

Senqu Municipality

Budget 2010/11 - 2012/13

Medium Term Revenue and
Expenditure Framework

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Glossary

Adjustments Budget - Prescribed in section 28 of the MFMA. The formal means by which a municipality may revise its annual budget during the year.

Allocations - Money received from Provincial or National Government or other municipalities.

Budget - The financial plan of the Municipality.

Budget Related Policy - Policy of a municipality affecting or affected by the budget, examples include tariff policy, rates policy and credit control and debt collection policy.

Capital Expenditure - Spending on assets such as land, buildings and machinery. Any capital expenditure must be reflected as an asset on the Municipality's balance sheet.

Cash flow statement - A statement showing when actual cash will be received and spent by the Municipality. Cash payments do not always coincide with budgeted expenditure timings. For example, when an invoice is received by the Municipality it is shown as expenditure in the month it is received, even though it may not be paid in the same period.

DORA - Division of Revenue Act. Annual legislation that shows the total allocations made by national to provincial and local government.

Equitable Share - A general grant paid to municipalities. It is predominantly targeted to help with free basic services.

Fruitless and wasteful expenditure - Expenditure that was made in vain and would have been avoided had reasonable care been exercised.

GFS - Government Finance Statistics. An internationally recognised classification system that facilitates like for like comparison between municipalities.

GRAP - Generally Recognised Accounting Practice. The new standard for municipal accounting.

IDP - Integrated Development Plan. The main strategic planning document of the Municipality

KPI's - Key Performance Indicators. Measures of service output and/or outcome.

MFMA - The Municipal Finance Management Act - No. 53 of 2003. The principle piece of legislation relating to municipal financial management.

MTREF - Medium Term Revenue and Expenditure Framework. A medium term financial plan, usually 3 years, based on a fixed first year and indicative further two years budget allocations. Also includes details of the previous and current years' financial position.

Net Assets - Net assets are the residual interest in the assets of the entity after deducting all its liabilities. This means the net assets of the municipality equates to the "net wealth" of the municipality, after all assets were sold/recovered and all liabilities paid. Transactions which do not meet the definition of Revenue or Expenses, such as increases in values of Property, Plant and Equipment where there is no inflow or outflow of resources are accounted for in Net Assets.

Operating Expenditure - Spending on the day to day expenses of the Municipality such as salaries and wages.

Rates - Local Government tax based on the assessed value of a property. To determine the rates payable, the assessed rateable value is multiplied by the rate in the rand.

SDBIP - Service Delivery and Budget Implementation Plan. A detailed plan comprising quarterly performance targets and monthly budget estimates.

Strategic Objectives - The main priorities of the Municipality as set out in the IDP. Budgeted spending must contribute towards the achievement of the strategic objectives.

Unauthorised expenditure - Generally, spending without, or in excess of, an approved budget.

Virement - A transfer of budget.

Vote - One of the main segments of a budget. In Senqu Municipality this means at function level.

PART 1 - ANNUAL BUDGET

Section 1 - Mayor's Report

It is with great pleasure that I present the 2011/2012 Medium Term Revenue and Expenditure framework (MTREF) to the Council and especially the community at large, for input.

I am specifically pleased to announce that our budget materially complies with the latest budget regulations as well as the requirements of the National Treasury, for which I must thank the Chief Financial Officer and his staff for the tremendous effort.

In my report during the tabling of the 2010/2011 original budget I mentioned the following:

“The budget changed significantly from that of prior years due to the water and sanitation functions being removed from the budget. This is as a result of a finding by the Auditor - General that the municipality acts as agent, and not as service provider, to Joe Gqabi District Municipality for the delivering of these services. Up to this point there is still no clarity on the individual roles for allocating risks and rewards between the role players, and it might necessitate an adjustment budget during the year if clarity is obtained and a new service level agreement is signed.”

I am pleased to announce that finally clarity has been obtained, including input from the National Treasury and the Accounting Standards Board, and that it was determined that the municipality must still budget for the expenditure related to these functions, as if the municipality is an external service provider to the Joe Gqabi District Municipality. In addition, the new Service Delivery Agreement was also signed and its roles, responsibilities, risks and rewards now clearly determined. These adjustments meant that the water and sanitation functions are now again re-incorporated into the budget of Senqu Municipality and our Adjustment Budget, also tabled today, already provides for it.

The Council's strategic objective of service delivery includes the continuation of the acceptable levels of service as well as the improvement in those areas where it lacks acceptable levels.

The balancing act is to achieve these objectives with available financial resources, and to always consider the effect of tariff adjustments on the community at large, and specifically the poor. In addition, we did not escape the effect of the global economic downturn, as well as the recently

announced tariff increases by ESCOM, and this makes the achievement of the service delivery objectives so much more difficult.

The forecasted expenditure can be summarised as follows: (R 000)

TYPE	2011/2012	2012/2013	2013/2014
Operating	121 828	126 978	135 813
Capital	39 173	44 369	46 273
TOTAL	161 001	171 347	182 086

We need to recognise the funding role of the National and Provincial Governments, with contributions from these spheres of governments through grants and subsidies being 69% of total expenditure or 85% of total revenue.

An indication of our commitment is that we grant rebates and discounts on rates equal to 34.2% of possible billing and 34,4% on service charges. In addition to these rebates and discounts, which provides for free basic services to the poor, a further 15,6% of billing is being budgeted for as a contribution to debt impairment. This, together with the funding as mentioned above, are also indicative of the level of unemployment and poverty in the region, and we must assist in National - and Provincial programs to improve this situation within the means of our Constitutional mandates.

National -, Provincial -, District - and local priorities for service delivery must be aligned and this is to a large degree achieved through the Integrated Development Plan process, whereby communities give input into service needs and which is being incorporated into the I.D.P. The different spheres of government then allocate resources to these requirements, but I must emphasise again that it is only to the extent that resources are available.

Our infrastructure development objectives are obviously to have services at acceptable levels to all, and for this purpose the budget for 2010/11 provides for roads - and storm water projects totalling R17,5 million, and street lighting of R3,2 million which will also contribute to the national priority of safety.

While we recognise the need for the extension of services through infrastructure development, we must also recognise the need for the

maintenance of these infrastructures and to this end we provide in the capital program for replacement of some of our aging vehicles and equipment. However, to provide for the capital is probably not that problematic, but to find the funds to maintain our infrastructure and other assets properly in the operating budget, without overburdening our consumers and ratepayers, is the big concern. It is common knowledge that the first place where funds are cut when other expenditure items increase to such an extent that a reduction in expenditure is necessary, is on maintenance votes. In this budget our maintenance expenditure equates to 6,3% of operating expenditure, which is in line with national averages, but the pressure on this type of expenditure is increasing every year.

I must also mention the effect of the ESCOM bulk tariff increases and the limitations set by NERSA on the electricity increases to be applied by the municipality. The ESCOM bulk tariff increases for the current year is set at 26,71%, while the increase allowed for the municipality is 20,74%. This difference, together with similar accumulating differences in the recent past, as well as the cost of free basic electricity of R4m which is partly funded from the national government, now have the result that the electricity service is ending on a net loss of R3,5m and must other services such as rates subsidise the electricity account. This is clearly not in line with the principal of the user pays for economic- and trading services.

I believe we have done all in our power to address service delivery requirements within our financial means and would like to thank our community for their inputs into the I.D.P. process, my fellow Councillors for their continued hard work and support as well as the Municipal Manager and his staff for all their efforts.

Section 2 - Budget Related Resolutions

Senqu Municipality

MTREF 2011/2012

These are the resolutions that will be approved by Council with the final adoption of the budget in May:

RESOLVED:

- [a]. That the annual budget of Senqu Municipality for the financial year 2011/2012; and indicative for the two projected years 2012/2013 and 2013/14, as set-out in the schedules contained in Section 4, be approved:
 - 1.1 Table A2: Budgeted Financial Performance (expenditure by standard classification)
 - 1.2 Table A3: Budgeted Financial Performance (expenditure by municipal vote)
 - 1.3 Table A4: Budgeted Financial Performance (revenue by source)
 - 1.4 Table A5: Budgeted Capital Expenditure for both multi-year and single year by vote, standard classification and funding
- [b]. Property rates reflected in Annexure 1 and any other municipal tax reflected in Annexure 1 are imposed for the budget year 2011/2012.
- [c]. Tariffs and charges reflected in Annexure 1 are approved for the budget year 2011/2012.
- [d]. The measurable performance objectives for revenue from each source reflected in Section 7 are approved for the budget year 2011/2012.
- [e]. The measurable performance objectives for each vote reflected in S are approved for the budget year 2011/2012.
- [f]. Council notes the amended Integrated Development Plan adopted on 29 May 2009 reflected as summarised in Section 6.
- [g]. Council notes the performance indicators tabled with the budget for subsequent approval by the Executive Mayor reflected in Section 7.
- [h]. The amended policies for credit control, debt collection and indigents as reflected in Section 8 are approved for the budget year 2011/2012.
- [i]. The other new and/or amended budget related policies reflected in Section 8 are approved for the budget year 2011/2012.

Section 3 - Executive Summary

Introduction

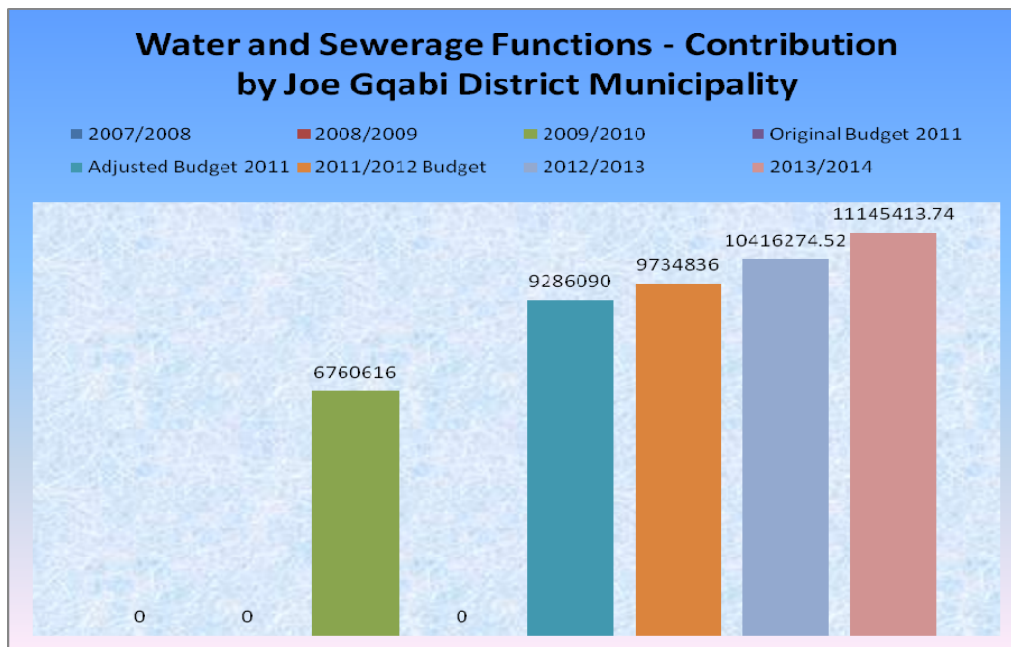
The budget is the second budget of the municipality which is in the formats prescribed in the new Budget Regulations and is therefore significantly different from prior year's budgets formats.

This budget is also the second budget of the municipality that complies with the requirements of Generally Recognised Accounting Practises (GRAP) and is again significantly different from prior year's budgets.

Full budgetary compliance in all aspects of the regulations and GRAP will take time, as systems, and especially obtaining statistical information, needs to be adapted, but already this year much more information is available and incorporated in to this budget.

Effect of the annual budget

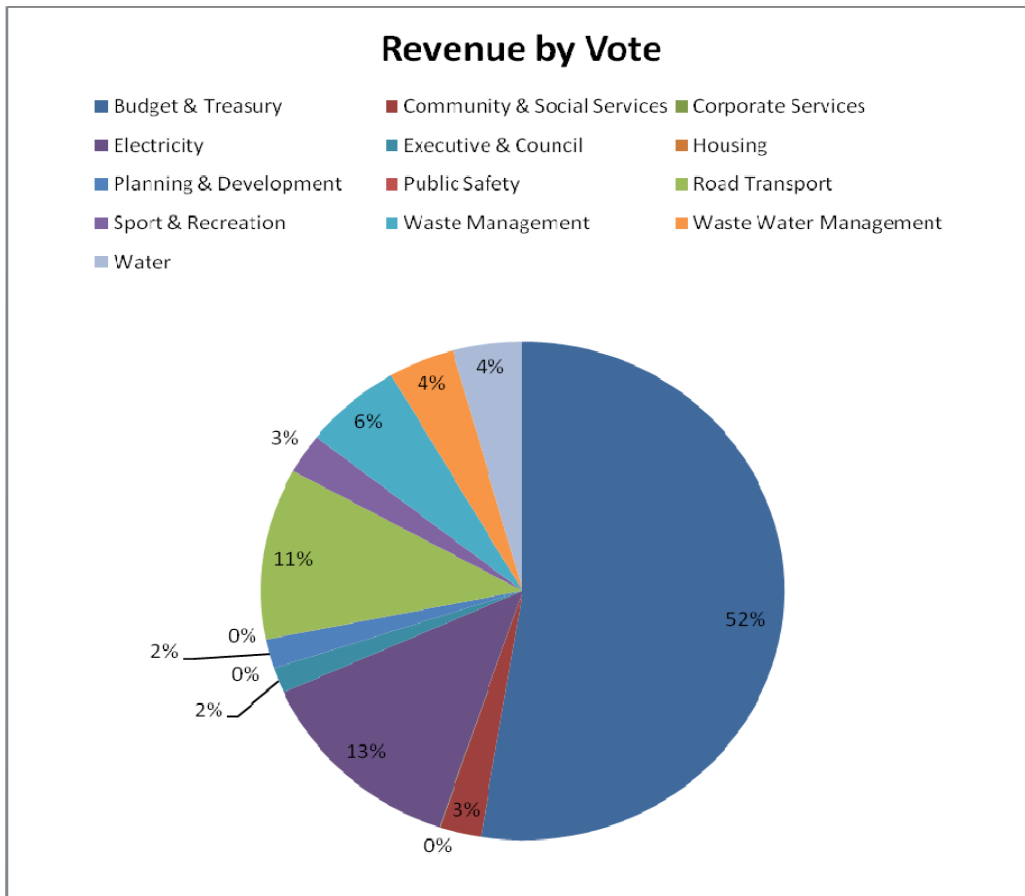
A significant change in the budget from last year is the re-incorporation of the budgets for the Water - and Sanitation functions back from Joe Gqabi District Municipality, after it was removed in the 2009 financial year. The budgets as presented here have therefore been "restated" to reflect better comparative information.

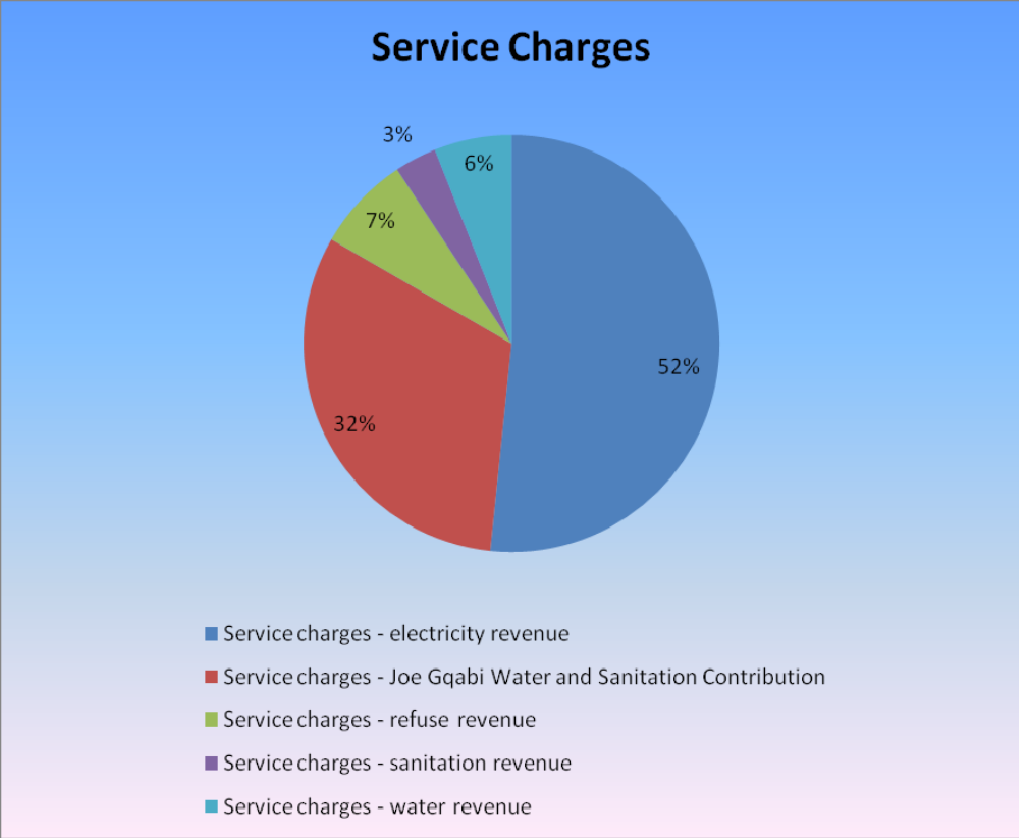
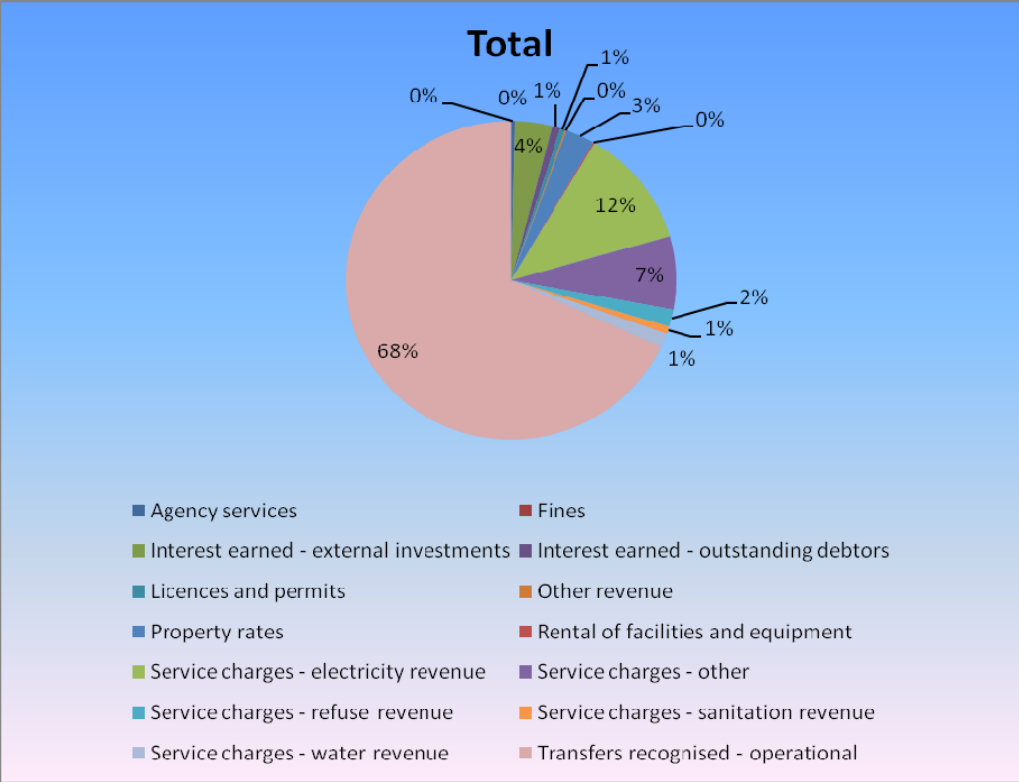


The projected forecasts for the MTREF are as follows: (R 000)

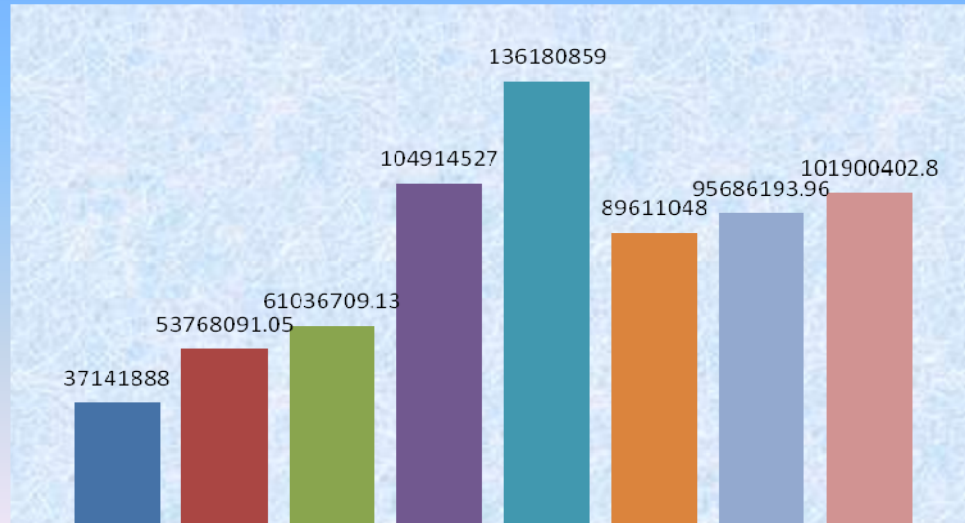
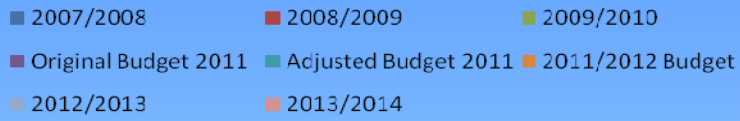
OPERATING BUDGET

Type	2011/12	2012/13	2013/14
Revenue	153 455	167 201	178 021
Expenditure	121 828	126 978	135 813
Surplus/(Deficit)	31 627	40 223	42 208
Less: Capital Grants	(21 947)	(26 686)	(28 153)
Surplus/Deficit excluding Capital Grants	9 680	13 537	14 055



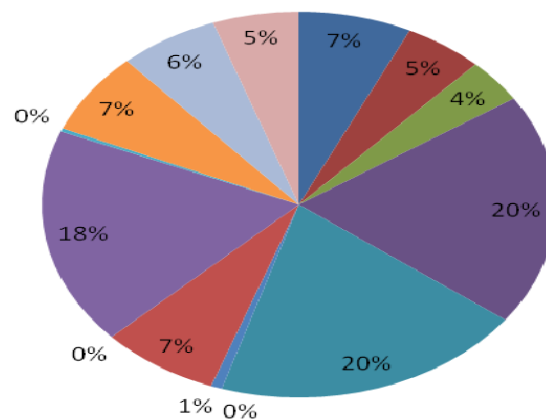


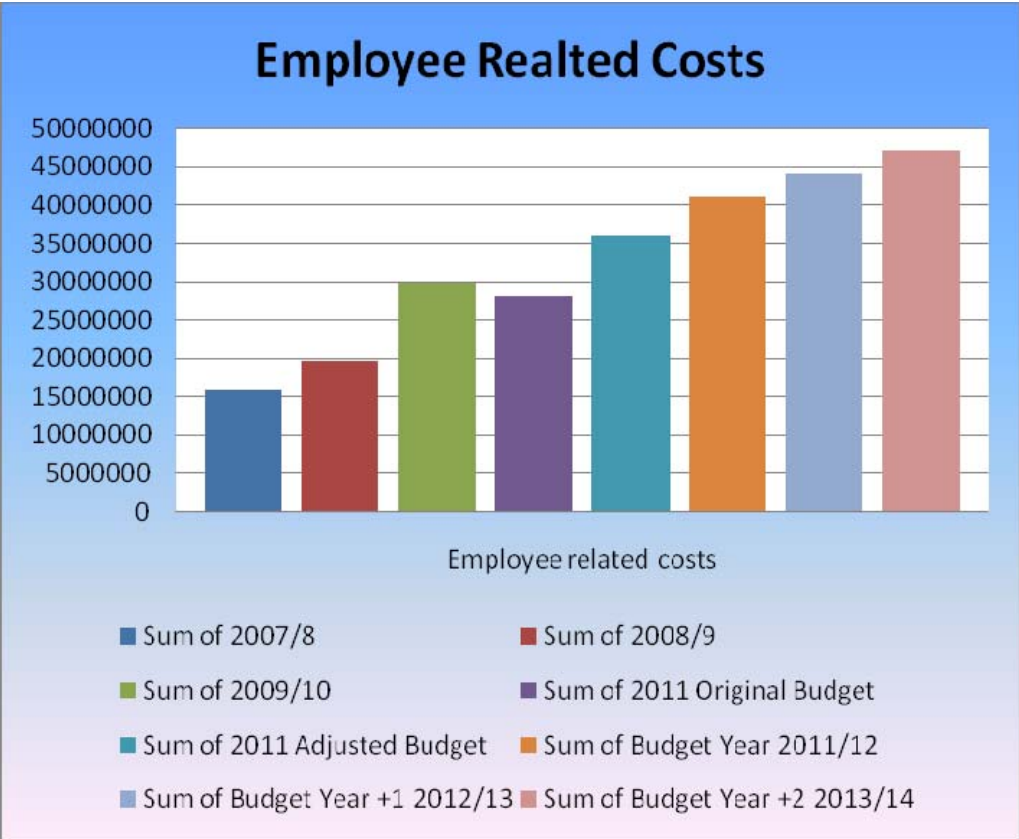
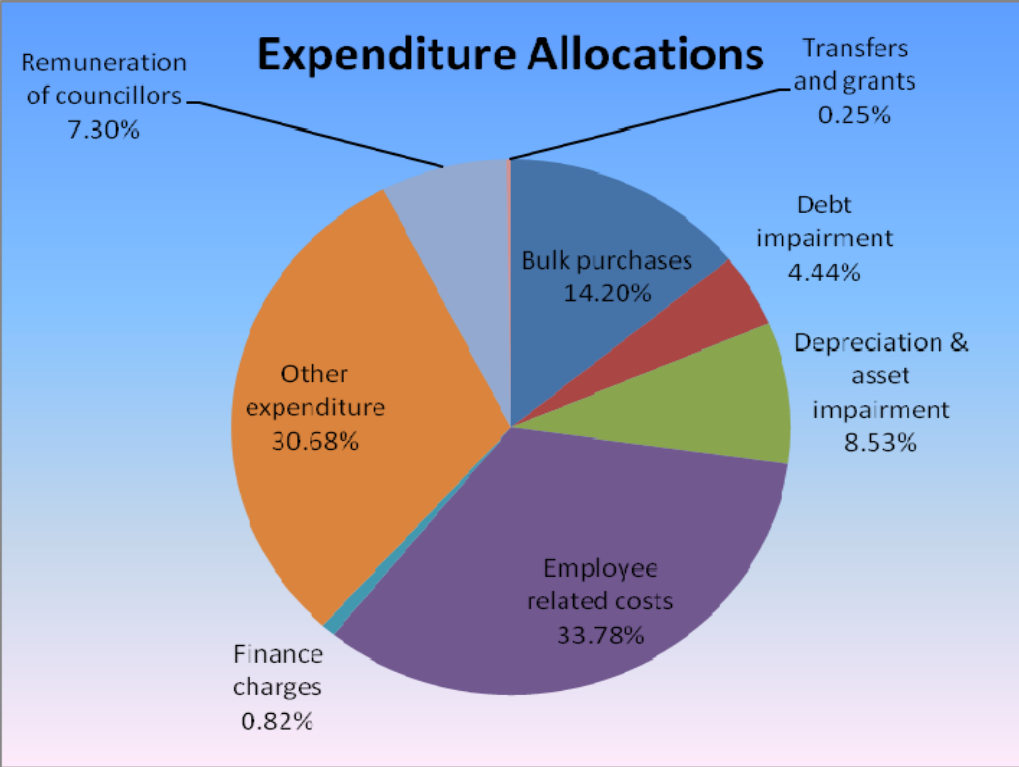
Operational Grants Received

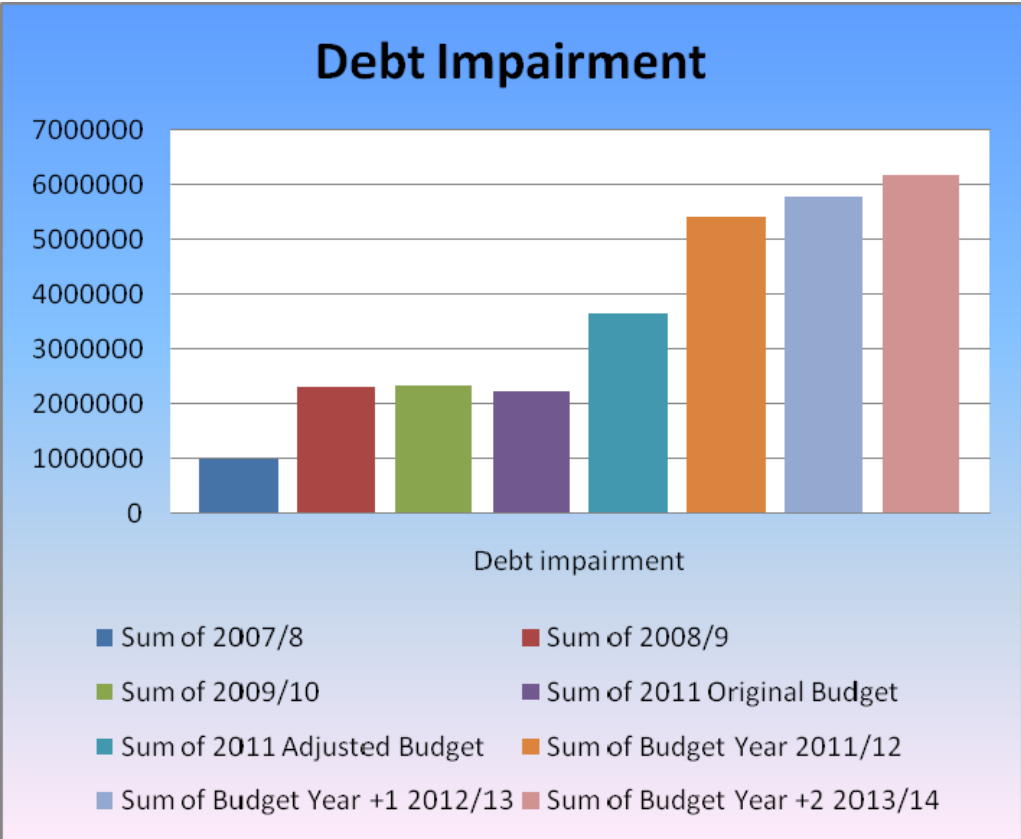
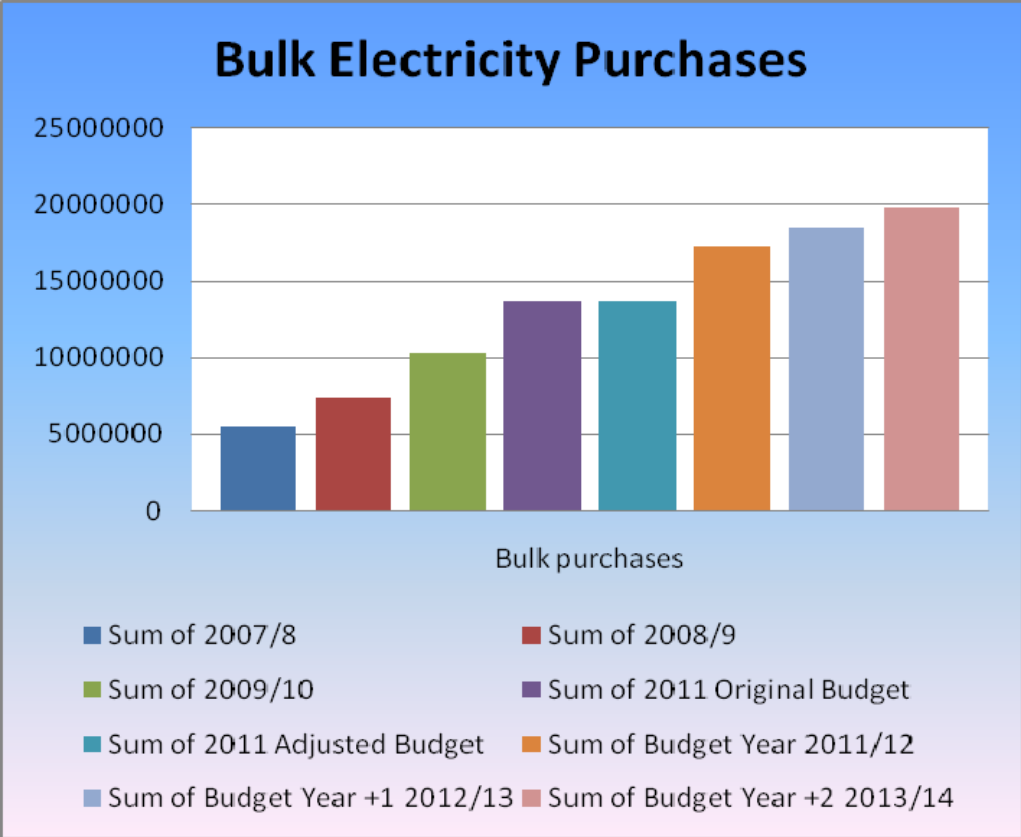


Transfers recognised - operational

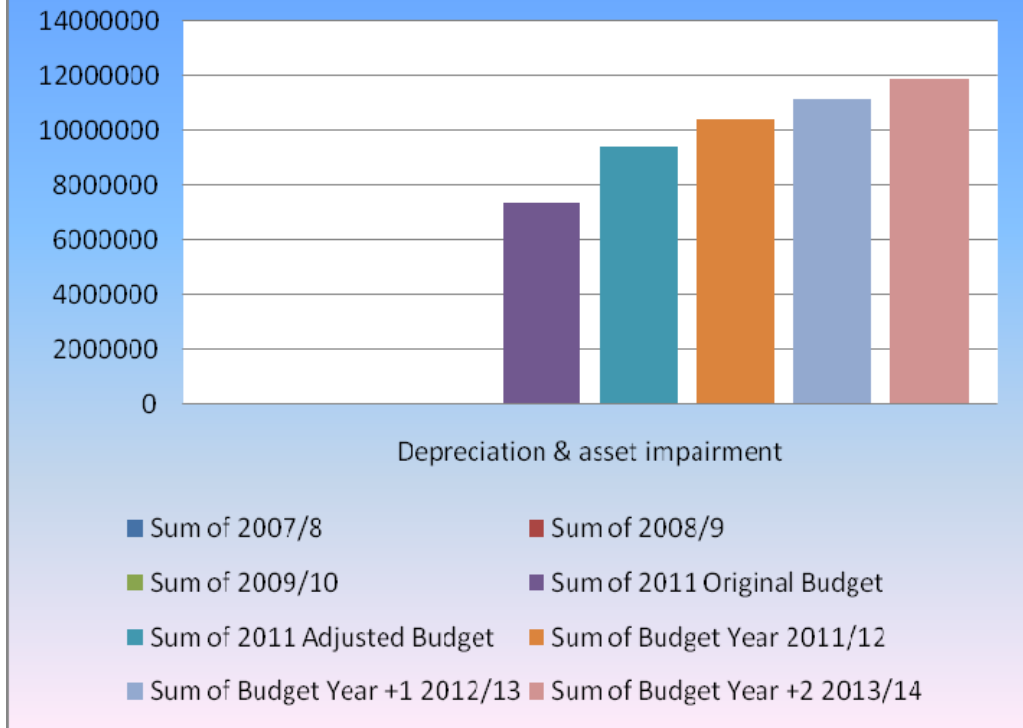
Expenditure by Vote







Depreciation - Effect of GRAP

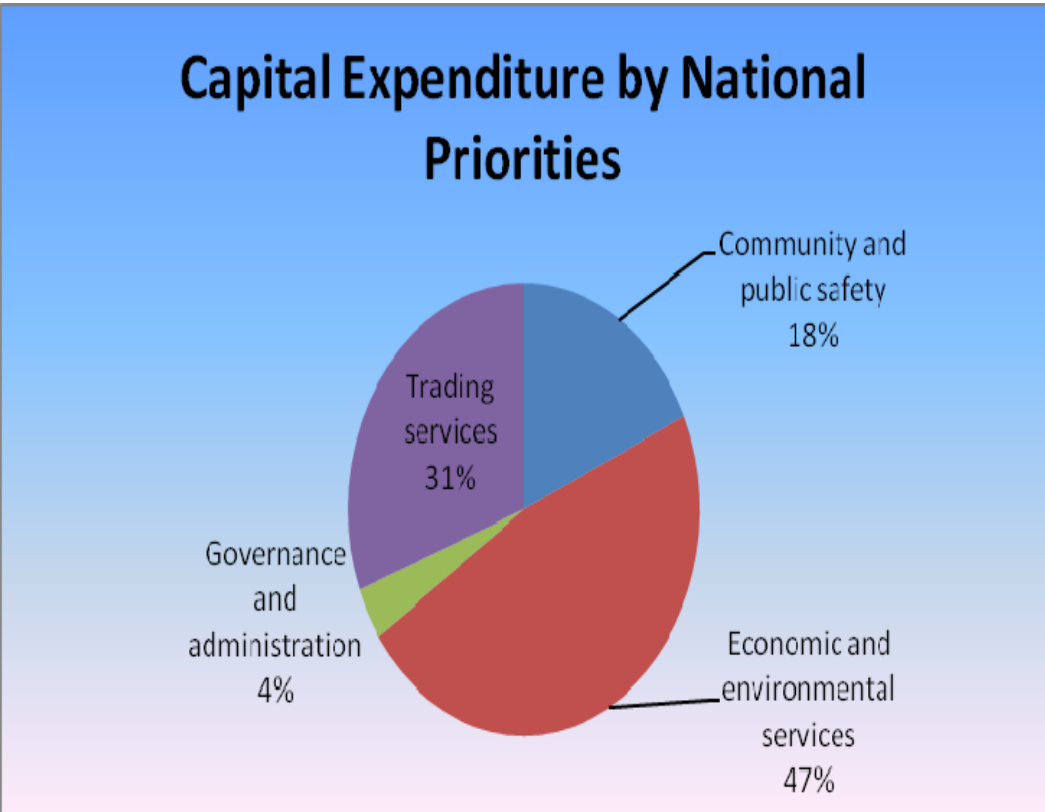
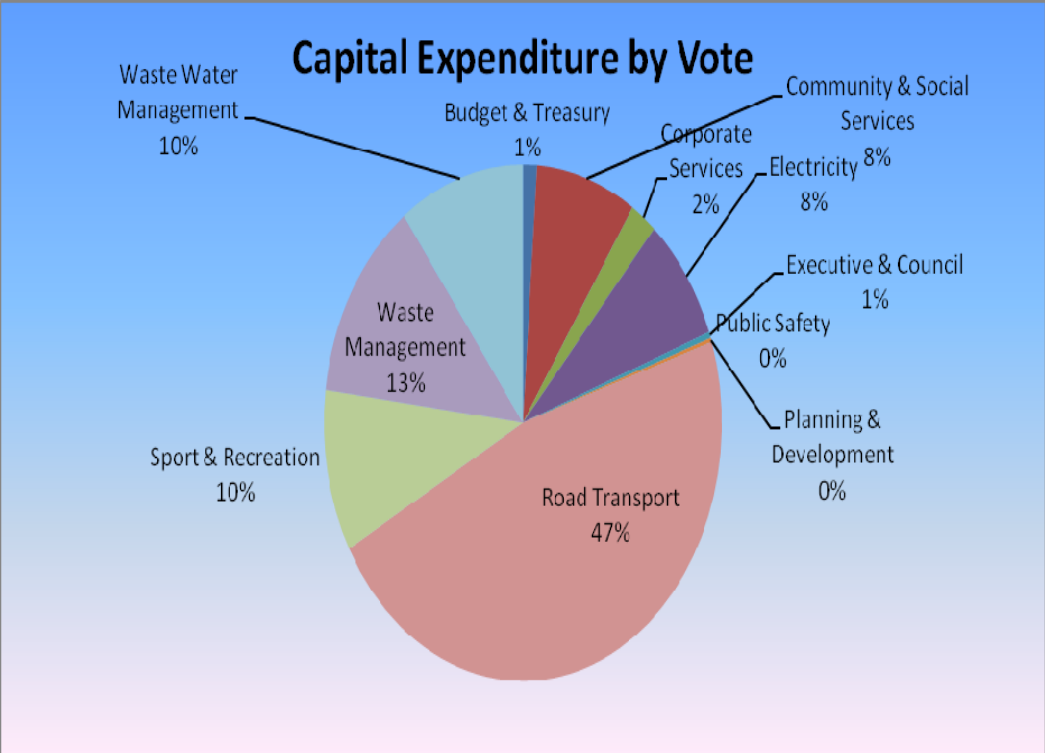


CAPITAL BUDGET (R 000)

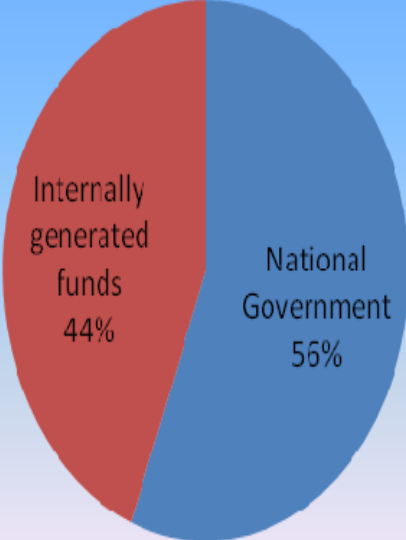
Objective	2011/12	2012/13	2013/14
Governance and Admin	1 450	803	859
Community and Safety Services	7 162	7 995	15 056
Economic Services	18 505	18 993	17 879
Trading Services	12 056	16 578	12 479
Total	39 173	44 369	46 273

The projected funding of the capital budget is as follows: (R 000)

Funding Source	2011/12	2012/13	2013/14
National Government	21 947	26 686	28 153
Own Funds	17 226	17 683	18 120
Total	58 625	25 616	30 407



Funding of Capital Budget



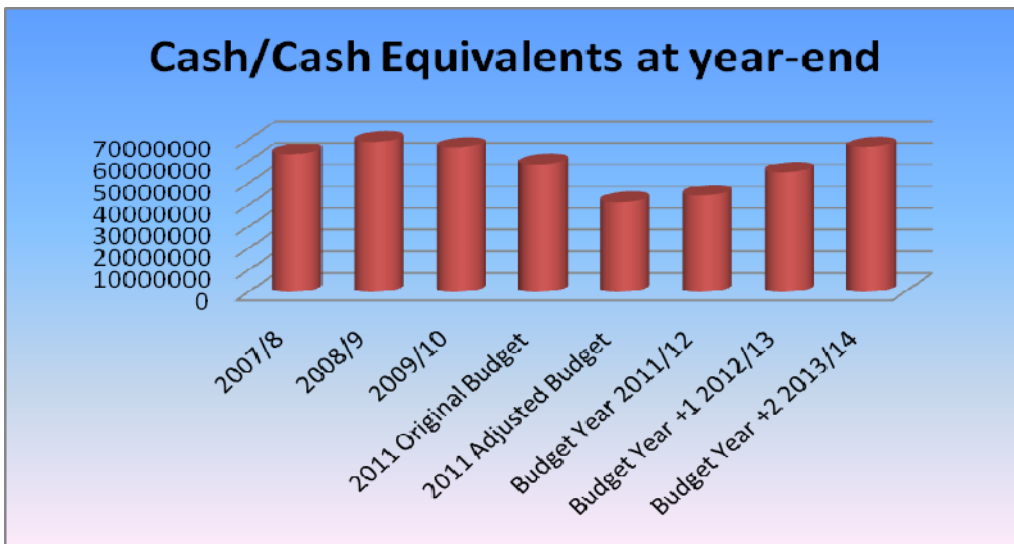
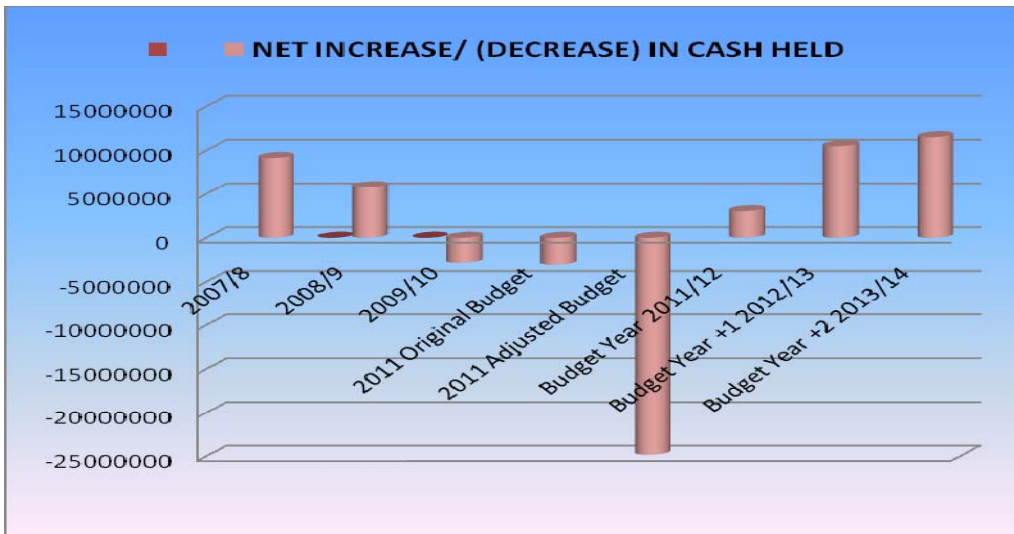
The summarised results of the MTREF are as follows:

Financial Performance	2009/10	2011 Original Budget	2011 Adjusted Budget	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
<u>Financial Performance</u>						
Property rates	3 938	3 428	3 428	3 702	3 961	4 238
Service charges	18 797	12 442	26 862	30 726	32 877	35 178
Investment revenue	5 087	4 000	4 800	4 800	5 136	5 496
Transfers recognised - operational	61 037	104 915	136 181	89 611	95 686	101 900
Other own revenue	3 609	2 104	2 510	2 668	2 855	3 055
Total Revenue (excluding capital transfers and contributions)	92 467	126 888	173 781	131 508	140 516	149 868
Employee costs	29 794	28 198	35 960	41 159	44 040	47 123
Remuneration of councillors	6 807	7 465	7 161	8 890	9 512	10 178
Depreciation & asset impairment	-	7 334	9 412	10 391	11 118	11 896
Finance charges	29	56	703	1 000	1 070	1 145
Materials and bulk purchases	10 328	13 656	13 656	17 303	18 514	19 810
Transfers and grants	397	-	800	300	321	343
Other expenditure	38 072	61 113	95 126	42 785	42 402	45 316
Total Expenditure	85 427	117 822	162 818	121 828	126 978	135 813
Surplus/(Deficit)	7 040	9 066	10 963	9 680	13 537	14 055
Transfers recognised - capital	33 626	36 249	18 249	21 947	26 686	28 153
Surplus/(Deficit) for the year	40 666	45 314	29 212	31 627	40 223	42 208
<u>Capital expenditure & funds sources</u>						
Capital expenditure	44 214	60 624	44 809	39 173	44 369	46 273
Transfers recognised - capital	33 626	36 249	18 249	21 947	26 686	28 153
Borrowing	-	1 346	8 663	-	-	-
Internally generated funds	10 588	23 030	17 897	17 227	17 683	18 120
Total sources of capital funds	44 214	60 624	44 809	39 173	44 369	46 273
<u>Financial position</u>						
Total current assets	86 501	71 192	52 438	56 010	63 765	72 437
Total non current assets	164 893	233 305	134 820	163 603	196 854	231 230
Total current liabilities	18 467	16 414	6 989	8 001	9 012	10 098
Total non current liabilities	16 799	31 651	25 505	25 222	24 993	24 748
Community wealth/Equity	216 129	256 433	154 764	186 390	226 613	268 822

Standard Classification Description	2009/10	2011 Original Budget	2011 Adjusted Budget	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
<u>Cash flows</u>						
Net cash from (used) operating	32 638	45 726	11 390	42 359	55 046	57 981
Net cash from (used) investing	(43 793)	(60 609)	(44 809)	(39 158)	(44 369)	(46 273)
Net cash from (used) financing	8 320	11 825	8 597	(168)	(180)	(192)
Cash/cash equivalents at the year end	66 272	58 712	41 450	44 483	54 981	66 497
<u>Cash backing/surplus reconciliation</u>						
Cash and investments available	66 272	58 712	41 450	44 483	54 981	66 497
Application of cash and investments	56 582	33 159	41 489	43 983	54 715	66 307
Balance - surplus (shortfall)	9 690	25 553	(39)	500	266	190
<u>Asset management</u>						
Asset register summary (WDV)	164 854	233 305	134 820	163 603	196 854	231 230
Depreciation & asset impairment	-	7 334	9 412	10 391	11 118	11 896
Repairs and Maintenance	2 710	6 625	7 325	7 732	8 273	8 852
<u>Free services</u>						
Cost of Free Basic Services provided	8 337	6 133	6 133	11 044	11 817	12 644
Revenue cost of free services provided	9	8	8	13	14	15

CASH FLOWS

Budgeted cash flows are monitored by the municipality to ensure they are maintained at an acceptable level and ensure sufficient funds for future projects. The upward trends as depicted below are also further evidence of a well managed municipality.

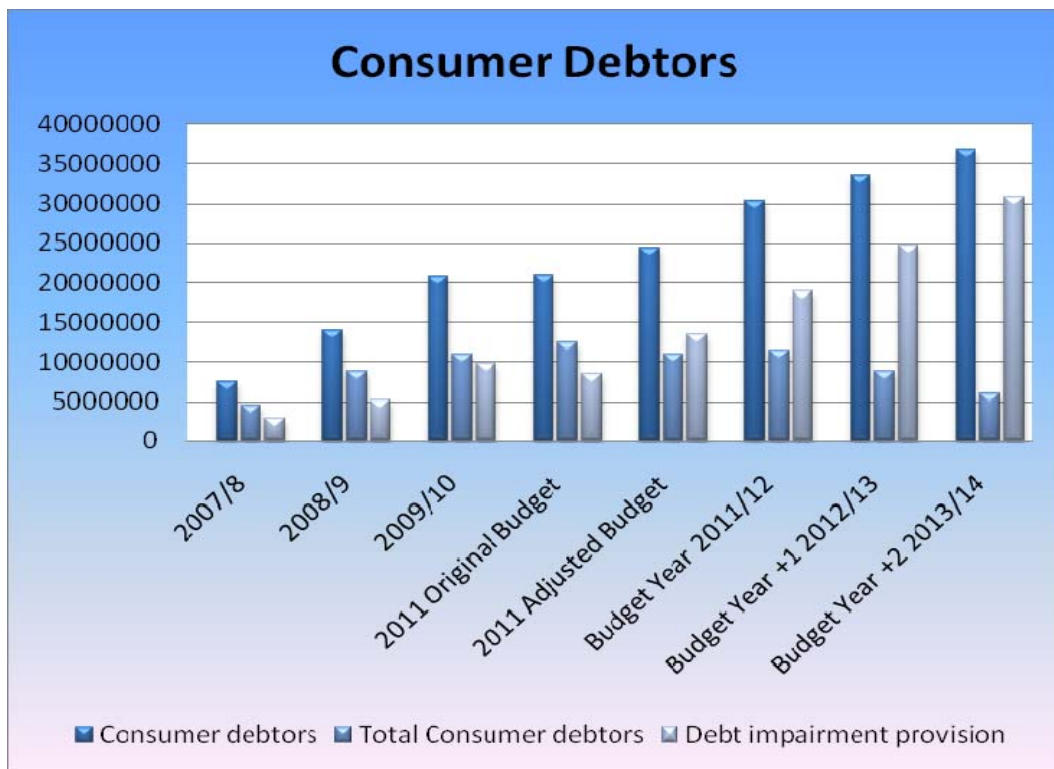


TARIFFS

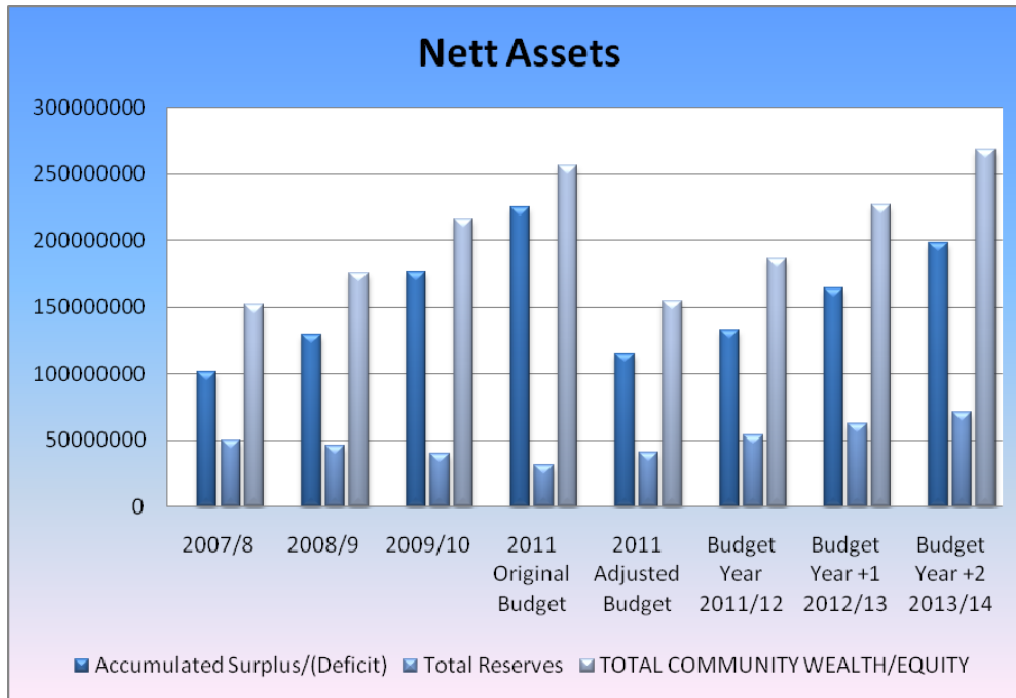
The proposed major tariff adjustments are as follows: (Is hulle almal so?)

Property Rates		8%
Waste Management		10%
Water		10%
Electricity	1-50kwh	20,74%
Electricity	51-350kwh	20,74%
Electricity	>350kwh	20,74%
Other Sundries Tariffs		10%

The municipality, through strict financial discipline over the past, provided for a healthy Statement of Financial Position, and this budget aims to keep it as such. Payment levels, however, is decreasing over the past few years, probably to a large degree as a result of the economic meltdown, and strict credit control, together with an understanding of the economic situation, is still paramount.



Net assets are projected to be R 186 million at the end of the budget year and climbing to R269 million in the final year of the forecast. This is mainly as a result of capital expenditure funded from government transfers. Due to the implementation of GRAP and full compliance with the transitional provisions allowed in terms of Directive 4, issued by the Accounting Standards Board, major adjustments for especially backlog depreciation had to be made in the budget, and are it the result of the huge decline in nett assets in the adjustment budget for 2011, as depicted below.



The Municipality’s budget must be seen within the context of the policies and financial priorities of the National, Provincial and district government. In essence, the spheres of Government are partners in meeting the service delivery challenges faced in Senqu. Senqu Municipality alone, however, cannot meet these challenges. It requires support from the other spheres of Government through the direct allocation of resources as well as the achievement of their own policies.

The National Context

South Africa has achieved considerable success in achieving macroeconomic stability; however, the economy is still plagued with high levels of unemployment and poverty.

The following table shows the allocations to Senqu Municipality as set out in the National Budget Division of Revenue Bill in the MTEF period; and the Provincial allocations:

Description R thousand	2011/12 Medium Term Revenue & Expenditure Framework		
	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Equitable share	76 965	85 218	90 809
Finance Management	1 450	1 500	1 500
Nat Gov: Neighbourhood Dev Partners	2 900	–	–
Nat Gov: Councillor Remuneration	2 226	2 350	2 487
Municipal Systems Improvement	790	800	900
Municipal Infrastructure (MIG)	1 155	1 405	1 482
Nat Gov: EPWP Incentive Grant	1 449	1 550	1 659
Libraries	676	723	774
Prov Gov: Musong Road	2 000	2 140	2 290
Municipal Infrastructure (MIG)	21 947	26 686	28 153
TOTAL RECEIPTS OF TRANSFERS & GRANTS	111 558	122 372	130 054

Assumptions used in the budget

Each year, National Treasury issues a circular to municipalities advising them of the budget parameters within which municipalities should work when preparing their budgets.

The headline CPIX forecast for 2011/12, 2012/13 and 2013/14 is 5,1 percent, 4,3 percent and 4,5 percent respectively. However these figures can change very fast due to external factors as recently experienced. The current estimate for 2010/11 in the MFMA Circular is 5,2 percent.

These growth parameters apply to tariff increases for property rates, user and other charges raised by municipalities and municipal entities, to ensure that all spheres of government support the national macroeconomic policies, unless it can be shown that external factors impact otherwise. Unfortunately, as explained earlier on, the effect of the ESCOM tariff adjustments *inter alia* forces the municipality to increase tariffs by much more than the CPIX forecasts.

There are no proposed material amendments to the budget related policies.

The budget fully complies with the requirements of the municipality's Funding and Reserves Policy.

The major data and assumptions used in the preparation of the budget are as follows:

Increase in Employee related costs	9.3%
Increase in inflation parameters	5,1%
Average payment rate	85%

Basic services are provided to a large degree to all the towns in the municipal boundaries, and there is a continuing effort in extending services. The total cost of providing free services, as well as rebates and discounts to the community, is R11 million.

CONCLUSION

The budget is cash - funded while, at the same time, extending within financial means, service delivery and free basic services.

Section 4 - Annual budget tables

The annual budget tables are attached to this document as Tables A1 to A 10.

As mentioned in the Executive Summary the budget changed significantly due to the removal of the Water and Sanitation functions as well as the introduction to GRAP.

The Budget tables are:

Table A1 - Budget Summary

Table A2A - Budgeted Financial Performance (revenue and expenditure by standard classification)

Table A3A - Budgeted Financial Performance (revenue and expenditure by municipal vote)

Table A4 - Budgeted Financial Performance (revenue and expenditure)

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

Table A5A - Budgeted Capital Expenditure by vote, standard classification and funding

Table A6 - Budgeted Financial Position

Table A7 - Budgeted Cash Flows

Table A8 - Cash backed reserves/accumulated surplus reconciliation

Table A9 - Asset Management

Table A10 - Basic service delivery measurement

PART 2 - SUPPORTING DOCUMENTATION

Section 5 - Overview of annual budget process

Budget Process Overview

Political oversight of the budget process

Section 53 of the MFMA requires that the Mayor provides general political guidance over the budget process and the priorities that must guide the preparation of the budget.

Schedule of Key Deadlines relating to budget process [MFMA s 21(1)(b)]

The Act requires the formal budget process to start with the tabling by the Mayor in Council of a schedule showing the key budget deadlines. This was prepared for tabling in Council by the end of August. Due to the local government elections to be held in May 2011, the National Treasury requested municipalities to attempt to finalise the budget well before the timeframes set in the MFMA.

Process used to integrate the review of the IDP & preparation of the budget

The budget process is integrated with the review of the IDP through the IDP review mechanism. The outcome of consultation feeding into the IDP review is taken into account in the budget process.

Process for tabling the budget in Council for consultation

A statutory period of consultation follows the tabling of the budget in Council on 11 March 2010. Meetings with the local community will be advertised in the local press following the tabling of the draft budget.

The Executive Mayor will consider the outcomes of these consultation meetings and a report detailing the responses will be tabled at the same meeting where the budget will be tabled for final approval.

Process for approving the budget

The budget must be approved by Council by 31 May.

Process and media used to provide information on the budget to the community

All budget documentation, the MTREF together with tariffs and policies, will be made available at Council libraries and offices for inspection. It will also be available on Council's website.

Advertisements informing the public about the availability of these documents and the schedules for the IDP/Budget public hearings will be published in all local newspapers and put up at municipal offices and libraries.

Budget Process 2011/12

The budget process in Senqu follows the requirements of the MFMA.

A schedule of key deadlines was prepared for tabling in Council by the Mayor prior to the end of August 2010.

The proposed budget must be tabled in Council by the end of March 2010. A period of consultation then follows. At the culmination of the consultation process the Mayor must consider any representations and decide if any amendments should be made to the budget.

The final budget has to be agreed by Council by the end of May 2010.

The Municipality's budget is again prepared on a 3 year basis. This takes into account the National and Provincial 3 year allocations to the Municipality. It is necessary to plan and budget on a 3 year basis to take account of resource constraints and also capacity constraints on service delivery. The MFMA requires municipalities to prepare 3 year budgets to ensure more thorough financial planning and provide for seamless service delivery.

However as was the case last year, in the present uncertain economic climate, both capital and operating income and expenditure figures in the outer years are indicators of need or wish, and in some instances hope, rather than of reality.

The municipality will set out measurable performance objectives to link the financial inputs of the budget to service delivery on the ground. This will be done in the form of the quarterly service targets and monthly financial targets that are contained in the Service Delivery and Budget Implementation Plan (SDBIP). This must be agreed by the Mayor within 28 days of agreement of the final budget and forms the basis for the Municipality's in year monitoring.

Section 6 - Overview of alignment of the annual budget with the Integrated Development Plan

The Integrated Development Plan process aims to on a continuing basis, address service delivery needs by identifying new needs or areas of improvement. It is, however, also a known fact that the needs identified by far exceeds the resources, and in particular financial resources, available.

The alignment of the budget with the objectives set in the IDP is as follows:

Strategic Objective CAPITAL EXPENDITURE	Goal	2011/12 Medium Term Revenue & Expenditure Framework		
		Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand				
Good Governance	To build an institution capable of effective delivery with sound administration and good governance practices	150	161	172
Sustainable Infrastructure Development	Provide Sustainable Infrastructure Development by improving and building housing infrastructure, reconstructing access roads and rebuilding gravel roads.	18 405	18 886	17 765
Sustainable Basic Services	To provide adequate sustainable basic services for improved quality of life for our communities by eradicating service delivery backlogs and providing sustainable and quality water and electricity.	4 996	4 529	1 740
	To provide adequate sustainable basic services for improved quality of life for our communities by eradicating service delivery backlogs and providing sustainable and quality water and electricity.	4 000	8 774	7 236
	To provide adequate sustainable basic services for improved quality of life for our communities by eradicating service delivery backlogs and providing sustainable and quality water and electricity.	3 061	3 275	3 504
Economic Development	To create a conducive environment for local economic development and growth and unleash the potential for job creation by implementing job creation opportunities through implementing Public Private Partnerships, implement Expanded Public Works Programme and accelerate the establishment of SMMEs.	100	107	114
Social Development	To create a healthy and sustainable environment by improving environmental management and combating illegal dumping	3 200	1 903	15 056
	To build community resilience for sustainable livelihood by improving cemetery records and administration and improving cemetery conditions.	3 962	6 092	-
Financial Viability	To create an environment of effective, accountable and viable financial management with reliable information technology and accurate database by fully implementing all MFMA regulations and reforms	450	482	515
	To create an environment of effective, accountable and viable financial management with reliable information technology and accurate database by fully implementing all MFMA regulations and reforms	850	161	172
		39 173	44 369	46 273

Strategic Objective	Goal	2011/12 Medium Term Revenue & Expenditure Framework		
		Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand	REVENUE			
Good Governance	To build an institution capable of effective delivery with sound administration and good governance practices	2 526	2 750	2 887
Sustainable Infrastructure Development	Provide Sustainable Infrastructure Development by improving and building housing infrastructure, reconstructing access roads and rebuilding gravel roads.	6	6	7
Sustainable Infrastructure Development	Provide Sustainable Infrastructure Development by improving and building housing infrastructure, reconstructing access roads and rebuilding gravel roads.	17 023	17 576	17 143
Sustainable Basic Services	To provide adequate sustainable basic services for improved quality of life for our communities by eradicating service delivery backlogs and providing sustainable and quality water and electricity.	42 395	49 040	47 214
Economic Development	To create a conducive environment for local economic development and growth and unleash the potential for job creation by implementing job creation opportunities through implementing Public Private Partnerships, implement Expanded Public Works Programme and accelerate the establishment of SMMEs.	2 900	-	-
Social Development	To create a healthy and sustainable environment by improving environmental management and combating illegal dumping	3 922	2 676	15 883
	To build community resilience for sustainable livelihood by improving cemetery records and administration and improving cemetery conditions.	3 962	6 092	-
Financial Viability	To contribute to social development	-	-	-
	To create an environment of effective, accountable and viable financial management with reliable information technology and accurate database by fully implementing all MFMA regulations and reforms	80 648	88 983	94 805
	To create an environment of effective, accountable and viable financial management with reliable information technology and accurate database by fully implementing all MFMA regulations and reforms	50	54	57
Safety & Security	To create a safe and secure environment by providing adequate community lighting, establish partnerships with SAPS, and ensure functional CPF's and Ward Committees.	22	24	25
Total Revenue (excluding capital transfers and contributions)		153 455	167 201	178 021

Strategic Objective R thousand	Goal OPERATING EXPENDITURE	2011/12 Medium Term Revenue & Expenditure Framework		
		Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Good Governance	To build an institution capable of effective delivery with sound administration and good governance practices	23 958	25 635	27 429
Sustainable Infrastructure Development	Provide Sustainable Infrastructure Development by improving and building housing infrastructure, reconstructing access roads and rebuilding gravel roads.	844	903	966
	Provide Sustainable Infrastructure Development by improving and building housing infrastructure, reconstructing access roads and rebuilding gravel roads.	22 182	23 903	25 556
Sustainable Basic Services	To provide adequate sustainable basic services for improved quality of life for our communities by eradicating service delivery backlogs and providing sustainable and quality water and electricity.	45 433	48 613	52 016
Economic Development	To create a conducive environment for local economic development and growth and unleash the potential for job creation by implementing job creation opportunities through implementing Public Private Partnerships, implement Expanded Public Works Programme and accelerate the establishment of SMMEs.	9 059	6 323	6 765
Social Development	To create a healthy and sustainable environment by improving environmental management and combating illegal dumping	6 042	6 465	6 918
	To build community resilience for sustainable livelihood by improving cemetery records and administration and improving cemetery conditions.	337	360	386
Financial Viability	To create an environment of effective, accountable and viable financial management with reliable information technology and accurate database by fully implementing all MFMA regulations and reforms	8 642	9 071	9 673
	To create an environment of effective, accountable and viable financial management with reliable information technology and accurate database by fully implementing all MFMA regulations and reforms	4 486	4 800	5 135
Safety & Security	To create a safe and secure environment by providing adequate community lighting, establish partnerships with SAPS, and ensure functional CPF's and Ward Committees.	846	905	968
		121 828	126 978	135 813

Refer to annual budget tables attached for further details.

Section 7 - Measurable performance objectives and indicators

Key financial indicators and ratios:

Refer to attached schedule - SA 8 - for key indicators and ratios.

Measurable performance objectives:

Measurable performance objectives are included in attached tables SA 4 to SA 7 and includes the following:

Objectives for revenue for each source

Objectives for operating and capital expenditure for each vote

KPI's for all material expenditure. The complete SDBIP could also be viewed on the official website of the municipality.

Measurable performance objectives for provision of free basic services

Refer to A 10 for the cost associated with the provision of free basic services, the level of services to be provided free and the revenue forgone in providing these services.

Section 8 - Overview of budget related policies

The detailed policies are not included in this budget documentation. However they are available at the Council offices in 19 Murray Street Lady Grey, for viewing as well as on the Internet at www.senqumunicipality.co.za This section gives a broad overview of the budget policy framework and highlights the amended policies to be approved by Council resolution.

Name of Policy	Type	Date of Council adoption (if already done)	Purpose / Basic areas covered by Policy	Summary of changes	Responsible Manager
REVENUE RELATED					
Tariff	Unchanged	May 2010 (with previous budget)	Setting criteria for establishing service tariffs	N/A	CFO
Rates	Unchanged	May 2010 (with previous budget)	Setting criteria for establishing rates tariffs	N/A	CFO
Credit control	Unchanged	May 2010 (with previous budget)	Principles and guidelines to be followed with respect to arrear consumer debt control	N/A	CFO
BUDGET AND EXPENDITURE					
Cash management and Investment	Unchanged	May 2010 (with previous budget)	Guideline of procedures to be followed when investing or lending money	N/A	CFO
Supply chain management	Unchanged	May 2010 (with previous budget)	Dictates procedures for the procurement of goods and services	N/A	CFO
Funding and Reserves Policy	New	May 2010 (with previous budget)	Sets guidelines for budgeting	New	CFO

Section 9 - Overview of budget assumptions

Budget Assumptions

Budgets are prepared in an environment of uncertainty. To prepare meaningful budgets, assumptions need to be made about internal and external factors that could influence the budget. This section provides a comprehensive summary of the assumptions used in preparing the budget.

External Factors:

There is no real growth in the municipal area, with the number of people, as well as the number of households, remaining fairly consistent. The number of poor households (Earning < R1 600 pm) increased however from 19.5% in 2007 to the current level of 21.1%.

Job opportunities are limited, and the National budget identified employment creation as a priority and suggests that municipal capital and maintenance projects should seek to assist in this manner, by implementing labour intensive projects within financial means.

General inflation outlook and its impact on the municipal activities

General inflation (CPIX) is estimated at 5.1% for the 2011/12 financial year. This of course lends to expectations that municipal tariffs should increase by more or less the same percentage, which is impossible due to a wage increase settlement at national level of inflation plus 2% as well as the increase in bulk electricity charges from ESCOM, and of course the full implementation of GRAP requirements such as depreciation charges and Non - current Employee Benefits and other provisions. This budget and the proposed tariff increases therefore exceed the inflation outlook for these reasons.

	2011/12	2012/13	2013/14
General inflation	5,1%	4,32%	4,5%

Interest rates for borrowing and investment of funds

The following assumptions are built into the MTREF;

	2011/12	2012/13	2013/14
Average Interest Rate - New Borrowing	9,5%		
Average Interest Rate - Investments	6%	6%	6%

Rates, tariffs, charges and timing of revenue collection

The rates, tariffs and charges for the 2011/12 budget are included in annexure 2.

The following table shows the assumed average percentage increases built into the MTREF for rates, tariffs and charges;

	2011/12	2012/13	2013/14
Rates	8%	8%	8%
Water	10%	10%	10%
Annual fixed charges -refuse, sewerage	10%	10%	10%
Electricity - monthly consumption tariff	20.74%	20.74%	20.74%

The monthly cash flow statement in annexure 1 shows when rates and tariffs are expected to be collected over the financial year. In general terms, the timing of rates, tariffs and charges is based on the following;

Rates and annual charges	Annual and monthly billing in July. Interim billing throughout the year as required. Revenue foregone recognised in July.
Consumption Tariffs	Monthly billing. On-going prepayment meters. Seasonal fluctuations.
Charges	Generally steady state throughout the financial year with seasonal fluctuations.

Growth or decline in tax base of the municipality

The buoyancy of the tax base is the main determinant of the affordability of new infrastructure development. Long term financial modelling shows a major shortfall in the resources required for infrastructure development over the next 15 years. However, as already mentioned, there is a clear slowdown in the growth of Senqu to the extent that the whole model requires revision which will take place after the credit rating review to be undertaken shortly.

The following assumptions about future growth in the tax base are included in the MTREF:

	2011/12	2012/13	2013/14
Growth in tax base- Rates and services	0,5%	1%	1%

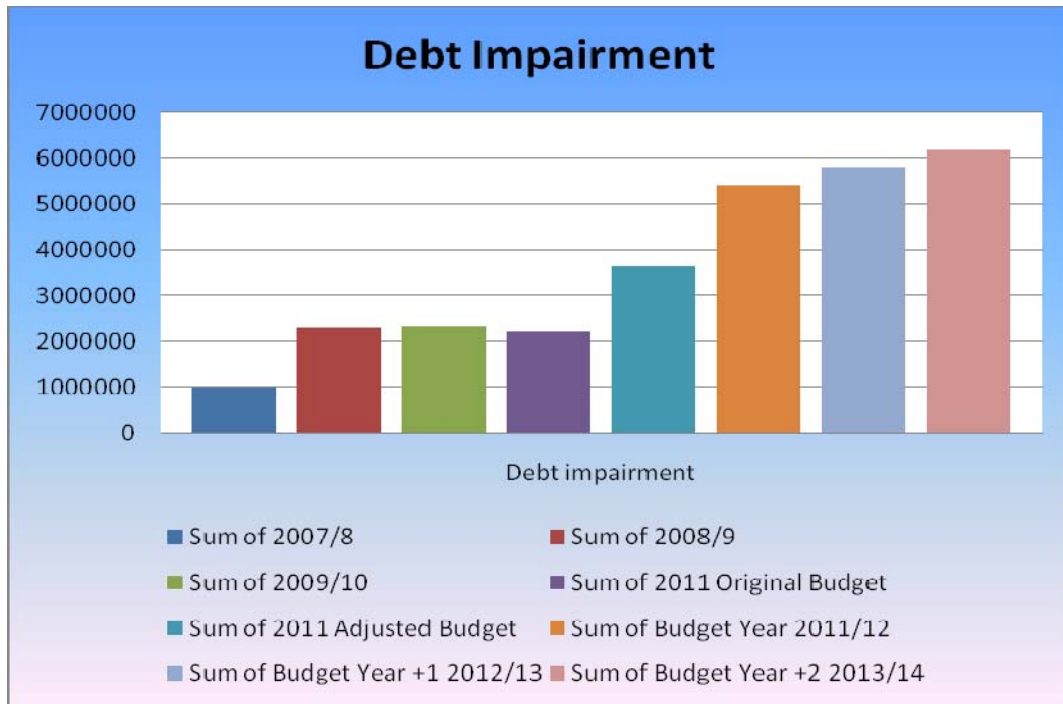
Collection rates for each revenue source and customer type

The Municipality has in place a fair but rigorous credit control policy and has a good record of debt recovery. Furthermore, its policy on indigent support and social rebates means that many households who would normally struggle to pay their accounts receive free or subsidised basic services thereby keeping them free of the burden of municipal debt.

Nevertheless, there will always be an element of the total amount billed that will remain uncollected. The Municipality is the same as any other business in this regard. Adequate provision has to be made in the budget for any bad debts based on assumptions on collection rates. The bad debt contribution also increases substantially against prior budgets due to the re-incorporation of the water and sanitation functions. This additional shortfall in cash collected is, however, being refunded by the Joe Gqabi District Municipality through the payment of the service delivery budgets.

The following bad debt provisions and collection rates are assumed in the MTREF for rates and tariffs.

R '000	2011/12	2012/13	2013/14
Provision for bad and doubtful debts	5 404	5 782	6 187
Assumed collection rate (service charges)	85%	85%	85%
Assumed collection rate (assessment rates)	85%	85%	85%



Price movements on specific items

The bulk purchases from ESCOM 2010/11 - R13,656m):

	R '000	2011/12	2012/13	2013/14
Eskom		17 303	18 514	19 810

Average salary increases

The MTREF includes the following average percentage increases in salaries and wages and for Councillors' allowances: (Christo, kan jy asb invul)

	2011/12	2012/13	2013/14
Councillors	9%	11%	10%
Senior Managers	20%	3%	9%
Administrative, professional, technical, clerical & manual	9,3%	9,3%	9,3%
Medical aid contributions	11%	10%	9%

Industrial relations climate, reorganisation and capacity building

The ability of the Municipality to deliver quality services is dependent on its staff and the ability to provide services to the Senqu population at a viable level. Failure by the Municipality to invest in its staff to ensure that the capacity and skills exist to meet the challenges being faced by Senqu will ultimately mean a failure to deliver services.

The Municipality has made the following amounts available for training over the MTREF period:

R '000	2011/12	2012/13	2013/14
Training Budget	585	625	670

Trends in population and households (growth, decline, stable)

Population growth trends predict a population of 133,000 at the end of the 3 year budget period.

Changing demand characteristics (demand for services)

Senqu has to respond to changing demand for services that can occur through a number of reasons such as population migration, changing demographic profile, technological changes, and major infrastructure development.

The introduction of wireless technology in Senqu has made the internet available to many more people making on-line interaction with the Municipality possible, including the payment of municipal accounts.

The growth of formal housing in prior years has impacted on the demand for services and challenges the Municipality in how services are delivered.

Trends in demand for free or subsidised basic services

Senqu's criteria for supporting free or subsidised basic services are set out in the indigent support policy. The Government allocates revenue via the Division of Revenue Act (DORA) in the form of the Equitable Share Grant with the primary aim of assisting municipalities with the costs of providing free or subsidised basic services.

Impact of national, provincial and local policies

Senqu sees itself as working in partnership with national, provincial and district municipality spheres of Government in meeting the priority service needs of its people.

Ability of the municipality to spend and deliver on the programmes

The following table shows the trend of spending against budget for the capital programme since 2005/06:

	R '000	2005/06	2006/07	2007/08	2008/09	2009/10
Capital Budget (adjusted)		8,062	9,391	22,666	42,026	62 259
Actual Spending		6,600	6,178	9,732	19,223	44, 213
%		82%	66%	43%	46%	71%

Spending is monitored closely throughout the year and Directors must ensure that capital schemes are supported by robust planning. The Municipality is continually reviewing its capital planning processes.

The SDBIP includes monthly cash flows of expenditure and is used as the basis for budget monitoring.

Implications of restructuring and other major events into the future

The budget does not include any provision for the establishment of a Regional Electricity Distributor for Senqu as there is still considerable uncertainty as to how and when this would operate.

Funding compliance

The budget is cash - funded which is first indicator of a "credible" budget.

Funding levels are acceptable at 6 months cash - resources, which is remarkable in these economic times, and is sufficient to cover all requirements of the funding and reserves policy.

There is a huge increase in tariffs above the CPIX forecast, mainly as a result of the effect of the electricity increases. Other increases, set at about 10%, is in order not to reduce maintenance programs, but even these programs are affected negatively due to the increase in bulk charges and the cap on an increase in electricity tariffs set by NERSA.

Revenue from grants exceeds 100% of current grant receipts due to unspent grants still being implemented and carried forward.

Section 10 - Overview of budget funding

Funding the Budget

Section 18(1) of the MFMA states that an annual budget may only be funded from:

- Realistically anticipated revenues to be collected;
- Cash backed accumulated funds from previous years' surpluses not committed for other purposes; and
- Borrowed funds, but only for the capital budget referred to in section 17.

Achievement of this requirement in totality effectively means that a Council has 'balanced' its budget by ensuring that budgeted outflows will be offset by a combination of planned inflows.

A Credible Budget

Amongst other things, a credible budget is a budget that:

- Funds only activities consistent with the revised IDP and vice versa ensuring the IDP is realistically achievable given the financial constraints of the municipality;
- Is achievable in terms of agreed service delivery and performance targets;
- Contains revenue and expenditure projections that are consistent with current and on past performance and supported by documented evidence of future assumptions;
- Does not jeopardise the financial viability of the municipality (ensures that the financial position is maintained within generally accepted prudential limits and that obligations can be met in the short, medium and long term); and
- Provides managers with appropriate levels of delegation sufficient to meet their financial management responsibilities.

A budget sets out certain service delivery levels and associated financial implications. Therefore the community should realistically expect to receive these promised service delivery levels and understand the associated financial implications. Major under spending due to under collection of revenue or poor planning is a clear example of a budget that is not credible and unrealistic.

Furthermore, budgets tabled for consultation at least 90 days prior to the start of the budget year should already be credible and fairly close to the final approved budget.

Fiscal Overview of Senqu Municipality

Over the past financial years via sound and strong financial management, Senqu Municipality has moved internally to a position of relative financial stability. There is also a high level of compliance with the Municipal Finance

Management Act and other legislation directly affecting financial management.

For the second time in years the municipality received an unqualified audit report from the Auditor-General and it says a lot that it was the first years in which GRAP financial statements were prepared. As mentioned last year the switch over to GRAP has had huge ramifications not least amongst the professional staffing at the local government level. Senqu municipality cannot afford the salaries that are a prerequisite to GRAP. There is already a dearth of qualified accountants in South Africa and the complexities that are GRAP in local government are such that outside of the metropolitan areas it is highly unlikely that qualified accountants are going to be available to work at the salaries on offer internally and Senqu has therefore taken steps to manage the situation externally.

Long term financial planning

The municipality's financial position is sound and this budget further ensures that it stays sound. Long-term borrowing is limited and the cash position is strong.

The municipality plans to continue exercising strict financial management and ensuring a cash flow which meets the requirements.

Due to the fact that the majority of capital expenditure from own sources be funded by way of own cash, the municipality must ensure that the principle of "the user pays for the use of the assets" be applied in its long-term financial strategy. It is for this reason that the municipality provided for cash-backed reserves, which consist of Employee Benefits provisions, the cost of replacing the existing valuation roll and contributions to the Capital Replacement Reserve with the idea being a contribution at least equal to the depreciation charges on those assets being used.

Sources of funding

Supporting table SA 15 and SA 16 shows the current investments.

Interest earned from investments is applied to the income and expenditure account to help fund the operating budget. The following tables summarises the budgeted interest over the MTREF;

R '000	2011/12	2012/13	2013/14
Investment Interest received	4 800	5 136	5 496
Loan interest paid	1 000	1 070	1 145

Contributions and donations

The Municipality can receive contributions from developers to provide infrastructure and other works as part of the conditions of agreeing planning permission.

Sale of assets

The Municipality is in the process of reviewing its land and asset holdings as part of its longer term financial strategy. Major asset sales are therefore, excluded from the MTREF at this stage.

Borrowing

The MFMA prescribes the conditions within which municipalities may borrow through either short or long term debt.

The Act stipulates that short term debt can be used to meet immediate cash flow needs but that it must be fully repaid within the financial year in which it was incurred. Long term debt can only be incurred for capital expenditure or to re-finance existing long term debt. Proposals to incur long term debt must go through a public consultation process.

The cash flow projections will determine the likely need to borrow short term. It is not projected that any short term borrowing will be required over the MTREF period.

The ratios as set out in the Cash and Management Investment policy are used to establish prudential levels of borrowing in terms of affordability and the overall indebtedness of the Municipality.

Based on these measures of affordability, the Municipality has made no budgeted provisions for new borrowing for capital expenditure over the MTREF.

Section 11 - Expenditure on allocations and grant programmes

Grant allocations

Details of each grant are shown in the schedule that follows:

National and Provincial Grant Allocations 2011/12 to 2013/14

Name of Grant	Operating / Capital	Allocating Authority / Department	Amount 2010/11 R'000	Indicative 2011/12 R'000	Indicative 2012/13 R'000	Purpose of the Grant
Library Services	Operating	Province/ Cultural Affairs and Sport	676	723	774	To enable public libraries to render an improved service by addressing staffing shortages.
Local Government Financial Management Grant (FMG)	Operating	National / National Treasury (National Vote 7)	1 450	1 500	1 500	To promote and support reforms in financial management by building the capacity in municipalities to implement the Municipal Finance Management Act.
Municipal Systems Improvement Programme Grant (MSIG)	Operating	National / Provincial and Local Government (National Vote 29)	790	800	900	To assist municipalities in building in-house capacity to perform their functions and stabilise institutional and governance systems.
Neighbourhood Development Partnership Grant (NDPG)	Operating	National / National Treasury (National Vote 7)	2 900	-	-	To provide municipalities with technical assistance to develop appropriate project proposals for property developments in underserved neighbourhoods and new residential neighbourhoods and to provide for the construction or upgrading of community facilities for neighbourhood developments and/or renewal projects that attract private sector funding and input where appropriate
Councillor Remuneration	Operating	National	2 226	2 350	2 487	Upgrading of road infrastructure

Musong road	Operating	Provincial	2 000	2 140	2 290	Build Musong road - Provincial road.
Equitable Share	Operating	National	76 965	85 218	90 809	The equitable share of National Revenue in accordance with the requirements of the Constitution
EPWP Incentive Grant	Operating	National	1 449	1 550	1 659	Assist in creating employment opportunities on extended public works projects
MIG	Operating	National	1 155	1 405	1 482	Management fee for implementation of MIG capital projects
MIG	Capital	National	21 947	26 686	28 153	Capital projects on roads and waste management

Section 12 - Allocations and grants made by the Municipality

Allocations Made by the Municipality

The municipality makes an annual grant to Senqu Tourism.

R '000	2011/12	2012/13	2013/14
Tourism	300	321	343

Section 13 - Councillor allowances and employee benefits

Salaries, Allowances and Benefits

Supporting tables SA 22 and SA 23 in Annexure 1 summarises the salary, allowances and benefits over the MTREF.

Section 14 - Monthly targets for revenue, expenditure and cash flow

Monthly Cash Flows by source

Supporting tables SA 24 to SA 30 show the monthly cash flows.

Supporting tables SA 12 and SA 13 provide details of all Property Rates and valuations information.

Supporting table SA14 provides details of monthly household accounts for small and large households.

Section 15 - Annual budgets and service delivery and budget implementation plans - internal departments

Refer to table SA 7 for service delivery and budget implementation plans.

The full service delivery budget plan is available on www.senqu.gov.za.

Section 16 - Annual budgets and service delivery agreements - municipal entities and other external mechanisms

ENTITIES

The municipality does not have any entities.

Other Service Delivery Mechanisms.

The municipality has no other service delivery agreements with external parties for the delivery of the Municipality's services.

The municipality provides the water - and sanitation functions on behalf of the Joe Gqabi District Municipality. After years of negotiations on a mutually agreed Service Level Agreement it is fortunate to report that such agreement had been reached.

Section 17 - Contracts having future budgetary implications

The municipality does not have any roll - over contracts with budget implications, other than the service delivery arrangement with the Joe Gqabi District Municipality for the delivery of the Water and Sanitation functions. The agreement is of such a nature that sufficient funding is provided by Joe Gqabi District Municipality for Senqu Municipality to deliver the services without incurring own costs.

Section 18 - Capital expenditure details

Capital expenditure details are listed in Supporting Table SA 34 to SA 37.

Section 19 - Legislation compliance status

Municipal Finance Management Act - No 56 of 2003

The MFMA became effective on 1st July 2004. The Act modernises budget and financial management practices within the overall objective of maximising the capacity of municipalities to deliver services.

The MFMA covers all aspects of municipal finance including budgeting, supply chain management and financial reporting.

The various sections of the Act are phased in according to the designated financial management capacity of municipalities. Senqu has been designated as a medium capacity municipality.

The MFMA is the foundation of the municipal financial management reforms which municipalities are implementing.

The MFMA and the budget

The following explains the budgeting process in terms of the requirements in the MFMA. It is based on National Treasury's guide to the MFMA.

The budget preparation process

The Mayor must lead the budget preparation process through a co-ordinated cycle of events that commences at least ten months prior to the start of each financial year.

Overview

The MFMA requires a Council to adopt three-year capital and operating budgets that take into account, and are linked to, the municipality's current and future development priorities and other finance-related policies (such as those relating to free basic service provision).

These budgets must clearly set out revenue by source and expenditure by vote over three years and must be accompanied by performance objectives for revenue and expenditure, a cash flow statement and any particulars on borrowings, investments, municipal entities, service delivery agreements, grant allocations and details of employment costs.

The budget may be funded only from reasonable estimates of revenue and cash-backed surplus funds from the previous year and borrowings (the latter for capital items only).

Budget preparation timetable

The first step in the budget preparation process is to develop a timetable of all key deadlines relating to the budget and to review the municipality's IDP and budget-related policies.

The budget preparation timetable is prepared by senior management and tabled by the Mayor for Council adoption by 31 August (ten months before the commencement of the next budget year).

Budget preparation and review of IDP and policy

The Mayor must co-ordinate the budget preparation process and the review of Council's IDP and budget-related policy, with the assistance of the municipal manager.

The Mayor must ensure that the IDP review forms an integral part of the budget process and that any changes to strategic priorities as contained in the IDP document have realistic projections of revenue and expenditure. In developing the budget, the management must take into account national and provincial budgets, the national fiscal and macro-economic policy and other relevant agreements or Acts of Parliament. The Mayor must consult with the relevant district Council and all other local municipalities in that district as well as the relevant provincial treasury and the National Treasury when preparing the budget, and must provide the National Treasury and other government departments with certain information on request.

This process of development should ideally occur between August and November, so that draft consolidated three-year budget proposals, IDP amendments and policies can be made available during December and January. This allows time during January, February and March for preliminary consultation and discussion on the draft budget.

Tabling of the draft budget

The initial draft budget must be tabled by the Mayor before Council for review by 31 March.

Publication of the draft budget

Once tabled at Council, the Municipal Manager must make public the appropriate budget documentation and submit it to National Treasury and the relevant provincial treasury and any other government departments as required. At this time, the local community must be invited to submit representations on what is contained in the budget.

Opportunity to comment on draft budget

When the draft budget is tabled, Council must consider the views of the local community, the National Treasury and the relevant provincial treasury and other municipalities and government departments that may have made submissions on the budget.

Opportunity for revisions to draft budget

After considering all views and submissions, Council must provide an opportunity for the Mayor to respond to the submissions received and if necessary to revise the budget and table amendments for Council's consideration.

Following the tabling of the draft budget at the end of March, the months of April and May should be used to accommodate public and government comment and to make any revisions that may be necessary. This may take the form of public hearings, Council debates, formal or informal delegations to the National Treasury, provincial treasury and other municipalities, or any other consultative forums designed to address stakeholder priorities.

Adoption of the annual budget

The Council must then consider the approval of the budget by 31 May and must formally adopt the budget by 30 June. This provides a 30-day window for Council to revise the budget several times before its final approval.

If a Council fails to approve its budget at its first meeting, it must reconsider it, or an amended draft, again within seven days and it must continue to do so until it is finally approved - before 1 July.

Once approved, the Municipal Manager must place the budget on the municipality's website within five days.

BUDGET IMPLEMENTATION

Implementation management - the Service Delivery and Budget Implementation Plan (SDBIP)

The Municipal Manager must within fourteen days of the approval of the annual budget (by 14 July at the latest) submit to the Mayor for approval a draft SDBIP and draft annual performance agreements for all pertinent senior staff.

An SDBIP is a detailed plan for implementing the delivery of municipal services contemplated in the annual budget and should indicate monthly revenue and expenditure projections and quarterly service delivery targets and performance indicators.

The Mayor must approve the draft SDBIP within 28 days of the approval of the annual budget (by 28 July at the latest).

This plan must then be monitored by the Mayor and reported on to Council on a regular basis.

Managing the implementation process

The municipal manager is responsible for implementation of the budget and must take steps to ensure that all spending is in accordance with the budget and that revenue and expenditure are properly monitored.

Variation from budget estimates

Generally, Councils may incur expenditure only if it is in terms of the budget, within the limits of the amounts appropriated against each budget vote - and in the case of capital expenditure, only if Council has approved the project.

Expenditure incurred outside of these parameters may be considered to be unauthorised or, in some cases, irregular or fruitless and wasteful. Unauthorised expenditure must be reported and may result in criminal proceedings.

Revision of budget estimates - the adjustments budget

It may be necessary on occasion for a Council to consider a revision of its original budget, owing to material and significant changes in revenue collections, expenditure patterns, or forecasts thereof for the remainder of the financial year.

In such cases a municipality may adopt an adjustments budget, prepared by the municipal manager and submitted to the Mayor for consideration and tabling at Council for adoption.

The adjustments budget must contain certain prescribed information, it may not result in further increases in taxes and tariffs and it must contain appropriate justifications and supporting material when approved by Council.

Requirements of the MFMA relating to the contents of annual budgets and supporting documentation

Section 17 of the MFMA stipulates that an annual budget of a municipality must be a schedule in the prescribed format and sets out what must be included in that format. In its MFMA circular 48, National Treasury set out detailed guidance on the contents of budget documentation and the supporting schedules. Senqu Municipality has made every effort to comply with the circular.

The following table shows how Senqu Municipality complies with the disclosure requirements of section 17 of the MFMA.

Requirement	Disclosure in budget documentation
Schedule of reasonably anticipated revenue for the budget year from each revenue source	A4
Schedule showing appropriations of expenditure for the budget year under the different votes of the Municipality	A3
Schedule setting out indicative revenue per revenue source and projected expenditure by vote for the two financial years following the budget year	A3 and A4
Schedule setting out- (i) estimated revenue and expenditure by vote for the current year and (ii) Actual revenue and expenditure by vote for the financial year preceding the current year.	A3 and A4
Draft resolutions - (i) approving the budget of the Municipality (ii) imposing any municipal tax and setting any municipal tariffs as may be required for the budget year and (iii) Approving any other matters that may be prescribed.	Section 2
Measurable performance objectives for revenue from each source and for each vote in the	Section 7 and SA 7

budget, taking into account the Municipality's Integrated Development Plan.	
Projection of cash flow for the budget year by revenue source broken down per month	SA 25 - SA 26
Proposed amendments to the Municipality's integrated development plan following the annual review of the IDP in terms of section 34 of the Municipal Systems Act	Section 15
Particulars of the Municipality's investments	SA 16
Any prescribe information on municipal entities under the sole or shared control of the Municipality	N/a
Particulars of all proposed new municipal entities which the Municipality intends to establish or in which the Municipality intends to participate	N/a
Particulars of any proposed service delivery agreements, including material amendments to existing service delivery agreements	Section 16
Particulars of any proposed allocations or grants by the municipality to- (i) other municipalities (ii) any municipal entities and other external mechanisms assisting the municipality in the exercise of its functions or powers (iii) any other organs of state (iv) any organisations or bodies referred to in section 67 (1) (bodies outside Government)	Section 12
The proposed cost to the municipality for the budget year of the salary, allowances and benefits of- (i) each political office bearer of the Municipality (ii) Councillors of the municipality (iii) the municipal manager, the chief financial officer, each senior manager of the municipality and any other official of the municipality having a remuneration package greater than or equal to that of a senior manager	Section 13
The proposed cost for the budget year to a municipal entity under the sole or shared control of the Municipality of the salary, allowances and benefits of- (i) each member of the entity's board of	N/a

directors and (ii) the chief executive officer and each senior manager of the entity	
Any other supporting documentation as may be prescribed	SA forms

Other Legislation

In addition to the MFMA, the following legislation also influences Municipal budgeting;

The Division of Revenue Act (as amended) and Provincial Budget Announcements

Three year national allocations to local government are published per municipality each year in the Division of Revenue Act. The Act places duties on municipalities in addition to the requirements of the MFMA, specifically with regard to reporting obligations.

Allocations to the Municipality from Provincial Government are announced and published in the Provincial budget.

Section 18 of the MFMA states that annual budgets may only be funded from reasonably anticipated revenues to be collected. The provision in the budget for allocations from National and Provincial Government should reflect the allocations announced in the DORA or in the relevant Provincial Gazette.

The Municipal Systems Act - No 32 of 2000 and Municipal Systems Amendment Act no 44 of 2003

One of the key objectives of the Municipal Systems Act is to ensure financially and economically viable communities. The requirements of the Act link closely to those of the MFMA. In particular, the following requirements need to be taken into consideration in the budgeting process;

- Chapters 4 and 5 relating to community participation and the requirements for the Integrated Development Planning process.
- Chapter 6 relates to performance management which links with the requirements for the budget to contain measurable performance objectives and quarterly performance targets in the Service Delivery and Budget Implementation Plan.
- Chapter 8 relates to the requirement to produce a tariff policy.

Section 20 - Other supporting documents

More details on the budget can be found in the supporting tables SA 1 - SA 37.

Section 21 - Municipal Manager's quality certification

I, M.M. Yawa, Municipal Manager of Senqu Municipality, hereby certify that the annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the annual budget and supporting documents are consistent with the Integrated Development Plan of the Municipality.

M.M. Yawa

Municipal Manager of Senqu Municipality (EC 142)

Signature

Date

Annexure 1 - Rates and tariffs 2011/12

Rates, tariffs and other charges

Please see the separately attached tariff schedule.

The average increases for 2011/2012 are:

- Assessment rates 8%
- Water 10%
- Sanitation 10%
- Refuse 10%
- Electricity New NERSA Scales
- Other (Sundry) 10%

All budget documents are available on the official website:

www.senqumunicipality.co.za

These include:

- *Medium Term Revenue & Expenditure Framework 2011/2012 - 2012/2013*
- *Schedule of tariffs & charges 2010/2011*
Budget related policies, including Rates & Tariff Policies