents : No letter was sent to National Treasury and AGSA before the start of the current year.	➤ A letter to be sent to NT, AGSA with regards to bank account details	CFO	30 June 2014	No progress
8	Cash and Cash Equivalents: Bank Reconciliations not prepared or reviewed correctly	➤ Bank recons to be prepared on monthly basis and reviewed by management	Finance Manager	31 January 2014	Bank recons performed on monthly basis since July 2013
9	Cash and Cash Equivalents: Bank account not taken into account	➤ Management to ensure that bank confirmations are received prior to AFS being drafted	CFO	30 June 2014	No progress
10	Cash and Cash Equivalents: Invalid Bank reconciling item	➤ Management to ensure all reconciling items are cleared on timely ➤	Finance Manager	28 February 2014	This was an isolated incident and was corrected in the AFS
11	HR and employee cost: Vacant key personnel	➤ All positions for key personnel, that become vacant, should be filled timeously by suitably qualified personnel.	MM/ Corporate Services Manager	31 January 2014	All key personnel has been appointed
12	HR and Employee costs: Misallocations of 3rd party deductions	➤ Ensure integration set-up is done correctly ➤ Ensure GL agrees with Payroll printouts with regards to various 3 <sup>rd</sup> party payments	Finance Manager/Expenditure controller	31 May 2014	No progress
13	HR and Employee related costs: Employee contracts with contradictory salary payments	➤ It is recommended that only one employment contract be issued and signed for a particular period of employment. ➤ System information should be updated for any changes made to employee contracts	Corporate Service Manager/ HR/ Salaries	28 February 2014	It was noted that there were 2 contracts on the employee's file. One will be discarded with

Man Report Finding	Finding	Management Action/Recommendation	Responsible person	Time Frame	Progress
14	HR and Employee related costs: Codes of conduct are not acknowledged periodically by employees	➤ Institute policies which require the employees to acknowledge the code of conduct periodically.	MM/ Corporate Services manager	31 March 2014	In progress
15	HR and Employee related costs: No policy for employee skills retention and monitoring	➤ Implement skills retention policy	MM/Corporate Services Manager	30 November 2013	Policy approved
16	HR and Employee costs: Late payment of PAYE	➤ PAYE returns to be submitted on time	CFO/Expenditure Controller	28 February 2014	All PAYE returns submitted on time for this year
17	HR and Employee costs: Background checks are not performed on ALL candidates for employees	➤ Background checks to be done on all new employments ➤ Review policy to be implemented	MM/ Corporate Services Manager	30 November 2013	In progress
18	Unspent conditional grants: Unspent balance at year end – no separate bank accounts for grants	➤ Separate bank accounts to be opened for each grant	CFO	30 November 2013	Done
19	Procurement & SCM: Contract awarded to the incorrect supplier. BBEEE points were not allocated correctly.	➤ The municipality should ensure that all tender documents and reports are properly reviewed by management to ensure that tenders are correctly awarded and the reason for awarding the tender are stated accurately. ➤ Bid Adjudication committee should review all calculations of Bid Evaluation Committee	CFO/SCM Practitioner	28 February 2014	All point allocations reviewed by BAC
20	Procurement & SCM: No invoices found to support services procured	➤ Management must ensure that invoices are obtained for all services procured ➤ The invoices referred to in this audit query related to a travel agent who was reluctant to issue invoices when booking were made	Finance Manager/ SCM Practitioner /Expenditure controller	28 February 2014	In progress

Man Report Finding	Finding	Management Action/Recommendation	Responsible person	Time Frame	Progress
21	Procurement & SCM: No declaration made of family interest with supplier	<ul style="list-style-type: none"> <li>➤ All staff must declare their family interest with suppliers</li> </ul>	CFO/ Corporate Service Manager/ SCM Practitioner	30 April 2014	In progress – all suppliers have been asked to declare their interest. Staff has been informed to declare their interest
22	Procurement & SCM: Internal audit reports outstanding	<ul style="list-style-type: none"> <li>➤ Implement MFMA section 62 (c) (i) and (ii) and the MFMA Circular 65</li> <li>➤ Ensure that Internal Audit discharge their duties appropriately</li> <li>➤ Ensure all internal audit reports are finalized before 30 June 2014</li> </ul>	MM	30 June 2014	In progress - Internal audit busy with Performance Evaluation review
23	Procurement & SCM: Exceptions identified through CAATS – incorrect supplier details on system	<ul style="list-style-type: none"> <li>➤ Ensure reconciliation between SAMRAS creditor master file and supplier database</li> <li>➤ Implementation of SCM module on SAMRAS</li> </ul>	CFO/ SCM Practitioner	30 June 2014	Update of database in progress
24	Immovable assets: VAT not excluded from items when entered into the Fixed Asset Register	<ul style="list-style-type: none"> <li>➤ The AFS were corrected during audit process</li> <li>➤ Ensure staff members are more cautious when capturing orders/invoices</li> <li>➤ VAT training for staff members</li> </ul>	Finance Manager/Expenditure controller	30 June 2014	VAT training provided to staff
25	Immovable assets: Incorrect amount recorded in the Fixed Assets Register	<ul style="list-style-type: none"> <li>➤ Monthly reconciliation of asset register to GL</li> <li>➤ Quarterly asset counts</li> <li>➤ This error was corrected in AFS</li> </ul>	CFO/ Asset controller	30 June 2014	Monthly reconciliations done Asset counts in progress
26	Immovable assets: Asset duplicated in the Fixed Asset Register	<ul style="list-style-type: none"> <li>➤ Monthly reconciliation of asset register to GL</li> <li>➤ Quarterly asset counts</li> <li>➤ This error was corrected in AFS</li> </ul>	CFO/ Asset controller	30 June 2014	Monthly reconciliations done Asset counts in progress
27	Expenditure: Cut off issues	<ul style="list-style-type: none"> <li>➤ All invoices (Services)/delivery notes (Goods received) dates should be checked prior to posting/authorisation to ensure that they are</li> </ul>	Finance manager/Expenditure controller	28 February 2014	In progress

Man Report Finding	Finding	Management Action/Recommendation	Responsible person	Time Frame	Progress
		recorded in the correct financial year.			
29	Expenditure: Misclassification of Finance Cost	<ul style="list-style-type: none"> <li>➤ Review of expense allocations before posting</li> <li>➤ Monthly reconciliation</li> <li>➤ This error was corrected in AFS</li> </ul>	Finance manager/ Expenditure controller	28 February 2014	In progress
30	Expenditure: Exception reports are not generated, reviewed or acted upon	<ul style="list-style-type: none"> <li>➤ Generate exception reports and review on a monthly basis by senior officials in the finance section.</li> <li>➤ The exception report must be reviewed for: <ul style="list-style-type: none"> <li>○ Duplicate payments</li> <li>○ Duplicate orders</li> <li>○ Invoices dated before order date</li> <li>○ Missing invoices and payment numbers</li> <li>○ Payment date before invoice date</li> <li>○ Differences were an amount exceeding threshold is entered in the system.</li> </ul> </li> </ul>	Finance manager/CFO	30 June 2014	No progress – SAMRAS to develop these reports
28	VAT: Vat incorrectly treated or claimed	<ul style="list-style-type: none"> <li>➤ Review of all entries passed in GL</li> <li>➤ Staff send on VAT training</li> <li>➤ VAT review to be done</li> </ul>	CFO/Finance Manager	31 March 2014	2 Staff members send on VAT training VAT review in progress
31	Trade & other Payables: Unrecorded liabilities identified at year end	<ul style="list-style-type: none"> <li>➤ Cheque number 11527 - R 14,348.45 dated 14 July 2013 could not be traced to outstanding creditors at year end</li> <li>➤ This was corrected in AFS</li> <li>➤ Monthly creditors recons to be performed</li> <li>➤ All payments subsequent to year end to be scrutinized to ensure that there are no unrecorded liabilities at year end</li> <li>➤ List of all orders with status “received” to be followed up for invoices outstanding</li> </ul>	Finance Manager/Expenditure controller	28 February 2014	List of all outstanding orders printed on monthly basis; creditors recons in process
32	Trade & other Payables: Creditor master file not adequately maintained	<ul style="list-style-type: none"> <li>➤ A creditor was contracted and paid for services (B&amp;B services), however was not an approved supplier and was therefore not included in the approved creditor master file</li> </ul>	CFO/ SCM Practitioner	30 April 2014	Database updated monthly

Man Report Finding	Finding	Management Action/Recommendation	Responsible person	Time Frame	Progress
		<ul style="list-style-type: none"> <li>➤ According to the Supply Chain Management Policy, the municipality may acquire the services of a service provider which is not registered on the database of the municipality provided that it meets the listing requirements.</li> <li>➤ Ensure only approved suppliers are used.</li> <li>➤ Implement SCM module on SAMRAS</li> <li>➤ Implement checklist for listing criteria against which suppliers can be evaluated who is not registered on database</li> </ul>			
33	Trade & Other Payables: No reconciliation between SAMRAS and creditors master file	<ul style="list-style-type: none"> <li>➤ Ensure quarterly reconciliation between SAMRAS and supplier database</li> <li>➤ Ensure no payments made to creditors unless SCM sign off on documents.</li> <li>➤ Monthly update of supplier database</li> </ul>	CFO/ Finance Manager/ Expenditure controller/ SCM	31 March 2014	Database updated monthly
34	Trade & Other Payables: No controls over capturing of data to creditors accounts in SAMRAS	<ul style="list-style-type: none"> <li>➤ Creditors' statements should be reconciled to balances per the SAMRAS system on a monthly basis.</li> <li>➤ Reconciling items must be investigated timeously.</li> <li>➤ The CFO should review reconciliations and sign as evidence of review</li> </ul>	Finance Manager/Expenditure controller	31 March 2014	Monthly recons in progress since July 2013
35	Trade & Other Payables: No review of invoices and payments captured onto the system (also see nr 34)	<ul style="list-style-type: none"> <li>➤ Before payments are made, an independent check should be performed to ensure that the invoices have been recorded correctly.</li> <li>➤ Once transactions have been posted in the general ledger, management should generate a printout of the transactions recorded in the general ledger. This printout should be reviewed to confirm that transactions have been recorded at the correct amount, in the correct financial period (inspect the invoice date) and against the correct vote number.</li> <li>➤ Furthermore, after the processing of a payment batch, a payment report should be generated and</li> </ul>	Finance manager/ Expenditure controller	31 March 2014	In progress - Expenditure controller checks payment documents prepared by Expenditure clerk.

Man Report Finding	Finding	Management Action/Recommendation	Responsible person	Time Frame	Progress
		agreed to the supporting documentation. The person tasked with this responsibility should sign the payment report as evidence that this task has been performed			
36	Trade & Other Payables: Creditors reconciliations are not performed monthly	➤ Creditors reconciliation to be done on monthly basis	Finance Manager/Expenditure controller	31 March 2014	Recons to creditors statements done on monthly basis Reconciliation of sub-ledger to ledger in progress – SAMRAS assisting with reports
37	Provisions: Misstatement in opening balance of bonus provision	➤ This was corrected in AFS ➤ The provision was initially not restated by management	CFO	Completed	Completed
38	Provisions: No permit issued for landfill sites	➤ The Municipality should apply for a permit from the Minister of Water Affairs to operate the landfill site legally. ➤ Management should ensure that all conditions attached to permits for landfill sites are met to ensure compliance with the requirements of the Environment Conservation Act, No. 73 of 1989. ➤	MM/Technical Manager	30 June 2015	The municipality has obtained grant funding for feasibility studies of landfill sites. The problem cannot be rectified within one year
39	Internal Control: Register of minutes of meetings not maintained (Audit committee, general council and special council meetings)	➤ Management should maintain a register of all meetings held in order to confirm that all meeting minutes are available and documented.	Corporate Service Manager	31 March 2014	No progress
40	Internal control: Internal audit reports outstanding – none available for the year under review	➤ The internal audit plan will be reviewed to ensure requirements are met.	MM/CFO	30 November 2013	Revised internal audit plan was submitted to audit committee
41	Fruitless & Wasteful, irregular & unauthorized expenditure	➤ Municipality incurred significant expenditure that was not budgeted for and that was unforeseen but not within the control of the municipality	MM/CFO	31 March 2013	Monthly reports on actual vs. budget included in Sec 71

Man Report Finding	Finding	Management Action/Recommendation	Responsible person	Time Frame	Progress
		<ul style="list-style-type: none"> <li>➤ Implement monthly reports on actual vs. budget</li> <li>➤ Fruitless &amp; Wasteful, irregular &amp; unauthorized expenditure needs to be reported to Council</li> <li>➤ Ensure adequate adjustment budget</li> </ul>			report submitted to Council
42	Internal Control - Personnel submit appropriate/accurate reports in order to meet reporting targets	<ul style="list-style-type: none"> <li>➤ All legislative required reports to be submitted monthly</li> <li>➤ All reconciliations to be done monthly</li> </ul>	CFO	Monthly	All recons in progress, reporting done monthly
43	Internal Control – Reconciliations not signed as proof of review	<ul style="list-style-type: none"> <li>➤ Payroll variance report for February 2013 were not signed</li> <li>➤ This was an isolated event</li> <li>➤ All recons will be signed</li> </ul>	Finance Manager	30 November 2013	All recons signed