

ANNUAL BUDGET OF

AMATHOLE DISTRICT MUNICIPALITY

2011/12 TO 2013/14
MEDIUM TERM REVENUE AND
EXPENDITURE FORECASTS

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Abbreviations and Acronyms

BTO	Budget & Treasury Office	KPI	Key Performance Indicator
CFO	Chief Financial Officer	LED	Local Economic Development
CPI	Consumer Price Index	LM	Local Municipality
DoRA	Division of Revenue Act	MEC	Member of the Executive Committee
DM	District Municipality	MFMA	Municipal Financial Management Act
DWA	Department of Water Affairs	MIG	Municipal Infrastructure Grant
EE	Employment Equity	MSA	Municipal Systems Act
EM	Executive Mayor	MTEF	Medium-term Expenditure Framework
ES	Equitable Share	MTREF	Medium-term Revenue and Expenditure Framework
FBS	Free basic services	NDPG	Neighbourhood Development Partnership Grant
GAMAP	Generally Accepted Municipal Accounting Practice	PMS	Performance Management System
GDP	Gross domestic product	PPE	Property Plant and Equipment
GFS	Government Financial Statistics	RTIG	Rural Transport Infrastructure Grant
GRAP	General Recognised Accounting Practice	RBIG	Regional Bulk Infrastructure Grant
HR	Human Resources	LRG	Levy Replacement Grant
IDP	Integrated Development Plan	SALGA	South African Local Government Association
IFP	Internally Funded Projects	SDBIP	Service Delivery Budget Implementation Plan
IT	Information Technology	SMME	Small Micro and Medium Enterprises
kℓ	kilolitre		
km	kilometre		
KPA	Key Performance Area		
ADM	Amathole District Municipality		

Part 1 – Annual Budget

1.1 Mayor's Report

THE STATE OF THE DISTRICT ADDRESS BY HIS WORKSHIP THE EXECUTIVE MAYOR OF AMATHOLE DISTRICT MUNICIPALITY, ALDERMAN SAKHUMZI SOMYO, AT THE RIVER PARK CENTRE IN EAST LONDON ON FRIDAY, 29 APRIL 2011.

All protocols observed

Last year at this time I spoke about Pericles, a prominent Greek and influential statesman, orator and general of Athens who lived between 495 and 429 BC and ruled during that city's golden age. Pericles started an ambitious project that built most of the surviving structures on the Acropolis, including the Parthenon. This project beautified the city, exhibited its glory and gave work to the people. He also fostered Athenian democracy. It was Pericles who said, "What you leave behind is not what is engraved in stone monuments, but what is woven into the lives of others."

Last year I also posed a question: "What legacy do we want to leave behind upon which others can build – what building blocks should be contained in the baton that we pass on to others who carry it forward to achieve our mutual goals?" It was a fitting question at that time, as we were nearing the end of our current term of office in local government.

And when we near the end, it is wise to reflect on our achievements, to take stock of what we have done, to evaluate the progress and to benchmark ourselves before we embark on new adventures. For in every beginning, there is also an end. Ivy Baker once said, "The world is round and the place which may seem like the end may also be only the beginning." As councillors, myself included, who have been in office for the last ten years and longer, and who will be leaving the ADM after the local government elections on 18 May 2011, we have come full circle. It is time to hand over the baton to the next generation.

This year instead of focusing on our achievements in the current financial year, I would like to take this further, and reflect upon the achievements of the ADM over the past ten years that we have been in office.

I think the past 14 years can best be described as a period of transition for local government. It has evolved from the Pre-Interim Phase when various pieces of legislation were being drafted, to the Interim Phase where Transitional Local Government first came into being, to the Post Interim Phase after the first local government elections on 5 December 2000 where for the first time we had wall to wall municipalities across our land. And still local government is evolving as there will no doubt be many changes come 2014 when it is proposed to have a single public service and single elections for the entire country. The municipal landscape as we know it today will probably have been completely altered by then. It has certainly been a

learning curve for most of us and we have certainly grown as individuals and as an institution.

Nonetheless, our achievements during these years bear testimony to our zeal and passion for bringing service delivery to our people. The great Vincent van Gogh once said, "Great things are not done by impulse, but by a series of small things brought together." As a world renowned painter and artist, he would definitely know what he was talking about! And thus we set about planning our Integrated Development Plan, our strategic blueprint, back in 2001, setting goals and targets for the next five years. The IDP was reviewed on an annual basis. Back then, strategic planning was still very much in its infancy within the ADM and we had assistance from a nationally funded unit, called the Planning and Implementation Management Support System, or PIMSS for short. This unit was eventually absorbed within our Municipal Support Unit, which itself was the first of its kind in South Africa, dedicated to rendering support and capacity building to our local municipalities.

The staff complement of ADM as at 31 March 2006 was 362 where males were 176 (49%) and females were 186 (51%). As at 31 March 2011, exactly five years from March 2006, the staff complement has risen to 1,316. This is an increase of 948 employees or 72%. The males are 855 which is 65% and females are 461 which is 35%. ADM was doing very well in terms of the Employment Equity but the scales were negatively tilted when ADM inherited employees from the Local Municipalities and DWAF during the transfer of water services function. 94% of the 350 employees that were transferred were African Males.

A Job Evaluation Unit for the ADM, Buffalo City Municipality and the other 7 local municipalities within the ADM's area of jurisdiction, was the first job evaluation region in South Africa to complete the Final Outcomes Report for all 9 municipalities. These Final Outcomes Reports detailed the new TASK job grades for all employees. These results were then implemented in July 2010, when salaries were attached to the new TASK grades. The ADM's Final Outcomes Report was published in April 2008. The Job Evaluation Agreement expired in November 2009, and the national parties to the South African Local Government Bargaining Council have since July 2010 been negotiating a new agreement. This has resulted in delays to the updating of the TASK grades for employees, as the Job Evaluation re-grading process has been unable to commence at ADM. Consequently, it is likely that certain employees at ADM have TASK grades that do not reflect their level of responsibility.

The transfer of Primary Health Care to the Provincial Department of Health with effect from 1 October 2010 was completed successfully.

Major changes that happened in the last five years was the transfer of Water Services Authority and Provision functions from the Department of Water Affairs and Forestry and Local municipalities to District Municipalities.

ADM also decided to restructure its departments with the establishment of the new Land, Human Settlements and Economic Development Department. This was achieved by moving the LED and Environmental Management from the Strategic Planning and Management Department to the new department and transferring the Land and Housing functions from the Engineering Services department.

There was also a merger of two departments namely, Human Resources and Administration to form the Corporate Services Department.

All this restructuring of departments was meant to improve service delivery.

Other success stories with the Human Resources Development Unit include the following:

- In 2007 32 unemployed candidates were enrolled for Water Purification and Wastewater Process Learnerships, and 28 of these have since been employed
- In 2007 – the ADM was awarded the First runner up to “Best Skills Development Facilitator” in the Eastern Cape
- In 2008 – The ADM was awarded the “Best Performing Workplace” in the Eastern Cape (for the development and implementation of workplace training)
- In 2009 –ADM was the only Municipality to be nominated in the Eastern Cape to compete Nationally for “Best Performing Workplace” in terms of training
- In 2010 – the ADM received the award for “Training Committee of the year”
- In 2010 – Entrepreneurship training was offered to 12 “People with Disabilities”; and
- In 2010 – the District HRD Strategy was adopted and its implementation in the next financial year will also include the unemployed.

In 2008, the ADM took the decision to establish Customer Care & Service Centres at each local municipality to bring services closer to our communities. Consumers can now pay their water and sewage accounts, make account queries, register as indigents or lodge any complaint or query at these centres.

The ADM continues to have excellent relations with the Glasgow City Council. The partnership now includes the Buffalo City Municipality. A Memorandum of Understanding was signed by the Executive Mayors of both the ADM and Buffalo City in March 2009 to ensure cooperation and commitment to this programme and an addendum was included in the MOU between the ADM and Glasgow to include Buffalo City Municipality. The areas of focus consist of the establishment of a joint marketing bureau between the ADM and BCM, a lighting strategy and lighting programme of tourist attractions, as well as the establishment of credit unions and social benefits clauses. The Commonwealth Local Government Fund approved the partnership agreement in 2010 and a joint visit by ADM and BCM was undertaken to Glasgow in October 2010 where officials workshadowed at various Scottish institutions. This initiative also has the blessing of tourism stakeholders within the district and I’m sure we are going to see these projects to fruition which will ultimately serve to grow the economy of the district. The ADM continues to have excellent relations with our international partners in Kampala, Uganda and also in India.

In terms of land redistribution, over the past ten years a total of 270,6 million hectares was accessed for the benefit of communities who previously did not have access to land ownership. R33 million was spent on buying the land and developing infrastructure and constructing services on the acquired land in mostly rural areas within the district. These parcels of land are also aimed at assisting both settlement and commonage purposes and are located in the following municipalities:

- In Amahlathi, they include Kubusie, Ndlovini, Mgwali/Bholo/Lujilo, Cobongo, Gasela, and Cenyulands.
- In Nkonkobe, it includes Mount Pleasant
- In Nxuba, it includes Worteldrift and Adelaide; and
- In Buffalo City it included Ducats and Macleantown

A total of 1,184 individual title deeds were issued to various beneficiaries thus ensuring security of tenure for residents in Kaisers Beach, Ducats, Chintsa East, Morgans Bay and Isidenge.

Settlement upgrading of 52 village areas was achieved for 53, 133 households in seven local municipalities at a cost of R11, 79 million. This was a process aimed at enhancing orderly settlement through planning and surveying.

Land restitution is a national government competency; however agreements were concluded so that the ADM became an implementing agent for land restitution areas of Cata, Dwesa-Cwebe and Macleantown. Chata is now a shining example of what can be achieved in terms of land restitution and the betterment of a community. We recently received the sad news of the passing of the chairperson of the Chata Project Steering Committee, Mr Gcilitshana, and acknowledge with gratitude his invaluable support and his excellent leadership skills in facilitating this project, often in difficult times. A total of R8,5 million was spent on the development of Chata. A development plan was drafted with the full participation of the beneficiaries and the following projects were successfully completed:

- A community hall
- New classrooms for the school
- Primary school fencing
- Internal and external roads
- Museum
- Walking tours
- Afforestation
- Agricultural irrigation, including equipment and production
- Homestead gardens
- Planning and surveying
- CPA capacity building

In 1996 the communities of Hobeni, Mendwana, Ntlangano, Mpume, Ngoma, Ntubeni and Cwebe in the Dwesa-Cwebe area signed a Deed of Settlement and lodged a claim with the Regional Land Claims Commission which was subsequently settled. The

funds for the development of the area total an amount of R12,1 million and to date R5,2 million has been spent. There are currently about 2382 households that comprise the seven communities and progress on the developments includes the following:

- Bulk Supply Electrification of the Haven Hotel
- Bulk Supply Electrification of the Dwesa Nature Reserve
- Planning and surveying of settlements
- Community gardens established
- Community halls built
- Training and skills transfer
- Furniture and equipment provided
- Sportsfields developed

There are 77 beneficiaries of the Macleantown Restitution Project which differs from the others in that the land has been restored back to those that were dispossessed of it in 1970. The families have since moved back to the land and a further commonage farm was purchased for grazing purposes. Government subsidies for both land reform and housing have also been approved for this community.

The ADM has developed an Integrated Housing Development Strategy to ensure district-wide coordinated delivery of housing. It is a strategic tool to ensure that the ADM and its eight local municipalities perform their housing function efficiently and effectively.

In the past 5 years, 4,325 beneficiaries realised their socio-economic right of access to adequate housing in: Chintsa East, Morgan's Bay, Isidenge, Kaysers Beach, Prudhoe, Dongwe, Needs Camp, Lillyvale, Teko Springs, Ndlovini, Kubusi and Ducats. These statistics exclude the housing projects undertaken by the local municipalities.

It is good to know that a total of 599 beneficiaries were trained in the various fields of house construction, including bricklaying, plumbing, carpentry, painting and electrical installation and that of this figure 136 were women.

In 2004 the Minister of Housing presented a new comprehensive plan called "Breaking New Ground" or BNG for short. Elliotdale in Mbhashe which was recognised as the poorest magisterial district in the country was identified as a pilot project in wards 17 and 21. An amount of R252 million was set aside for this project which is aimed at improving the living conditions of the communities at Elliotdale. The plan is multi-faceted and includes projects for infrastructure, local economic development, agriculture and social needs. The project is called the Elliotdale Rural Sustainable Human Settlement Pilot Project and is mainly aimed at poverty alleviation. Progress to date includes the following:

- A clear Social Compact agreement has been achieved at a cost of R1,1 million;

- A Co-operative Agreement between structures of government has been entered into, and was signed by the National Minister, Provincial MEC, Mayors of ADM and Mbhashe, and the Traditional Leader of AmaBomvana Tribal Authority;
- Sales Administration for more than 3000 beneficiaries have been screened and passed;
- Drafting of an Integrated Development Plan for the area, with clear development opportunities;
- The process of Land Rights Enquiry in terms of the Interim Protection of Land Rights Act, read with Communal Land Rights Act have been concluded, with certificates secured from the communities;
- Professionals to deal with geotechnical investigation and EI A have been appointed;
- Fostering of relations with DBSA on their Programme of “Building Sustainable Communities” on their “SIYENZA MANJE” Programme.
- The Dreamfields Sports facility funded by DBSA amounting to R1, 5m was completed in March 2010;
- A Co-operatives project for brick making was completed;
- Sanitation programme through ASAP for 2 500 beneficiaries;
- Geohydrological investigation for the area of the 13 villages has been concluded amounting to approximately R200 000;
- A Geotechnical investigation amounting to R100 000 was concluded;

The ADM took the initiative of complying with the Housing Policy and Legislation by lodging an *Application for Accreditation Level 2* on Housing Programmes. In paving the way for such added responsibility, the ADM has started to embark upon a human resource capacity assessment exercise, whereby the plan or outcome will inform how the Housing Business Unit should be structured.

In compliance with legislation, the ADM developed a Spatial Development Framework as part of its Integrated Development Plan. The SDF is a statutory plan that serves to guide and inform all decisions made by the municipality with regard to spatial development and land use management in its area of jurisdiction. The ADM has resolved to undertake a concerted review of its SDF and to approve this as an alone-standing document in its own right.

In support of social development in our district, the ADM has implemented various community facility projects at a total cost of R12,7 million, providing services for 14,863 beneficiaries and employment for 123 people. These included community halls for Blackwood, Readsdales, Mount Pleasant, Platform, Kwelerha, Komga, Ducats, and Chata. A sportsfield at Macleantown has also been completed. Water reticulation services have been completed, whilst roads and sanitation services are planned for the Wortel Drift Farm Settlement. Similarly, water reticulation services have been completed for Dutywa Extension 8 and roads and sanitation services are currently being implemented. The ten community halls planned for various villages as part of the Keiskammahoek Restitution project has stalled and is unfortunately under a court interdict.

Municipal Public Transport is a shared function with five of the eight local municipalities within the district, namely Mbhashe, Great Kei, Ngqushwa, Nkonkobe and Nxuba. Non-motorised transport projects in the amount of R6 million were implemented in the municipalities of Mnquma, Amahlathi and Nkonkobe and funded through the Department of Transport and the Public Transport Infrastructure Systems

Grant and are now complete. Three new public transport projects are currently being implemented in the areas of Keiskammahoek, Elliotdale, and Willowvale in the amount of R8 million. A further R13, 9 million was allocated to complete the Butterworth 2010 public transport facility which is currently 50% complete which was also funded through the Department of Transport's Public Transport Infrastructure Systems Grant. The upgrading of the 3rd phase of the Dutywa Public Transport Facility is funded through the Municipal Infrastructure Grant and is now 70% complete. Other completed projects include the management of road based public transport facilities at the Ngqamakwe Public Transport Facility; the feasibility studies for Komga and Mooiplaas Public Transport Facilities, and the Great Kei Public Transport Services Plan.

The ADM is an authority for regional waste sites serving more than one municipality, solid waste management strategies covering the district as a whole and regulation of waste management services. It is the ADM's objective to ensure that all eligible residents have access to safe and legal waste services by 2014 and to ensure the reduction of waste disposal by 50% in 2012, in line with the National Polokwane Declaration. The number of permitted solid waste sites in the district has increased from 14 to 16. Both the Peddie and Ibika sites boast of a recycling component to encourage cooperatives to exploit such an opportunity. Implementation on the Amahlathi composting waste site has started and will be complete and operational by June 2011.

The Eastern Regional Solid Waste Site in Butterworth is currently at evaluation stage to appoint a contractor and it is envisaged to be operational by June 2011, subject though to the co-operation of Mnquma and Mbashe Municipalities. A challenge exists in that there is generally a lack of operations and maintenance of existing solid waste sites in the district in accordance with permit conditions for example the Komga solid waste site was completed in 2006 and handed over to the Great Kei Municipality but has not been maintained since then. It was vandalised and was also damaged by storms. The Komga solid waste site has now received funding in the current financial year and a contractor is being appointed for the remedial works.

The ADM, in adherence to the requirements of Sec 83 of the Structures Act and in the spirit of co-operative governance, has performed very well in terms of equipping our local municipalities with skills and development, including basic waste management training for 14 candidates from the local municipalities which was completed in November 2010 and a further training course will be held by the end of June 2011 for supervisors to equip them in terms of reducing waste disposal.

ADM became the Water Services Authority in July 2003 and opted to enter into agreements with all Local Municipalities to continue rendering the water services for the next three years till 2006.

When ADM started rendering this service in 2006, it was faced with tremendous challenges such as:

- Water infrastructure that was generally in a poor state of repairs
- Some bulk services already at the end of their lifespan but no funding in reserve to upgrade or replace such infrastructure
- Bulk plant that were undersized to provide the required water demand

- Operational staff inherited generally lacked the necessary skills
- Operating manuals of plant and operating rules of dams that were non-existent
- No long term plans to refurbish and maintain services
- A significant backlog of services, especially in rural areas

While still putting plans together to turn the water sector around, the ADM district was struck by the worst drought in some 100 years which saw reliable water resources failing for the first time, placing even greater demand on ADM to re-engineer the water function from the source to the tap.

In the 2009/10 financial year, ADM took the bold step to tap into its own funding reserves to provide R28 million for crucial refurbishment work on its Water Treatment as well as Wastewater Treatment Works throughout the district.

In September 2010, in the spirit of “Business Unusual”, the ADM dug even further and deeper into its own funding reserves to set aside R78.55 million to fund its own “Drought Intervention Plan” which was developed internally by its Engineering Department. The focus of this plan is to explore alternative sources of water that would render ADM less rainfall dependent, including drilling for underground water, desalination of seawater along the coastal belt and the reuse of water. Another important approach is to cut water losses by engaging in Water Conservation and Demand Management [WCDM] initiatives. In this regard consultants have been appointed in all towns to prepare turn around plans for immediate implementation.

For Butterworth the first draft business plan has been submitted to reuse wastewater and it is anticipated that some 2 Million litres [ML] a day of drinkable water will be placed back into the system which will go a long way in saving our precious water reserves.

A similar business plan is also ready for Chintsa East where the short focus is on desalination of seawater but also the reuse of wastewater over the longer term. Chintsa East will be served first followed by Chintsa West and then the remainder of the East Coast as well as immediate inland areas of Kwelera and Mooiplaas. It is also being considered to bring desalinated seawater to Komga.

At the moment, drilling for underground water has been launched in Cathcart [resulting in a very good yielding borehole], Mooiplaas [which also had good results], Butterworth, Zingcuka and others to follow.

In conversation with the Department of Water Affairs [DWA], special effort is also envisaged for Nxuba with the following initiatives already underway: a water resource study as well as water conservation and water demand management programme, water reuse potential especially in Adelaide [which has yet to be explored] and in the longer term, but also very urgent, additional water resources development such as bringing another pipeline from the Fish River that would supplement the water supply in times of drought for both Bedford and Adelaide and/or developing the Foxwood Dam as a multipurpose water resource, feeding the farming community with water for irrigation while also serving as an important backup system for drinking water purposes.

Other initiatives started is the investigation of the Nqamakwe Bulk Water Scheme, bringing water to a very wide region including Tsomo, Butterworth, Dutywa and surrounding rural areas as a vital backup system for the Xilinx Dam.

Despite many challenges, the Operation and Maintenance Division [O&M] continues to operate as the backbone of service delivery in the Amathole District in terms of Council's section 78 assessments and resolution in 2006. Dedicated O&M staff together with our partners, the Amatola Water Board, ensure the provision of a potable water supply to over 800 000 people throughout the district. Regular monitoring and reporting has ensured that water quality has been maintained at a high standard of over 97% health compliance, with any health failures being attended to quickly and effectively.

The O&M Division has expanded its Electrical and Mechanical unit, which is now staffed with nine artisans who to rapidly deal with electrical and mechanical faults for water supply schemes, particularly in the rural areas. This has reduced the ADM's reliance on external service providers and the dependence on water tankers to deliver water to affected areas.

The procurement in March 2011 of 83 bakkies and the imminent procurement of 2 TLB machines will also enable the O&M division to more quickly and effectively respond to water outages.

The successful partnership the ADM has enjoyed with Amatola Water is also epitomised by the 2 Blue Drop Awards for water quality received from the Department of Water Affairs in May 2009 as well as the 2 Blue Drop awards in 2010. The two institutions also won the national second best improved wastewater treatment works in South Africa at the Water Institute of South Africa Conference held in Durban on 18 – 22 April 2010.

The ADM together with Amatola Water (AW) are currently implementing refurbishment projects with a total value of R 28 million. The projects have been focusing on the Water and Waste Water Treatment Works and include providing ablution facilities at treatment works, installing improved chlorination systems, repairing or constructing sludge lagoons, general plant refurbishment and a meter replacement programme.

The Project Management Unit is responsible for implementation of the Municipal Infrastructure Grant or MIG registered projects which are IDP compliant and are entailed in the ADM's 3 year capital plan. The MIG allocated an amount of R267,1 Million for the 2010/11 financial year for the implementation of projects towards the eradication of water and sanitation backlogs and for next financial year it is R321,3 million. There are about 30 projects that are currently being implemented for different Local Municipalities and they are at various stages. Some of the main projects include the Myoyo Water Supply Scheme, the Ehlobo Phase 3 Water Supply Scheme, the Ncwasa Water Supply Scheme and the Mbhashe North Regional Water Supply Scheme. The MIG allocation in the next financial year for Nxuba totals R24 million, for Nkonkobe it is R39,4 million, for Ngqushwa it is R20,3 million, for Amahlathi it is R10,05 million, for Great Kei it is R12,7 million, for Mnquma it is R82,7 million and for Mbhashe it is R127,7 million. As can be seen from this expenditure pattern, we are

focusing on development in the former Transkei areas which are so badly in need of development.

Our Health and Protection Services Department is responsible for municipal health services, fire fighting services, disaster management and community safety services.

The Fire Services is growing incrementally from being located in Butterworth, Dutywa, Komga and Peddie to the imminent opening of the Centane Satellite Station in Mnquma and two satellite stations at Kei Mouth and Chintsa in Great Kei.

The construction of a District Disaster Management Centre that meets national requirements is close to completion. The construction of the centre was funded by the Department of Local Government and Traditional Affairs in the amount of R5m.

Through the efforts of the District Community Safety Steering Committee the ADM established a District Anti-Xenophobia Committee which consists of stakeholders from the relevant sector departments and NGO's.

Rivers, dams and other informal drinking water sources have been incorporated into the water quality programme to ensure that all sources of drinking water are monitored to prevent water borne diseases.

Workshops on hygienic food handling for spaza shop owners, formal general dealers and caterers are conducted in all local municipalities.

A communicable diseases outbreak response team is up and running. It was involved in Typhoid, Bilharzia and Rift Valley Fever outbreaks.

Workshops for funeral undertakers have been held, focusing on legislative requirements and the importance of compliance.

An Air Quality Management Plan has been developed in order to empower ADM in taking over the function which includes aspects such as registration of listed industries, emissions licensing, etc.

The Health Care Waste Risk Management Plan was developed to identify and control health care waste generators in the district.

Some of the highlights in the past year include the following:

- Fire Services levies and availability levies are being collected in serviced areas and this will be extended to areas where satellite centres are established.
- The promulgation of the ADM by-laws has resulted in the Fire Services being able to enforce regulations and the business community of the ADM is by and large embracing this initiative as it brings a much needed service [such as certification of certain hazardous chemical dispensing and sales points e.g. gas and petrol] closer to them. The remaining challenge with enforcement is the finalization of fines that can be imposed as a tool for compliance when it proves to be difficult.
- The training and use of volunteers continues and recently 12 volunteers successfully applied for permanent positions with the ADM Fire Services. A learnership programme for 10 volunteers is also being undertaken.
- ADM's Fire Services continues to provide support to the other local municipalities and also works very closely with other stakeholders in ensuring

standardization and a District Fire Prevention and Management Plan is in place and implemented in the District.

- Disaster Management coordinates the function from a District Centre supported by seven satellite centres with Disaster Management Officers at all 7 local municipalities, excluding Buffalo City Municipality.
- The EC Department of Human Settlements and the Department of Rural Development and Land Reform provided temporary structures to homeless families, though severe weather conditions continue to cause damages to properties in the district. Lack of funding to address damages caused by these weather events result in backlogs of disaster damaged houses.
- Community Safety Services has supported 10 crime awareness and crime prevention initiatives identified by the stakeholders of the Local Community Safety Services Forums throughout the district.
- The focus of Community Safety initiatives supported this year has been Alcohol and Substance Abuse by the youth, and especially learners, the detection and rejection of stolen goods, and support of the Safer Schools Programme in collaboration with the Department of Education. During the campaigns various methods of communicating with the target groups were used which included door to door campaigns prior to the main event in order to encourage parents to take part in moulding the behaviour of their children, and to determine the social challenges in each area. Serving perpetrators gave testimonies of their crimes, sentencing and participating in rehabilitation programmes. Youth groups made up of rehabilitated offenders visually depicted their criminal activities and jail terms. Community leaders and other sector departments also participated in addressing the communities.
- The Local Community Safety Forums are well supported in most municipalities and the membership is continually expanding to include organizations such as NICRO and Tavern Owners Associations.
- The training of food-handlers, including food caterers, has improved the hygienic standard in food-handling businesses.

The goal of our local economic development unit is to facilitate and promote economic development and job creation through tourism development and promotion, agricultural development, industrial development and business support, heritage resource management and environmental management. Hence the key sectors identified within the unit include the following:

- Tourism which includes eco-tourism and heritage tourism
- Agriculture which includes forestry and fishing
- Heritage
- Manufacturing and industrial development; and
- Environment

In September 2005, the Amathole Economic Development Agency, which was later named Aspire, was established with the purpose of focusing on interventions to unlock the economy of the district. The agency is wholly owned by the ADM but is co-founded with the Industrial Development Corporation. Over the past five years, the ADM has invested R33 million in support of the agency, whilst the latter has in return raked in about R400 million of public and private sector investments.

In March 2007, the ADM held its Growth and Development Summit and subsequently unveiled the Amathole Regional Economic Development Strategy or AREDS, for short. This is in itself a strategic tool which focuses on a universal development approach that is district-wide, corridor focused and node or city and small town focused. AREDS or *Khul'Amathole* as it is otherwise known, is a 20 year economic vision for the district. Its main objectives are to increase the number of households earning an income and to increase the amount of income earned by households. It sets a target of 60% of households earning above minimum wage income by 2014 which is in line with the Millennium Development Goals of halving unemployment.

Aspire's main programme is small town regeneration in line with AREDS and so today Amathole's economic development programme is synonymous with small town regeneration. The district has over 25 small towns which is the highest concentration of small towns in the Eastern Cape.

Following a series of annual Small Town Regeneration Conferences in the last five years, the national government, through CoGTA, picked up the idea and developed a Small Town Regeneration Strategy in South Africa. The announcement and stakeholder buy-in for the national strategy was done by CoGTA at our 5th Small Towns Regeneration Conference in October 2010. A draft Small Towns Strategy in South Africa is now available and the agency remains the key stakeholder in the process.

Again in line with the AREDS, the agency also introduced a corridor management approach in our economic development programmes in Amathole. This approach introduced a spatial dimension to economic development, an issue that is being considered in the National Planning Commission.

It appears that in Amathole we are leading the re-organising of the economic development portfolio in the country.

Some of Aspire's achievements include the following:

- The agency has to date created 497 jobs: 57 jobs for the bridge construction in Stutterheim; 91 jobs for the Artist Residence construction in Hamburg; 260 for the berry production in Amabhele (along the N6 corridor); 42 jobs for the CBD upgrade in Butterworth; 21 jobs (all of them youth, including the manager and 60% females) for the woodhouse wood manufacturing project; 26 jobs for the essential oils and alternative crops in Tyhume Valley. These figures are growing very fast;
- The current job content presents work that started mainly on 27 January 2010 when we launched the first site in Stutterheim (the bridge);
- By the end of this financial year, twelve sites will be active;
- These will include the R35 million extension of the berry production to the Keiskammahoek area, property development in Alice and Dutywa; R52 million commercial community park in Mlungisi Township in Stutterheim – and more to come.
- Aspire's developments are well presented in the following manner which includes people, place, business and partnership:
 - a. **Under People** : The agency is looking at skills development and job creation
 - Apart from the 497 jobs currently in place;

- a new in-take of 20 people in the woodhouse project is planned for May/June 2011 as a youth skilling and employment initiative
- 18 more job opportunities in the CBD upgrade in Butterworth are planned by June 2011
- 5 bursaries to the value of R245 000 have been provided by the agency to the University of Fort Hare (4 MAs and one PhD). The partnership with UFH is aimed at promoting small town's research in Amathole.

b. Under Place

- The agency has lobbied private sector interest in the provision of affordable housing in Stutterheim. This follows Aspire's needs assessment study and interview of over 500 civil/public servants working in the area;
- Townhouse development plans are in progress in Alice. This private sector initiative is also as a result of the agency's study on the accommodation needs in this university town;
- There are also private sector plans to develop retail experience in Alice;
- The construction of a R28 million Artist Residence in Hamburg is the first investment in the area in many years;
- A R26 million CBD upgrade in Stutterheim is out on tender. An award is due before the end of May 2011;
- The R17 million upgrade in Butterworth will be complete in its entirety by September 2011 – but the street-lighting on the town's main road will be done by the end of April 2011;
- R52 million for a new commercial community experience has been secured and launched by Council in Mlungisi;
- The R35 million extension of the berry production in Keiskammahoek has identified community-owned land and the emerging farmers as part of the value-chain;
- A R9 million public sector investment will promote the essential oils project in the Tyhume Valley along the R63 corridor, to new commercial levels;
- About R30 million public sector investments has been put aside to leverage private sector investment in Dutywa. Two business proposals are currently being reviewed.

c. Under Business

- There is private sector interest in property development, commercial or retail development in Stutterheim, Alice, and Dutywa. (for example, Xoliswa Tini Properties is moving towards Alice for the first time! Sabelo Capa Properties is in the market for the provision of affordable housing in Stutterheim).
- Cashmart is keeping an eye open for retail development in Dutywa;
- Amathole Berries Pty Ltd in Amabhele is our business partner in berry production along the N6 corridor
- Essential Amathole Pty Ltd are our business partners in the essential oils project along the R63 corridor
- A number of small businesses have signed up to be tenants in the Community Commercial Park in Mlungisi

d. Under Partnerships

- A number of partnerships have been secured, some in funding (such as the national Department for Rural Development, National Treasury, IDC, national Department of Tourism), and others in technical expertise (for example ECDC, and various consultants) – and a few more in implementation (such as local

municipalities, contractors and community members through Project Steering Committees)

- Aspire is also regarded as the most successful agency in the IDC stable of 36 agencies in the country, has 'pioneered' the regional development agency environment, corridor development concept, small towns regeneration programme and more importantly, implementation!
- This has happened in a rather cost effective way – carried through by the agency that only has 12 staff members on average per annum;
- The agency has now entered its 6th year of operations, with ongoing support from Council and is leading the policy debate on the future of agencies in South Africa.

Our Tourism Unit has also been very active in marketing district tourism programmes on an annual basis. Based on the experiences learned at the Glasgow Marketing Bureau where events are either created, grown or bought, the ADM has invested over R3,4 million to support and promote annual festivals within the district, and which have as a result grown to be tremendously popular. These include the following:

- The Hogsback Xmas in July
- The Wild Coast Jikeleza Festival, also in July
- The Mbhashe Beach Festival held annually in August
- The Mayor's Challenge – a district event to promote tourism and heritage sites, held annually in September
- The Bedford Garden Festival held in October every year
- The Craft Mania in Stutterheim, held in November each year
- The Great Kei Summer Festival, held annually in December
- The Africa Open Golf Tournament, held in January, which is now part of the European Circuit and attracts numerous international players
- Boxing Tournaments
- The ADM's Tourism Imbizo & Exhibition, held annually in March which also recognises industry roleplayers for their service excellence and provides them with a platform to exhibit what they have to offer visitors to the area
- The Hamburg Beach Festival held in May each year; and
- The Mquma Arts and Crafts – also held in May every year;

The Tourism Unit is also actively involved in exhibiting and marketing the district's tourism attractions and provides an opportunity for Local Tourism Organisations and product owners to exhibit their tourism attractions at various trade fairs such as the Durban's Tourism Indaba, the Macufe Show, the Rand Easter Show, the Grahamstown Arts Festival and others. A tourism DVD has been produced as well as tourism brochures.

As part of the heritage initiative project, 9 Visitor Information Centres (VICs) were developed at various local municipalities. The ADM has established a year's contract for tourism interns to man these VICs and they each get a stipend of R1, 500 a month. Total funding for this project amounted to R200, 000.

With the assistance of DEDEA, DLGTA and the ADM's internal funds, the Tourism Unit has developed feasibility studies and business plans for the Mthontsi Lodge and Conference Centre, Bawa Falls, the Nxuba Chalets and Highlands Resort projects. These business plans were submitted to the National Tourism Department, who have

since decided to support the Mthontsi Lodge & Conference Centre project in the Nkonkobe Municipality in the amount of R30 million. The Bawa Falls project is based 9 kms from Butterworth in Mnquma Municipality. The ADM received R1 million from DEDEA to construct additional chalets and to provide security services. However we have encountered construction challenges in terms of the original structures that were built, as well as social challenges. An amount of R110, 000 was received from the Dept of Local Government and Traditional Affairs for the development of a feasibility study for the Nxuba Chalets and Conference Centre at Nxuba Municipality.

The ADM built the Chata Chalets as a *supplementary* project of the Chata Land Restitution Project in the amount of R1,3 million from MIG funding and ADM spent R200,000 for internal furnishings which were produced by the local Chata community.

The ADM's Tourism Unit also provides support to the local emerging film industry, namely the Amathole Film and Video Association, whose representatives are made up of emerging film makers. A film industry strategy has been developed as a guiding document. Capacity building and skills transfer programmes have been provided including:

- Documentary and camera footage training
- Script writing training
- Emerging film makers were provided with an opportunity to document some of the ADM's tourism festivals as part of their experiential training
- Marketing platform opportunities were given to the emerging film makers so that they could market their services
- ADM also purchased film equipment to the value of R200,000 that is housed at the Eastern Cape Information Technology Initiative offices.

The ADM early on recognised that the support of SMMEs and Cooperatives was crucial in order to increase the economic benefit and job creation within the district and adopted this as a key priority area. To this end, the ADM has assisted more than 50 enterprises with market access in attending various trade shows and national festivals, in providing start up equipment for their businesses, in providing assistance with business registration, and in the ADM hosting conferences to provide expertise and information to SMMEs and Cooperatives. Various national and international key note speakers were invited to address the SMMEs and Cooperatives to advise them on best practice in business development and sustainability.

The ADM has assisted in registering more than 100 Cooperatives within the district and since 2008 has successfully hosted its third Cooperative Indaba which has proven to be very beneficial to the participants and is rapidly growing in popularity.

A Business Advisory Forum was also established in March 2010 made up of well respected members of the business fraternity to advise the Mayor on key issues pertaining to businesses within the district. This will enable the district to better position itself when it comes to marketing the ADM as an investment destination to potential investors.

Through its Environmental Management Unit, the ADM has developed an Environmental Management System to ensure that the organisation's programmes are implemented and managed in a comprehensive, systematic, planned, integrated and documented manner. Using its Integrated Coastal Zone Management Plan, the ADM has partnered with the Department of Environmental Affairs to implement a coast care programme thus creating immediate employment and ensuring that our unique coastal environment is well managed to enhance tourism in the district. In order to address the challenges characteristic of the loss of biodiversity, the ADM has ventured in a number of community based natural resource management programmes. Through its biodiversity conservation programme, the institution has supported the Imigcangathelo Development Trust on a biodiversity conservation project. The project aims to conserve and properly manage the use of the *Pelargonium* plant in the Nkonkobe Municipality that has medicinal properties. With the advent of the effects of alien vegetation infestation, through the loss of grazing land, water scarcity etc, the institution embarked on an alien vegetation eradication programme and in the process cleared huge pockets of land in the district of the wattle species, and mobilised communities into legal business entities and supporting the Injinga Timber cooperative in the Amahlathi Municipality as well as the Gwali Community Development Trust in Nkonkobe. Also, through a partnership with the Department of Water Affairs, various *Working for Water* projects have been implemented throughout the district. Future plans are in place for the ADM to be an implementing agent for this project, which aims at water security through catchment management, biodiversity conservation and job creation.

In order to unlock eco-tourism potential in the district, the ADM has conducted and developed a feasibility study and business plan for the Amathole Mountains Biosphere Reserve with the objective to conserve the natural and cultural heritage of the area, promote conservation, and improve the economic prospects of the historically marginalised and poor people of the district. The ADM is now also in the process of nominating the reserve with the United National Education, Scientific and Cultural Organisation (otherwise known as UNESCO).

Furthermore, in order to address the challenges of waste management and expensive and scarce landfill space, the ADM has entered into a partnership with Buyisa-e-Bag to conduct a feasibility study on the status quo of waste management in the district with the intention of developing a recycling business plan. The programme will be piloted at the newly operative Butterworth Regional Landfill site, linked to a number of planned transfer stations in the region and subsequently rolled out to other municipalities within the jurisdiction of the ADM.

Climate change is one of the biggest threats to sustainable development and the ADM held its first Climate Change Conference in June 2009, which was the first of its kind for the Eastern Cape. The municipality also has an effective Environmental Management Forum, involving both the public and private sectors, which provides a platform for cooperative governance in environmental management issues.

It should also be noted that the Environmental Management Unit has utilised R1 million from the Extended Public Works Programme (EPWP) incentive grant fund for job

creation in the areas of recycling, alien vegetation eradication and the *Pelargonium* projects in the Mbhashe, Mquma and Nkonkobe municipalities respectively.

The Amathole District Municipality (ADM) has an established Amathole Heritage Initiative which is focused on identifying heritage sites within the district, upgrading them and registering them with the National Heritage Council of South Africa. Four heritage routes were established in 2004 within the district named after Xhosa kings and heroes, namely Sandile, Maqoma, Phalo and Makana. These routes were later linked to the Liberation Routes of the Eastern Cape. Historically, the Amathole District is well known as the area where the border conflict between the amaXhosa nation and the colonial forces occurred, where nine frontier wars of land dispossession took place between 1779 and 1878. The district is dotted with the remains of various forts, mission stations and graves of various struggle heroes and Xhosa kings. Part of the ADM's heritage programme is to unearth the histories and cultures of past traditions and heroes, including their language and poetry, and hence the ADM organised the second annual SEK Mqhayi National Language Conference in December 2010 in partnership with Umhlobo Wenene FM, the Pan South African Language Board, the Walter Sisulu University and the University of Fort Hare. Research has also been undertaken into the works of early African Intellectuals, many of whom originated from the Amathole District. However, there are many artefacts and mementos that are still located in foreign countries, including the bodies of struggle heroes who never received a proper burial in their home country. These include members of Umkhonto Wesizwe, Azanian People's Liberation Army (APLA) and Azanian Liberation Army (AZANLA).

The ADM's Heritage Unit has been very productive this past year. In January and February 2011, the families of struggle heroes Mzukusi Skweyiya, Cassius Barnabus, Boniswa Ngcukana, Siphon Notana, Mzwanele Fazie and Lepota Marayi were transported to Maseru in Lesotho to identify the graves of their loved ones, to exhume their mortal remains and repatriate them back to South Africa for reburial. This was quite a huge undertaking and was done with the support of the National Heritage Council, the National Prosecuting Authority, the SA High Commissioner in Lesotho, and the military veteran associations of MK and APLA. A memorial service was held for the fallen heroes at the Sisa Dukasha Stadium in Mdantsane on 21 March 2011 which was also Human Rights Day. The ADM allocated R850, 000 to this project and received a contribution from the National Heritage Council in the amount of R350,000. The challenge is that there are many more bodies of fallen heroes in other African countries that need to be repatriated, as well as artifacts and mementos and there is a lack of funds to do so. The ADM needs to collaborate with other partners in order to successfully repatriate the mortal remains of its heroes and heroines. Another challenge is family disputes. The ADM Heritage Unit will also need to ensure that the list of fallen heroes and heroines at the Freedom Park is updated with the information from our district.

In the next financial year the Heritage Unit will be embarking on the appointment of a project management team and commissioning architectural designs for the Armed Struggle Living Museum to be erected at the Calgary Conference Centre. Plans are also afoot to restore the house of ZK Matthews in Alice and to nominate it as a National Heritage Site. It is worth noting that the Freedom Charter was first drafted in Alice by ZK Matthews. Similarly, funds have also been set aside to restore the home of JT

Jabavu who played a leading role in the reconfiguration of South Africa's black education and was instrumental in the establishment of the University of Fort Hare. Funding has also been set aside for the rehabilitation and integration of military veterans with the aim of nation building and national reconciliation through heritage awareness programmes. The Heritage Unit will also continue with its heritage route development and rehabilitation programmes in identifying heritage sites, upgrading them with signage, and information boards and access roads, as well as registering them on the national list of sites that will form part of a dossier to be sent to UNESCO and which will ultimately form part of the broader Liberation Route that is currently being developed.

Not to be outdone, our Agricultural Unit provided 84 tractors at a cost of more than R14 million to various community garden projects throughout the district in response to community requests during the IDP/Budget Roadshows since 2003/4. This was done as a food security programme of the institution and to promote crop production and job creation. There are some good success stories arising from this project coupled with teething problems. Currently, a tractor management policy that is informed by the situation is being developed. Various irrigation schemes were supported throughout the district since 2001 including a Paprika Project, the Kat River Irrigation Scheme, the Mount Pleasant Scheme, the Siyazama Scheme, the Skutshwana Irrigation Project, the Chata Irrigation Scheme, the Keiskammahoek Dairy Project, the Zanyokwe Irrigation Scheme, the resuscitation of the Tyhefu Irrigation Scheme, the development of the Ludiza and Dube Irrigation Schemes, a citrus improvement project in the areas of Kat River, Keiskammahoek River and the Mbhashe River basins, the Harcop Irrigation Scheme, the Zalaze Irrigation Scheme, the Picardy Goats Project, the construction of shearing sheds and sheep dipping tanks, the Ncera Village poultry project, the resuscitation of the pineapple industry in Ngqushwa Municipality etc. Integrated into these schemes were skills transfer and capacity building as well as the procurement of plant and equipment, etc. Similarly, a livestock improvement programme was also initiated to improve the quality of the herds in the district and to improve their adaptability to diseases and pests. This involved the procurement of 41 Nguni bulls, 165 goat rams and 56 sheep rams at a cost of over R800, 000. 50 mules and equipment were procured and distributed to various communities in Elliotdale in 2005. Over the past year the Agricultural Unit has been involved in various mechanisation projects to promote food security, totalling R475,000 and an Agricultural Relief Programme in the Mbhashe and Mnquma area to the value of over R4 million. Other projects included the following:

- The Ku-Bokhwe Spray Facility at a cost of R150,000;
- The Zibhityolo Livestock Improvement Scheme, where 150 goats were handed over to the 46 beneficiaries in December 2010 at a cost of R300,000
- The Xhora Poverty Alleviation programme providing garden tools to 260 beneficiaries at the end of March 2011 at a cost of R500,000;
- The Alice Fresh Produce market where equipment was purchased including a forklift, 4 trolleys, a cool room, two desktop computers and a multifunctional photocopier at a cost of R500,000r;

- The Xonxa fish farming project where biological and socio-economic surveys are being conducted; as well as training of fishermen, at a cost of R200, 000.

In the next financial year, the unit will be focusing on the implementation of an Agricultural Support Strategy, the development of agricultural plans for the local municipalities, drought disaster mitigation initiatives, livestock improvement, promoting high value crop production, agro-processing and value added initiatives, strengthening the production capacity of emerging farmers, establishing partnerships with other markets, and training and capacity building initiatives.

The Amathole District Municipality's [ADM] Supply Chain Management (SCM) Policy seeks to promote an innovative form of targeted procurement, which will encourage socio-economic transformation within its region. The SCM Policy empowers the Amathole District Municipality to continue to redress the skewed distribution of wealth and also assists in achieving the goals of poverty alleviation and job creation within the region. The SCM policy achieves the above by providing employment opportunities to Historically Disadvantaged Individuals [HDI's] and disadvantaged communities, enabling socio-economic transformation objectives to be linked to fair, transparent, equitable, competitive and cost effective procurement practices. It also assists Black Economic Empowerment by providing a helpdesk, targets for the Institution, targets for the heads of departments, advice to tenderers and conducts regular workshops.

It is interesting to note that over the past ten years, the ADM has awarded 2,696 projects, provided employment to some 10,201 people and issued contracts to the value of nearly R2, 2 billion. Of the 10,201 people employed, 2,154 were women, 3,940 were youth, 4,045 were males and 62 were disabled people. Of the nearly R2, 2 billion contracts awarded, R1, 6 billion was awarded to HDI companies and R240,4 million awarded to female owned companies.

The municipality has generally maintained a sound financial position, as evidenced by its favourable credit rating of A3.

The total budget for the ADM in the next financial year amounts to just over R1,3 billion. The ADM will be receiving an equitable share of R321, 4 million; a levy replacement grant of R208, 8 million, a MIG grant of R321,3 million and several other grants and subsidies totalling R109,2 million.

Income from water and sanitation service charges has been calculated at R127,7 million. The rising block tariff, using the consumptive approach, standardised across all local municipalities, has been adopted this year. This differs from the 2010/11 tariffs, which did not differentiate between the various consumer types. A flat rate has been introduced for the first time, which will enable the municipality to bill users who are deemed to be using 6kl per month, but have no meters, i.e. who were not contributing any revenue previously. The sanitation remains standardised according to various categories of consumers. The conservancy tariff has changed from a monthly flat rate to a rate of R211.00 per load.

On expenditure, the total salaries budget, including social contributions and remuneration of councillors, constitutes 26.14% of the overall budget for 2011/12. A

7.5% increase was applied to salaries. This increase applies to all employees, including councillors and section 57 employees. It also applies to the current minimum wage of R4, 000 per month. The performance bonus for Section 57 employees were capped at 14% of overall package. Other major expenditure items are general expenses (at 17.78%), depreciation (at 6.46%) and provision for bad debts (at 5.08%).

Being a water services authority, the budget was drafted with the focus on the municipality's service delivery priorities, with the Engineering Department, who are responsible for water and sanitation, receiving 67% of the total budget.

A provision of R66 million has been set aside to cover potential bad debts arising from billed, unpaid water and sanitation service charges. This was based on the current collection rate for 2010/11, being at 31.3%.

Challenges experienced in compiling the 2011/12 Medium Term Revenue and Expenditure Framework or MTREF can be summarised as follows:

- The ongoing difficulties in the economy, with the Eastern Cape being one of the poorest provinces in the country, with low levels of employment;
- Aging and poorly maintained water infrastructure;
- Lack of detailed, accurate information on water infrastructure assets;
- The municipality is struggling to meet all the requirements of the departments, due to the limited resources and the decreasing levels of cash backed reserves; meaning that the municipality can no longer rely on reserves to fund the budget deficits;
- The increased cost of bulk water due to tariff increases from the Department of Water Affairs (DWA), is placing upward pressure on service tariffs to residents;
- The high cost of water production (at R17.44 per kl) versus affordability by consumers, means the municipality subsidises services to a large extent;
- Wage increases for municipal staff that are set at 2per cent above CPI, as long as CPI is above 5per cent continue to exceed consumer inflation:
- Ever increasing staffing requirements;
- Non-funded mandates, such as Fire, Solid Waste, Land, Human Settlements & Economic Development and Disaster Management;
- Ongoing drought situation in parts of the district requiring water to be tankered to consumers.

The following priorities need urgent consideration by Council in terms of funding:

The current favourable rainfalls indicate the need for keeping the momentum on the agricultural food production interventions in the district. In this regard total funding should not be less than R7 million for the 2011/12 financial year.

Aspire needs to be capitalised to guarantee its continuous sustainability. In order to do this the operational working capital could be increased but first consider using investment properties as a means of augmenting the asset base.

The tourism activities and infrastructure projects will require some funding after the current studies and engagements have produced the right business plans. These include the Africa Open Golf Tournament, the Nxuba Chalets and Conference Centre, the Crafts Centre etc.

The Environmental recycling project with Buyisa-e-Bag will require 10% contribution from ADM estimated at between R2 to R3 million.

The ADM also requires additional funding for supporting and promoting Cooperatives and SMMEs within the district.

The Glasgow partnership may require a contribution from both the ADM and Buffalo City, dependent on the signing of a new Memorandum of Understanding between the two municipalities.

It is anticipated that some of these projects will be funded out of the project savings in June this year. Alternatively, if the financial climate permits, some of the required funding may be drawn from the ADM's reserves.

Our President, Mr Jacob Zuma, during Freedom Day celebrations on Wednesday this week, said, and I quote: "On the 18th of May, we have an opportunity to take forward the transformation of local government, as we elect local government representatives. A number of issues will need to be attended to after the elections, to implement the local government turnaround strategy which was adopted by Cabinet. We have to provide more effective and direct support to municipalities in distress, in line with the needs of each municipality. The "one size fits all" approach does not work. We have to ensure the appointment of qualified and experienced personnel, the transparency of tender and procurement systems and also improve the levels of financial management and accountability. We must also find ways of better managing the relations between councillors and municipal officials. The blurring of the lines between the political and administrative aspects of governance has tended to affect service delivery in the outgoing municipal administrations." Hence the ADM also needs to prioritise the implementation of the municipal turnaround strategy within the ADM itself and its local municipalities.

The ADM Council experienced the first qualified Audit Opinion for the year ended 30 June 2006 on the basis of non compliance to the accounting standards applicable and capital commitments. This qualified opinion emerged after six consecutive years of unqualified audit opinion that were enjoyed by ADM.

As part of the takeover of the water services function, Amathole District Municipality inherited from the local municipalities water and sanitation infrastructure whose asset register could not be quantified accurately in the Annual Financial Statements for the year ended 30 June 2007. Simultaneously, ADM inherited consumer data on revenue whose accuracy and completeness could not be ascertained on the face of the Annual Financial Statements.

Based on inaccuracies of data regarding the assets and revenue databases taken over on 1 July 2006, ADM received an adverse audit opinion. In order to provide an opportunity to high capacity municipalities to develop their capacity to account for infrastructure assets, National Treasury issued a directive that exempted these municipalities from fully-accounting on these assets. This exemption was not extended to revenue aspects of accounting.

In order to address the challenges of accounting reforms accompanied by inherited data on infrastructure assets and revenue, ADM embarked on processes of verification and valuation of infrastructure assets as well as the cleansing of consumer databases.

From the 2006/07 financial year where the ADM received an adverse audit opinion and 5 points of qualification from the Auditor General to the current audit of 2009/10 where the ADM received a qualified opinion and 2 points of qualification, there has been considerable improvement. With regard to the two point's qualification, namely revenue and infrastructure, the ADM has put in considerable effort to resolve the problems encountered as a result of the amalgamation of the seven local municipalities' infrastructure assets with the district council.

On 1 July 2006, Amathole District Municipality forfeited its fiscal authority when the Regional Services Levies were no longer applicable as own source of revenue. A Levy Replacement Grant was introduced to compensate District Municipalities for this loss of own revenue. This Levy Replacement Grant is part of the Equitable Share allocation in terms of the Annual Division of Revenue Act. In essence, ADM turned around from a self sufficient institution into one dependent on grant funding.

The inherited water and sanitation infrastructure was largely in a dilapidated condition when transferred to ADM. In addition to the cost of replacement, refurbishment and maintenance of these assets, there was a need to develop an accurate asset register and revenue database cleansing. The costs of carrying out these processes had the effect of depleting ADM reserves from years of RSC Levies in order to manage infrastructure and revenue.

In an attempt to maximise revenue, ADM developed a Revenue Enhancement Strategy during the 2008/2009 financial year. The core elements of the Revenue Strategy are database cleansing, implementation of credit control measures, registration of indigents and writing off irrecoverable debts. In order to ensure that revenue enhancement strategies are enforceable, revenue by-laws were developed during the same year.

In order to access donor funding, ADM developed a Donor Management Strategy. The completion of the strategy coincided with the economic meltdown, which led to South Africa acknowledged as having entered a state of recession. The economic meltdown was accompanied by climate change conditions that brought one of the worst drought conditions. While international donors could not release donor funding as a result of the global economic meltdown, the drought conditions forced ADM to dig deep into its diminished reserves just to mitigate the drought conditions.

The implementation of the revenue enhancement strategy revealed challenges in the areas of revenue policies and by-laws, namely non-alignment amongst the revenue policies, the related by laws and tariffs. These areas of non-alignment rendered it impossible to enforce credit control and debt collection measures on services. ADM has revised the revenue policies and developed tariffs that are in line with these policies in preparation for the 2011/2012 MTREF budget implementation. The process of the review of the revenue by-laws to align to these policies is being finalised.

Communication from ADM to National Treasury was initiated on the financial impacts of the transfer of the water services functions from local municipalities to the district

municipality. It was highlighted that the provisions of the Municipal Systems Act were not adhered to during the transfer of the functions. As a result, the transfer depleted ADM reserves just to be able to perform the new functions. In the meetings between ADM and National Treasury, ADM raised the challenges of using the population information in determining the Equitable Share allocation. As a result of these discussions, ADM is one of the municipalities earmarked for piloting a new formula for the Equitable Share allocation. Discussions are still in progress between National Treasury and ADM on funding challenges related to the transfer of water services functions.

The statement of financial position for ADM has revealed that infrastructure and investment assets constitute the bulk of the assets of ADM. This realisation has identified asset management as one of the key requirements for the institution. In addition to the verification and valuation of infrastructure assets and properties, ADM has developed an asset management strategy as part of the 2011/2012 IDP review process. The process for the review of the asset management policy is being finalised as part of the implementation plan of the asset management strategy. Asset Management Plans emanating from the strategy will be developed using the asset life cycle approach to asset management.

Orison Swett Marden once said, "Success is not measured by what you accomplish, but by the opposition you have encountered, and the courage with which you have maintained the struggle against overwhelming odds." And boy, did we have challenges and obstacles, especially with the recent intense drought situation! But throughout it all, we remained steadfast in our efforts to bring service delivery to our communities as best we could. We have tried to bring development to the rural areas of our district where it was needed the most, to provide clinics, community halls, transport facilities, housing, water and sanitation, health care and other much needed services.

For many of us here today, we have come to the end of our term in serving local government. C Hoppe once said, "I hope that my achievements in life shall be these – that I will have fought for what was right and fair, that I will have risked for that which mattered, and that I will have given help to those who were in need, that I will have left the earth a better place for what I've done and who I've been." I am sure that this statement speaks for many of us here today. This is the kind of legacy we would like to leave for those that come after us. For those who feel that this is the end of an era, I can only echo the words of Louis L'Amour who said, "There will come a time when you believe everything is finished. That will be the beginning." And so I encourage you all to continue the good fight to create a better life for all, for together we can do more.

I would like to take this opportunity to thank all our Councillors and staff for their support and hard work over the past ten years and in providing services to our communities. Their endeavours have been much appreciated. Indeed, it was a journey to a future where we have all made our contribution. I am convinced that without our communities we would not have succeeded.

In this journey of reconstruction, we have walked a long mile, we have made our contribution. To you the people of the Amathole region we hand back a stable institution. Hard as it has proved to be, the work with you, our people, in our communities, restoring your dignity, whilst we would have loved to have reached as

many households as possible, the journey proved to be far longer than we anticipated. To the ANC, my organisation, the organisation of the people of South Africa, thank you for your trust in me and others I have served with. It was never my choice nor desire but your decision all the time. I would like to say on your behalf, let us lead this institution and rebuild the communities. Yes, we have maintained your image with humility in serving the general populace of this region. Yes, with humility, we hand back what is yours. Thank you, thank you, for the opportunity to serve.

To you my colleagues, we have made it to the end with little or no bickering. If it was there, indeed it was because of progress. If it was there, it was because we wanted perfection. If it was there, it was because we wanted to do more. As opposition parties you made a loud statement but you could not oppose good progress. Your criticism has been taken in good spirit, so thank you for your contribution.

Yes, the time has come, to ask that question you responded to in December 2000 and in March 2006, “Ngubani na oyakufiyela?” [Who will go on our behalf?] In voting on 18 May 2011 all registered parties are saying, “Ndikho thuma nma?” [I’m there!] Look back to your sons and daughters in the Amathole District Municipality. Make the right decision as you did then. Vote for further progress in Amathole.

Thank you Madam Speaker, that is how we stand or fall. Thank you Chief Whip – that is how we build or destroy. Thank you members of the Mayoral Committee - that is the sweat worth of our work. Thank you to our management team led by the Municipal Manager – for the long days of work. Thank you to all councillors, if we made sacrifices, that is the worth of the journey. Izikumkani, nenkose zethu maz’enethole! To my family and friends, thank you very much. God bless.

Madam Speaker we have undertaken our IDP and Budget roadshow to all the communities within our district to inform them about our plans for the next financial year. We have listened and noted all the comments and suggestions that have been made and taken account of them. It is therefore my great pleasure to table and present the ADM’s Integrated Development Plan and budget for the 2011/12 financial year for Council’s approval.

Thank you, salanikahle, baie dankie!

1.2 Council Resolutions

On 29 April 2011, the Council of Amathole District Municipality will meet at the Calgary Museum and Conference Centre to consider the annual budget of the municipality for the financial year 2011/12. The Council will approve and adopt the following resolutions:

1. The Council of Amathole District Municipality, acting in terms of section 24 of the Municipal Finance Management Act, (Act 56 of 2003) approves and adopts:
 - 1.1. The annual budget of the municipality for the financial year 2011/12 and the multi-year and single-year capital appropriations as set out in the following tables:
 - 1.1.1. Budgeted Financial Performance (revenue and expenditure by standard classification) as contained in Table 13 on page 23;

- 1.1.2. Budgeted Financial Performance (revenue and expenditure by municipal vote) as contained in Table 14 on page 24;
 - 1.1.3. Budgeted Financial Performance (revenue by source and expenditure by type) as contained in Table 15 on page 25; and
 - 1.1.4. Multi-year and single-year capital appropriations by municipal vote and standard classification and associated funding by source as contained in Table 16 on page 27.
- 1.2. The financial position, cash flow budget, cash-backed reserve/accumulated surplus, asset management and basic service delivery targets are approved as set out in the following tables:
 - 1.2.1. Budgeted Financial Position as contained in Table 17 on page 29;
 - 1.2.2. Budgeted Cash Flows as contained in Table 18 on page 31;
 - 1.2.3. Cash backed reserves and accumulated surplus reconciliation as contained in Table 19 on page 31;
 - 1.2.4. Asset management as contained in Table 20 on page 34;
- 2. The Council of Amathole District Municipality, acting in terms of section 75A of the Local Government: Municipal Systems Act (Act 32 of 2000) approves and adopts with effect from 1 July 2011:
 - 2.1. the tariffs for the supply of water – as set out in Annexure A
 - 2.2. the tariffs for sanitation services – as set out in Annexure B
 - 2.3. the tariffs for solid waste services – as set out in Annexure C
 - 2.4. the tariffs for Calgary Museum & Conference Centre – as set out in Annexure D
 - 2.5. the tariffs for ADM Fire Services – as set out in Annexure E
 - 2.6. the tariffs for Fines & Offences: Air Pollution Control, Waste Management & Municipal Health as set out in Annexure F

1.3 Executive Summary

The 2011/12 to 2013/14 Budget preparation commenced in August 2010 after Council approved the IDP/Budget Process Plan.

The Budget comprises Operating and Capital Budgets as well as internally funded projects, which is a requirement of the Constitution and the Municipal Finance Management Act (MFMA). The capital budget consists mainly of DORA gazetted funds, including the MIG Infrastructure Grant, Rural Transport Infrastructure Grant, Regional Bulk Infrastructure Grant, as well as the NDPG Capital Grant. It also includes new or replacement assets such as computers, vehicles, etc. The Operating Budget, which is by far the largest component of the Budget, includes the provision of services, such as water, sanitation and health.

The municipality has generally maintained a sound financial position, as evidenced by its favourable credit rating of A3.

One of the objectives of the budget timetable is to ensure integration between the development of the Integrated Development Plan (IDP) and the Budget. The IDP is the strategic plan of the Municipality and it is critical that the Budget enables the achievement of the IDP objectives. ADM identified internally funded projects based on

the strategies and objectives identified during the Strategic Session of the IDP, held during January of 2011. Projects talk to the strategic areas of the IDP. The projects were prioritized per department, taking into account the funding envelope available to each department, i.e. taking affordability into account.

The Operating Budget totals R888 707 127, which funds the continued provision of services provided by the Municipality.

The major expenditure items are employee costs (26.14per cent), general expenses (17.78per cent), depreciation (6.46per cent) and provision for bad debts (5.08per cent).

Funding is obtained from various sources, the major source being grants and subsidies received from National & Provincial Governments (70.62per cent), highlighting ADM's grant dependency, with service charges only contributing 9.79per cent of revenue.

In order to support the 2011/12 Operating Budget, the water tariffs have been levied according to consumer types, which are categorized as follows:

- Residential Domestic Users
- Commercial & Business
- Industrial & Agriculture
- Institutions
- Mixed use (domestic & non domestic excluding Industrial & Agriculture)

The rising block tariff, using the consumptive approach, standardized across all local municipalities, has been adopted this year. This differs from the 2010/11 tariffs, which did not differentiate between the various consumer types. A flat rate has been introduced for the first time, which will enable the municipality to bill users who are deemed to be using 6kl per month, but have no meters, i.e. who were not contributing any revenue previously. The sanitation remains standardized according to various categories of consumers. The conservancy tariff has changed from a monthly flat rate to a rate of R211.00 per load.

Tariffs for Building & Services Planning, Calgary Museum & Conference Facility, Fire, Solid Waste, Fines & Offences for Air Pollution, Waste Management and Municipal Health, relate to the other applicable tariffs to be levied in the District.

A provision of R66 million has been set aside to cover potential bad debts arising from billed, unpaid water & sanitation service charges. This was based on the current collection rate for 2010/11 being 31.3per cent.

The Capital Budget totals R416 135 488. 87per cent of this is funded through the DORA Grants. 91per cent of this budget is dedicated to Water & Sanitation projects.

Budget provisions to assist in attending to the rehabilitation of infrastructure, was provided for to the extent of R28.4 million in the 2010/12 financial year. In February 2011, only 6.35per cent of this budget had been spent. With this in mind, no new allocation for the 2011/12 financial year was made, with the intention of completing the R28.4 million allocations first.

Being a water authority, the Municipality's service delivery priorities were focussed on in the distribution of the revenue streams, with the Engineering Department, who are responsible for Water & Sanitation, receiving 67per cent of the total budget.

The municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Campaigns to register the Indigent

Consumers, enforcement of the reviewed credit control policy, the appointment of a financial service provider to assist with debt collection, ongoing data cleansing are all initiatives aimed at improving the collection rate.

National Treasury's MFMA Circular No. 51 and 54 & 55 were used to guide the compilation of the 2011/12 MTREF.

The main challenges experienced during the compilation of the 2011/12 MTREF can be summarised as follows:

- The ongoing difficulties in the economy, with the Eastern Cape being one of the poorest provinces in the country, with low levels of employment;
- Aging and poorly maintained water infrastructure;
- Lack of detailed, accurate information on water infrastructure assets;
- Municipality struggling to meet all the requirements of the departments, due to the limited resources and the decreasing levels of cash backed reserves; meaning that the municipality can no longer rely on reserves to fund the budget deficits
- The increased cost of bulk water (due to tariff increases from DWA), is placing upward pressure on service tariffs to residents;
- High cost of water production (R17.44 per kl) versus affordability by consumers, means the municipality subsidises services to a large extent
- Wage increases for municipal staff that are set at 2per cent above CPI, as long as CPI is above 5per cent continue to exceed consumer inflation:
- Ever increasing staffing requirements;
- Non funded mandates, such as Fire, Solid Waste, Land, Human Settlements & Economic Development and Disaster Management
- Ongoing drought situation in parts of the district requiring water to be tankered to consumers

In view of the aforementioned, the following table is a consolidated overview of the proposed 2011/12 Medium-term Revenue and Expenditure Framework:

Table Consolidated Overview of the 2011/12 MTREF

	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
	R 000s	R 000s	R 000s
Total Operating Revenue	-888,707	-954,516	-1,021,768
Total Operating Expenditure	888,707	954,516	1,021,768
(Surplus)/Deficit for the year	0	0	0
Total Capital Expenditure	416,135	462,039	457,455

Total operating revenue has grown by 0.72per cent per cent or R6,318 618 for the 2011/12 financial year when compared to the 2010/11 Budget. For the two outer years, operational revenue will increase by 8.17per cent and 15.8per cent respectively.

Total operating expenditure for the 2011/12 financial year amounts to R888 707 127, with a break even budget. Operational expenditure for 2012/13 is R954 515 510, a growth of 7.40per cent on prior year, and 2013/14 operating expenditure if R1 021 768 354, representing a 7.62per cent growth on prior year. All year's present balanced budgets, with no surpluses being anticipated to replenish the ever depleting reserves.

The capital budget of R416 135 488 for 2011/12 represents a 28per cent growth on the 2010/11 capital budget, due to an increased allocation in terms of DoRA. The capital budget increases to R462 038 893 in the 2012/13 financial year and then reduce to R457 454 660 in 2013/14 financial year, directly linked to the amount of capital grants gazetted in DoRA. ADM has not yet entered into any loan agreements to fund capital programmes, as the municipality currently has just sufficient capacity to fully spend the annual DoRA allocations.

1.4 Operating Revenue Framework

The district faces a huge challenge in terms of generating own revenue. A large percentage of consumers are either indigent, (also a reluctance amongst the consumers to officially register as indigents, which equates in the inability to properly quantify the number of indigent consumers) or receive water from standpipes. There is no financial recovery for ADM from these consumers. Consumer base information is very inaccurate and constantly changing. Water losses also pose a problem. Of the billed amounts in the 2010/2011 financial year, for the first 8 months of the year, only 31.3per cent of billing is recovered. For Amathole District Municipality to improve the quality of services provided to its citizens, it needs to generate the required revenue. ADM is faced with development backlogs and extreme poverty. The expenditure required to address these challenges continues to exceed available funding, with equitable share being utilised to subsidize the service.

The following table is a summary of the 2011/12 MTREF (classified by main revenue source):

Table Summary of revenue classified by main revenue source

Description	2007/8	2008/9	2009/10	Current Year 2010/11				2011/12 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Revenue By Source										
Property rates	-	-	-	-	-	-	-	-	-	-
Property rates - penalties & collection charges										
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	45,399	49,599	51,997	67,556	-	67,556	45,307	66,164	69,048	72,090
Service charges - sanitation revenue	31,242	30,695	33,018	41,784	-	41,784	30,543	59,665	62,649	66,407
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-	-
Service charges - other	-	5	1,812	1,825	-	1,825	1,385	1,922	2,018	2,139
Rental of facilities and equipment	180	203	233	202	-	202	185	255	268	284
Interest earned - external investments	39,566	47,391	35,388	20,141	-	20,141	16,224	15,000	16,750	16,695
Interest earned - outstanding debtors	-	-	-	-	18,299	18,299	15,907	-	-	-
Dividends received										
Fines	-	-	-	-	-	-	-	10	11	11
Licences and permits										
Agency services	-	-	-	-	18,847	18,847	-	-	-	-
Transfers recognised - operational	449,409	450,937	716,536	796,602	(18,847)	777,755	487,802	555,893	600,417	637,103
Other revenue	15,584	53,417	63,474	278,414	158,071	436,485	31,524	605,934	666,395	684,495
Gains on disposal of PPE										
Total Revenue (excluding capital transfers and contributions)	581,379	632,247	902,458	1,206,525	176,371	1,382,896	628,877	1,304,843	1,416,554	1,479,224

Table Percentage growth in revenue by main revenue source

Description	2011/12 Medium Term Revenue & Expenditure							
	R thousand		Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14			
	Adjusted Budget	%						
Revenue By Source								
Property rates	-	0%	-	0%	-	0%	-	0%
Property rates - penalties & collection charges				0%		0%		0%
Service charges - electricity revenue	-	0%	-	0%	-	0%	-	0%
Service charges - water revenue	-	0%	66,164	5%	69,048	5%	72,090	5%
Service charges - sanitation revenue	-	0%	59,665	5%	62,648	4%	66,407	4%
Service charges - refuse revenue	-	0%	-	0%	-	0%	-	0%
Service charges - other	-	0%	1,922	0%	2,018	0%	2,139	0%
Rental of facilities and equipment	-	0%	255	0%	268	0%	284	0%
Interest earned - external investments	-	0%	15,000	1%	15,750	1%	16,695	1%
Interest earned - outstanding debtors	18,299	10%	-	0%	-	0%	-	0%
Dividends received				0%		0%		0%
Fines	-	0%	10	0%	11	0%	11	0%
Licences and permits				0%		0%		0%
Agency services	18,847	11%	-	0%	-	0%	-	0%
Transfers recognised - operational	(18,847)	-11%	555,893	43%	600,417	42%	637,103	43%
Other revenue	158,071	90%	605,934	46%	666,395	47%	684,495	46%
Gains on disposal of PPE								
Total Revenue (excluding capital transfers and contributions)	176,371	100%	1,304,843	100%	1,416,554	100%	1,479,224	100%

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the overall picture.

Revenue generated from service charges in 2011/12 amounts to R127 751 517, representing only 14 per cent of operating revenue. In the 2010/11 financial year, revenue from services charges totalled R111 165 464, representing 13per cent of overall revenue. In 2012/13 R133 714 807, and in 2013/14 R140 635 985 representing 14per cent of overall revenue. District is faced with a major challenge of implementing cost reflective tariffs to ensure financial sustainability of the district versus tariffs which are affordable to it's consumers.

Operating grants and transfers totals R555 892 561 in the 2010/11 financial year and steadily increases to R637 103 053 by 2013/14. Note that the year-on-year growth for the 2011/12 financial year is 5 per cent, 8 per cent and 6.1 per cent respectively. The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term:

Table Operating Transfers and Grant Receipts

Description	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand									
RECEIPTS:									
Operating Transfers and Grants									
National Government:	431,549	431,315	714,359	777,755	-	777,755	555,893	600,417	637,103
Finance Management	147,296	89,868	312,879	1,000	-	1,000	1,250	1,373	1,500
Department Of Water Affairs	-	-	-	-	-	-	-	-	-
MDRG - Municipal Drought Relief Grant	-	-	-	12,264	-	12,264	-	-	-
Dwa - Department Of Water Affairs Water Operating Subsidy	-	-	-	11,059	-	11,059	9,333	11,842	5,000
Equitable Share	137,639	168,676	225,743	289,469	-	289,469	530,281	583,693	627,182
Municipal Systems Improvement	300	-	-	750	-	750	693	877	789
Levy Replacement	146,314	172,771	175,737	191,571	-	191,571	-	-	-
EPWP - Extended Public Works Program	-	-	-	12,285	-	12,285	11,704	-	-
Restructuring	-	-	-	259,357	-	259,357	2,632	2,632	2,632
Provincial Government:	17,860	19,622	2,177	18,847	(18,847)	-	-	-	-
Health Subsidy	17,860	19,622	2,177	18,847	(18,847)	-	-	-	-
District Municipality:	-	-	-	-	-	-	-	-	-
Other grant providers: [insert description]	-	-	-	-	-	-	-	-	-
Total Operating Transfers and Grants	449,409	450,937	716,536	796,602	(18,847)	777,755	555,893	600,417	637,103
National Government	193,497	195,654	241,998	259,357	-	259,357	362,027	408,490	415,839
Capital Transfers and Grants									
Provincial Government	-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]	-	-	-	-	-	-	-	-	-
District Municipality	-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]	-	-	-	-	-	-	-	-	-
Other Grant Providers	-	-	-	-	-	-	-	-	-
Other grant providers: [insert description]	-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	-	-	-	-	-	-	-	-	-
TOTAL RECEIPTS OF TRANSFERS & GRANTS	449,409	450,937	716,536	796,602	(18,847)	777,755	555,893	600,417	637,103

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When tariffs and other charges were revised, affordability of services was paramount in determining increases, as well as local economic conditions and existing payment trends. This resulted in the introduction of a flat rate for non metered consumers, to try to get these consumers to at least pay towards their deemed consumption of 6kl. The fixed monthly fee for honey sucking regardless of the number of times that tanks were emptied caused a major outcry from consumers in the 2010/11 financial year. This has now been revised to a tariff of R211 per clearance. Instead of one tariff structure applying to all water consumers, categories of consumers have been introduced into the 2011/12 tariff structure.

The percentage increases of Eskom of 20.38per cent and 8per cent for DWA are far beyond the inflation target, and were major cost drivers in the overall cost of water production

1.4.1 Property Rates

Property rates are the competency of the Local Municipality's within ADM, and therefore are not applicable to the District Municipality.

1.4.2 Sale of Water and Impact of Tariff Increases

- Water tariffs within the district are not cost-reflective – heavily subsidized by equitable share
- Water tariffs are structured to protect basic levels of service and ensure the provision of free water to the poorest of the poor (indigent); and
- Water tariffs are designed to encourage efficient and sustainable consumption via stepped tariff approach

The district will not be in a position to ensure that the water tariff structures are cost reflective by 2014, as this will not be affordable to its consumers.

Lack of funding for maintenance of infrastructure assets and non cost-reflective tariffs are threatening the future sustainability of the municipality. DWA, the bulk water supplier, has for example increased its bulk tariffs with 8per cent from 1 July 2011. How does one manage to keep tariff increases below inflation targets in these circumstances?

Tariff increases are reflected in the tables below. 6kl free water is only given to indigents in this tariff structure, with even unmetered users being levied a flat rate per month. Major change this year being that different classes of users will be charged at differing rates per level of consumption.

Table Proposed Water Tariffs

Residential Domestic Users		
STEPPED TARIFF	Tariffs (2010/2011)	Proposed Tariffs (2011/2012)
0-6 kl	R 3.99	R 4.21
7-15 kl	R 6.84	R 7.22
16-25 kl	R 7.98	R 8.42
26-40 kl	R 9.12	R 9.62
41-500 kl	R 7.98	R 10.58
500+ kl	R 7.98	R 11.64
Average Increased Tariff	R 7.32	R 8.62
Commercial and Business		
STEPPED TARIFF	Tariffs (2010/2011)	Proposed Tariffs (2011/2012)
0-6 kl	R 3.99	R 4.21
7-15 kl	R 6.84	R 7.22
16-25 kl	R 7.98	R 8.42
26-40 kl	R 9.12	R 9.62
41-500 kl	R 7.98	R 11.06
500+ kl	R 7.98	R 12.72
Average Increased Tariff	R 7.32	R 8.88
Industrial and Agriculture		
STEPPED TARIFF	Tariffs (2010/2011)	Proposed Tariffs (2011/2012)
0-6 kl	R 3.99	R 4.21
7-15 kl	R 6.84	R 7.22
16-25 kl	R 7.98	R 8.42
26-40 kl	R 9.12	R 9.62
41-500 kl	R 7.98	R 10.10
500+ kl	R 7.98	R 10.61

Institutions		
STEPPED TARIFF	Tariffs (2010/2011)	Proposed Tariffs (2011/2012)
0-6 kl	R 3.99	R 4.21
7-15 kl	R 6.84	R 7.22
16-25 kl	R 7.98	R 8.42
26-40 kl	R 9.12	R 9.62
41-500 kl	R 7.98	R 10.10
500+ kl	R 7.98	R 10.61
Average Increased Tariff	R 7.32	R 8.36

Mixed Use (Domestic and Non Domestic, excluding Industrial and Agriculture)

STEPPED TARIFF	Tariffs (2010/2011)	Proposed Tariffs (2011/2012)
0-6 kl	R 3.99	R 4.21
7-15 kl	R 6.84	R 7.22
16-25 kl	R 7.98	R 8.42
26-40 kl	R 9.12	R 9.62
41-500 kl	R 7.98	R 11.06
500+ kl	R 7.98	R 12.72
Average Increased Tariff	R 7.32	R 8.88

Basic Water Charges		
Category	2010/2011 Monthly Basic Charge	2011/2012 Proposed Monthly Basic Charge
Residential / Domestic	R 34.27	R 36.15
Comercial and Business	R 107.79	R 113.72
Industrial and Agriculture	R 107.79	R 113.72
Institutions	R 107.79	R 113.72
***Mixed Use	R 107.79	R 113.72

The following table shows the impact of the proposed increases in water tariffs on the water charges for a single dwelling-house:

Table Comparison between current water charges and increases (Domestic)

Monthly Consumption	Current Amount Payable	Proposed Amount Payable	Difference	Percentage Increase
5 kl	R 19.95	R 21.05	R 1.10	5%
12 kl	R 64.98	R 68.55	R 3.57	5%
20 kl	R 125.40	R 132.30	R 6.90	5%
30 kl	R 210.90	R 222.50	R 11.60	6%
400 kl	R 3 174.90	R 4 128.87	R 953.97	30%
510 kl	R 4 052.70	R 5 303.67	R 1 250.97	31%

The stepped tariff approach penalises the high volume water uses. Increase of 5per cent applicable to users in the 5, 12 and 20 kl category, with large increases of 30per cent for domestics that use an excessive amount of 400 kl.

1.4.3 Sale of Electricity and Impact of Tariff Increases

Electricity is the competency of the LM's with ADM's district and therefore not applicable to ADM.

1.4.4 Sanitation and Impact of Tariff Increases

The sanitation tariffs are once again not volumetric based, but based on a fixed monthly fee according to the category of consumer, as reflected below, with an 8per cent increase across the board:

Table Comparison between current sanitation charges and increases

SANITATION TARIFFS 2011/2012

	2011/2012 Monthly Tariff	2011/ 2012 Proposed Monthly Tariff	Percentage Increase
Availability Fee / Vacant Erven	R 60.28	R 65.11	8%
Domestic			
Household	R 120.00	R 129.60	8%
Indigent	R 100.00	R 108.00	8%
Commercial and Business	R 340.00	R 367.20	8%
Industrial			
Industrial and Agriculture	R 1 688.00	R 1 823.04	8%
Institutions	R 1 410.00	R 1 522.80	8%
Schools & Hospitals	R 170.00	R 183.60	8%
Churches	R 85.00	R 91.80	8%
Old age Homes	R 85.00	R 91.80	8%
Sport Fields	R 100.00	R 108.00	8%
Mixed Use (Domestic and Non Domestic, excluding Industrial and Agriculture)	R 340.00	R 367.20	8%

Effluent Removal / Conservancy Tanks	2010/2011 Tariff	2011/2012 Tariff	Percentage Change
Monthly Fee	R120.00	NA	NA
Basic Per Load	NA	R 211.00	NA

1.4.5 Solid Waste

The solid waste site at Ibika is not yet fully operational. An agreement has been reached between the two local municipalities who will be utilising this site in the new financial year. Mnquma will pay R50 000 per month and Mbhashe R13 636 per month. Should the tonnage exceed 3194 and 224 tons respectively, an additional charge of R345 per ton will be levied.

1.4.6 Building Plan Fees

Building plan fees set to increase by 10per cent. The last increase being implemented in the 2008/09 financial year. Fees will be based on 0.5per cent of project value, with the minimum charge being R415, except for the R110 fee applicable to low cost, RDP housing, with the owner being liable for this fee. The rates are per m2. To illustrate, if

you submit plans for a dwelling of 100m², you will pay: (100m² x R1620) x 0.5per cent = R810.00.

1.4.7 Calgary Museum & Conference Centre

These tariffs for 2011/12 are as follows:

Internal Rate: R272.25 for 1st 15 people then R27.50 a head

External Rate: R332.75 for 1st 15 people then R38.50 a head with a R423.50 refundable deposit.

Museum entrance fee of R7.26 an adult and R3.85 a child.

1.4.8 Fire Service Tariffs

Tariffs for fire services have increased, with varying rates for different class of vehicles ranging from the most expensive of R700 per hour for a major pumper to R200 per hour for a service vehicle. For incidents outside ADM's municipal jurisdiction, an additional rate per km is to be levied at R3.78 per km.

The Fire levy of R15 for domestics and R20 for non domestics, in Dutywa, Butterworth, Komga and Peddie, where the fire service is readily available.

Where the service is not readily available due to the vast distance, a fire availability levy of R10 for domestic and R15 for non domestic will be charged. The abovementioned levies will be amended as and when fire satellite stations are established. This will also be proposed if the Fire Services function of Amahlathi, Nxuba and Nkonkobe is moved to ADM.

1.4.9 Air Pollution Control Offences and Fines

By-law published in extraordinary Provincial Gazette number 2378 dated 9 June 2010 details fines applicable ranging from R500 for failure to produce records for inspection to R2 000 for installing, altering any fuel burning equipment without written approval.

1.4.10 Waste Management Offences & fines

By-law published in extraordinary Provincial Gazette number 2378 dated 9 June 2010 details fines ranging from R500 for failing to provide receptacles for the reception of waste that accumulate on the property during a period of seven days, to R1 500 for failing to ensure that receptacle, vehicle or conveyance has a body of adequate size and construction for the type of waste being transported.

1.4.11 Violation of Municipal Health By Laws

By-law published in extraordinary Provincial Gazette number 2378 dated 9 June 2010 ranging from R500 for allowing an erf to be overgrown with bush, weeds or grass or other vegetation, to R2 000 for failing to prevent the occurrence of a health nuisance by failing to observe standard health practices/regulations.

1.4.12 Overall impact of tariff increases on households

The following table shows the overall expected impact of the tariff increases on large and small households, as well as an indigent household receiving free basic services. Assuming that the large household consumes 30 kl of water, small household consumes 25 kl and free basic service refers to indigents receiving 6 kl free.

Table MBRR Table SA14 – Household bills

Description	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework			
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Rand/cent							% incr.			
'Large' Household										
Rates and services charges:										
Property rates	-	-	-	-	-	-	-	-	-	-
Electricity: Basic levy	-	-	-	-	-	-	-	-	-	-
Electricity: Consumption	-	-	-	-	-	-	-	-	-	-
Water: Basic levy	52.06	54.53	-	34.27	-	34.27	(47.3%)	36.15	36.15	36.15
Water: Consumption	152.40	157.90	278.00	205.20	-	205.20	(45.8%)	222.50	222.50	222.50
Sanitation	78.80	82.70	-	120.00	-	120.00	(46.0%)	129.60	129.60	129.60
Refuse removal	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
sub-total	283.26	295.13	278.00	359.47	-	359.47	8.0%	388.25	388.25	388.25
VAT on Services	-	-	-	-	-	-	-	-	-	-
Total large household bill:	283.26	295.13	278.00	359.47	-	359.47	8.0%	388.25	388.25	388.25
% increase/-decrease		4.2%	(5.8%)	29.3%		29.3%		8.0%	-	-
'Small' Household										
Rates and services charges:										
Property rates	-	-	-	-	-	-	-	-	-	-
Electricity: Basic levy	-	-	-	-	-	-	-	-	-	-
Electricity: Consumption	-	-	-	-	-	-	-	-	-	-
Water: Basic levy	52.06	54.53	-	34.27	-	34.27	(47.3%)	36.15	36.15	36.15
Water: Consumption	121.90	127.15	-	165.30	-	165.30	(47.3%)	174.39	174.39	174.39
Sanitation	60.80	63.75	-	120.00	-	120.00	(46.0%)	129.60	129.60	129.60
Refuse removal	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
sub-total	234.76	245.43	-	319.57	-	319.57	6.4%	340.14	340.14	340.14
VAT on Services	-	-	-	-	-	-	-	-	-	-
Total small household bill:	234.76	245.43	-	319.57	-	319.57	6.4%	340.14	340.14	340.14
% increase/-decrease		4.5%	(100.0%)	-	(100.0%)	-		6.4%	-	-
'Small' Household receiving free basic										
Rates and services charges:										
Property rates	-	-	-	-	-	-	-	-	-	-
Electricity: Basic levy	-	-	-	-	-	-	-	-	-	-
Electricity: Consumption	-	-	-	-	-	-	-	-	-	-
Water: Basic levy	52.06	54.53	-	34.27	-	34.27	(47.3%)	36.15	36.15	36.15
Water: Consumption	24.00	25.20	51.24	23.94	-	23.94	(47.2%)	25.26	25.26	25.26
Sanitation	1.80	11.40	48.66	100.00	-	100.00	(46.0%)	108.00	108.00	108.00
Refuse removal	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
sub-total	77.86	91.13	99.90	158.21	-	158.21		169.41	169.41	169.41
VAT on Services	-	-	-	-	-	-	-	-	-	-
Total small household bill:	77.86	91.13	99.90	158.21	-	158.21		169.41	169.41	169.41
% increase/-decrease		17.0%	9.6%	58.4%	(100.0%)	-		7.0%	-	-
References										
1 Use as basis 1 000m ² erf, 150m ² improvements, 1 000 units electricity and 30kl water.										
2 Use as basis 300m ² erf, 48m ² improvements, 498 units electricity and 25kl water.										
3 Use as basis 300m ² erf, 48m ² improvements, 60kw electricity and 6kl water (TO BE CONFIRMED).										

1.5 Operating Expenditure Framework

The municipality's expenditure framework for the 2011/12 budget and MTREF is informed by the following:

- Balanced budget constraint (committed cash-backed reserves to the tune of R6 million were used to balance the budget);
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
- The capital programme is aligned to the level of MIG funding and the backlog eradication plan;
- Internally funded projects to the tune of R58 493 525 were prioritised

The following table is a high level summary of the 2011/12 budget and MTREF (classified per main type of operating expenditure):

Table Summary of operating expenditure by standard classification item

Description	2007/8	2008/9	2009/10	Current Year 2010/11				2011/12 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand										
Expenditure By Type										
Employee related costs	139,146	198,322	215,935	338,294	(1,043)	337,251	178,039	328,057	356,237	391,010
Remuneration of councillors	9,841	9,743	10,185	14,479	(50)	14,429	8,509	13,080	14,082	15,139
Debt impairment	16,871	56,174	53,285	65,604	-	65,604	47,712	66,260	69,434	72,295
Depreciation & asset impairment	41,552	64,057	75,080	78,771	-	78,771	-	84,285	88,487	93,704
Finance charges	871	452	92	164	-	164	59	118	124	131
Bulk purchases	27,467	29,368	35,300	49,934	(516)	49,418	31,490	60,481	63,451	67,227
Other materials										
Contracted services	-	-	-	-	63,989	63,989	17,642	55,800	58,570	67,991
Transfers and grants	133,405	70,969	176,007	25,299	(15)	25,284	-	15,029	3,509	3,421
Other expenditure	147,610	219,192	215,108	309,844	95,626	405,470	155,193	265,597	300,621	310,852
Loss on disposal of PPE										
Total Expenditure	516,762	648,278	780,991	882,389	157,992	1,040,380	438,644	888,707	954,516	1,021,768

The budgeted allocation for employee related costs for the 2011/12 financial year totals R341, 137,723, which equals 26.14 per cent of the total expenditure. Based on the three year collective SALGBC agreement, salary increases have been factored into this budget at a percentage increase of 7.5 per cent for the 2011/12 financial year. An annual increase of 7.5 per cent has been included in the two outer years of the MTREF. Of the 94 new posts requested, only 48 were budgeted for.

The remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the District's budget. The 7.5 per cent has been budgeted for the councillors and section 57 employees.

The provision of debt impairment of R66 260 328 was determined based on current trends and the annual collection rate which was at 31.3 per cent at the end of February 2011. This escalates to R72 294 693 by 2013/14. While this expenditure is considered to be a non-cash flow item, it informed the total cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues.

Provision for depreciation of R84 285 248 has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. This equates to 6.46 per cent of the total expenditure.

Bulk purchases of R60 480 923 are directly informed by the purchase of water from DWAF. The annual price increases of 8 per cent have been factored into the budget appropriations and directly inform the revenue provisions.

Included in the general expenses are R58 493 525 worth of internally funded projects identified during the budgeting process, linked to the Strategies & objectives formulated at the Strategic Session, as well as a R11 500 000 allocation to ASPIRE.

Other significant amounts included under General Expenses:

Audit fees of R4.4 million. Amount based on actual costs incurred for the 2009/10 audit, as well as providing for performance audit for 2011/12.

Electricity costs of R19.8 million, which reflect Eskom's approved increases of 20.38 per cent

Indigent Support Rebates of an anticipated R3 500 000 with new campaigning initiatives

Pit latrine clearances of R3 900 000 based on 3 800 latrines on the database at R1 000 per clearance and a minor amount of R100 000 under Centane Bucket Eradication.

Insurance premium costs of R5 075 210 to insure the assets of Council.

Printing & Stationery costs for the whole institution amounting to R4 112 858

Rentals of office accommodation of R7 388 357

Vehicle rentals of R10 507 500, which are used for hiring tankers to cart water and for hiring vehicles for schemes which do not have dedicated vehicles.

Security Costs of R11 050 325 in total, include a contract for security already awarded for R10.5 million.

Subsistence and travel costs for all officials and Councillors of R7 583 542.

Telephone expenses of R4 070 163 for whole institution

The amount of R55 799 733 for contracted services relates to the budget for Amatola Water, who is performing the bulk water and sanitation services on our behalf.

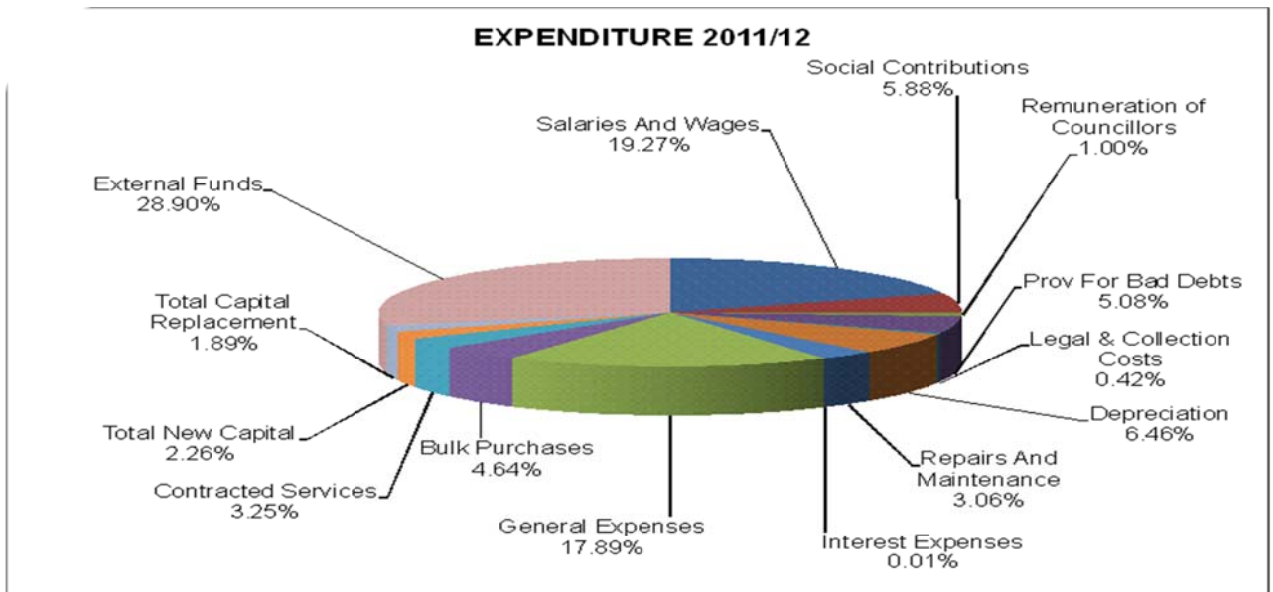
Collection and Legal costs totalling R5 500 000, constitute R2 200 000 for anticipated legal costs and R3 300 000 collection costs incurred by the institution as a whole.

Repairs and maintenance costs totalling R26 621 677 have been provided. This excludes the repairs on the schemes under contracted services of R13 350 370. This equates to a total of R39 972 047 which is 3.06 per cent of the total budget.

A refurbishment allocation of 28 million was made in 2010/2011 financial year. At the end of February 2011 only 6.32 per cent of this amount was spent. Therefore no further allocation has been made in 2011/2012 financial year.

The following graph gives a breakdown of the main expenditure categories for the 2011/12 financial year.

Figure 1 Main operational expenditure categories for the 2011/12 financial year



1.5.1 Priority given to repairs and maintenance

ADM is facing a major challenge in maintaining its infrastructure assets. Currently the MIG allocation is being used to eradicate water and sanitation backlogs in the district, with none of this funding allocated to repairs and maintenance. As mentioned previously, R26.6 million has been allocated directly for repairs & maintenance, and R26 million of the remaining allocation from the 2010/11 refurbishment grant will be used to maintain and refurbish the assets in 2011/12.

The table below provides a breakdown of the repairs and maintenance in relation to asset class:

Table Repairs and maintenance per asset class

Description	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Repairs and maintenance expenditure by Asset Class/Sub-class									
Infrastructure	7,483	9,563	5,682	25,640	(15,598)	10,042	20,218	21,225	21,967
Infrastructure - Road transport	-	-	-	-	-	-	2,100	2,205	2,042
<i>Roads, Pavements & Bridges</i>	-	-	-	-	-	-	2,100	2,205	2,042
<i>Storm water</i>	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
<i>Generation</i>	-	-	-	-	-	-	-	-	-
<i>Transmission & Reticulation</i>	-	-	-	-	-	-	-	-	-
<i>Street Lighting</i>	-	-	-	-	-	-	-	-	-
Infrastructure - Water	7,483	9,563	5,682	25,640	(15,598)	10,042	18,118	19,020	19,925
<i>Dams & Reservoirs</i>	-	-	-	-	-	-	6,005	6,318	6,697
<i>Water purification</i>	-	-	-	-	-	-	-	-	-
<i>Reticulation</i>	7,483	9,563	5,682	25,640	(15,598)	10,042	12,113	12,702	13,228
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
<i>Reticulation</i>	-	-	-	-	-	-	-	-	-
<i>Sewerage purification</i>	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
<i>Waste Management</i>	-	-	-	-	-	-	-	-	-
<i>Transportation</i>	-	-	-	-	-	-	-	-	-
<i>Gas</i>	-	-	-	-	-	-	-	-	-
<i>Other</i>	-	-	-	-	-	-	-	-	-
Community	-	94	-	-	-	-	-	-	-
Parks & gardens	-	-	-	-	-	-	-	-	-
Sportsfields & stadia	-	-	-	-	-	-	-	-	-
Swimming pools	-	-	-	-	-	-	-	-	-
Community halls	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
Recreational facilities	-	94	-	-	-	-	-	-	-
Fire, safety & emergency	-	-	-	-	-	-	-	-	-
Security and policing	-	-	-	-	-	-	-	-	-
Buses	-	-	-	-	-	-	-	-	-
Clinics	-	-	-	-	-	-	-	-	-
Museums & Art Galleries	-	-	-	-	-	-	-	-	-
Cemeteries	-	-	-	-	-	-	-	-	-
Social rental housing	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Heritage assets	-	4	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Other	-	4	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Housing development	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Other assets	3,723	5,047	5,553	8,035	(884)	7,151	6,404	6,714	7,018
General vehicles	-	-	-	-	-	-	-	-	-
Specialised vehicles	-	-	-	-	-	-	-	-	-
Plant & equipment	1,177	2,796	3,470	4,466	(798)	3,668	2,885	3,025	3,129
Computers - hardware/equipment	1,279	655	339	350	-	350	358	376	398
Furniture and other office equipment	23	19	26	19	17	35	41	42	45
Abattoirs	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Civic Land and Buildings	-	-	-	-	-	-	-	-	-
Other Buildings	1,244	1,577	1,719	3,200	(102)	3,098	3,121	3,270	3,446
Other Land	-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Agricultural assets	-	-	-	-	-	-	-	-	-
<i>List sub-class</i>	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
<i>List sub-class</i>	-	-	-	-	-	-	-	-	-
Intangibles	2,200	2,704	1,787	360	0	360	-	-	-
Computers - software & programming	2,200	2,704	1,787	360	0	360	-	-	-
Other (list sub-class)	-	-	-	-	-	-	-	-	-
Total Repairs and Maintenance Expenditure	13,406	17,412	13,023	34,035	(16,481)	17,553	26,622	27,939	28,985
Specialised vehicles	-	-	-	-	-	-	-	-	-
Refuse	-	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-	-
Conservancy	-	-	-	-	-	-	-	-	-
Ambulances	-	-	-	-	-	-	-	-	-

For the 2011/12 financial year, 66 per cent or R17 605 293 of total repairs and maintenance will be spent on water & sanitation infrastructure assets, this excludes the R13 350 270 of repairs under contracted services.

1.5.2 Free Basic Services: Basic Social Services Package

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the District's Indigent Policy. The target is to register more indigent households during the 2011/12 financial year, a process reviewed annually. During the latter part of 2010/11, 16 field verification officers have been appointed to do door to door campaigning to register all qualifying indigent households. The threshold income level has also been adjusted upwards to equate to two times the government pension level, currently at R2 200.00 per month.

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

1.6 Capital expenditure

The following table provides a breakdown of budgeted capital expenditure by vote:

Table 2011/12 Medium-term capital budget per vote

CAPITAL BUDGET 2011/12			
DEPARTMENT	TOTAL NEW CAPITAL	TOTAL CAPITAL REPLACEMENT	TOTAL CAPITAL
EXECUTIVE SUPPORT SERVICES	6,900	439,800	446,700
STRATEGIC MANAGEMENT	1,373,100	846,100	2,219,200
CORPORATE SERVICES	1,147,350	623,235	1,770,585
BUDGET & TREASURY	719,900	545,150	1,265,050
ENGINEERING DEPARTMENT	17,916,815	19,871,500	37,788,315
RURAL TRANSPORT SERVICES & INFRA GRANT	1,480,702	-	1,480,702
MIG	281,862,281	-	281,862,281
REGIONAL BULK INFRASTRUCTURE GRANT	48,859,649	-	48,859,649
HEALTH & PROTECTION DEPARTMENT	6,519,745	2,299,200	8,818,945
LAND HUMAN SETTLEMENTS & ECONOMIC DEV	1,112,500	-	1,112,500
NDPG	29,824,561	-	29,824,561
MUNICIPAL MANAGEMENT	667,000	20,000	687,000
TOTAL	391,490,503	24,644,985	416,135,488

CAPITAL BUDGET 2012/13			
DEPARTMENT	TOTAL NEW CAPITAL	TOTAL CAPITAL REPLACEMENT	TOTAL CAPITAL
EXECUTIVE SUPPORT SERVICES	4,620	184,303	188,923
STRATEGIC MANAGEMENT	786,715	179,780	966,495
CORPORATE SERVICES	453,165	332,222	785,387
BUDGET & TREASURY	521,784	347,430	869,214
ENGINEERING DEPARTMENT	38,893,263	11,165,200	50,058,463
RURAL TRANSPORT SERVICES & INFRA GRANT	1,561,404	-	1,561,404
MIG	342,718,421	-	342,718,421
REGIONAL BULK INFRASTRUCTURE GRANT	29,122,807	-	29,122,807
HEALTH & PROTECTION DEPARTMENT	257,700	85,310	343,010
LAND HUMAN SETTLEMENTS & ECONOMIC DEV	151,000	-	151,000
NDPG	35,087,719	-	35,087,719
MUNICIPAL MANAGEMENT	165,050	21,000	186,050
TOTAL	449,723,648	12,315,245	462,038,893

CAPITAL BUDGET 2013/14			
DEPARTMENT	TOTAL NEW CAPITAL	TOTAL CAPITAL REPLACEMENT	TOTAL CAPITAL
EXECUTIVE SUPPORT SERVICES	4,897	114,416	119,313
STRATEGIC MANAGEMENT	833,275	190,568	1,023,843
CORPORATE SERVICES	480,355	352,156	832,511
BUDGET & TREASURY	553,092	368,276	921,368
ENGINEERING DEPARTMENT	26,163,053	11,835,112	37,998,165
RURAL TRANSPORT SERVICES & INFRA GRANT	1,639,474	-	1,639,474
MIG	361,567,544	-	361,567,544
REGIONAL BULK INFRASTRUCTURE GRANT	8,771,930	-	8,771,930
HEALTH & PROTECTION DEPARTMENT	273,162	90,429	363,591
LAND HUMAN SETTLEMENTS & ECONOMIC DEV	160,060	-	160,060
NDPG	43,859,649	-	43,859,649
MUNICIPAL MANAGEMENT	174,953	22,260	197,213
TOTAL	444,481,443	12,973,217	457,454,660

For 2011/12 an amount of R416 135 488 has been budgeted for capital. Of this amount, R54 108 295 represents the institutions intended expenditure on vehicles, computers and other non infrastructure assets. R29 824 561 being the NDPG capital grant, R1 480 702 for the Rural Transport Infrastructure Grant, R48 859 649 for Regional Bulk Infrastructure and R281 862 281 for MIG. In the outer years this amount to R462 038 893 and R457 454 660. Water & Sanitation receive the highest allocation of R369 233 347 in 2011/12, which is 88.72 per cent of the total capital budget. Total new assets represent 94 per cent or R391 490 503 of the total capital budget. Further detail relating to asset classes and proposed capital expenditure is contained in Table 20 MBRR A9 (Asset Management).

Some of the salient projects to be undertaken from the MIG funding includes:

ADM'S THREE (3) YEAR CAPITAL PLAN			
Project Name	2011/12 MIG	2012/13 MIG	2013/14 MIG
PROJECT SCHEDULE :WATER, SANITATION AND HOUSING			
PMU Operating Budget	3 500 000	3 500 000	3 500 000
Sub Total for All	3,500,000	3,500,000	3,500,000
Fish River Pumping Scheme	3 000 000	-	-
Water Service Works Refurbishment	500 000	-	-
Demand Management System	500 000	-	-
Bedford & Adelaide BEP- Phase 3 (Adelaide WWTW)	6 000 000	500 000	-
Bedford & Adelaide BEP - Phase 4 (Bedford WWTW)	6 000 000	500 000	1 000 000
Nxuba Towns WTW and BS Upgrade (New WTW for Lingeletu and Adelaide Reservoir)	5 000 000	5 000 000	1 000 000
Adelaide Water Resource Development (Foxwood Dam)	1 000 000	8 000 000	2 000 000
Bedford & Adelaide BEP - Phase 6	1 000 000	1 000 000	1 000 000
Wortel Drift Farm Settlement	1 000 000	1 000 000	1 000 000
Sub Total for Nxuba	24,000,000	16,000,000	6,000,000
Gaga -Tyume Valley Region Water Supply (Phase 6)	5 000 000	500 000	-
West Victoria East (Roxeni) Water Supply (Phase 3)	14 000 000	5 000 000	-
Kolomane Bulk Water Supply - Phase 2	1 000 000	6 000 000	-
Ekuphumleni & 9 Villages Water Supply (Phase 3)	3 000 000	5 000 000	-
Demand Management System	100 000	-	-
Seymour Water Treatment works	1 000 000	-	-
Nkonkobe: Area Wide Sanitation Programme	5 000 000	5 000 000	7 000 000
Mxumbu Sanitation	50 000	-	-
Fort Beaufort Newtown Sewerage Line	250 000	-	-
Upgrade Alice Waste Water Treatment Works	1 000 000	-	-
Upgrade Bulkwater Supply Newtown	1 000 000	-	-
Hogsback Water Treatment Works and New Reservoir	1 000 000	5 000 000	1 000 000
Fort Beaufort Bulk Water Services Upgrading	5 000 000	1 000 000	1 000 000
Bhofolo & Newtown BEP - Phase 5	2 000 000	1 000 000	5 000 000
Sub Total for Nkonkobe	39,400,000	28,500,000	14,000,000
Tyefu, Hlosini, Bhongweni & Maqhosha Water Supply Phase 3	500 000	-	-
Runlettes Water Supply : Phase 2	1 000 000	-	-
Water Service Reticulation Refurbishment	100 000	-	-
Nqgushwa Ward 3 Sanitation Project	2 000 000	-	-
Nqgushwa Ward 5 Sanitation Project (New Ward 7)	250 000	-	-
Hamburg Sewerage Treatment Plant	3 000 000	4 000 000	5 000 000
Nqgushwa: Area Wide Sanitation Programme(Phase 1A)	8 000 000	10 000 000	20 000 000
Peddie Waste Water Treatment Works Upgrade	5 000 000	1 000 000	5 000 000
Peddie Mathambeka BEP	250 000	-	-
Nqgushwa Villages - Water Reticulation	200 000	1 000 000	5 000 000
Sub Total for Nqgushwa	20,300,000	16,000,000	35,000,000
Dontsa Phase 2 Water Supply	2 300 000	-	-
Stutterheim Sewerage Treatment Work	150 000	-	-
Stutterheim upgrade of Bulk WS Phase 2 (Kubusie Weir)	3 000 000	-	-
Kei Road WTW Phase 2	1 500 000	-	-
Gubevu Sanitation	1 000 000	-	-
Demand Management System	100 000	-	-
Area wide Sanitation Projects (Amahlathi Phase 1A)	1 000 000	5 000 000	20 000 000
NEW PROJECTS STILL TO BE REGISTERED TO MIG			
Tsome Water Supply : Feasibility	-	3 000 000	5 000 000
Zingcuka Water Supply	1 000 000	5 000 000	1 000 000
Sub Total for Amahlathi	10,050,000	13,000,000	26,000,000
Komga Commonage Settlement Services	7 500 000	5 000 000	5 000 000
Great Kei River Basin Regional Water Supply Scheme	100 000	-	-
Area Wide Sanitation Projects (Great Kei Phase 1A)	1 000 000	1 000 000	5 000 000
Kei Mouth WTW	1 600 000	1 600 000	488 000
NEW PROJECTS STILL TO BE REGISTERED TO MIG			
New Waste Water Treatment Works Morgans Bay	1 000 000	4 000 000	4 000 000
Morgan's Bay WTW upgrade	1 000 000	3 000 000	2 199 000
Kei Mouth Reticulation	500 000	1 400 000	1 000 000
Sub Total for Great Kei	12,700,000	16,000,000	17,687,000

ADM'S THREE (3) YEAR CAPITAL PLAN			
Project Name	2011/12 MIG	2012/13 MIG	2013/14 MIG
PROJECT SCHEDULE :WATER, SANITATION AND HOUSING			
PMU Operating Budget	3 500 000	3 500 000	3 500 000
Sub Total for All	3,500,000	3,500,000	3,500,000
Fish River Pumping Scheme	3 000 000	-	-
Water Service Works Refurbishment	500 000	-	-
Demand Management System	500 000	-	-
Bedford & Adelaide BEP- Phase 3 (Adelaide WWTW)	6 000 000	500 000	-
Bedford & Adelaide BEP - Phase 4 (Bedford WWTW)	6 000 000	500 000	1 000 000
Nxuba Towns WTW and BS Upgrade (New WTW for Lingelethu and Adelaide Reservoir)	5 000 000	5 000 000	1 000 000
Adelaide Water Resource Development (Foxwood Dam)	1 000 000	8 000 000	2 000 000
Bedford & Adelaide BEP - Phase 6	1 000 000	1 000 000	1 000 000
Wortel Drift Farm Settlement	1 000 000	1 000 000	1 000 000
Sub Total for Nxuba	24,000,000	16,000,000	6,000,000
Gaga Tyume Valley Region Water Supply (Phase 6)	5 000 000	500 000	-
West Victoria East (Roxeni) Water Supply (Phase 3)	14 000 000	5 000 000	-
Kolomane Bulk Water Supply : Phase 2	1 000 000	6 000 000	-
Ekuphumleni & 9 Villages Water Supply (Phase 3)	3 000 000	5 000 000	-
Demand Management System	100 000	-	-
Seymer Water Treatment works	1 000 000	-	-
Nkonkobe: Area Wide Sanitation Programme	5 000 000	5 000 000	7 000 000
Mxumbu Sanitation	50 000	-	-
Fort Beaufort Newtown Sewerage Line	250 000	-	-
Upgrade Alice Waste Water Treatment Works	1 000 000	-	-
Upgrade Bulkwater Supply Newtown	1 000 000	-	-
Hogsback Water Treatment Works and New Reservoir	1 000 000	5 000 000	1 000 000
Fort Beaufort Bulk Water Services Upgrading	5 000 000	1 000 000	1 000 000
Bhofob & Newtown BEP - Phase 5	2 000 000	1 000 000	5 000 000
Sub Total for Nkonkobe	39,400,000	28,500,000	14,000,000
Tyefu, Hlosini, Bhongweni & Maghosha Water Supply Phase 3	500 000	-	-
Runlettes Water Supply : Phase 2	1 000 000	-	-
Water Service Reticulation Refurbishment	100 000	-	-
Nggushwa Ward 3 Sanitation Project	2 000 000	-	-
Nggushwa Ward 5 Sanitation Project (New Ward 7)	250 000	-	-
Hamburg Sewerage Treatment Plant	3 000 000	4 000 000	5 000 000
Nggushwa: Area Wide Sanitation Programme(Phase 1A)	8 000 000	10 000 000	20 000 000
Peddie Waste Water Treatment Works Upgrade	5 000 000	1 000 000	5 000 000
Peddie Mathambeka BEP	250 000	-	-
Nggushwa Villages - Water Reticulation	200 000	1 000 000	5 000 000
Sub Total for Nggushwa	20,300,000	16,000,000	35,000,000
Dontsa Phase 2 Water Supply	2 300 000	-	-
Stutterheim Sewerage Treatment Work	150 000	-	-
Stutterheim upgrade of Bulk WS Phase 2 (Kubusie Weir)	3 000 000	-	-
Kei Road WTW Phase 2	1 500 000	-	-
Gubevu Sanitation	1 000 000	-	-
Demand Management System	100 000	-	-
Area wide Sanitation Projects (Amahlathi Phase 1A)	1 000 000	5 000 000	20 000 000
NEW PROJECTS STILL TO BE REGISTERED TO MIG			
Tsomo Water Supply : Feasibility	-	3 000 000	5 000 000
Zingcuka Water Supply	1 000 000	5 000 000	1 000 000
Sub Total for Amahlathi	10,050,000	13,000,000	26,000,000
Komga Commonage Settlement Services	7 500 000	5 000 000	5 000 000
Great Kei River Basin Regional Water Supply Scheme	100 000	-	-
Area Wide Sanitation Projects (Great Kei Phase 1A)	1 000 000	1 000 000	5 000 000
Kei Mouth WTW	1 600 000	1 600 000	488 000
NEW PROJECTS STILL TO BE REGISTERED TO MIG			
New Waste Water Treatment Works Morgans Bay	1 000 000	4 000 000	4 000 000
Morgan's Bay WTW upgrade	1 000 000	3 000 000	2 199 000
Kei Mouth Reticulation	500 000	1 400 000	1 000 000
Sub Total for Great Kei	12,700,000	16,000,000	17,687,000
Ehlobe Phase 3 Water Supply	5 000 000	-	-
Crouch's Bush Water Supply Project	15 000 000	5 000 000	-
Ibika - Centane Regional Water Supply	21 000 000	5 000 000	5 000 000
Myoyo Water Supply Project	8 000 000	2 000 000	-
Demand Management System	100 000	-	-
Ngcizele Water Supply Project	8 000 000	-	-
Nggusi Water Supply Project	1 000 000	-	-
Teko Housing Engineering Services	4 300 000	-	-
Centane Phase 4 Water Supply	1 000 000	-	-
Area Wide Sanitation Projects(Mnquma Phase 1A and Kotana Phase 2)	5 000 000	17 500 000	30 000 000
Centane Bucket Eradication	1 100 000	-	-
Centane Sanitation Project	9 000 000	20 000 000	7 000 000
Rwantsana Water Supply	100 000	-	-
NEW PROJECTS STILL TO BE REGISTERED TO MIG			
Zizamele Sewer	1 000 000	5 000 000	10 000 000
Nggamakwe Regional Water Supply	1 000 000	5 000 000	15 000 000
Gcuwa West Regional Water Supply	100 000	5 000 000	20 000 000
Bawa Falls Water Supply Project	1 000 000	5 000 000	10 000 000
Nxaxo and Cebe Water Supply	1 000 000	5 699 000	10 000 000
Sub Total for Mnquma	82,700,000	75,199,000	107,000,000

Willowdale Sewerage Reticulation	2 000 000	11 000 000	3 000 000
Mbhashe North Regional Water Scheme	20 000 000	19 500 000	10 000 000
Nqadu Water Supply	500 000	-	-
Qwaninga EC1158 Water Supply (Phases 2&3)	4 000 000	-	-
Qwaninga Water Supply (Phases 4&5)	4 000 000	2 000 000	-
Kumbanga & Cwebe Sanitation	3 000 000	-	-
Sundwane Water Supply Scheme	15 000 000	20 000 000	25 000 000
Xora Water Supply Project	15 000 000	27 000 000	30 000 000
Mncwansa Water Supply Scheme	18 000 000	30 000 000	25 000 000
Mgwali North Water Supply Project	5 000 000	15 000 000	15 000 000
Mgwali South Water Supply Project	10 000 000	23 000 000	-
Idutywa East Water Supply Project	18 000 000	10 000 000	10 000 000
Area Wide Sanitation Projects(ASAP)(Mbhashe Phase 1A, Mhlohlozi Phase 2 and Gatyane Phase 2)	8 000 000	15 000 000	10 000 000
Idutywa Public Transport	1 873 000	-	-
NEW PROJECTS STILL TO BE REGISTERED TO MIG			
Dwesa Water Supply Scheme Extension	500 000	7 000 000	10 000 000
Cwebe Water Supply Scheme Phase 2	500 000	8 000 000	10 000 000
Dwesa Cwebe Sanitation Project	500 000	3 000 000	5 000 000
Mangeyela Water Supply Scheme	500 000	8 000 000	10 000 000
Cafutweni Water Supply Scheme	500 000	8 000 000	10 000 000
Bende Water Supply Scheme	500 000	8 000 000	10 000 000
Shixini Water Supply Scheme	500 000	8 000 000	20 000 000
Sub Total for Mbhashe	127,873,000	222,500,000	203,000,000
ANNUAL TOTAL - WATER, SANITATION & HOUSING	320,523,000	390,699,000	412,187,000
REGIONAL SOLID WASTE MANAGEMENT SERVICE			
Eastern Regional Solid Waste Landfill site Phase 1b	500 000	-	-
Sub Total for Mnguma	500,000	-	-
Elliotdale Solid Waste Disposal	300 000	-	-
Sub Total for Mbhashe	300,000	-	-
ANNUAL TOTAL - SOLID WASTE MANAGEMENT SERVICE	800,000	-	-
TOTAL ALLOCATIONS	321,323,000	390,699,000	412,187,000

1.7 Annual Budget Tables

Table MBRR Table A1 - Budget Summary

Description	2007/8	2008/9	2009/10	Current Year 2010/11				2011/12 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Financial Performance										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	76 641	80 299	86 826	111 165	-	111 165	77 234	127 752	133 715	140 636
Investment revenue	39 566	47 391	35 388	20 141	-	20 141	16 224	15 000	15 750	16 695
Transfers recognised - operational	449 409	450 937	716 536	796 602	(18 847)	777 755	487 802	555 893	600 417	637 103
Other own revenue	15 764	53 620	63 708	278 616	195 218	473 834	47 616	606 199	666 673	684 790
Total Revenue (excluding capital transfers and contributions)	581 379	632 247	902 458	1 206 525	176 371	1 382 896	628 877	1 304 843	1 416 554	1 479 224
Employee costs	139 146	198 322	215 935	338 294	(1 043)	337 251	178 039	328 057	356 237	391 010
Remuneration of councillors	9 841	9 743	10 185	14 479	(50)	14 429	8 509	13 080	14 082	15 139
Depreciation & asset impairment	41 552	64 057	75 080	78 771	-	78 771	-	84 285	88 487	93 704
Finance charges	871	452	92	164	-	164	59	118	124	131
Materials and bulk purchases	27 467	29 368	35 300	49 934	(516)	49 418	31 490	60 481	63 451	67 227
Transfers and grants	133 405	70 969	176 007	25 299	(15)	25 284	-	15 029	3 509	3 421
Other expenditure	164 481	275 366	268 393	375 448	159 615	535 063	220 547	387 657	428 625	451 137
Total Expenditure	516 762	648 273	700 991	882 389	157 992	1 640 380	438 644	888 707	954 516	1 021 768
Surplus/(Deficit)	64 617	(16 031)	121 467	324 136	18 379	342 515	190 233	416 135	462 039	457 456
Transfers recognised - capital	2 471	-	-	324 136	1 775	325 911	-	54 108	53 549	41 616
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	362 027	408 490	415 839
Surplus/(Deficit) after capital transfers & contributions	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	-	-	-	-	-	-	-	-	-	-
Capital expenditure & funds sources										
Capital expenditure	22 574	6 119	79 648	324 136	1 779	325 915	14 869	416 135	462 039	457 455
Transfers recognised - capital	193 497	195 654	241 998	259 357	-	259 357	-	362 027	408 490	415 839
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	27 482	6 119	3 481	64 779	1 779	66 558	14 869	54 108	53 549	41 616
Total sources of capital funds	220 979	201 773	245 479	324 136	1 779	325 915	14 869	416 135	462 039	457 455
Financial position										
Total current assets	692 110	770 506	833 248	882 983	48 081	931 784	-	955 508	900 928	1 007 747
Total non current assets	931 684	1 090 222	1 150 077	1 076 954	73 814	1 150 768	-	1 060 260	977 259	900 896
Total current liabilities	272 319	266 645	237 703	213 521	1 261	214 782	-	225 164	236 464	248 332
Total non current liabilities	534 382	78 696	100 166	92 442	10 745	103 188	-	102 759	103 259	103 759
Community wealth/Equity	817 092	1 515 387	1 645 458	1 653 974	110 608	1 764 582	-	1 687 846	1 618 466	1 556 553
Cash flows										
Net cash from (used) operating	(136 458)	(9 472)	(196 238)	(589 367)	71 086	(518 281)	(265 934)	(272 896)	(299 936)	(300 161)
Net cash from (used) investing	192 975	113 692	37 629	64 779	(26 720)	38 059	(4 141)	54 108	53 549	41 616
Net cash from (used) financing	(4 893)	11 126	(444)	-	-	-	(120)	-	-	-
Cash/cash equivalents at the year end	51 624	166 970	7 916	(516 671)	52 282	(472 386)	(262 280)	(210 871)	(457 259)	(715 805)
Cash backing/surplus reconciliation										
Cash and investments available	613 642	667 917	749 240	795 728	44 103	839 831	-	858 376	878 244	899 107
Application of cash and investments	645 298	641 993	373 477	380 910	(3 274)	378 471	-	366 858	382 835	400 353
Balance - surplus (shortfall)	(31 656)	25 923	375 763	414 818	47 377	461 360	-	491 517	495 410	498 753
Asset management										
Asset register summary (WDV)	1 158 236	1 016 419	1 149 857	1 103 988	29	1 104 017	1 057 856	1 057 856	1 011 986	966 117
Depreciation & asset impairment	41 552	64 057	75 080	78 771	-	78 771	84 285	84 285	88 487	93 704
Renewal of Existing Assets	590	1 198	1 938	6 848	13 262	20 110	24 645	24 645	12 315	12 973
Repairs and Maintenance	13 406	17 412	13 023	34 035	(16 481)	17 553	26 622	26 622	27 939	28 985
Free services										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

Explanatory notes to MBRR Table A1 - Budget Summary

- Table A1 is a budget summary and provides a concise overview of the ADM's budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).

2. The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminating basic service delivery backlogs.
3. Financial management reforms emphasises the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
 - a. The operating surplus/deficit (after Total Expenditure) is positive over the MTREF
 - b. Capital expenditure is balanced by capital funding sources, of which
 - i. Transfers recognised is reflected on the Financial Performance Budget;
 - ii. Internally generated funds are financed from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years. The amount is incorporated in the Net cash from investing on the Cash Flow Budget.
4. The Cash backing/surplus reconciliation shows that the municipality is slowly depleting its reserves, with no surpluses being foreseen in the MTREF to replenish the reserves. This places the municipality in a very vulnerable financial position, as revenue collections are not showing any marked improvement with a collection level of 31.3 per cent as at February 2011.

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

Standard Classification Description	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Revenue - Standard									
<i>Governance and administration</i>	352,518	319,633	295,678	723,242	900	724,142	816,641	890,671	924,729
Executive and council	329,244	295,796	261,873	607,065	900	607,965	667,934	734,714	762,103
Budget and treasury office	2,319	2,149	13,528	61,877	-	61,877	81,346	85,437	89,312
Corporate services	20,956	21,689	20,276	54,299	-	54,299	67,361	70,521	73,314
<i>Community and public safety</i>	23,646	60,054	61,788	118,232	-	118,232	62,878	68,296	73,053
Community and social services	-	-	-	-	-	-	-	-	-
Sport and recreation	-	-	-	-	-	-	-	-	-
Public safety	4,607	22,741	20,255	2,551	-	2,551	2,698	2,833	3,003
Housing	-	-	4,053	42,859	-	42,859	-	-	-
Health	19,040	37,313	37,480	72,821	-	72,821	60,179	65,462	70,050
<i>Economic and environmental services</i>	7,782	11,088	61,939	95,155	175,471	270,626	144,934	161,710	180,485
Planning and development	7,782	11,088	61,939	95,155	175,471	270,626	144,934	161,710	180,485
Road transport	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	-	-	-	-	-	-	-
<i>Trading services</i>	197,638	245,760	482,945	269,897	-	269,897	280,390	295,878	300,956
Electricity	-	-	-	-	-	-	-	-	-
Water	154,026	200,184	442,572	193,786	-	193,786	175,186	185,414	183,864
Waste water management	43,612	45,576	37,863	68,405	-	68,405	103,204	108,364	114,866
Waste management	-	-	2,511	7,706	-	7,706	2,000	2,100	2,226
Other	-	-	-	-	-	-	-	-	-
Total Revenue - Standard	581,585	636,535	902,350	1,206,525	176,371	1,382,896	1,304,843	1,416,554	1,479,223
Expenditure - Standard									
<i>Governance and administration</i>	233,987	222,775	313,706	287,853	102,889	390,742	266,895	276,479	291,974
Executive and council	145,456	130,272	231,229	157,255	77,106	234,361	105,538	101,626	108,652
Budget and treasury office	21,600	28,468	35,521	60,504	11,950	72,454	80,081	84,568	88,391
Corporate services	66,930	64,034	46,956	70,094	13,833	83,927	81,275	90,286	94,931
<i>Community and public safety</i>	40,602	53,357	65,721	92,528	24,505	117,032	60,937	75,366	80,916
Community and social services	-	-	-	-	-	-	-	-	-
Sport and recreation	-	-	-	-	-	-	-	-	-
Public safety	12,586	22,131	15,915	21,426	(75)	21,351	27,414	27,760	41,296
Housing	-	0	12,835	21,128	7,472	28,600	6,878	7,413	8,226
Health	28,015	31,226	36,971	49,973	17,108	67,081	26,645	40,193	31,393
<i>Economic and environmental services</i>	64,104	104,000	85,350	72,496	35,438	107,934	86,641	94,842	101,947
Planning and development	64,104	104,000	85,350	72,496	35,438	107,934	86,641	94,842	101,947
Road transport	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	-	-	-	-	-	-	-
<i>Trading services</i>	178,282	268,146	316,589	429,513	(4,841)	424,672	474,235	507,828	546,932
Electricity	-	-	-	-	-	-	-	-	-
Water	154,836	219,001	271,530	346,041	(5,056)	340,984	384,852	412,945	445,013
Waste water management	23,278	49,145	44,698	75,766	215	75,982	87,383	92,784	99,693
Waste management	168	0	361	7,706	-	7,706	2,000	2,100	2,226
Other	-	-	-	-	-	-	-	-	-
Total Expenditure - Standard	516,974	648,278	781,366	882,389	157,992	1,040,380	888,707	954,516	1,021,768
Surplus/(Deficit) for the year (Capital)	64,610	(11,743)	120,984	324,136	18,379	342,515	416,135	462,039	457,455

Explanatory notes to MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

1. Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into 15 functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enables the National Treasury to compile 'whole of government' reports.
2. Note the Total Revenue on this table includes capital revenues (Transfers recognised – capital) and so does not balance to the operating revenue shown on Table A4.
3. Note that as a general principle the revenues for the Trading Services should exceed their expenditures.

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

Vote Description	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Revenue by Vote									
Vote1 - Summary : Amathole District Municipality	-	-	-	-	-	-	-	-	-
Vote2 - Executive & Council	464	1,198	10,987	78,314	900	79,214	47,492	50,592	53,770
Vote3 - Alternative To Levy Income Grant	106	110	12	-	-	-	-	-	-
Vote4 - Strategic Management	234,577	279,237	150,105	58,890	175,471	234,321	65,301	72,150	77,867
Vote5 - Corporate Services	17,294	21,232	16,285	53,057	-	53,057	66,031	69,125	71,834
Vote6 - Budget & Treasury	2,213	2,038	13,516	61,877	-	61,877	81,346	85,437	89,312
Vote7 - Director: Human Resources (old)	3,652	289	-	-	-	-	-	-	-
Vote8 - Engineering Department	101,877	26,622	179,530	509,140	-	509,140	592,512	665,989	688,591
Vote9 - Health & Protection Department	15,733	52,230	48,529	56,525	-	56,525	62,878	68,296	73,053
Vote10 - O&m Water And Sanitation	197,636	245,754	474,180	262,154	-	262,154	278,350	293,736	298,685
Vote11 - Land Human Settlements & Eco Development	-	-	-	81,121	-	81,121	81,618	91,793	104,845
Vote12 - Municipal Management	-	-	-	26,640	-	26,640	29,315	19,437	21,265
Vote13 - Agency Services	7,913	7,824	9,207	18,847	-	18,847	-	-	-
Vote14 - Amathole Economic Development Agency	120	-	-	-	-	-	-	-	-
Total Revenue by Vote	581,585	636,535	902,350	1,206,525	176,371	1,382,896	1,384,843	1,416,554	1,479,223
Expenditure by Vote to be appropriated									
Vote1 - Summary : Amathole District Municipality	-	-	-	-	-	-	-	-	-
Vote2 - Executive & Council	24,290	81,340	47,410	78,051	-	78,051	47,045	50,403	53,651
Vote3 - Alternative To Levy Income Grant	-	-	-	-	-	-	-	-	-
Vote4 - Strategic Management	85,209	127,198	106,427	56,648	35,491	92,139	63,082	71,184	76,843
Vote5 - Corporate Services	36,969	42,407	37,597	51,555	13,833	65,388	64,260	68,339	71,002
Vote6 - Budget & Treasury	21,649	28,468	35,521	60,504	11,950	72,454	80,081	84,568	88,391
Vote7 - Director: Human Resources (old)	14,620	12,157	-	-	-	-	-	-	-
Vote8 - Engineering Department	112,555	37,367	187,665	64,776	77,604	142,380	39,254	41,827	44,867
Vote9 - Health & Protection Department	32,809	45,580	43,679	54,812	17,033	71,845	34,059	67,953	72,689
Vote10 - O&m Water And Sanitation	175,850	265,984	313,486	417,207	(4,991)	412,216	461,617	494,437	532,432
Vote11 - Land Human Settlements & Eco Development	-	-	-	55,615	7,397	63,011	50,681	56,555	60,825
Vote12 - Municipal Management	-	-	-	26,635	(325)	26,310	28,628	19,251	21,068
Vote13 - Agency Services	7,793	7,778	9,207	16,587	-	16,587	-	-	-
Vote14 - Amathole Economic Development Agency	5,018	-	-	-	-	-	-	-	-
Vote15 - Equitable Share Projects	212	-	375	-	-	-	-	-	-
Total Expenditure by Vote	516,974	648,278	781,366	882,389	157,992	1,040,380	888,707	954,516	1,021,768
Surplus/(Deficit) for the year (Capital)	64,610	(11,743)	120,984	324,136	18,379	342,515	416,135	462,039	457,455

Explanatory notes to MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

1. Table A3 is a view of the budgeted financial performance in relation to the revenue and expenditure per municipal vote. This table facilitates the view of the budgeted operating performance in relation to the organisational structure of the municipality. This means it is possible to present the operating surplus or deficit of a vote. The following table is an analysis of the surplus or deficit for water trading services.

Table MBRR Table A4 - Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2007/8	2008/9	2009/10	Current Year 2010/11				2011/12 Medium Term Revenue &		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Revenue By Source											
Property rates	2	-	-	-	-	-	-	-	-	-	-
Property rates - penalties & collection charges											
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	45 399	49 599	51 997	67 556	-	67 556	45 307	66 164	69 048	72 090
Service charges - sanitation revenue	2	31 242	30 695	33 018	41 784	-	41 784	30 543	59 665	62 648	66 407
Service charges - refuse revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - other		-	5	1 812	1 825	-	1 825	1 385	1 922	2 018	2 139
Rental of facilities and equipment		180	203	233	202	-	202	185	255	268	284
Interest earned - external investments		39 566	47 391	35 388	20 141	-	20 141	16 224	15 000	15 750	16 695
Interest earned - outstanding debtors		-	-	-	-	18 299	18 299	15 907	-	-	-
Dividends received											
Fines		-	-	-	-	-	-	-	10	11	11
Licences and permits											
Agency services		-	-	-	-	18 847	18 847	-	-	-	-
Transfers recognised - operational		449 409	450 937	716 536	796 602	(18 847)	777 755	487 802	555 893	600 417	637 103
Other revenue	2	15 584	53 417	63 474	278 414	158 071	436 485	31 524	605 934	666 395	684 495
Gains on disposal of PPE											
Total Revenue (excluding capital transfers and contributions)		581 379	632 247	902 458	1 206 525	176 371	1 382 896	628 877	1 304 843	1 416 534	1 479 224
Expenditure By Type											
Employee related costs	2	139 146	198 322	215 935	330 294	(1 043)	337 251	178 039	328 057	356 237	391 010
Remuneration of councillors		9 841	9 743	10 185	14 479	(50)	14 429	8 509	13 080	14 082	15 139
Debt impairment	3	16 871	56 174	53 285	65 604	-	65 604	47 712	66 260	69 434	72 295
Depreciation & asset impairment	2	41 552	64 057	75 080	78 771	-	78 771	-	84 285	88 487	93 704
Finance charges		871	452	92	164	-	164	59	118	124	131
Bulk purchases	2	27 467	29 368	35 300	49 934	(516)	49 418	31 490	60 481	63 451	67 227
Other materials	8										
Contracted services		-	-	-	-	63 989	63 989	17 642	55 800	58 570	67 991
Transfers and grants		133 405	70 969	176 007	25 299	(15)	25 284	-	15 029	3 589	3 421
Other expenditure	4, 5	147 610	219 192	215 108	309 844	95 626	405 470	155 193	265 597	300 621	310 852
Loss on disposal of PPE											
Total Expenditure		516 762	648 278	780 991	882 389	157 992	1 040 380	438 644	888 707	954 516	1 021 768
Surplus/(Deficit)											
Surplus/(Deficit)		64 617	(16 031)	121 467	324 136	18 379	342 515	190 233	416 135	462 039	457 456
Transfers recognised - capital		2 471	-	-	324 136	1 775	325 911	-	54 108	53 549	41 616
Contributions recognised - capital	6	-	-	-	-	-	-	-	362 027	488 490	415 839
Contributed assets											
Surplus/(Deficit) after capital transfers & contributions		-	-	-	-	-	-	-	-	-	-
Taxation											
Surplus/(Deficit) after taxation		-	-	-	-	-	-	-	-	-	-
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		-	-	-	-	-	-	-	-	-	-

Explanatory notes to Table A4 - Budgeted Financial Performance (revenue and expenditure)

1. Total revenue is R1 304 842 614 in 2011/12 and escalates to R1 479 223 016 this represents a year-on-year increase of 8.56 per cent for the 2012/13 financial year and 4.42 per cent for the 2013/14 financial year.
2. Services charges relating to water, sanitation and fire constitutes R127 751 517 of the revenue basket of ADM for the 2011/12 financial year and increasing to R140 635 985 by 2013/14. For the 2011/12 financial year services charges amount to 9.79 per cent of the total revenue base and declines by 0.28 per over the medium-term.
3. Transfers recognised – operating includes the local government equitable share and other operating grants from national and provincial government. It needs to be noted that in real terms the grants receipts from national government are growing rapidly over the MTREF by 8.01 per cent and 6.10 per cent for the two outer years.
4. The following graph illustrates the major expenditure items per type.

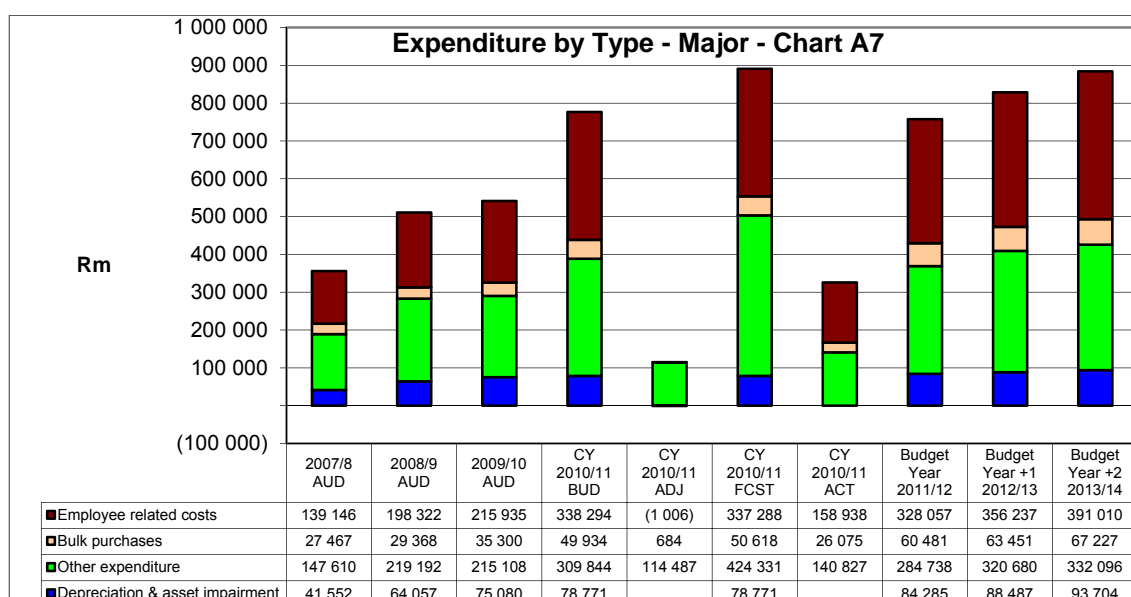


Figure 2 Expenditure by major type

5. Employee related costs and general expenses are the main cost drivers within the municipality and alternative operational gains and efficiencies will have to be identified to lessen the impact of wage increases and general expense increases in future years.

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

Vote Description	2007/8	2008/9	2009/10	Current Year 2010/11				2011/12 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Capital expenditure - Vote										
Multi-year expenditure to be appropriated										
Vote1 - Summary : Amathole District Municipality	-	-	-	-	-	-	-	-	-	-
Vote2 - Executive & Council	-	-	-	-	-	-	-	-	-	-
Vote3 - Alternative To Levy Income Grant	-	-	-	-	-	-	-	-	-	-
Vote4 - Strategic Management	-	-	-	-	-	-	-	-	-	-
Vote5 - Corporate Services	-	-	-	-	-	-	-	-	-	-
Vote6 - Budget & Treasury	-	-	-	-	-	-	-	-	-	-
Vote7 - Director: Human Resources (old)	-	-	-	-	-	-	-	-	-	-
Vote8 - Engineering Department	-	-	-	234 357	-	234 357	-	332 203	373 403	371 979
Vote9 - Health & Protection Department	-	-	-	-	-	-	-	-	-	-
Vote10 - O&m Water And Sanitation	-	-	-	-	-	-	-	-	-	-
Vote11 - Land Human Settlements & Eco Developm	-	-	-	25 000	-	25 000	-	29 825	35 088	43 860
Vote12 - Municipal Management	-	-	-	-	-	-	-	-	-	-
Vote13 - Agency Services	-	-	-	-	-	-	-	-	-	-
Vote14 - Amathole Economic Development Agency	-	-	-	-	-	-	-	-	-	-
Vote16 - Lm Assets Summary	-	-	-	-	-	-	-	-	-	-
Vote17 - Led Agency	-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	-	-	-	259 357	-	259 357	-	362 027	408 490	415 839
Single-year expenditure to be appropriated										
Vote1 - Summary : Amathole District Municipality	-	-	-	-	-	-	-	-	-	-
Vote2 - Executive & Council	512	612	62	264	900	1 164	792	447	189	119
Vote3 - Alternative To Levy Income Grant	-	-	-	-	-	-	-	-	-	-
Vote4 - Strategic Management	2 838	806	1 210	2 202	55	2 257	539	2 219	966	1 024
Vote5 - Corporate Services	10 323	153	308	1 502	80	1 582	1 197	1 771	785	833
Vote6 - Budget & Treasury	698	424	233	1 373	239	1 613	747	1 265	869	921
Vote7 - Director: Human Resources (old)	88	248	-	-	-	-	-	-	-	-
Vote8 - Engineering Department	438	255	151	1 496	50	1 546	757	1 439	194	206
Vote9 - Health & Protection Department	688	2 532	1 334	1 713	96	1 809	1 084	8 819	343	364
Vote10 - O&m Water And Sanitation	11 898	1 090	76 350	53 458	159	53 617	9 521	36 349	49 864	37 792
Vote11 - Land Human Settlements & Eco Developm	-	-	-	507	75	582	199	1 113	151	160
Vote12 - Municipal Management	-	-	-	5	125	130	33	687	186	197
Vote13 - Agency Services	-	-	-	2 260	-	2 260	-	-	-	-
Vote14 - Amathole Economic Development Agency	-	-	-	-	-	-	-	-	-	-
Vote16 - Lm Assets Summary	-	-	-	-	-	-	-	-	-	-
Vote17 - Led Agency	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	27 482	6 119	79 648	64 779	1 779	66 558	14 869	54 108	53 549	41 616
Total Capital Expenditure - Vote	27 482	6 119	79 648	324 136	1 779	325 915	14 869	416 135	462 039	457 455
Capital Expenditure - Standard										
<i>Governance and administration</i>	14 446	2 494	1 809	239 726	1 422	241 148	3 479	338 258	376 209	374 873
Executive and council	665	913	310	235 426	1 102	236 529	1 369	334 082	373 928	372 455
Budget and treasury office	698	424	233	1 373	239	1 613	747	1 265	869	921
Corporate services	13 083	1 158	1 267	2 927	80	3 007	1 363	2 911	1 411	1 496
<i>Community and public safety</i>	688	2 532	1 408	4 023	96	4 119	1 088	9 057	403	427
Community and social services										
Sport and recreation										
Public safety	180	1 325	255	56	75	131	23	6 594	177	188
Housing	-	-	74	50	-	50	4	238	60	64
Health	508	1 207	1 079	3 917	21	3 938	1 062	2 225	166	176
<i>Economic and environmental services</i>	(4 726)	3	51	26 440	102	26 542	776	31 790	35 487	44 283
Planning and development	(4 726)	3	51	26 440	102	26 542	776	31 790	35 487	44 283
Road transport										
Environmental protection										
<i>Trading services</i>	12 168	1 090	76 380	53 947	159	54 106	9 526	37 031	49 940	37 872
Electricity										
Water	12 168	1 090	76 360	51 337	369	51 707	9 357	32 535	49 253	37 144
Waste water management	-	-	20	2 610	(210)	2 400	169	4 496	687	728
Waste management										
<i>Other</i>										
Total Capital Expenditure - Standard	22 574	6 119	79 648	324 136	1 779	325 915	14 869	416 135	462 039	457 455
Funded by:										
National Government	193 497	195 654	241 998	259 357	-	259 357	-	362 027	408 490	415 839
Provincial Government	-	-	-	-	-	-	-	-	-	-
District Municipality	-	-	-	-	-	-	-	-	-	-
Other transfers and grants	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	193 497	195 654	241 998	259 357	-	259 357	-	362 027	408 490	415 839
Public contributions & donations										
Borrowing										
Internally generated funds	27 482	6 119	3 481	64 779	1 779	66 558	14 869	54 108	53 549	41 616
Total Capital Funding	220 979	201 773	245 479	324 136	1 779	325 915	14 869	416 135	462 039	457 455

Explanatory notes to Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

1. Table A5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.
2. The MFMA provides that a municipality may approve multi-year or single-year capital budget appropriations. In relation to multi-year appropriations, for 2011/12 R362 027 193 have been allocated of the total R416 135 488 capital budgets, which total 87 per cent. This allocation escalates to R408 490 351 in 2012/13 and then increases to R415 838 599 in 2013/14.
3. Single-year capital expenditure has been appropriated at R54 108 295 for the 2011/12 financial year and remains relatively constant over the MTREF at levels of R53 548 542 and R41 616 064 respectively for the two outer years.
4. Unlike multi-year capital appropriations, single-year appropriations relate to expenditure that will be incurred in the specific budget year such as the procurement of vehicles and specialized tools and equipment. The budget appropriations for the two outer years are indicative allocations based on the departmental business plans as informed by the IDP and will be reviewed on an annual basis to assess the relevance of the expenditure in relation to the strategic objectives and service delivery imperatives of the municipality. For the purpose of funding assessment of the MTREF, these appropriations have been included but no commitments will be incurred against single-year appropriations for the two outer-years.
5. The capital programme is funded from national grants and transfers and internally generated funds from current year surpluses. For 2011/12, capital transfers totals R362 027 193 and escalates to R415 839 000 by 2013/14.

Table MBRR Table A6 - Budgeted Financial Position

Description	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue &			
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
ASSETS										
Current assets										
Cash	139,335	190,448	279,773	335,728	42,725	378,453	-	397,376	417,244	438,107
Call investment deposits	474,308	477,468	469,467	460,000	1,378	461,378	-	461,000	461,000	461,000
Consumer debtors	32,280	41,956	49,750	51,615	-	51,615	-	53,164	54,759	56,402
Other debtors	37,566	51,438	27,909	30,700	3,274	33,974	-	37,032	40,365	43,998
Current portion of long-term receivables	95	30	7	19	(19)	-	-	-	-	-
Inventory	8,527	9,166	6,343	4,921	1,442	6,363	-	6,936	7,560	8,241
Total current assets	692,110	770,506	833,248	882,963	48,801	931,784	-	955,508	980,928	1,007,747
Non current assets										
Long-term receivables	337	342	547	540	87	627	-	627	627	627
Investments	-	-	-	-	-	-	-	-	-	-
Investment property	26,992	19,195	22,541	22,512	29	22,541	-	22,483	22,454	22,425
Investment in Associate	-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	903,265	1,070,117	1,126,726	1,053,639	73,698	1,127,337	-	1,037,150	954,178	877,843
Agricultural	-	-	-	-	-	-	-	-	-	-
Biological	-	-	-	-	-	-	-	-	-	-
Intangible	1,090	568	263	263	-	263	-	-	-	-
Other non-current assets	-	-	-	-	-	-	-	-	-	-
Total non current assets	931,684	1,090,222	1,150,077	1,076,954	73,814	1,150,768	-	1,060,260	977,259	900,896
TOTAL ASSETS	1,623,793	1,860,728	1,983,326	1,959,937	122,615	2,082,552	-	2,015,768	1,958,188	1,908,643
LIABILITIES										
Current liabilities										
Bank overdraft	-	-	-	-	-	-	-	-	-	-
Borrowing	1,570	386	350	350	-	350	-	-	-	-
Consumer deposits	528	966	1,399	1,469	27	1,496	-	1,542	1,619	1,700
Trade and other payables	270,221	265,294	233,996	210,979	-	210,979	-	221,527	232,604	244,234
Provisions	-	-	1,957	723	1,234	1,957	-	2,094	2,241	2,397
Total current liabilities	272,319	266,645	237,703	213,521	1,261	214,782	-	225,164	236,464	248,332
Non current liabilities										
Borrowing	10,095	219	265	265	-	265	-	-	-	-
Provisions	524,286	78,476	99,900	92,177	10,745	102,922	-	102,759	103,259	103,759
Total non current liabilities	534,382	78,696	100,166	92,442	10,745	103,188	-	102,759	103,259	103,759
TOTAL LIABILITIES	806,701	345,341	337,868	305,963	12,007	317,970	-	327,922	339,722	352,090
NET ASSETS	817,092	1,515,387	1,645,458	1,653,974	110,608	1,764,582	-	1,687,846	1,618,466	1,556,553
COMMUNITY WEALTH/EQUITY										
Accumulated Surplus/(Deficit)	809,275	1,508,277	1,630,331	1,638,847	110,608	1,749,456	-	1,670,299	1,598,111	1,539,455
Reserves	7,817	7,110	15,126	15,126	-	15,126	-	17,547	20,354	17,097
Minorities' interests	-	-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	817,092	1,515,387	1,645,458	1,653,974	110,608	1,764,582	-	1,687,846	1,618,466	1,556,553

Explanatory notes to Table A6 - Budgeted Financial Position

1. Table A6 is consistent with international standards of good financial management practice, and improves understandability for councilors and management of the impact of the budget on the statement of financial position (balance sheet).
2. This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as “accounting” Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
3. Table 54 is supported by an extensive table of notes (SA3 which can be found on page 104) providing a detailed analysis of the major components of a number of items, including:
 - Call investments deposits;
 - Consumer debtors;
 - Property, plant and equipment;
 - Trade and other payables;
 - Provisions noncurrent;
 - Changes in net assets; and
 - Reserves
4. The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community.
5. Any movement on the Budgeted Financial Performance or the Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the collection rate assumption will impact on the cash position of the municipality and subsequently inform the level of cash and cash equivalents at year end. Similarly, the collection rate assumption should inform the budget appropriation for debt impairment which in turn would impact on the provision for bad debt. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition the funding compliance assessment is informed directly by forecasting the statement of financial position.

Table MBRR Table A7 - Budgeted Cash Flow Statement

Description	2007/8	2008/9	2009/10	Current Year 2010/11				2011/12 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Ratepayers and other	(604,800)	(39,144)	(56,167)	(365,582)	(176,371)	(541,953)	(46,570)	(303,740)	(320,480)	(334,094)
Government - operating	-	(597,827)	(644,978)	(540,745)	18,847	(521,898)	(388,086)	(544,364)	(600,408)	(637,182)
Government - capital	-	-	-	(259,357)	-	(259,357)	-	-	-	-
Interest	(70,710)	(77,667)	(63,708)	(40,840)	20,699	(20,141)	(30,386)	(20,000)	(21,000)	(22,260)
Dividends	-	-	-	-	-	-	-	-	-	-
Payments										
Suppliers and employees	430,660	539,479	558,095	617,158	207,912	825,070	373,862	595,208	641,952	693,375
Finance charges	580	491	92	-	-	-	-	-	-	-
Transfers and Grants	-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES	(244,271)	(174,668)	(206,666)	(589,367)	71,087	(518,279)	(91,180)	(272,896)	(299,936)	(300,161)
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE	(236)	(807)	(414)	-	-	-	3	-	-	-
Decrease (Increase) in non-current debtors	(326)	(59)	182	-	-	-	73	-	-	-
Decrease (increase) other non-current receivables	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	1,791	3,161	(8,002)	-	-	-	(8,089)	-	-	-
Payments										
Capital assets	159,331	110,637	126,020	64,779	(26,722)	38,058	610	54,108	53,549	41,616
NET CASH FROM/(USED) INVESTING ACTIVITIES	160,561	112,931	117,786	64,779	(26,722)	38,058	(7,402)	54,108	53,549	41,616
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans	-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing	183	514	(11)	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	(243)	(438)	(433)	-	-	-	(97)	-	-	-
Payments										
Repayment of borrowing	1,202	10,547	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES	1,143	10,623	(444)	-	-	-	(97)	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD	(82,567)	(51,114)	(89,325)	(524,588)	44,366	(480,222)	(98,680)	(218,787)	(246,388)	(258,545)
Cash/cash equivalents at the year begin:	56,767	139,335	190,448	279,773	-	279,773	279,773	378,453	597,240	843,628
Cash/cash equivalents at the year end:	139,335	190,448	279,773	804,361	(44,366)	759,995	378,453	597,240	843,628	1,102,174

Explanatory notes to Table A7 - Budgeted Cash Flow Statement

1. The above table shows that cash and cash equivalents of the municipality were marginally depleted between the 2007/08 and 2008/09 financial year. From 2009/10 financial year, the cash and cash equivalents continue reflecting a positive cash balance of R279.7 million to R597.2 million with the approved 2011/12 MTREF. Various cost efficiencies and savings had to be realised to ensure the municipality meets its operational expenditure commitments. These initiatives and interventions have translated into a positive cash growth for the municipality and it is projected that cash and cash equivalents on hand will increase to R759.9 million by the financial year end. For the 2011/12 MTREF the budget has been prepared to ensure high levels of cash and cash equivalents over the medium-term with cash levels anticipated to exceed R843 million by 2012/13 and steadily increasing to R1.1 billion by 2013/14.

Table MBRR Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

Description	2007/8	2008/9	2009/10	Current Year 2010/11				2011/12 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
<u>Cash and investments available</u>										
Cash/cash equivalents at the year end	139,335	190,448	279,773	(516,671)	52,282	378,453	(262,280)	(210,871)	(457,259)	(715,805)
Other current investments > 90 days	474,308	477,468	469,467	1,312,399	(52,282)	461,378	262,280	1,023,386	1,287,399	1,564,451
Non current assets - Investments	-	-	-	-	-	-	-	-	-	-
Cash and investments available:	613,642	667,917	749,240	795,728	-	839,831	-	812,514	830,140	848,647
<u>Application of cash and investments</u>										
Unspent conditional transfers	158,743	199,040	127,484	144,527	-	144,527	-	151,754	159,341	167,308
Unspent borrowing	10,547	-	-	-	-	-	-	-	-	-
Statutory requirements	-	-	-	-	-	-	-	-	-	-
Other working capital requirements	298,547	304,968	429,250	511,091	-	520,928	-	340,082	347,369	361,499
Other provisions	6,494	7,418	-	8,265	-	8,265	-	8,843	9,462	10,125
Long term investments committed	199,694	195,108	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	-	-	-	-	-	-	-	-	-	-
Total Application of cash and investments:	674,025	706,534	556,734	663,883	-	673,720	-	500,679	516,173	538,932
Surplus(shortfall)	(60,383)	(38,618)	192,506	131,845	-	166,111	-	311,835	313,967	309,715

Explanatory notes to Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

This following table meets the requirements of MFMA Circular 42 which deals with the funding of a municipal budget in accordance with sections 18 and 19 of the MFMA. The table seeks to answer three key questions regarding the use and availability of cash:

- What are the predicted cash and investments that are available at the end of the budget year?
- How are those funds used?
- What is the net funds available or funding shortfall?

Cash backed accumulated revenue surpluses are used to provide working capital. Operational cash flow deficits and surpluses are forecasted and managed on a daily basis within available cash resources and banking facilities.

All statutory funds and reserves, including unspent grants, are fully cash backed. Long-term provisions are cash backed and actual expenditure is projected for the budget year.

A surplus would indicate that sufficient cash is available for application. The budget year indicates a balanced budget, which is an appropriate outcome.

From the above table it can be seen that the cash and investments available total R812 million in the 2011/12 financial year and progressively increase to R848 million by

2013/14, including the projected cash and cash equivalents as determined in the cash flow forecast. The following is a breakdown of the application of this funding:

- Unspent conditional transfers (grants) are automatically assumed to be an obligation, as the municipality has received government transfers in advance of meeting the conditions. Ordinarily, unless there are special circumstances, the municipality is obligated to return unspent conditional grant funds to the national revenue fund at the end of the financial year. In the past these have been allowed to 'roll-over' and be spent in the ordinary course of business, but this practice has been discontinued. During the 2010/11 financial year the municipality was required to supply National Treasury with a detailed analysis of the unspent grants as well as an action plan of spending the grants. For the 2011/12 financial this liability has been provided for, as it is assumed that any unspent funds will be approved for roll over by National Treasury.
- Unspent portion of internally funded projects are an obligation as the total amount will be rolled over if unspent, and possibly re-allocated to alternative projects
- Trade and other payables are also provided for as these represent obligations of the municipality which are to be settled within 12 months.
- Post employment benefit options are determined by actuarial valuation
- Finance & Operating Lease liabilities
- Consumer Deposits
- Leave Provision
- Refurbishment allocation for infrastructure assets
- The main purpose of other working capital is to ensure that sufficient funds are available to meet obligations as they fall due. The reconciliation of the cash reserves to commitments indicates the extent to which cash is available to settle Council's obligations as they become due. For the purpose of the cash backed reserves and accumulated surplus reconciliation a working capital provision equivalent to three month's operational expenditure is deemed to be prudent by the municipality to cover any requirements. However, at the end of February 2011, the net cash available fell below the 3 month funding level.

The municipality has not as yet depleted all cash reserves, but the fact that the working capital provision has fallen below the 3 month level is a serious concern and should be considered a strategic risk to the financial stability of the municipality.

The following graph supplies an analysis of the trends relating to cash and cash equivalents and the cash backed reserves/accumulated funds reconciliation over a seven year perspective.

Table MBRR Table A9 - Asset Management

Description	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand									
CAPITAL EXPENDITURE									
<u>Total New Assets</u>	26 892	4 921	77 710	317 288	(11 483)	305 805	391 491	449 724	444 481
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	68 945	173 435	13 329	186 764	260 439	271 841	249 725
Infrastructure - Sanitation	-	-	4 142	45 333	-	45 333	60 219	91 667	112 281
Infrastructure - Other	-	-	-	40 589	750	41 339	41 369	44 982	53 832
Infrastructure	-	-	73 087	269 357	14 079	273 436	362 027	408 490	415 839
Community	-	-	-	-	2 000	2 000	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Investment properties	-	-	1 896	-	-	-	-	-	-
Other assets	26 892	4 921	2 727	57 931	(27 562)	30 369	29 463	41 233	28 643
Agricultural Assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Intangibles	-	-	-	-	-	-	-	-	-
<u>Total Renewal of Existing Assets</u>	590	1 198	1 938	6 848	13 262	20 110	24 645	12 315	12 973
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	1 184	-	1 990	1 990	-	-	-
Infrastructure - Sanitation	-	-	-	-	10 430	10 430	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	1 184	-	12 420	12 420	-	-	-
Community	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Other assets	590	1 198	754	6 848	842	7 690	24 645	12 315	12 973
Agricultural Assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Intangibles	-	-	-	-	-	-	-	-	-
<u>Total Capital Expenditure</u>	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	70 129	173 435	15 319	188 754	260 439	271 841	249 725
Infrastructure - Sanitation	-	-	4 142	45 333	10 430	55 763	60 219	91 667	112 281
Infrastructure - Other	-	-	-	40 589	750	41 339	41 369	44 982	53 832
Infrastructure	-	-	74 271	269 357	26 499	285 856	362 027	408 490	415 839
Community	-	-	-	-	2 000	2 000	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Investment properties	-	-	1 896	-	-	-	-	-	-
Other assets	27 482	6 119	3 481	64 779	(26 720)	38 059	54 108	53 549	41 616
Agricultural Assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Intangibles	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class	27 482	6 119	79 648	324 136	1 779	325 915	416 135	462 039	457 455
ASSET REGISTER SUMMARY - PPE (WDV)									
Infrastructure - Road transport	391 911	206 187	448 865	412 385	-	412 385	375 904	339 423	302 942
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Infrastructure - Other	671 682	723 531	626 639	626 334	-	626 334	626 029	625 724	625 419
Infrastructure	1 063 594	929 718	1 075 504	1 038 719	-	1 038 719	1 001 933	965 147	928 361
Community	5 017	4 757	7 470	7 180	-	7 180	6 891	6 601	6 311
Heritage assets	-	-	-	-	-	-	-	-	-
Investment properties	26 992	19 195	22 541	22 512	29	22 541	22 483	22 454	22 425
Other assets	61 543	62 181	44 078	35 314	-	35 314	26 549	17 784	9 020
Agricultural Assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Intangibles	1 090	568	263	263	-	263	-	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	1 158 236	1 016 419	1 149 857	1 103 968	29	1 104 017	1 057 856	1 011 986	966 117
EXPENDITURE OTHER ITEMS									
<u>Depreciation & asset impairment</u>	41 552	64 057	75 080	78 771	-	78 771	84 285	88 487	93 704
<u>Repairs and Maintenance by Asset Class</u>	13 406	17 412	13 023	34 035	(16 481)	17 553	26 622	27 939	28 985
Infrastructure - Road transport	-	-	-	-	-	-	2 100	2 205	2 042
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Infrastructure - Water	7 483	9 563	5 682	25 640	(15 598)	10 042	18 118	19 020	19 925
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Infrastructure	7 483	9 563	5 682	25 640	(15 598)	10 042	20 218	21 225	21 967
Community	-	94	-	-	-	-	-	-	-
Heritage assets	-	4	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Other assets	5 922	7 751	7 341	8 395	(884)	7 511	6 404	6 714	7 018
TOTAL EXPENDITURE OTHER ITEMS	54 958	81 469	88 103	112 805	(16 481)	96 324	110 907	116 426	122 689
% of capital exp on renewal of assets	2.2%	24.4%	2.5%	2.2%	-115.5%	6.6%	6.3%	2.7%	2.9%
Renewal of Existing Assets as % of deprecn*	1.4%	1.9%	2.6%	8.7%	0.0%	25.5%	29.2%	13.9%	13.8%
R&M as a % of PPE	1.5%	1.6%	1.2%	3.2%	-22.4%	1.6%	2.6%	2.9%	3.3%
Renewal and R&M as a % of PPE	1.0%	2.0%	1.0%	4.0%	-11126.0%	3.0%	5.0%	4.0%	4.0%

Explanatory notes to Table A9 - Asset Management

1. Table A9 provides an overview of municipal capital allocations to building new assets and the renewal of existing assets, as well as spending on repairs and maintenance by asset class.
2. National Treasury has recommended that municipalities should allocate at least 40 per cent of their capital budget to the renewal of existing assets, and allocations to repairs and maintenance should be 8 per cent of PPE. At this stage, the District Municipality is unable to meet these recommendations, due to funding constraints. ADM's focus is still on eradicating backlogs in water & sanitation, in an attempt to meet the 2014 backlog eradication deadline.

Explanatory notes - Basic Service Delivery Measurement

1. ADM will not meet the eradication of backlogs target for 2014 with the current revenue streams, as it must be appreciated that the most cost effective systems serving the denser populations have been developed first and the remainder are to reach those communities spread all over the district in mostly rural environments and further from services, which results in higher per capita costs:
 - a. Water services – backlog will be reduced by over 20 000 households in 2011/12 to just 21 000 households. These households are largely found in 'rural remote areas' and will need to be assisted with bulk services, reticulation and more funding resources so that they can receive services.
 - b. Sanitation services – backlog will be reduced by over 18 000 households over the MTREF as ADM's sanitation implementation project (ASAP) contract is for 3 year which will ensure 25 000 structures built but this year an approximate 5 900 toilets would be completed. The number of households with no toilet provision will be reduced by 4 000 households in 2011/12.
2. The budget provides R3.5 million for indigent subsidies in 2011/12 financial year.

Part 2 – Supporting Documentation

2.1 Overview of the annual budget process

Section 53 of the MFMA requires the Mayor of the municipality to provide general political guidance in the budget process and the setting of priorities that must guide the preparation of the budget. In addition Chapter 2 of the Municipal Budget and Reporting Regulations states that the Mayor of the municipality must establish a Budget Steering Committee to provide technical assistance to the Mayor in discharging the responsibilities set out in section 53 of the Act.

The Budget Steering Committee consists of the Municipal Manager, section 57 employees and chairpersons of the standing committees under the chairpersonship of the Portfolio Councillor of Finance.

The primary aims of the Budget Steering Committee are to ensure:

- that the process followed to compile the budget complies with legislation and good budget practices;
- political input is achieved at the beginning stages of the budget process
- that there is proper alignment between the policy and service delivery priorities set out in the IDP and the budget, taking into account the need to protect the financial sustainability of municipality;
- that the municipality's revenue and tariff setting strategies ensure that the cash resources needed to deliver services are available; and
- that the various spending priorities of the different municipal departments are properly evaluated and prioritised in the allocation of resources.

2.1.1 Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e. in August 2010) a time schedule that sets out the process to revise the IDP and prepare the budget.

The Mayor tabled in Council the required the IDP and budget time schedule on 31 August 2010. Key dates applicable to the process were:

- **August 2010** – Budget Steering Committee to discuss rollovers, savings declarations and new applications
- **October 2010** – Alignment of organogram with payday details, verify warm bodies, identify new posts (only completed in January 2011)
- **November 2010** – Set parameters for MTREF using CPI or guidelines from Treasury (done in January 2010)
- **November 2010** - Proposals for new posts supported by motivations and job descriptions (proposals received January 2011)
- **November 2010** – Formulation of draft tariffs (reviewed and finalised February 2011)
- **November 2010** – Finalise service charge estimates (reviewed and finalised February 2011)
- **December 2010** – Detail departmental budget proposals to be submitted to BTO for consolidation (received only January/February 2011)
- **December 2010** – Strategic Planning Session to identify strategies and objectives of institution – align staffing, project and general budgetary requirements to these (held in January 2011)

- **January 2011** – Refine strategies objectives, programmes and projects, adjust draft budgets accordingly
- **January 2011** – Budget Hearings between HOD's and MM (conducted in February 2011)
- **March 2011** – Adoption of draft budget (adopted on 11 March instead of 25 March due to decision to allow existing council to adopt budget in view of elections)
- **April/May** – IDP Budget Road shows (conducted in March to enable budget to be approved in April after public consultation)
- **May** – Council Open Day (held in March)
- **May** – Approval of 2011/12 Budget (brought forward to 29 April 2011)

The deviations from the key dates set out in the Budget Time Schedule tabled in Council are highlighted above. Numerous activities in the process plan were brought forward to ensure that the budget is adopted in April, by the existing council. The process plan was revised accordingly and submitted to Council for approval in January 2011.

PROCESSES FOLLOWED IN DEVELOPING THE BUDGET

This year a different approach was adopted, with the Budget Technical Team being disbanded. Instead, HOD's together with their General Managers, Senior Managers, Managers and key project managers were involved in the budget process from the outset. Structural changes to the budget saw the formation of the sub units of Mechanical & Electrical and Water Conservation and Demand Management being created under Engineering. Director Land, Human Settlements & Economic Development (LHSED) was also created as a sub unit under LHSED Department. Risk Services was formally introduced as a sub unit under Strategic Management Department, and Legal Services as a sub unit under the Municipal Management Department. Devolution of Municipal Health was created under Health & Protection, as well as Expenditure under Budget & Treasury. The prior Budget Process Plan was revisited and changed to meet the next year requirements. This process plan was approved by Council on 31 August 2010, revisited after the publication of MFMA Circular 54, revised and adopted by Council on 31 January 2011, to enable the existing Council to approve the 2011/12 budget.

An extract of the currently employed staff was drawn from the ADM's payroll system, this was then compared to the approved organograms, and vacant posts added.

Budget templates reflecting the 2009/2010 actual figures, as well as the 2010/11 budget figures, forecast expenditure for the 2010/11 year were distributed for population of the line item details, at meetings held between HOD's, their management team and the budget office. Guidelines in terms of growth parameters as well as maximum expenditure levels for capital items were also given. The Strategic session held in January 2011 gave the final focus for the budget process and the requirements for projects as well as new staff were then established, added to the operational requirements and submitted to the budget office for consolidation.

DORA 2010 figures were used for budgeting purposed up until 24 February 2011, when the DORB 2011 was finally released.

Departments were given guideline funding envelopes. Each department submitted project requirements, new staff requirements and operational requirements. Each HOD was tasked with assessing his vote and identifying possible cuts. HOD's made great efforts to reduce their budgets to equate to their funding envelopes. A R34 million rand deficit situation was the final result. The decision was then to wait for the publication of DORB to confirm revenue streams. VAT on all external funds was then also taken to fund the deficit and after the publication of DORB a deficit of R6 216 242 still existed. This R6.2 million deficit is to be funded from prior year reserves. Although not an ideal situation, this represents a huge reduction in the pull on reserves from prior years to balance the budget.

2.1.2 IDP and Service Delivery and Budget Implementation Plan

This is the fourth and the last review of the Amathole District Municipality (ADM) Integrated Development Plan (IDP) as adopted by ADM Council in May 2007. It is therefore Version 5 of the 5 year Strategic Plan of the District (IDP 2007 – 2012). It started in September 2010 after the tabling of the IDP and Budget Process Plan for the 2011/12 MTREF at the end of August.

The IDP is the principal strategic planning instrument of the District Municipality, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan. The Process Plan as derived from the IDP 5 Phases included the following key IDP processes and deliverables:

- Analysis and prioritization of local needs;
- Development of a strategic framework that comprises of objectives, strategies and projects;
- Compilation of departmental business plans including key performance indicators and targets;
- Financial planning and budgeting process;
- Public participation process;
- Compilation of the SDBIP, and
- The review of the performance management and monitoring processes.

The IDP has been taken into a business and financial planning process leading up to the 2011/12 MTREF, based on the approved 2010/11 MTREF, Mid-year Review and adjustments budget. The business planning process has subsequently been refined in the light of current economic circumstances and the resulting revenue projections.

With the compilation of the 2011/12 MTREF, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the mid-year and third quarter performance against the 2010/11 Departmental Service Delivery and Budget Implementation Plan. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

2.1.3 Financial Modelling and Key Planning Drivers

As part of the compilation of the 2011/12 MTREF, careful attention was paid to achieving a balance budget, without drawing extensively on the reserves, as has been the practice in the past, to address the financial sustainability issues. The following key factors and planning strategies have informed the compilation of the 2011/12 MTREF:

- Strategic objectives of the municipality
- Economic climate and trends (i.e. inflation, DWA, Wage Agreements)
- Performance trends
- The approved 2010/11 adjustments budget and performance against the SDBIP
- Low debtor payment levels
- The need for tariff increases versus the ability of the community to pay for services;
- Service delivery backlog elimination

In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 51 and 54 has been taken into consideration in the planning and prioritisation process.

2.1.4 Community Consultation

The draft 2011/12 MTREF as tabled before Council on 11 March 2011 for community consultation was published on the municipality's website, and hard copies were made available at local municipal offices and libraries and at the Strategic Manager's office at ADM's Head office in East London. The availability of the documents was advertised in the local newspapers.

All documents in the appropriate format (electronic and printed) will be provided to National Treasury, and other national and provincial departments in accordance with section 23 of the MFMA, to provide an opportunity for them to make inputs by 8 April 2011.

Ten road shows were conducted during the month of March at various venues in all seven local municipalities within the district, between 14 and 30 March 2011. This has included two business breakfasts as well, held in Butterworth and East London, in an attempt to reach the business community as well. An average of 300 attendees to date attended these road shows. Ward councillors were utilised to mobilise the communities, with transportation being provided to all those wishing to attend. The applicable dates and venues were published in the local newspapers.

After the presentation of the budget, question and answer sessions were held. Those who had further questions were invited to address them in writing to the Municipal Manager. These questions were recorded and consolidated by the Municipal Support Unit for response and feedback. Most of the issues raised related to availability of water and sanitation services in the areas. The Portfolio Councillor for Finance with the support of the Engineering Department highlighted the proposed and existing projects within each area.

- Issues were raised regarding the payment of performance bonuses to section 57 employees
- The tariff increases were acceptable with no issues being raised to date
- Pensioners and low income households were encouraged to register as indigents and the process of registration was explained in detail

No significant changes were effected in the final 2011/12 MTREF compared to the draft 2011/12 MTREF that was tabled for community consultation.

2.2 Overview of alignment of annual budget with IDP

The Constitution mandates local government with the responsibility to exercise local developmental and cooperative governance. The eradication of imbalances in South African society can only be realized through a credible integrated developmental planning process.

Municipalities in South Africa need to utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sound long-term development goals. A municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a development platform, which correlates with the term of office of the political incumbents. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make the best use of scarce resources and speed up service delivery.

Integrated developmental planning in the South African context is amongst others, an approach to planning aimed at involving the municipality and the community to jointly find the best solutions towards sustainable development. Furthermore, integrated development planning provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

It is important that the IDP developed by municipalities correlate with National and Provincial intent. It must aim to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in that area. Applied to the City, issues of national and provincial importance should be reflected in the IDP of the municipality. A clear understanding of such intent is therefore imperative to ensure that Amathole District Municipality (ADM) strategically complies with the key national and provincial priorities.

The national and provincial priorities, policies and strategies of importance include amongst others:

- Green Paper on National Strategic Planning of 2009;
- Government Programme of Action;
- Development Facilitation Act of 1995;
- Provincial Growth and Development Strategy (GGDS);
- National and Provincial spatial development perspectives;
- Relevant sector plans such as transportation, legislation and policy;
- National Key Performance Indicators (NKPIs);
- Accelerated and Shared Growth Initiative (ASGISA);

- National 2014 Vision;
- National Spatial Development Perspective (NSDP) and
- The National Priority Outcomes.

The Constitution requires local government to relate its management, budgeting and planning functions to its objectives. This gives a clear indication of the intended purposes of municipal integrated development planning. Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP. In order to ensure integrated and focused service delivery between all spheres of government it was important for ADM to align its budget priorities with that of national and provincial government. .

Local needs and priorities were identified as part of the IDP review process which is directly aligned to that of the national and provincial priorities. The key performance areas of the District can be summarised as follows:

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT:

- Ensuring compliance with applicable legislation, regulations, policies and procedures through contract management with all service agreements, and Performance Management being extended to the institution as a whole; ensuring that the Spatial Development Framework would become an effective spatial integration tool; the enforcement of by-laws; centralising of records and developing institutional risk management systems.
- Creating a stable institutional environment through an effective staff retention strategy; introducing an institution wide business continuity plan and recovery site arrangements; attaining an in depth understanding of the implications of BCM becoming a metro and enhancement of opportunities for HDIs and SMME development.
- Full accountability for all powers and functions would be attained by institutionalised authority functions, readiness and resourcing, updating the powers and functions plan and implementation thereof.
- Creation of an enabling environment and service orientated institution is regarded as essential and would be achieved through creating a multi-jurisdictional shared service offering with local municipalities; achieving optimum functioning of satellite offices; optimising institutional decision making and reconfigured committee systems to align with KPAs; implementation of effective accountability and performance management and, enhanced support between the ADM and Aspire to achieve formal funding arrangements, strategic alignment and IDP support for projects.

LOCAL ECONOMIC DEVELOPMENT:

- In addressing the Regional Economic Environment the district needs enhanced recovery through food security and, EPWP programmes, labour intensive construction, lobbying for funding, alternative technologies and strategic partnerships.
- Local Economic development is dependent on effective co-ordination of LED programmes which need interdepartmental service level agreements, joint planning, an effective LED Forum, change management and team building.
- Integrated rural development will be initiated through effective spatial planning and land use management, the identification of key development zones, the promotion of rural industry and enterprise development.

- The district recognises the need to maximise economic potential through aligning with corridors, city region approaches and facilitating access to markets.
- For effective food handling and site inspection, will conduct regular inspections according to clear guidelines, and enhance the training of caterers on hygiene and health issues. This focus will require introduction of necessary by-laws to enforce compliance.

BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT:

- Provision of Water Services through implementing a Service Level Agreement with water service providers, implementing a communication campaign, water harvesting and conservation measures, desalination, recycling waste water, drought framework and monitoring and evaluation.
- Fast track accelerated sanitation project phases, investigating innovative interventions and develop a seasonal contingency plan; verification of backlogs in water infrastructure, Asset Management strategy, refurbishment of existing infrastructure and provision of new infrastructure.
- Climate Change, drought and disaster management will require an action plan to respond the climate change and it will be necessary to conduct a vulnerability assessment, enhance environmental management unit responsibilities; ensure communication of drought implications to Communities; develop disaster recovery plans and ensure adherence to spatial planning guidelines.
- Waste management would involve enhanced recycling in LMs, promotion of partnerships, enhanced institutional capacity, plans and procedures and a need to operationalise the Eastern Regional Waste Site.
- Urbanisation and Housing would require monitoring of township establishment in relation to sustainability of water resources and other services, leveraging of resources to top up stalled projects; transfer all completed projects to LMs and complete all outstanding approved projects as by 2012.
- Transport systems to implement the integrated transport plan; galvanise funding for road infrastructure and improve road infrastructure.

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT:

- Improvement of Billing Systems; bulk zone meters, fire tariffs and implementation of appropriate by-laws.
- Revenue enhancement would be achieved through indigent policy implementation; water meter interventions; quantification of water losses; introduction of policy on PPPs; and clearer tariff guidelines for drought periods.
- Enhanced Procurement procedures would involve a review of Supply Chain Management procedures; an overhaul of SCM policy re SMMEs and Co-ops; monthly monitoring reports of service provider performance and delisting/black listing underperforming service providers.
- Asset management Integration would involve consideration of full asset value for insurance purposes, categorisation of control or management functions per department; development of asset replacement and maintenance policy and departmental collaboration in asset management.

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

- This would involve measures to ensure improved Intergovernmental Relations, enhanced participation through IGR Core teams for each forum, lobbying the Office of the Premier and alignment and integration of calendars.
- Achieving Good Governance would involve development of a compliance register, conducting a legal audit review and training. Considerable emphasis will be placed on Audit strategies through the implementation of audit action plans and conducting an internal audit to review progress on a regular basis as part of monitoring and evaluation.
- Strategies also include interventions to streamline Council structures, appointing members and training of those oversight committee members. Recognising the existence of political instability, the strategic intervention will involve strengthening relations with Community Development Workers, Ward committees, Traditional Authorities and the Local Communicators Forum.
- Successful delivery is dependent on effective public participation and to enhance this aspect, the Amathole District will strengthen Project Steering Committees, implement the Communication Plan, strengthen Internal Communication and distribute quarterly mayoral Imbizos and newsletters.
- Risk Management will be enhanced through reviewing and implementing the Risk Management Strategy, as well as the Fraud Prevention Plan.
- Signed Service Level Agreements with our local municipalities are to be implemented and continuous support with capacity building initiatives undertaken.

The 2011/12 MTREF has therefore been directly informed by the IDP revision process and the following tables provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

Table MBRR Table SA4 - Reconciliation between the IDP strategic objectives and budgeted revenue

Strategic Objective	Goal	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue &		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand										
Ensure Sound Management Of Finances/Assets	Budget	2,319	2,149	12,208	61,877	-	61,877	81,346	85,437	89,312
Ensure Streamlined And Efficient Scm	12	-	-	1,320	-	-	-	-	-	-
Technical Support To Council In Line With Adm Rules	70%	17,294	21,232	10,677	52,910	-	52,910	65,874	68,960	71,660
Create Safe/Healthy Work Environment Within Adm	10	3,652	289	5,608	146	-	146	157	165	174
Ensure Eligible Residents Have Access To Safe/Legal Waste	Adopt Imp	-	-	2,511	7,706	-	7,706	2,000	2,100	2,226
Integrated Public Transport System	15	39	7	3	92	-	92	99	104	110
Provide Adequate Potable Water	3	154,026	200,184	442,572	193,786	-	193,786	175,186	185,414	183,864
Provide Adequate Sanitation To All	504477	43,612	45,576	37,863	68,405	-	68,405	103,284	108,364	114,866
Provide Integrated Municipal Health Services	36	151	3,975	5,877	53,590	-	53,590	59,759	65,024	69,585
Contribute To Disaster Risk Reduction	Reports	3,144	7,908	6,391	184	-	184	197	207	219
Enhance Provision/Standardization Of Fire Services	35	1,463	14,833	13,864	2,367	-	2,367	2,502	2,627	2,784
Provide Comprehensive Food Control Program	50%	10,975	23,514	22,397	384	-	384	421	439	465
Comprehensive Management Of Heritage Resources	6	4,407	11,072	17,359	38,262	-	38,262	81,618	91,793	104,845
Strengthen Good Governance/Accountability In Primary Health	28	7,913	7,824	9,207	18,847	-	18,847	-	-	-
Facilitate Development Of Sustainable/Viable Settlements	3	-	-	4,053	42,859	-	42,859	-	-	-
Quality Assurance On Internal Controls/Governance	Adopt Audit	226,936	266,646	78,525	26,640	-	26,640	29,315	19,437	21,265
Effective/Efficient Advice To Sec 79 Committees	12	9	26	4,746	78,195	-	78,195	47,364	50,458	53,628
Sound Intergovernment Relations System	40	455	1,172	6,240	120	900	1,020	120	134	142
Ensure Strategic Development Planning In Line With Legislation	11	3,337	8	642	56,801	-	56,801	63,217	69,813	75,530
Sound It Governance	14	10	167	3,991	1,243	-	1,243	1,330	1,396	1,480
Building Lm Capacity To Perform Functions/Exercise Powers	7	7	1,343	5,653	807	-	807	754	941	857
Ensure Viable And Sustainable Water Assets	115	101,837	26,608	210,642	501,305	175,471	676,775	590,373	663,744	686,211
Total Revenue (excluding capital transfers and contributions)		581,585	636,535	902,350	1,206,525	176,371	1,382,896	1,304,843	1,416,554	1,479,223

Table MBRR Table SA5 - Reconciliation between the IDP strategic objectives and budgeted operating expenditure

R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Ensure Sound Management Of Finances/Assets	Budget	21,649	28,467	31,756	52,749	11,971	64,719	70,838	75,325	78,101
Ensure Streamlined And Efficient Scm	12	(49)	1	3,765	7,755	(21)	7,734	9,243	9,243	10,290
Technical Support To Council In Line With Adm Rules	70%	37,818	42,389	22,336	34,545	13,844	48,389	42,066	44,583	44,833
Create Safe/Healthy Work Environment Within Adm	10	14,620	12,175	15,261	17,811	(11)	17,000	22,254	23,756	26,169
Ensure Eligable Residents Have Access To Safe/Legal Waste Services	Adopt Imp	168	0	361	7,706	-	7,706	2,000	2,100	2,226
Integrated Public Transport System	15	4,916	4,372	5,435	7,443	13	7,456	10,130	10,861	11,929
Provide Adequate Potable Water	3	154,836	219,001	271,530	346,041	(5,056)	340,984	384,852	412,945	445,013
Provide Adequate Sanitation To All	504477	23,278	49,145	44,698	75,766	215	75,982	87,383	92,784	99,693
Provide Integrated Municipal Health Services	36	4,120	5,374	5,482	6,602	17,108	23,790	7,623	19,891	8,995
Contribute To Disaster Risk Reduction	Reports	5,995	11,003	3,998	5,953	(67)	5,886	8,770	9,322	20,524
Enhance Provision/Standardization Of Fire Services	35	7,491	11,128	11,917	15,473	(8)	15,465	18,644	18,438	20,772
Provide Comprehensive Food Control Program	50%	16,183	18,074	22,282	26,704	-	26,704	19,022	20,301	22,398
Comprehensive Management Of Heritage Resources	6	15,883	18,344	10,674	34,486	(75)	34,411	43,883	49,142	52,999
Strengthen Good Governance/Accountability In Primary Health Care	28	7,793	7,778	9,207	16,587	-	16,587	-	-	-
Facilitate Development Of Sustainable/Viable Settlements	3	-	0	12,835	21,128	7,472	28,600	6,878	7,413	8,226
Quality Assurance On Internal Controls/Governance	Adopt Audit	11,073	11,834	8,466	26,635	(325)	26,310	29,376	28,051	21,925
Effective/Efficient Advice To Sec 79 Committees	12	8,072	63,390	33,215	68,364	-	68,364	37,833	39,688	40,410
Sound Intergovernment Relations System	40	16,218	17,950	14,194	9,686	-	9,686	10,012	10,715	13,240
Ensure Strategic Development Planning In Line With Legislation	11	4,963	1,272	1,385	30,367	105	30,672	32,788	34,840	37,419
Sound It Governance	14	15,179	9,498	9,359	18,539	-	18,539	17,815	21,947	23,929
Building Ln Capacity To Perform Functions/Exercise Powers	7	4,786	6,239	8,686	7,542	(10)	7,533	12,611	13,597	14,637
Ensure Viable And Sustainable Water Assets	115	143,842	110,843	234,524	45,027	112,836	157,863	16,586	17,575	18,438
		516,974	648,278	781,366	882,389	157,992	1,040,380	888,707	954,516	1,021,768

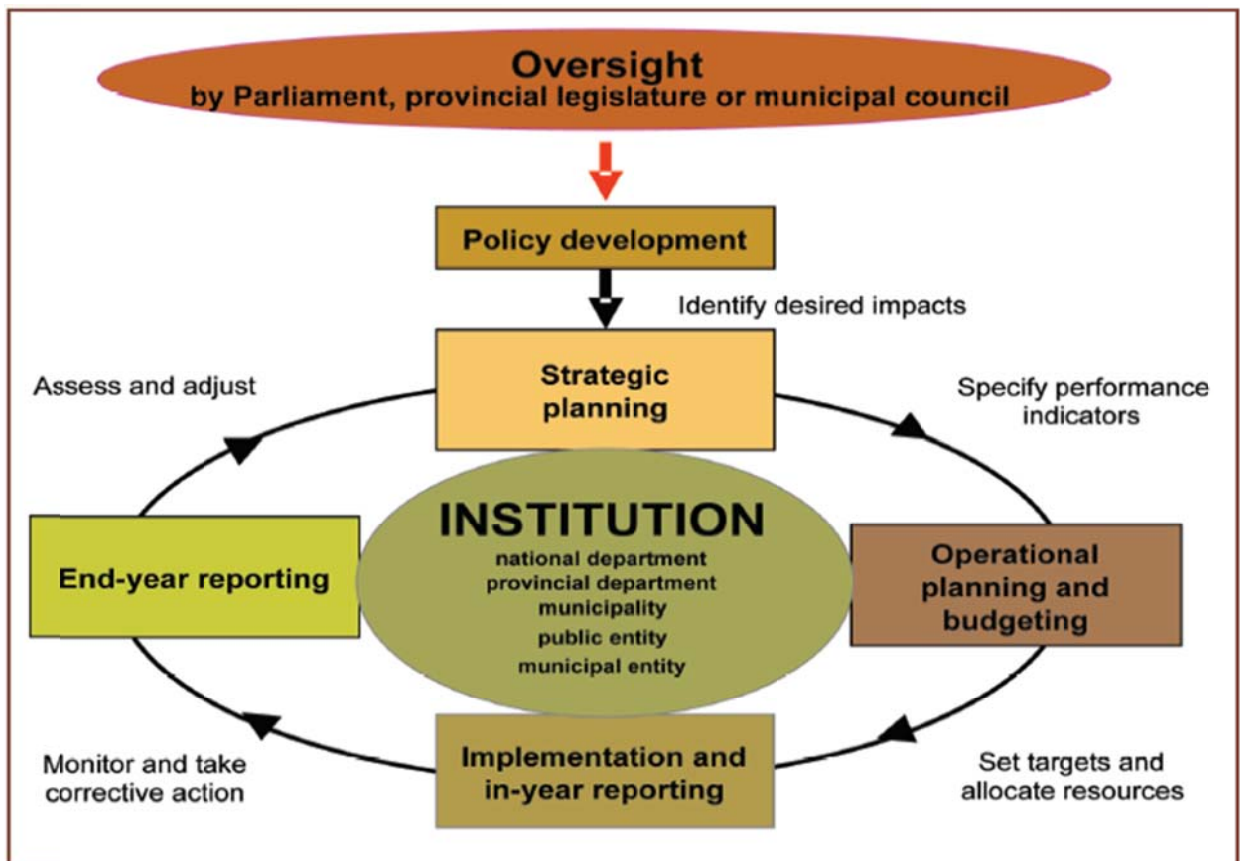
Table MBRR Table SA6 - Reconciliation between the IDP strategic objectives and budgeted capital expenditure

R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Ensure Sound Management Of Finances/Assets	Budget	H	688	424	210	1,187	223	1,381	888	492	522
Ensure Streamlined And Efficient Scm	12	H	-	-	22	206	16	222	377	377	400
Technical Support To Council In Line With Adm Rules	70%	H	10,323	153	181	812	(1)	811	1,093	524	555
Create Safe/Healthy Work Environment Within Adm	10	H	88	248	126	690	81	771	678	262	277
Integrated Public Transport System	15	H	27	3	10	550	(23)	527	337	52	55
Provide Adequate Potable Water	3	H	12,168	1,090	76,360	51,337	368	51,707	32,535	49,253	37,144
Provide Adequate Sanitation To All	504477	H	-	-	20	2,610	(210)	2,400	4,496	687	728
Provide Integrated Municipal Health Services	36	H	-	18	25	212	21	233	65	46	49
Contribute To Disaster Risk Reduction	Reports	H	168	418	255	-	67	67	675	123	131
Enhance Provision/Standardization Of Fire Services	35	H	12	906	-	56	8	64	5,920	54	57
Provide Comprehensive Food Control Program	50%	H	508	1,190	1,084	1,445	-	1,445	2,160	120	127
Comprehensive Management Of Heritage Resources	6	H	(4,755)	-	39	25,457	75	25,532	30,689	35,179	43,856
Strengthen Good Governance/Accountability In Primary Health Care	28	H	-	-	-	2,260	-	2,260	-	-	-
Facilitate Development Of Sustainable/Viable Settlements	3	H	-	-	74	50	-	50	238	60	64
Quality Assurance On Internal Controls/Governance	Adopt Audit	H	1	-	173	5	125	130	726	204	216
Effective/Efficient Advice To Sec 79 Committees	12	H	39	434	-	113	-	113	205	76	-
Sound Intergovernment Relations System	40	H	473	177	62	151	900	1,051	242	113	119
Ensure Strategic Development Planning In Line With Legislation	11	H	-	-	2	434	50	484	754	257	272
Sound It Governance	14	H	2,673	757	959	1,425	-	1,425	1,140	626	664
Building Ln Capacity To Perform Functions/Exercise Powers	7	H	11	49	37	344	5	348	267	66	70
Ensure Viable And Sustainable Water Assets	115	H	140	252	37	234,814	73	234,887	332,623	373,470	372,050
			22,574	6,119	79,648	324,136	1,779	325,915	416,135	462,039	457,455

2.3 Measurable performance objectives and indicators

Performance Management is a system intended to manage and monitor service delivery progress against the identified strategic objectives and priorities. In accordance with legislative requirements and good business practices as informed by the National Framework for Managing Programme Performance Information, ADM has developed and implemented a performance management system of which system is constantly refined as the integrated planning process unfolds. The Municipality targets, monitors, assess and reviews organisational performance which in turn is directly linked to individual employee's performance.

At any given time within government, information from multiple years is being considered; plans and budgets for next year; implementation for the current year; and reporting on last year's performance. Although performance information is reported publicly during the last stage, the performance information process begins when policies are being developed, and continues through each of the planning, budgeting, implementation and reporting stages. The planning, budgeting and reporting cycle can be graphically illustrated as follows:



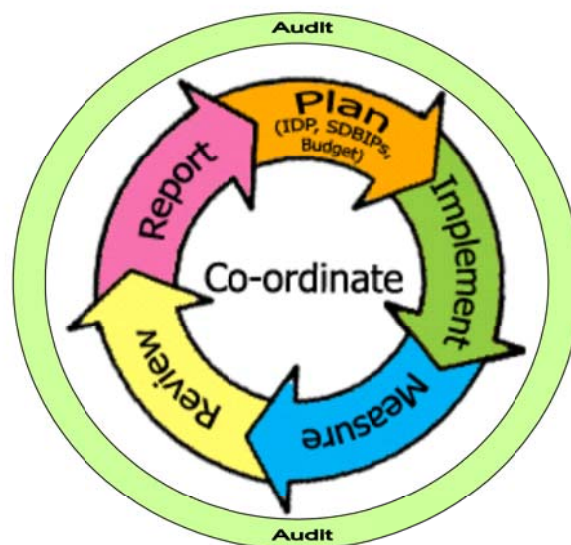
Planning, budgeting and reporting cycle

The performance of ADM relates directly to the extent to which it has achieved success in realising its goals and objectives, complied with legislative requirements and meeting stakeholder expectations. The District therefore has adopted a Performance Management Framework which encompasses:

- Planning (setting goals, objectives, targets and benchmarks);
- Monitoring (regular monitoring and checking on the progress against plan);

- Measurement (indicators of success);
- Review (identifying areas requiring change and improvement);
- Reporting (what information, to whom, from whom, how often and for what purpose); and
- Improvement (making changes where necessary).

The process of performance management is central to modern notions of management i.e. it is inseparable from the things that a manager must do. It is important that performance management is mainstreamed in municipality as an approach to daily management.



Performance Management as an Approach to Management

The annual process of managing the performance of the Amathole District Municipality will involve the following components:

- Co-ordination
- Performance Planning
- Performance Measurement, Analysis
- Performance Reviews & Reporting
- Performance Auditing

The IDP, budget and the Municipal Service Delivery and Budget Implementation Plans constitute the planning components of municipal performance management. Through the IDP review processes, the strategic objectives, strategies and SDBIP Scorecards will be developed.

The following diagram shows the links among the plans referred to above.

Figure 3: Municipal planning

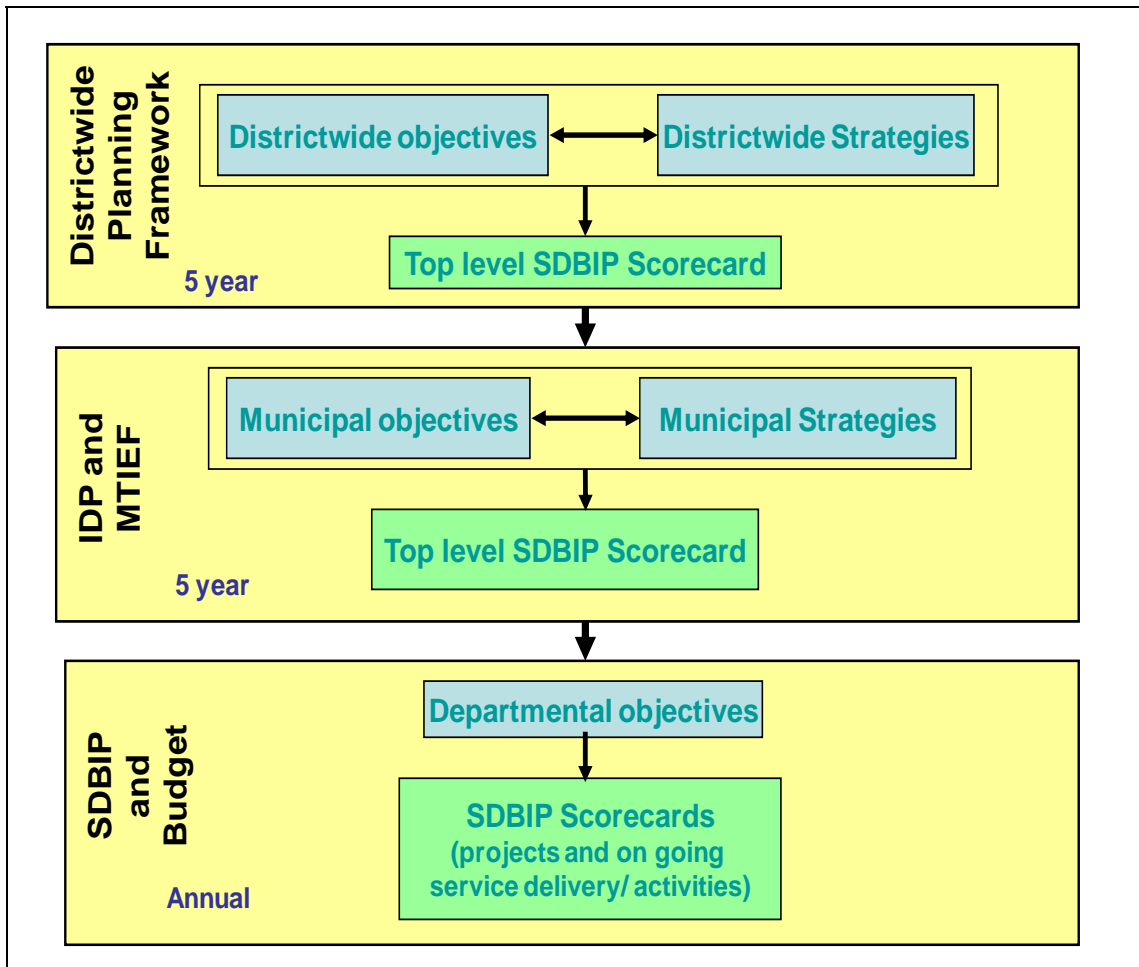
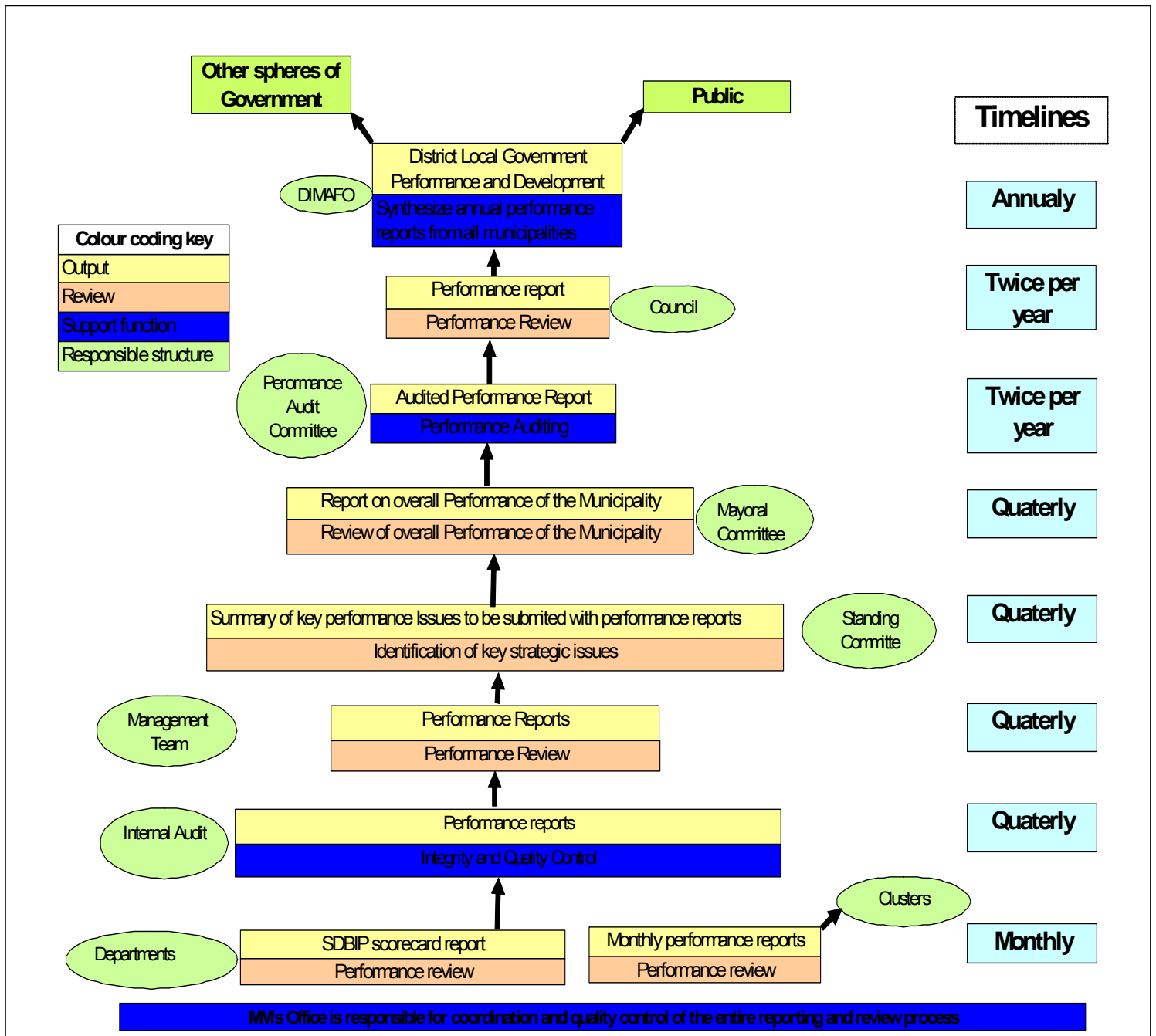


Figure 4 Annual processes of reporting and reviews



The following table sets out the municipalities main performance objectives and benchmarks for the 2011/12 MTREF.

Table MBRR Table SA8 - Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2007/8	2008/9	2009/10	Current Year 2010/11				2011/12 Medium Term Revenue &		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Borrowing Management											
Borrowing to Asset Ratio	Total Long-	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Credit Rating		3	3	3	3	0	3	0			
Capital Charges to Operating	Interest &	1.2%	-1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Borrowed funding of 'own'	Borrowing/	-0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital											
Debt to Equity	Loans,	19.2%	155.0%	13.9%	16.2%	0.0%	16.2%	0.0%	17.2%	17.4%	17.8%
Gearing	Long Term	1.8%	-0.4%	0.1%	0.2%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%
Liquidity											
Current Ratio	Current	2.8	3.6	4.8	5.6	-	5.6	-	5.5	5.4	5.2
Current Ratio adjusted for aged	Current	2.8	3.6	4.8	5.6	-	5.6	-	5.5	5.4	5.2
Liquidity Ratio	Monetary	1.9	2.3	3.2	3.7	-	3.7	-	3.6	3.5	3.4
Revenue Management											
Annual Debtors Collection Rate	Last 12		-39.7%	-72.4%	-69.9%	-69.9%	-69.9%	-69.9%	-95.6%	-41.4%	-40.0%
Outstanding Debtors to	Total	38.2%	57.9%	42.4%	32.8%	0.0%	28.6%	0.0%	31.4%	29.9%	29.7%
Longstanding Debtors	Debtors >	1.0%	1.0%	0.0%	1.0%	0.0%	1.0%	0.0%	1.0%	1.0%	1.0%
Creditors Management											
Creditors System Efficiency	% of	70.0%	79.0%	81.0%	82.0%	0.0%	82.0%	0.0%	95.0%	95.0%	100.0%
Funding of Provisions											
Provisions not funded - %	Unfunded	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other Indicators											
Electricity Distribution Losses	% Volume	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Water Distribution Losses (2)	% Volume	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Employee costs	Employee	23.9%	31.4%	23.9%	28.0%	-0.6%	24.4%	28.3%	25.1%	25.1%	26.4%
Remuneration	Total	25.2%	25.0%	22.7%	24.7%	-0.6%	21.5%		24.2%	24.4%	25.7%
Repairs & Maintenance	R&M/(Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%	0.0%	0.0%
Finance charges & Depreciation	FC&D/(Tot	7.3%	10.2%	8.3%	6.5%	0.0%	5.7%	0.0%	6.5%	6.3%	6.3%
IDP regulation financial viability											
i. Debt coverage	(Total	(1.4)	(2.8)	(4.6)	19.8	19.8	19.8	(7.1)	(35.7)	(36.7)	(37.8)
ii. O/S Service Debtors to	Total	288.5%	454.6%	439.0%	354.6%	0.0%	354.6%	0.0%	319.4%	316.1%	311.4%
iii. Cost coverage	(Available	1.3	3.6	0.1	(8.0)	4.2	(6.2)	(7.4)	(3.3)	(6.6)	(9.6)

2.3.1 Performance indicators and benchmarks

2.3.1.1 Borrowing Management

Capital expenditure in local government can be funded by capital grants, own-source revenue and long term borrowing. The ability of a municipality to raise long term borrowing is largely dependent on its creditworthiness and financial position. The Amathole District Municipality does not have borrowings and therefore the borrowing strategy development is not applicable to the district. Capital expenditure is funded mostly by capital grants and to a much lesser extent, own revenue.

2.3.1.2 Safety of Capital

- *The debt-to-equity ratio* is a financial ratio indicating the relative proportion of equity and debt used in financing the municipality's assets. The indicator is based on the total of loans, creditors, and overdraft and tax provisions as a percentage of funds and reserves. During the 2009/10 financial year the ratio level was at 6.5 per cent and as at February 2010/11 current financial the ratio has shown a steady decrease to a 3.8 per cent which indicates that the municipality is sustainable for the forecasted years.
- *The gearing ratio* is a measure of the total long term borrowings over funds and reserves. Between 2007/08 and 2010/11 the municipality did not commit itself to any long term borrowing which resulted into the low gearing level.

2.3.1.3 Liquidity

- *Current ratio* is a measure of the current assets divided by the current liabilities and as a benchmark the Amathole District Municipality has retained an acceptable norm of 2:1, hence at no point in time should this ratio be less than 1. The current ratio for 2008/09 to 2010/11 financial year for the district has exceeded the acceptable norm to maintaining the level to 4.3:1 for 2010/11. This indicates that the municipality has a viable possibility to maintain the same level for the forecasted year 2011/12 going forward .
- *The liquidity ratio* is a measure of the ability of the municipality to utilize cash and cash equivalents to extinguish or retire its current liabilities immediately. Ideally the municipality should have the equivalent cash and cash equivalents on hand to meet at least the current liabilities, which should translate into a liquidity ratio of 1. Anything below 1 indicates a shortage in cash to meet creditor obligations. For the 2010/11 financial year the ratio was above the norm of 1, thereby indicating the financial viability of the Amathole District Municipality.

2.3.1.4 Revenue Management

- As part of the financial sustainability strategy, an aggressive revenue management framework has been drafted to increase cash inflow, not only from current billings but also from debtors that are in arrears in excess of 90 days. The intention of the strategy

is to streamline the revenue value chain by ensuring accurate billing, customer service, and credit control and debt collection.

2.3.1.5 Creditors Management

- The Amathole District Municipality is focusing on ensuring that creditors are settled within the legislated 30 days of invoice. At this stage, 82 percent of creditors are paid within the 30 days. While the liquidity ratio is of concern, by applying daily cash flow management the municipality has managed to ensure a 100 per cent compliance rate to this legislative obligation. This has had a favourable impact on suppliers' perceptions of risk of doing business with the municipality, which is expected to benefit the municipality in the form of more competitive pricing of tenders, as suppliers compete for the municipality's business.

2.3.1.6 Other Indicators

- The water distribution losses are still difficult for the Amathole District Municipality (ADM) to accurately determine as there is still a large number of unmetered Erven. In order to address this, the ADM has embarked on an extensive data cleansing exercise (in order to better match the existing water meters with the correct Erven and property owner, this will improve billing / revenue collection as well as improve the accuracy of water balances). The ADM has also set aside R 5 000 000 from its refurbishment budget to purchase new domestic meters as well as R 27 000 000 from its drought relief budget for water conservation and demand management (of which a major component is for domestic meter installation).
- As distribution losses are still difficult to determine, the ADM instead measures non-revenue water on a monthly basis. Water Distribution losses would make up a component of this but would not be the only contributing factor. Un-metered connections and communal standpipes in areas that are only supplied with an RDP level of service would also contribute to non-revenue water which currently varies between 65% and 85%. The imminent domestic installation programme and Water Conservation and Demand Management Projects, is expected to reduce this considerably.

2.3.2 Free Basic Services: basic social services package for indigent households

The social package assists residents that have difficulty paying for services and are registered as indigent households in terms of the Indigent Policy of the municipality. Only registered indigents qualify for the free basic services.

For the 2010/11 financial year more than 5 000 registered indigents have been provided for. The municipality is aiming at increasing its indigent registration, by campaigning and doing door to door registration. In terms of the Municipality's indigent policy, registered indigents are entitled to 6 kl free water, no basic water charge, no flat rate charge for water, they pay no water and sanitation connection fees, they pay a reduced water deposit, no VIP and bucket clearance fee, and no charge for fire services.

Note that the number of households in informal areas that receive free services and the cost of these services (e.g. the provision of water through stand pipes, water tankers, etc) are not taken into account in the table noted above.

2.3.3 Providing clean water and managing waste water

The Municipality is the Water Services Authority for the entire municipality, except for Buffalo City, who has been a Water Authority in its own right since 1993 and is also now becoming a metro in 2011/12, in terms of the Water Services Act, 1997 and acts as water services provider.

Approximately 23 per cent of the Amathole District Municipality's (ADM) bulk treated water is purchased from the Amatola Water Board (AW), 69 per cent is produced at ADM's own water purification plants while the remaining 8 per cent is abstracted from ground water sources which are also managed by the ADM.

The Department of Water Affairs conducts an annual performance rating of water treatment works, presenting a Blue Drop or Green Drop award respectively to potable water treatment works and waste water treatment works that meet certain criteria of excellence.

The ADM has recently taken a decision to renew the three year contract it had with AW (for another 3 years) to assist in running of its Water and Waste Water Treatment Facilities. A key component of this contract is to enable the ADM to comply with Blue and Green drop requirements.

The following is briefly the main challenges facing the ADM in meeting Blue and Green Drop Requirements:

- The infrastructure at most of the waste water treatment works is old and insufficient to treat the increased volumes of waste water to the necessary compliance standard;
- Shortage of skilled personnel makes proper operations and maintenance difficult;
- Electrical power supply to some of the plants is often interrupted which hampers the purification processes; and
- There is a lack of proper regional catchment management, resulting in storm water entering the sewerage system.

The following are some of the steps that have been taken to address these challenges:

- MIG funding has been approved for the upgrade of a number of the Waste Water Treatment Works;
- ADM allocated R28 million of its own funding for refurbishment of water and waste water treatment facilities during the 2010/2011 financial year
- The filling of vacancies has progressed well in 2010/11 and selected process controllers will embark on training programme offered by the Buffalo City Technikon, especially for operational personnel

2.4 Overview of budget related-policies

The Amathole District Municipality's budgeting process is guided and governed by relevant legislation, frameworks, strategies and related policies.

2.4.1 Review of credit control and debt collection procedures/policies

The reviewed Credit Control and Debt Collection Policy was approved by Council on 11 March 2011. While the adopted policy is credible, sustainable, manageable and informed by affordability and value for money, there was a need to review certain components to achieve a higher collection rate. Some of the possible revisions will include emphasising the schedule 1 & 2 of the Municipal Systems Act that allows the council to take necessary steps if the code stated on this schedule is contravened by the Staff and Councillors of the Amathole District Municipality Council. In addition emphasis will be placed on speeding up the indigent registration process to ensure that credit control and debt collection efforts are not fruitlessly wasted on these debtors.

The 2011/12 MTREF has been prepared on the basis of achieving an average debtors' collection rate of 50 per cent on current billings. In addition the collection of debt in excess of 90 days has been prioritised as a pertinent strategy in increasing the municipality's cash levels.

2.4.2 Asset Management Policy

The purpose of the asset management policy is to govern the management of assets owned by the Amathole District Municipality to ensure that they are managed, controlled, safeguarded and used in an efficient and effective manner. The policy gives guidance on issues of impairment, depreciation, asset register and disposal of assets etc.

Assets need to be depreciated in accordance with GRAP 17, where the requirements and guidance relating to the accounting treatment of depreciation are set out. A test for impairment needs to be conducted every financial year, to assess whether the impairment of assets is necessary.

All assets of the municipality need to be registered in the asset register. The asset register should be GRAP compliant. In accordance with GRAP 17, Property Plant and Equipment shall be eliminated from the Statement of Financial Position on disposal or when the asset is permanently withdrawn from use and no future economic benefits or service potential are expected.

2.4.3 Budget Adjustment Policy

The adjustments budget process is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the financial management practices of municipalities. To ensure that the district continues to

deliver on its core mandate and achieves its developmental goals, the mid-year review and adjustment budget process will be utilised to ensure that underperforming functions are identified and funds redirected to performing functions.

2.4.4 Supply Chain Management Policy

The Supply Chain Management Policy was adopted by the Amathole District Municipality (ADM) on 31 August 2010, in terms of section 111 of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003). The policy is currently under review.

The targeted mechanism of the Policy which enhances the development of Historically Disadvantaged Individuals (HDIs) and Historically Disadvantaged Companies (HDCs) clearly demonstrates the focus of the policy.

Major achievements and goals have been realized through the targeted procurement processes and Policies of the ADM. The future focus will be to further enhance the Policy by considering new legislation that has been enacted.

The empowerment (BEE) goals have been reviewed and amended to be in-line with current trends and to be realistic in terms of Council's performance.

Other amendments related to policy gaps and policy performances have been included in the policy to strengthen and enhance the current policy.

A further review will be undertaken in the 2011/12 financial year. The SCM summit will be held in quarter one of the 2011/12 financial year, the outcomes of which will impact on the review of the policy.

2.4.5 Budget and Virement Policy

The Budget and Virement Policy aims to empower senior managers with an efficient financial and budgetary amendment and control system to ensure optimum service delivery within the legislative framework of the MFMA and the municipality's system of delegations. The Budget and Virement Policy was approved by Council in August 2010.

2.4.6 Tariff Policies

The Amathole District Municipality's reviewed Tariff policy (which includes Water & Sanitation, Building Plan Fees, Calgary Museum & Conference Centre Fees, Eastern Region Solid Waste Tariffs, Fire Services Tariffs, Fines & Offences, Air Pollution & Waste Management and Violation of Municipal Health by Laws), Credit Control and Debt Collection Policy and Indigent Policy were submitted to Council on 11 March 2011. The policies have been approved.

2.5 Overview of budget assumptions

2.5.1 External factors

Domestically, after five years of strong growth, during which about two million jobs were created, our economy shrank by an estimated 1.8 per cent last year and about 900 000 people lost their jobs. It is expected that recovery from this deterioration will be slow and uneven, and that growth for 2011 will be 2.3 per cent rising to 3.6 per cent by 2012.

Owing to the economic slowdown, financial resources are limited due to reduced payment levels by consumers. This has resulted in declining cash inflows, which has necessitated restrained expenditure to ensure that cash outflows remain within the affordability parameters of the municipality's finances.

2.5.2 General inflation outlook and its impact on the municipal activities

There are five key factors that have been taken into consideration in the compilation of the 2011/12 MTREF:

- National Government macro economic targets
- The general inflationary outlook and the impact on residents and businesses within ADM district
- The impact of municipal cost drivers
- The increase in prices for bulk water
- The increase in the cost of remuneration. Employee related costs comprise 26.14 per cent of total operating expenditure in the 2011/12 MTREF and therefore this increase above inflation places a disproportionate upward pressure on the expenditure budget. The wage agreement SALGBC concluded with the municipal workers unions on 31 July 2009 as well as the categorisation and job evaluation wage curves collective agreement signed on 21 April 2010 must be noted.

2.5.3 Interest rates for borrowing and investment of funds

The MFMA specifies that borrowing can only be utilised to fund capital or refinancing of borrowing in certain conditions. ADM does not have any current loans, neither does it anticipate taking out any loans in the MTREF.

2.5.4 Collection rate for revenue services

The base assumption is that tariff and rating increases will increase at due to the actions to be taken on increasing the indigent register. It is also assumed that current economic conditions, and relatively controlled inflationary conditions, will continue for the forecasted term.

The rate of revenue collection is currently expressed as a percentage (32 per cent) of annual billings. Cash flow is assumed to be 47.35 per cent of billings, which will be due to an increase in indigent register.

2.5.5 Salary increases

The collective agreement regarding salaries/wages came into operation on 1 July 2009 and shall remain in force until 30 June 2012. Year three is an increase of CPI plus 2 per cent as long as the CPI is above 5 per cent. As this was not the case, negotiations will re-open and a percent of 7.5 per cent increase was utilised for budgeted for the 2011/12 financial year.

2.5.6 Ability of the municipality to spend and deliver on the programmes

It is estimated that the budget for the 2011/12 MTREF will be fully spent, including the MIG allocation for capital projects.

2.6 Overview of budget funding

2.6.1 Medium-term outlook: operating revenue

The following table is a breakdown of the operating revenue over the medium-term:

Table Breakdown of the operating revenue over the medium-term

Description	2011/12 Medium Term Revenue & Expenditure Framework		
	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousands			
Service charges	127,752	133,715	140,636
Investment revenue	15,000	15,750	16,695
Transfers recognised - operational	555,893	600,417	637,103
Other own revenue	190,063	204,634	227,334
Total Revenue (excluding capital transfers and contributions)	888,707	954,516	1,021,768
Total Operating Expenditure	888,707	954,516	1,021,768
Surplus/(Deficit) for the year	-	-	-

The following graph is a breakdown of the revenue per main category for the 2011/12 financial year.

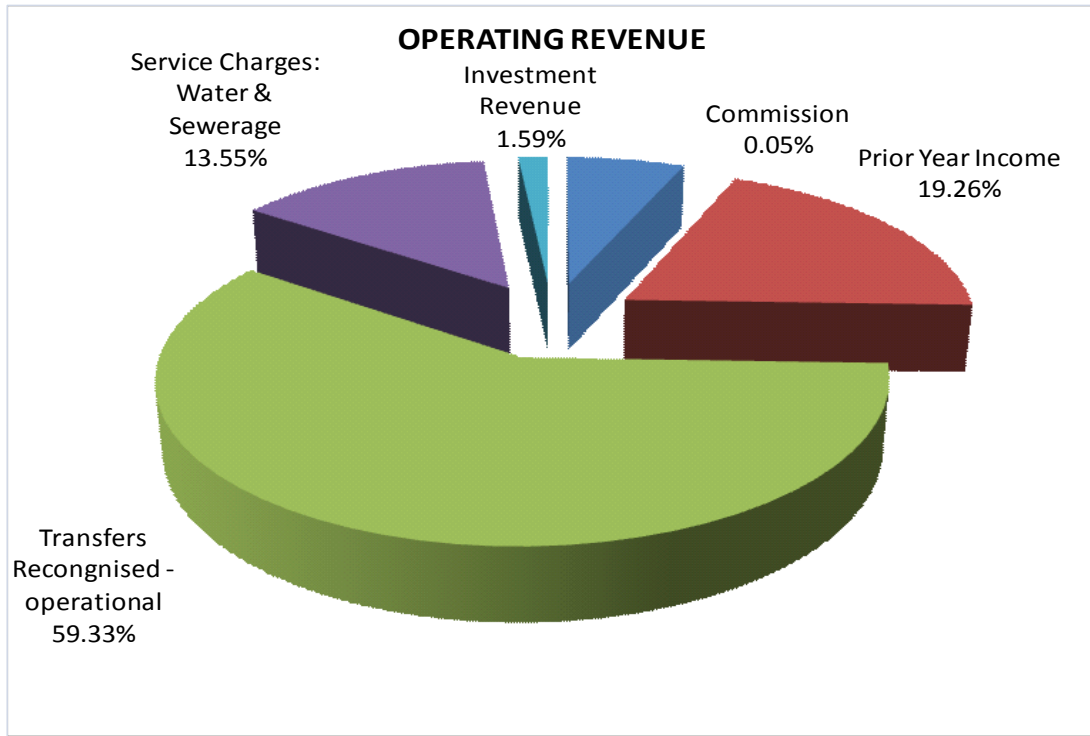


Figure 5 Breakdown of revenue over the 2011/12 MTREF

ADM is a grant dependent municipality and tariff setting focuses on affordable tariffs for the consumers, with revenue raised from water and sanitation only contributing 13.55 per cent of overall operating revenue. ADM derives most of its revenue from operating and capital grants from organs of state and prior year income which is brought in to fund non cash flow items such as depreciation, provision for bad debts and post retirement benefits.

The revenue strategy is a function of key components such as:

- Revenue management and enhancement;
- Improving the annual collection rate for consumer revenue;
- National Treasury guidelines;
- Determining tariff escalation rate by establishing affordability levels;

The proposed tariff increases for the 2011/12 on the different revenue categories are:

Table Proposed Tariff Increases over the medium term

Residential Domestic Users

STEPPED TARIFF	Tariffs (2010/2011)	Proposed Tariffs (2011/2012)	Per cent Increase
0-6 kl	R 3.99	R 4.21	6 %
7-15 kl	R 6.84	R 7.22	6%
16-25 kl	R 7.98	R 8.42	6%
26-40kl	R 9.12	R 9.62	6%
41-500 kl	R 7.98	R 10.58	33%
500+ kl	R 7.98	R 11.64	46%
Average Increased Tariff	R 7.32	R 8.62	18%

Commercial and Business

STEPPED TARIFF	Tariffs (2010/2011)	Proposed Tariffs (2011/2012)	Per cent Increase
0-6 kl	R 3.99	R 4.21	6%
7-15 kl	R 6.84	R 7.22	6%
16-25 kl	R 7.98	R 8.42	6%
26-40 kl	R 9.12	R 9.62	6%
41-500 kl	R 7.98	R 11.06	39%
500+ kl	R 7.98	R 12.72	59%
Average Increased Tariff	R 7.32	R 8.88	21%

**Industrial and
Agriculture**

STEPPED TARIFF	Tariffs (2010/2011)	Proposed Tariffs (2011/2012)	Per cent Increase
0-6 kl	R 3.99	R 4.21	6%
7-15 kl	R 6.84	R 7.22	6%
16-25 kl	R 7.98	R 8.42	6%
26-40 kl	R 9.12	R 9.62	6%
41-500 kl	R 7.98	R 10.10	27%
500+ kl	R 7.98	R 10.61	33%
Average Increased Tariff	R 7.32	R 8.36	14%

Institutions

STEPPED TARIFF	Tariffs (2010/2011)	Proposed Tariffs (2011/2012)	Per cent Increase
0-6 kl	R 3.99	R 4.21	6%
7-15 kl	R 6.84	R 7.22	6%
16-25 kl	R 7.98	R 8.42	6%
26-40 kl	R 9.12	R 9.62	6%
41-500 kl	R 7.98	R 10.10	27%
500+ kl	R 7.98	R 10.61	33%
Average Increased Tariff	R 7.32	R 8.36	14%

Mixed Use (Domestic and Non Domestic, excluding Industrial and Agriculture)

STEPPED TARIFF	Tariffs (2010/2011)	Proposed Tariffs (2011/2012)	Per cent Increase
0-6 kl	R 3.99	R 4.21	6%
7-15 kl	R 6.84	R 7.22	6%
16-25 kl	R 7.98	R 8.42	6%
26-40 kl	R 9.12	R 9.62	6%
41-500 kl	R 7.98	R 11.06	39%
500+ kl	R 7.98	R 12.72	59%
Average Increased Tariff	R 7.32	R 8.88	21%

Basic Water Charges

Category	2010/2011 Monthly Basic Charge	2011/2012 Proposed Monthly Basic Charge	Per cent Increase
Residential / Domestic	R 34.27	R 36.15	5%
Commercial and Business	R 107.79	R 113.72	5%
Industrial and Agriculture	R 107.79	R 113.72	5%
Institutions	R 107.79	R 113.72	5%
***Mixed Use	R 107.79	R 113.72	5%

*** (Mixed Use include Domestic and Non Domestic users , excluding Industrial and Agriculture)

No Basic Service Charge on Indigent and Pre Paid Metered Customers

For single bulk meters: owner liable for basic charges per individual tenant

Water Flat Rate

Category of User	Deemed Consumption	2011/2012 Proposed Monthly Charge
Residential Domestic Users	Deemed @ 6kl	R 25.26
Commercial and Business	Deemed @ 30kl	R 220.00
Industrial and Agriculture	Deemed @100kl	R 922.47
Institutions	Deemed @ 40kl	R 316.31
Mixed Use (Domestic and Non Domestic, excluding Industrial and Agriculture)	Deemed @ 40kl	R 316.31

Charge did not exist in 2010/11.

SANITATION TARIFFS 2011/2012

	2011/2012 Monthly Tariff	2011/ 2012 Proposed Monthly Tariff
Availability Fee / Vacant Erven	R 60.28	R 65.11
Domestic		
Household	R 120.00	R 129.60
Indigent	R 100.00	R 108.00
Commercial and Business		
Commercial and Business	R 340.00	R 367.20
Industrial		
Industrial and Agriculture	R 1,688.00	R 1,823.04
Institutions		
Schools & Hospitals	R 1,410.00	R 1,522.80
Churches	R 170.00	R 183.60
Old age Homes	R 85.00	R 91.80
Sport Fields	R 85.00	R 91.80
Mixed Use (Domestic and Non Domestic, excluding Industrial and Agriculture)	R 100.00	R 108.00
	R 340.00	R 367.20

Services charges of R127 751 517 relating to water and sanitation contribute 13.55 per cent of operating revenue and 9.79 per cent of overall revenue for the 2011/12 financial year and increase to R140 635 985 by 2013/14.

Operational grants and subsidies amount to R555 892 561, R600 416 772 and R637 103 053 for each of the respective financial years of the MTREF, or 62.5, 62.9 and 62.3 per cent of operating revenue respectively.

Investment revenue contributes marginally to the revenue base, with a budget allocation of R15 million, R15.75 million and R16.7 million for the respective three financial years of the 2011/12 MTREF. It needs to be noted that these allocations have been conservatively estimated and as part of the cash backing of reserves and provisions. The actual performance against budget will be carefully monitored.

The tables below provide detail investment information and investment particulars by maturity.

Table MBRR SA15 – Detail Investment Information

Investment type	Ref	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand										
Parent municipality										
Securities - National Government		-	-	-	-	-	-	-	-	-
Listed Corporate Bonds		-	-	-	-	-	-	-	-	-
Deposits - Bank		474 308	477 468	469 467	460 000	1 378	461 378	461 000	461 000	461 000
Deposits - Public Investment Commissioners		-	-	-	-	-	-	-	-	-
Deposits - Corporation for Public Deposits		-	-	-	-	-	-	-	-	-
Bankers Acceptance Certificates		-	-	-	-	-	-	-	-	-
Negotiable Certificates of Deposit - Banks		-	-	-	-	-	-	-	-	-
Guaranteed Endowment Policies (sinking)		-	-	-	-	-	-	-	-	-
Repurchase Agreements - Banks		-	-	-	-	-	-	-	-	-
Municipal Bonds		-	-	-	-	-	-	-	-	-
Municipality sub-total	1	474 308	477 468	469 467	460 000	1 378	461 378	461 000	461 000	461 000
Entities										
Securities - National Government		-	-	-	-	-	-	-	-	-
Listed Corporate Bonds		-	-	-	-	-	-	-	-	-
Deposits - Bank		-	-	-	-	-	-	-	-	-
Deposits - Public Investment Commissioners		-	-	-	-	-	-	-	-	-
Deposits - Corporation for Public Deposits		-	-	-	-	-	-	-	-	-
Bankers Acceptance Certificates		-	-	-	-	-	-	-	-	-
Negotiable Certificates of Deposit - Banks		-	-	-	-	-	-	-	-	-
Guaranteed Endowment Policies (sinking)		-	-	-	-	-	-	-	-	-
Repurchase Agreements - Banks		-	-	-	-	-	-	-	-	-
Entities sub-total		-	-	-	-	-	-	-	-	-
Consolidated total:		474 308	477 468	469 467	460 000	1 378	461 378	461 000	461 000	461 000

Table MBRR SA16 – Investment particulars by maturity

Investments by Maturity	Ref	Period of Investment	Type of Investment	Expiry date of investment	Monetary value	Interest to be realised
Name of institution & investment ID	1	Yrs/Months			Rand thousand	
Parent municipality						
COUNCIL		12	Fixed Deposit	24 October 2011	461 000	15 000
Municipality sub-total					461 000	15 000
Entities						
Entities sub-total					-	-
TOTAL INVESTMENTS AND INTEREST	1				461 000	15 000

2.6.1 Medium-term outlook: capital revenue

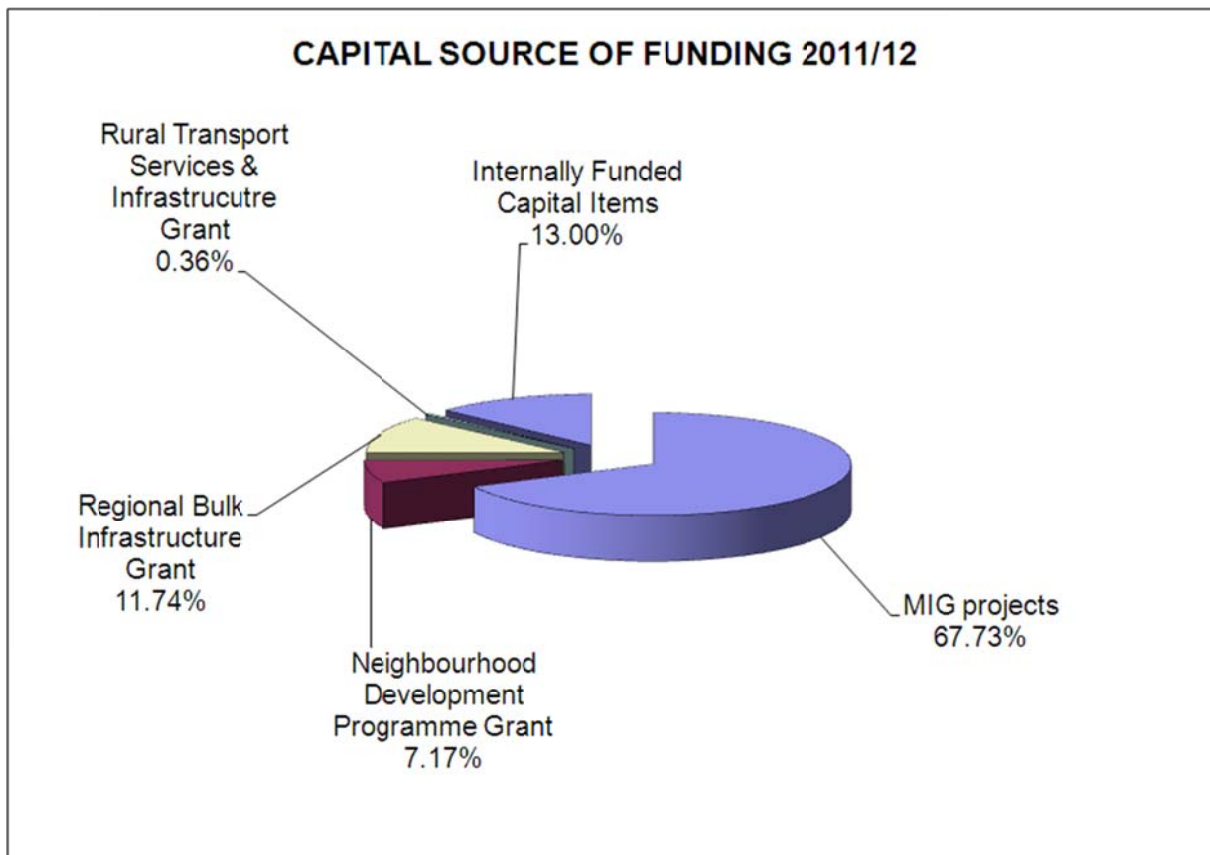
The following table is a breakdown of the funding composition of the 2011/12 medium-term capital programme:

Table Sources of capital revenue over the MTREF

VOTE DESCRIPTION	2011/12 Medium Term Revenue & Expenditure Framework					
	Budget Year 2011/12	%	Budget Year 2012/13	%	Budget Year 2013/14	%
R thousand						
Funded By:						
National Government	362,027	87%	408,490	88%	415,839	
Provincial Government	0	0	0	0	0	0
Transfers recognised - capital						
Public contributions & donations	0	0	0	0	0	0
Borrowing	0	0	0	0	0	0
Internally generated funds	54,108	13%	53,549	12%	41,616	9%
Total Capital Funding	416,135	100%	462,039	100%	457,455	9%

The above table is graphically represented as follows for the 2011/12 financial year.

Figure 6 Sources of capital revenue for the 2011/12 financial year



Capital grants and receipts equates to 32 per cent of the total funding source which represents R412 711 000 for the 2011/12 financial year and steadily increase to R474 056 000 or 32 per cent by 2013/14.

No borrowing is currently undertaken by the municipality, nor is any planned for the MTREF.

Internally generated funds consist of a mixture between surpluses generated on the operating statement of financial performance and cash backed reserves. In determining the credibility of this funding source it becomes necessary to review the cash flow budget as well as the cash backed reserves and accumulated funds reconciliation, as discussed below. Internally generated funds consist of R336 239 054 in 2011/12, R350 458 631 in 2012/13 and R368 063 962 in 2013/14. The percentage funding is 25.7 per cent in 2011/12 and remains constant at 24.7 per cent for the next two years.

Table MBRR Table SA 18 - Capital transfers and grant receipts

Description	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand									
RECEIPTS:									
Operating Transfers and Grants									
National Government:	431,549	431,315	714,359	777,755	-	777,755	555,893	600,417	637,103
Finance Management	147,296	89,868	312,879	1,000	-	1,000	1,250	1,373	1,500
Department Of Water Affairs	-	-	-	-	-	-	-	-	-
MDRG - Municipal Drought Relief Grant	-	-	-	12,264	-	12,264	-	-	-
Dwa - Department Of Water Affairs Water Operating Subsidy	-	-	-	11,059	-	11,059	9,333	11,842	5,000
Equitable Share	137,639	168,676	225,743	289,469	-	289,469	530,281	583,693	627,182
Municipal Systems Improvement	300	-	-	750	-	750	693	877	789
Levy Replacement	146,314	172,771	175,737	191,571	-	191,571	-	-	-
EPWP - Extended Public Works Program	-	-	-	12,285	-	12,285	11,704	-	-
Restructuring	-	-	-	259,357	-	259,357	2,632	2,632	2,632
Provincial Government:	17,860	19,622	2,177	18,847	(18,847)	-	-	-	-
Health Subsidy	17,860	19,622	2,177	18,847	(18,847)	-	-	-	-
District Municipality:	-	-	-	-	-	-	-	-	-
Other grant providers: [insert description]	-	-	-	-	-	-	-	-	-
Total Operating Transfers and Grants	449,409	450,937	716,536	796,602	(18,847)	777,755	555,893	600,417	637,103
National Government	193,497	195,654	241,998	259,357	-	259,357	362,027	408,490	415,839
Capital Transfers and Grants									
Provincial Government	-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]	-	-	-	-	-	-	-	-	-
District Municipality	-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]	-	-	-	-	-	-	-	-	-
Other Grant: Providers	-	-	-	-	-	-	-	-	-
Other grant providers: [insert description]	-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	-	-	-	-	-	-	-	-	-
TOTAL RECEIPTS OF TRANSFERS & GRANTS	449,409	450,937	716,536	796,602	(18,847)	777,755	555,893	600,417	637,103

2.6.2 Cash Flow Management

Cash flow management and forecasting is a critical step in determining if the budget is funded over the medium-term. The table below is consistent with international standards of good financial management practice and also improves understand ability for councillors and management. Some specific features include:

- Clear separation of receipts and payments within each cash flow category;
- Clear separation of capital and operating receipts from government, which also enables cash from 'Ratepayers and other' to be provided for as cash inflow based on actual performance.

Table MBRR Table A7 - Budget cash flow statement

Description	2007/8	2008/9	2009/10	Current Year 2010/11				2011/12 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand										
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Ratepayers and other	(604,800)	(39,144)	(56,167)	(365,582)	(176,371)	(541,953)	(46,570)	(303,740)	(320,480)	(334,094)
Government - operating	-	(597,827)	(644,978)	(540,745)	18,847	(521,898)	(388,086)	(544,364)	(600,408)	(637,182)
Government - capital	-	-	-	(259,357)	-	(259,357)	-	-	-	-
Interest	(70,710)	(77,667)	(63,708)	(40,840)	20,699	(20,141)	(30,386)	(20,000)	(21,000)	(22,260)
Dividends	-	-	-	-	-	-	-	-	-	-
Payments										
Suppliers and employees	430,660	539,479	558,095	617,158	207,912	825,070	373,862	595,208	641,952	693,375
Finance charges	580	491	92	-	-	-	-	-	-	-
Transfers and Grants										
NET CASH FROM/(USED) OPERATING ACTIVITIES	(244,271)	(174,668)	(206,666)	(589,367)	71,087	(518,279)	(91,180)	(272,896)	(299,936)	(300,161)
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE	(236)	(807)	(414)	-	-	-	3	-	-	-
Decrease (increase) in non-current debtors	(326)	(59)	182	-	-	-	73	-	-	-
Decrease (increase) other non-current receivables	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	1,791	3,161	(8,002)	-	-	-	(8,089)	-	-	-
Payments										
Capital assets	159,331	110,637	126,020	64,779	(26,722)	38,058	610	54,108	53,549	41,616
NET CASH FROM/(USED) INVESTING ACTIVITIES	160,561	112,931	117,786	64,779	(26,722)	38,058	(7,402)	54,108	53,549	41,616
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans	-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing	183	514	(11)	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	(243)	(438)	(433)	-	-	-	(97)	-	-	-
Payments										
Repayment of borrowing	1,202	10,547	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES	1,143	10,623	(444)	-	-	-	(97)	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD	(82,567)	(51,114)	(89,325)	(524,588)	44,366	(480,222)	(98,680)	(218,787)	(245,388)	(258,545)
Cash/cash equivalents at the year begin:	56,767	139,335	190,448	279,773	-	279,773	279,773	378,453	597,240	843,628
Cash/cash equivalents at the year end:	139,335	190,448	279,773	804,361	(44,366)	759,995	378,453	597,240	843,628	1,102,174

The above table shows that cash and cash equivalents of the municipality were marginally depleted between the 2007/08 and 2008/09 financial year. From 2009/10 financial year, the cash and cash equivalents continue reflecting a positive cash balance of R279.7 million to R597.2 million with the approved 2011/12 MTREF. Various cost efficiencies and savings had to be realised to ensure the municipality meets its operational expenditure commitments. These initiatives and interventions have translated into a positive cash growth for the municipality and it is projected that cash and cash equivalents on hand will increase to R759.9 million by the financial year end. For the 2011/12 MTREF the budget has been prepared to ensure high levels of cash and cash equivalents over the medium-term with cash levels anticipated to exceed R843 million by 2012/13 and steadily increasing to R1.1 billion by 2013/14.

2.6.3 Cash Backed Reserves/Accumulated Surplus Reconciliation

This following table meets the requirements of MFMA Circular 42 which deals with the funding of a municipal budget in accordance with sections 18 and 19 of the MFMA. The table seeks to answer three key questions regarding the use and availability of cash:

- What are the predicted cash and investments that are available at the end of the budget year?
- How are those funds used?
- What is the net funds available or funding shortfall?

Cash backed accumulated revenue surpluses are used to provide working capital. Operational cash flow deficits and surpluses are forecasted and managed on a daily basis within available cash resources and banking facilities.

All statutory funds and reserves, including unspent grants, are fully cash backed. Long-term provisions are cash backed and actual expenditure is projected for the budget year.

A surplus would indicate that sufficient cash is available for application. The budget year indicates a balanced budget, which is an appropriate outcome.

Table MBRR Table A8 - Cash backed reserves/accumulated surplus reconciliation

Description	2007/8	2008/9	2009/10	Current Year 2010/11				2011/12 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand										
Cash and investments available										
Cash/cash equivalents at the year end	139,335	190,448	279,773	(516,671)	52,282	378,453	(262,280)	(210,871)	(457,259)	(715,805)
Other current investments > 90 days	474,308	477,468	469,467	1,312,399	(52,282)	461,378	262,280	1,023,386	1,287,399	1,564,451
Non current assets - Investments	-	-	-	-	-	-	-	-	-	-
Cash and investments available:	613,642	667,917	749,240	795,728	-	839,831	-	812,514	830,140	848,647
Application of cash and investments										
Unspent conditional transfers	158,743	199,040	127,484	144,527	-	144,527	-	151,754	159,341	167,308
Unspent borrowing	10,547	-	-	-	-	-	-	-	-	-
Statutory requirements	-	-	-	-	-	-	-	-	-	-
Other working capital requirements	298,547	304,968	429,250	511,091	-	520,928	-	340,082	347,369	361,499
Other provisions	6,494	7,418	-	8,265	-	8,265	-	8,843	9,462	10,125
Long term investments committed	199,694	195,108	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	-	-	-	-	-	-	-	-	-	-
Total Application of cash and investments:	674,025	706,534	556,734	663,883	-	673,720	-	500,679	516,173	538,932
Surplus(shortfall)	(60,383)	(38,618)	192,506	131,845	-	166,111	-	311,835	313,967	309,715

From the above table it can be seen that the cash and investments available total R812.5 million in the 2011/12 financial year and progressively increase to R848.6 million by 2013/14, including the projected cash and cash equivalents as determined in the cash flow forecast. The following is a breakdown of the application of this funding:

- Unspent conditional transfers (grants) are automatically assumed to be an obligation, as the municipality has received government transfers in advance of meeting the conditions. Ordinarily, unless there are special circumstances, the municipality is obligated to return unspent conditional grant funds to the national revenue fund at the end of the financial year. In the past these have been allowed to 'roll-over' and be spent

in the ordinary course of business, but this practice has been discontinued. During the 2010/11 financial year the municipality was required to supply National Treasury with a detailed analysis of the unspent grants as well as an action plan of spending the grants. For the 2011/12 financial this liability has been provided for, as it is assumed that any unspent funds will be approved for roll over by National Treasury.

- Unspent portion of internally funded projects are an obligation as the total amount will be rolled over if unspent, and possibly re-allocated to alternative projects
- Trade and other payables are also provided for as these represent obligations of the municipality which are to be settled within 12 months.
- Post employment benefit options are determined by actuarial valuation
- Finance & Operating Lease liabilities
- Consumer Deposits
- Leave Provision
- Refurbishment allocation for infrastructure assets
- The main purpose of other working capital is to ensure that sufficient funds are available to meet obligations as they fall due. The reconciliation of the cash reserves to commitments indicates the extent to which cash is available to settle Council's obligations as they become due.
For the purpose of the cash backed reserves and accumulated surplus reconciliation a working capital provision equivalent to three month's operational expenditure is deemed to be prudent by the municipality to cover any requirements. However, at the end of February 2011, the net cash available fell below the 3 month funding level.

The municipality has not as yet depleted all cash reserves, but the fact that the working capital provision has fallen below the 3 month level is a serious concern and should be considered a strategic risk to the financial stability of the municipality.

2.6.4 Funding compliance measurement

National Treasury requires that the municipality assess its financial sustainability against fourteen different measures that look at various aspects of the financial health of the municipality. These measures are contained in the following table. All the information comes directly from the annual budgeted statements of financial performance, financial position and cash flows. The funding compliance measurement table essentially measures the degree to which the proposed budget complies with the funding requirements of the MFMA. Each of the measures is discussed below.

Table MBRR SA10 – Funding compliance measurement

Description	MFMA section	2007/8	2008/9	2009/10	Current Year 2010/11				2011/12 Medium Term Revenue &		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Funding measures											
Cash/cash equivalents at the year end - R'000	18(1)b	51,624	166,970	7,916	(516,671)	52,282	(472,306)	(262,280)	(210,871)	(457,259)	(715,805)
Cash + investments at the yr end less applications - R'000	18(1)b	(103,679)	(35,456)	192,506	131,845	-	122,008	-	311,835	313,967	309,715
Cash year end/monthly employee/supplier payments	18(1)b	1.3	3.6	0.1	(8.0)	4.2	(6.2)	(7.4)	(3.3)	(6.6)	(9.6)
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	67,088	(16,031)	121,467	648,273	20,154	668,427	190,233	832,271	923,924	891,575
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)		(1.2%)	2.1%	22.0%	(106.0%)	(6.0%)	(36.5%)	8.9%	(1.3%)	(0.8%)
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	(12.9%)	(34.8%)	(63.0%)	(90.8%)	(316.0%)	(93.5%)	(535%)	(40.6%)	(39.3%)	(39.7%)
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	22.0%	69.8%	61.2%	58.9%	0.0%	58.9%	61.6%	51.8%	51.8%	51.3%
Capital payments % of capital expenditure	18(1)c;19	(856.4%)	(1860.0%)	(52.4%)	(20.0%)	1501.9%	(11.7%)	27.8%	(13.0%)	(11.6%)	(9.1%)
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	(0.4%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	62.9%	124.4%	59.0%
Current consumer debtors % change - incr(decr)	18(1)a		65.1%	4.4%	3.3%	(100.0%)	0.0%	(100.0%)	3.5%	3.6%	3.6%
Long term receivables % change - incr(decr)	18(1)a		1.6%	60.2%	(1.2%)	(100.0%)	0.0%	(100.0%)	(2.2%)	0.0%	0.0%
R&M % of Property Plant & Equipment	20(1)(vi)	1.1%	0.0%	1.2%	3.2%	0.0%	1.7%	0.0%	2.7%	3.1%	3.5%
Asset renewal % of capital budget	20(1)(vi)	0.0%	0.0%	0.0%	2.6%	0.0%	7.8%	0.0%	3.4%	3.2%	0.0%

2.6.4.1 Cash/cash equivalent position

The municipality's forecast cash position was discussed as part of the budgeted cash flow statement. A 'positive' cash position, for each year of the MTREF would generally be a minimum requirement, subject to the planned application of these funds such as cash-backing of reserves and working capital requirements.

If the municipality's forecast cash position is positive, for any year of the medium term budget, it is highly probable that the budget is likely to meet MFMA requirements or be sustainable. The forecasted cash and cash equivalents for the 2011/12 MTREF shows R597 million, R844 million and R1.1 billion for each respective financial year.

2.6.4.2 Cash plus investments less application of funds

The purpose of this measure is to understand how the municipality has applied the available cash and investments as identified in the budgeted cash flow statement. The detail reconciliation of the cash backed reserves/surpluses is contained in Table 25, on page 25. The reconciliation is intended to be a relatively simple methodology for understanding the budgeted amount of cash and investments available with any planned or required applications to be made. This has been extensively discussed above.

2.6.4.3 Monthly average payments covered by cash or cash equivalents

The purpose of this measure is to understand the level of financial risk should the municipality be under stress from a collection and cash in-flow perspective. Regardless of the annual cash position an evaluation should be made of the ability of the municipality to meet monthly payments as and when they fall due. It is especially important to consider the position should the municipality be faced with an unexpected disaster that threatens revenue collection such as drought boycotts. As part of the 2011/12 MTREF the municipalities improving cash position causes the ratio to move upwards to (5.0) and then to (14.5) for the outer years.

2.6.4.4 Surplus/deficit excluding depreciation offsets

The main purpose of this measure is to understand if the revenue levels are sufficient to conclude that the community is making a sufficient contribution for the municipal resources consumed each year. An 'adjusted' surplus/deficit is achieved by offsetting the amount of depreciation related to externally funded assets. Municipalities need to assess the result of this calculation taking into consideration its own circumstances and levels of backlogs. If the outcome is a deficit, it may indicate that service charges are insufficient to ensure that the community is making a sufficient contribution toward the economic benefits they are consuming over the medium term. For the 2011/12 MTREF the indicative outcome is a surplus of R108 million, R160 million and R59 billion.

It needs to be noted that a surplus does not necessarily mean that the budget is funded from a cash flow perspective and the first two measures in the table are therefore critical.

2.6.4.5 Service charge revenue as a percentage increase less macro inflation target

The purpose of this measure is to understand whether the municipality is contributing appropriately to the achievement of national inflation targets. This measure is based on the increase in 'revenue', which will include both the change in the tariff as well as any assumption about real growth such as new property development, services consumption growth etc.

The factor is calculated by deducting the maximum macro-economic inflation target increase (which is currently 3 - 6 per cent). The result is intended to be an approximation of the real increase in revenue.

2.6.4.6 Cash receipts as a percentage of ratepayer and other revenue

This factor is a macro measure of the rate at which funds are 'collected'. This measure is intended to analyse the underlying assumed collection rate for the MTREF to determine the relevance and credibility of the budget assumptions contained in the budget. It can be seen that the outcome is at 79.4, 79.5 and 79.3 per cent for each of the respective financial years. Given that the assumed collection rate was based on a 30 per cent performance target, the cash flow statement has been conservatively determined. In addition the risks associated with drought conditions experienced within the district hence the conservative approach. This measure and performance objective will have to be meticulously managed.

2.6.4.7 Debt impairment expense as a percentage of billable revenue

This factor measures whether the provision for debt impairment is being adequately funded and is based on the underlying assumption that the provision for debt impairment (doubtful and bad debts) has to be increased to offset under-collection of billed revenues. The provision has been appropriated at 51.8, 51.8 and 51.3 per cent over the MTREF.

2.6.4.8 Capital payments percentage of capital expenditure

The purpose of this measure is to determine whether the timing of payments has been taken into consideration when forecasting the cash position.

2.6.4.9 Borrowing as a percentage of capital expenditure (excluding transfers, grants and contributions)

As the municipality has no borrowings, this is not applicable.

2.6.4.10 Transfers/grants revenue as a percentage of Government transfers/grants available

The purpose of this measurement is mainly to ensure that all available transfers from national and provincial government have been budgeted for. A percentage less than 100 per cent could indicate that not all grants as contained in the Division of Revenue Act (DoRA) have been budgeted for. The municipality has budgeted for all transfers.

2.6.4.11 Consumer debtors change (Current and Non-current)

The purpose of these measures are to ascertain whether budgeted reductions in outstanding debtors are realistic. There are 2 measures shown for this factor; the change in current debtors and the change in long term receivables, both from the Budgeted Financial Position. Both measures show a relatively stable trend of 3.6%.

2.6.4.12 Repairs and maintenance expenditure level

This measure must be considered important within the context of the funding measures criteria because a trend that indicates insufficient funds are being committed to asset repair could also indicate that the overall budget is not credible and/or sustainable in the medium to long term because the revenue budget is not being protected. Details of the municipality's strategy pertaining to asset management and repairs and maintenance is contained in Table 60 MBRR SA34C on page 90.

2.6.4.13 Asset renewal/rehabilitation expenditure level

This measure has a similar objective to aforementioned objective relating to repairs and maintenance. A requirement of the detailed capital budget (since MFMA Circular 28 which was issued in December 2005) is to categorise each capital project as a new asset or a renewal/rehabilitation project. The objective is to summarise and understand the proportion of budgets being provided for new assets and also asset sustainability. A declining or low level of renewal funding may indicate that a budget is not credible and/or sustainable and future revenue is not being protected, similar to the justification for 'repairs and maintenance' budgets.

2.7 Expenditure on grants and reconciliations of unspent funds

Table MBRR SA19 - Expenditure on transfers and grant programmes

Description	Ref	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand										
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		431 549	431 315	714 359	777 755	-	777 755	555 893	600 417	637 103
Finance Management		147 296	89 868	312 879	1 000	-	1 000	1 250	1 373	1 500
Municipal Drought Relief Grant		-	-	-	12 264	-	12 264	-	-	-
DWA Water Operating Subsidy		-	-	-	11 059	-	11 059	9 333	11 842	5 000
Equitable Share		137 639	168 676	225 743	289 469	-	289 469	530 281	583 693	627 182
MSIG		300	-	-	750	-	750	693	877	789
Levy Replacement		146 314	172 771	175 737	191 571	-	191 571	-	-	-
Epwp - Extended Public Works Program		-	-	-	12 285	-	12 285	11 704	-	-
Restructuring		-	-	-	259 357	-	259 357	2 632	2 632	2 632
Provincial Government:		17 860	19 622	2 177	18 847	(18 847)	-	-	-	-
Health Subsidy		17 860	19 622	2 177	18 847	(18 847)	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]										
Total operating expenditure of Transfers and Grants		-	-	-	-	-	-	-	-	-
Capital expenditure of Transfers and Grants		-	-	-	-	-	-	-	-	-
Provincial Government		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]										
District Municipality		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]										
Other Grant Providers		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	76 167	259 357	-	259 357	362 027	408 490	415 839
Municipal Infrastructure		-	-	76 167	259 357	-	259 357	311 687	377 806	405 427
Rtfg - Rural Transport Infrastructure Grant		-	-	-	-	-	-	1 481	1 561	1 639
Rbig - Regional Bulk Infrastructure Grant		-	-	-	-	-	-	48 860	29 123	8 772
Total capital expenditure of Transfers and Grants		-	-	76 167	259 357	-	259 357	362 027	408 490	415 839
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		-	-	76 167	259 357	-	259 357	362 027	408 490	415 839

Table MBRR SA 20 - Reconciliation between of transfers, grant receipts and unspent funds

Description	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand									
<u>Operating transfers and grants:</u>									
National Government:									
Balance unspent at beginning of the year	169,362	158,743	195,108	127,484	-	127,484	120,000	120,000	120,000
Current year receipts	294,923	212,894	237,998	540,745	-	540,745	555,893	600,417	637,103
Conditions met - transferred to revenue	264,590	176,528	305,622	548,229	-	548,229	555,893	600,417	637,103
Conditions still to be met - transferred to liabilities	199,694	195,108	127,484	120,000	-	120,000	120,000	120,000	120,000
Provincial Government:									
Balance unspent at beginning of the year	-	-	-	-	-	-	-	-	-
Current year receipts	-	-	-	-	-	-	-	-	-
Conditions met - transferred to revenue	-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities	-	-	-	-	-	-	-	-	-
District Municipality:									
Balance unspent at beginning of the year	-	-	-	-	-	-	-	-	-
Current year receipts	-	-	-	-	-	-	-	-	-
Conditions met - transferred to revenue	-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities	-	-	-	-	-	-	-	-	-
Other grant providers:									
Balance unspent at beginning of the year	-	-	-	-	-	-	-	-	-
Current year receipts	-	-	-	-	-	-	-	-	-
Conditions met - transferred to revenue	-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities	-	-	-	-	-	-	-	-	-
Total operating transfers and grants revenue	264,590	176,528	305,622	548,229	-	548,229	555,893	600,417	637,103
Total operating transfers and grants - CTBM	199,694	195,108	127,484	120,000	-	120,000	120,000	120,000	120,000
<u>Capital transfers and grants:</u>									
National Government:									
Balance unspent at beginning of the year	-	-	-	-	-	-	-	-	-
Current year receipts	193,497	195,654	241,998	259,357	-	259,357	362,027	408,490	415,839
Conditions met - transferred to revenue	193,497	195,654	241,998	259,357	-	259,357	362,027	408,490	415,839
Conditions still to be met - transferred to liabilities	-	-	-	-	-	-	-	-	-
Provincial Government:									
Balance unspent at beginning of the year	-	-	-	-	-	-	-	-	-
Current year receipts	-	-	-	-	-	-	-	-	-
Conditions met - transferred to revenue	-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities	-	-	-	-	-	-	-	-	-
District Municipality:									
Balance unspent at beginning of the year	-	-	-	-	-	-	-	-	-
Current year receipts	-	-	-	-	-	-	-	-	-
Conditions met - transferred to revenue	-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities	-	-	-	-	-	-	-	-	-
Other grant providers:									
Balance unspent at beginning of the year	-	-	-	-	-	-	-	-	-
Current year receipts	-	-	-	-	-	-	-	-	-
Conditions met - transferred to revenue	-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities	-	-	-	-	-	-	-	-	-
Total capital transfers and grants revenue	193,497	195,654	241,998	259,357	-	259,357	362,027	408,490	415,839
Total capital transfers and grants - CTBM	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS REVENUE	458,087	372,182	547,620	807,586	-	807,586	917,920	1,008,907	1,052,942
TOTAL TRANSFERS AND GRANTS - CTBM	199,694	195,108	127,484	120,000	-	120,000	120,000	120,000	120,000

2.8 Councillor and employee benefits

Table MBRR SA22 - Summary of councillor and staff benefits

Summary of Employee and Councillor remuneration	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand	A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)									
Salary	6,991	6,850	7,302	9,520	-	9,520	9,334	10,034	10,787
Pension Contributions	-	-	-	907	-	907	-	-	-
Medical Aid Contributions	167	161	141	249	-	249	512	571	641
Motor vehicle allowance	1,705	1,789	1,834	2,475	-	2,475	2,289	2,461	2,647
Cell phone allowance	340	341	391	503	-	503	357	383	412
Housing allowance	459	384	306	505	-	505	459	493	530
Other benefits or allowances	178	217	211	320	(50)	270	130	140	122
In-kind benefits	-	-	-	-	-	-	-	-	-
Sub Total - Councillors	9,841	9,743	10,185	14,479	(50)	14,429	13,080	14,082	15,139
% increase		(1.0%)	4.5%	42.2%	(100.3%)	(28,958.0%)	(9.3%)	7.7%	7.5%
Senior Managers of the Municipality									
Salary	2,687	3,201	4,776	5,159	-	5,159	5,206	5,997	6,016
Pension Contributions	-	-	-	514	-	514	610	656	705
Medical Aid Contributions	645	521	552	133	-	133	132	152	174
Motor vehicle allowance	872	1,070	1,361	1,639	-	1,639	1,598	1,758	1,934
Cell phone allowance	115	142	179	-	-	-	186	200	215
Housing allowance	7	3	-	-	-	-	-	-	-
Performance Bonus	414	26	-	985	-	985	1,098	1,029	1,094
Other benefits or allowances	343	411	43	30	-	30	111	122	134
In-kind benefits	-	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Municipality	5,084	5,374	6,911	8,460	-	8,460	8,941	9,513	10,273
% increase		5.7%	28.6%	22.4%	(100.0%)	-	5.7%	6.4%	8.0%
Other Municipal Staff									
Basic Salaries and Wages	88,113	96,428	125,390	189,471	(1,163)	188,308	194,057	207,991	221,061
Pension Contributions	9,258	11,086	14,718	22,312	(271)	22,041	28,204	29,710	31,671
Medical Aid Contributions	4,497	5,978	8,048	13,383	(216)	13,167	15,355	17,335	30,029
Motor vehicle allowance	4,068	4,398	4,852	5,189	67	5,255	7,389	8,061	8,586
Cell phone allowance	1,291	1,628	1,985	4,667	(3)	4,664	5,218	5,542	5,935
Housing allowance	958	1,268	1,129	676	277	953	634	4,060	4,363
Overtime	4,362	5,346	5,365	5,851	6	5,857	7,420	8,215	8,811
Performance Bonus	8,948	5,369	9,082	13,299	5	13,304	14,114	14,853	15,644
Other benefits or allowances	12,568	61,447	38,455	74,986	236	75,242	46,726	51,358	54,635
In-kind benefits	-	-	-	-	-	-	-	-	-
Sub Total - Other Municipal Staff	114,062	192,948	209,024	329,834	(1,043)	328,791	319,116	346,724	380,737
% increase		43.9%	8.3%	57.8%	(100.3%)	(31,637.0%)	(2.9%)	8.7%	9.8%
Total Parent Municipality	148,987	208,065	226,119	352,773	(1,093)	351,680	341,138	370,320	406,149
		39.7%	8.7%	56.0%	(100.3%)	(32,288.6%)	(3.0%)	8.6%	9.7%
TOTAL SALARY, ALLOWANCES & BENEFITS									
	148,987	208,065	226,119	352,773	(1,093)	351,680	341,138	370,320	406,149
% increase		39.7%	8.7%	56.0%	(100.3%)	(32,288.6%)	(3.0%)	8.6%	9.7%
TOTAL MANAGERS AND STAFF	139,146	198,322	215,935	338,294	(1,043)	337,251	328,057	356,237	391,010

Table MBRR SA23 - Salaries, allowances and benefits (political office bearers/councillors/ senior managers)

Disclosure of Salaries, Allowances & Benefits 1.	No. 10	Salary	Contrib.	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum			1.			2.	3.
Councillors							
Speaker	1	461,868	24,575	162,512	-	-	648,955
Chief Whip	-	-	-	-	-	-	-
Executive Mayor	1	589,872	31,531	204,857	-	-	826,260
Deputy Executive Mayor	-	-	-	-	-	-	-
Executive Committee	10	4,800,087	246,273	1,625,123	-	-	6,671,483
Total for all other councillors	35	3,482,246	339,011	1,112,494	-	-	4,933,751
Total Councillors	47	9,334,073	641,390	3,104,986	-	-	13,080,449
Senior Managers of the Municipality							
Municipal Manager (MM)	1	1,095,167	14,547	218,736	185,983	-	1,514,433
Chief Finance Officer	1	683,762	167,812	284,014	158,982	-	1,294,570
Deputy City Manager - Governance							-
Deputy City Manager - Procurement & Infrastructure							-
Deputy City Manager - Health, Safety & Social Issues							-
Deputy City Manager - Corporate & Human Resources							-
<i>List of each official with packages >= senior manager</i>							
Director: Strategic Manager - Strategic Manager	1	759,949	172,985	273,004	168,831	-	1,374,769
Director: Corporate Services - Corporate Services	1	790,382	152,793	188,152	158,386	-	1,289,713
Director: Engineering - Engineering Services	1	648,339	177,115	305,190	158,290	-	1,288,934
Director: Land, Human Settlement And Economic Develop	1	664,350	10,440	265,427	131,631	-	1,071,848
Director: Health & Protection Services - Health And Protect	1	564,322	141,636	265,272	135,972	-	1,107,202
Total Senior Managers of the Municipality	9	5,206,271	837,328	1,799,795	1,098,075	-	8,941,469
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE	56	14,540,344	1,478,718	4,904,781	1,098,075	-	22,021,918

Table MBRR SA24 – Summary of personnel numbers

Summary of Personnel Numbers	2009/10			Current Year 2010/11			Budget Year 2011/12		
	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities									
Councillors (Political Office Bearers plus Other Councillors)	73	12	61	50	12	38	50	12	38
Board Members of municipal enties									
Municipal employees									
Municipal Manager and Senior Managers	7	–	7	7	–	7	7	–	7
Other Managers	59	50	9	61	52	9	61	52	9
Professionals	40	38	2	42	40	2	42	40	2
Finance	21	19	2	23	21	2	23	21	2
Spatial/town planning	–	–	–	–	–	–	–	–	–
Information Technology	6	6	–	6	6	–	6	6	–
Roads	–	–	–	–	–	–	–	–	–
Electricity	–	–	–	–	–	–	–	–	–
Water	13	13	–	13	13	–	13	13	–
Sanitation	–	–	–	–	–	–	–	–	–
Refuse	–	–	–	–	–	–	–	–	–
Other	112	76	36	122	86	36	122	86	36
Technicians	129	125	4	136	132	4	136	132	4
Finance	19	18	1	19	18	1	19	18	1
Spatial/town planning	–	–	–	–	–	–	–	–	–
Information Technology	4	3	1	4	3	1	4	3	1
Roads	–	–	–	–	–	–	–	–	–
Electricity	–	–	–	–	–	–	–	–	–
Water	83	81	2	90	88	2	90	88	2
Sanitation	23	23	–	23	23	–	23	23	–
Refuse	–	–	–	–	–	–	–	–	–
Other	112	98	14	124	110	14	124	110	14
Clerks (Clerical and administrative)	244	216	28	252	224	28	252	224	28
Service and sales workers	90	82	8	90	82	8	90	82	8
Skilled agricultural and fishery workers	2	–	2	2	–	2	2	–	2
Craft and related trades	24	24	–	24	24	–	24	24	–
Plant and Machine Operators	173	169	4	176	172	4	176	172	4
Elementary Occupations	235	219	16	237	221	16	237	221	16
TOTAL PERSONNEL NUMBERS	1,300	1,109	191	1,323	1,155	168	1,323	1,155	168
% increase		(14.7%)	(82.8%)	592.7%	504.7%	(12.0%)	687.5%	(12.7%)	(65.5%)
Total municipal employees headcount	1,345	1,196	149	1,393	1,244	149	1,393	1,244	149
Finance personnel headcount									
Human Resources personnel headcount									

2.9 Monthly Targets for Revenue, Expenditure and Cash flow

Table MBRR SA25 - Budgeted monthly revenue and expenditure

Description	Budget Year 2011/12												Medium Term Revenue and Expenditure		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Revenue By Source															
Property rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	5,089	5,824	6,010	4,608	7,092	5,102	6,937	5,501	4,584	6,472	4,514	4,430	66,164	69,048	72,090
Service charges - sanitation revenue	4,460	5,105	5,267	4,039	6,215	4,471	6,080	4,821	4,018	5,672	3,956	5,560	59,665	62,648	66,407
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - other	-	-	0	3	1	0	-	4	-	-	-	1,914	1,922	2,018	2,139
Rental of facilities and equipment	19	14	26	23	24	13	16	19	27	22	23	28	255	268	284
Interest earned - external investments	315	315	315	315	1,633	528	1,955	470	1,409	1,807	2,037	3,902	15,000	15,750	16,695
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	1	1	1	1	1	1	1	1	1	1	10	11	11
Licences and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - operational	135,475	1,060	644	2,211	58,989	49,233	2,494	-	81,166	-	2,173	222,448	555,893	600,417	637,103
Other revenue	95,973	3,307	2,471	4,954	43,227	39,522	5,169	45,088	54,104	66,284	8,385	236,449	605,934	666,395	684,495
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)	241,330	15,625	14,734	16,154	117,183	96,871	22,652	55,903	145,309	80,259	22,089	474,732	1,304,843	1,416,554	1,479,224
Expenditure By Type															
Employee related costs	21,935	25,811	25,583	24,656	25,336	25,814	24,520	29,264	25,545	17,489	25,486	56,639	328,057	356,237	391,010
Remuneration of councillors	1,039	983	1,019	1,031	1,043	1,036	1,265	1,265	1,096	1,058	1,048	1,187	13,080	14,082	15,139
Debt impairment	-	3,120	3,120	3,120	3,120	3,120	3,120	16,524	4,795	3,435	3,435	19,353	66,260	69,434	72,295
Depreciation & asset impairment	-	-	8,429	8,429	8,429	8,429	8,429	8,429	8,429	8,429	8,429	8,429	84,285	88,487	93,704
Finance charges	10	10	10	10	10	10	10	10	10	10	10	10	118	124	131
Bulk purchases	-	-	13,618	5,522	5,131	4,830	1,099	6,837	5,386	18,059	-	0	60,481	63,451	67,227
Other materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted services	-	-	2,817	2,006	-	160	26,130	176	4,029	20,481	-	(0)	55,800	58,570	67,991
Transfers and grants	-	-	-	-	-	-	-	-	-	-	-	15,029	15,029	3,509	3,421
Other expenditure	4,762	11,937	7,845	10,818	9,301	10,222	9,548	10,335	12,797	11,287	13,339	153,404	265,597	300,621	310,852
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	27,747	41,840	62,420	55,591	52,370	53,619	74,120	72,869	62,088	80,248	51,747	254,050	888,707	954,516	1,021,768
Surplus/(Deficit)	213,583	(26,214)	(47,685)	(39,437)	64,812	45,252	(51,467)	(16,966)	83,221	12	(29,658)	220,682	416,135	462,039	457,456
Transfers recognised - capital	-	642	-	3,632	2,386	29,086	8,093	9,482	-	-	-	788	54,108	53,549	41,616
Contributions recognised - capital	89,942	686	417	1,431	38,176	31,862	1,614	-	52,529	-	1,406	143,964	362,027	408,490	415,839
Contributed assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	303,525	(24,887)	(47,268)	(34,374)	105,375	106,200	(41,760)	(7,484)	135,750	12	(28,252)	365,435	832,271	924,078	914,910
Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	303,525	(24,887)	(47,268)	(34,374)	105,375	106,200	(41,760)	(7,484)	135,750	12	(28,252)	365,435	832,271	924,078	914,910

Table MBRR SA26 - Budgeted monthly revenue and expenditure (municipal vote)

Description	Budget Year 2011/12												Medium Term Revenue and Expenditure		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Revenue by Vote															
Vote1 - Summary : Amathole District Municipality													-	-	-
Vote2 - Executive & Council	7,597	-	634	372	3,834	2,654	187	636	4,997	2,605	634	23,342	47,492	50,592	53,770
Vote3 - Alternative To Levy Income Grant													-	-	-
Vote4 - Strategic Management	26,429	-	2	0	10,241	10,904	0	0	15,857	0	-	1,888	65,301	72,150	77,867
Vote5 - Corporate Services	24,684	52	91	81	8,326	7,714	53	73	14,854	61	77	9,965	66,031	69,125	71,834
Vote6 - Budget & Treasury	5,064	6,863	6,584	7,816	8,382	7,093	6,737	8,890	6,451	4,356	5,716	7,395	81,346	85,437	89,312
Vote7 - Director: Human Resources (old)													-	-	-
Vote8 - Engineering Department	94,787	-	7,905	4,641	47,835	33,115	2,336	7,930	62,347	32,495	7,909	291,212	592,512	665,989	688,591
Vote9 - Health & Protection Department	20,637	-	1	20	10,166	7,980	1,469	3,856	12,383	1	-	6,364	62,878	68,296	73,053
Vote10 - O&M Water And Sanitation	49,296	5,599	5,258	6,432	6,153	38,836	8,500	5,230	28,916	5,964	6,996	111,169	278,350	293,736	298,685
Vote11 - Land Human Settlements & Eco Development	33,033	-	2	0	12,799	13,628	0	0	19,820	0	-	2,334	81,618	91,793	104,845
Vote12 - Municipal Management	4,690	-	391	230	2,367	1,638	116	392	3,085	1,608	391	14,408	29,315	19,437	21,265
Vote13 - Agency Services													-	-	-
Vote14 - Amathole Economic Development Agency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue by Vote	266,218	12,514	20,868	19,592	110,103	123,562	19,399	27,006	168,710	47,091	21,723	468,057	1,304,843	1,416,554	1,479,223
Expenditure by Vote to be appropriated															
Vote1 - Summary : Amathole District Municipality													-	-	-
Vote2 - Executive & Council	855	713	643	866	765	836	672	883	737	658	816	38,601	47,045	50,403	53,651
Vote3 - Alternative To Levy Income Grant													-	-	-
Vote4 - Strategic Management	3,054	15,202	4,326	4,263	4,142	4,656	4,209	6,439	4,999	2,364	2,807	6,620	63,082	71,184	76,843
Vote5 - Corporate Services	3,469	4,548	5,312	4,978	5,003	4,453	3,960	6,474	5,716	3,206	4,533	12,610	64,260	68,339	71,002
Vote6 - Budget & Treasury	4,985	6,756	6,481	7,695	8,252	6,982	6,632	8,752	6,351	4,288	5,627	7,280	80,081	84,568	88,391
Vote7 - Director: Human Resources (old)													-	-	-
Vote8 - Engineering Department	713	595	536	722	638	698	561	737	615	549	681	32,209	39,254	41,827	44,867
Vote9 - Health & Protection Department	2,229	2,729	2,812	7,897	2,317	2,270	2,175	8,814	1,848	1,983	7,796	11,187	54,059	67,953	72,689
Vote10 - O&M Water And Sanitation	12,884	24,440	29,093	24,231	24,826	28,871	33,744	90,090	36,637	22,149	29,644	105,008	461,617	494,437	532,432
Vote11 - Land Human Settlements & Eco Development	2,454	12,214	3,476	3,425	3,328	3,741	3,382	5,173	4,016	1,900	2,255	5,318	50,681	56,555	60,825
Vote12 - Municipal Management	520	434	391	527	466	509	409	538	448	401	497	23,490	28,628	19,251	21,068
Vote13 - Agency Services													-	-	-
Vote14 - Amathole Economic Development Agency													-	-	-
Vote19 - Equitable Share Projects	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	31,163	67,631	53,070	54,603	49,737	53,015	55,744	127,901	61,368	37,498	54,656	242,322	888,707	954,516	1,021,768
Surplus/(Deficit) before assoc.	235,055	(55,117)	(32,202)	(35,011)	60,366	70,547	(36,345)	(100,894)	107,342	9,593	(32,933)	225,735	416,135	462,039	457,455
Taxation													-	-	-
Attributable to minorities													-	-	-
Share of surplus/ (deficit) of associate													-	-	-
Surplus/(Deficit)	235,055	(55,117)	(32,202)	(35,011)	60,366	70,547	(36,345)	(100,894)	107,342	9,593	(32,933)	225,735	416,135	462,039	457,455

Table MBRR SA27 - Budgeted monthly revenue and expenditure (standard classification)

Description	Budget Year 2011/12												Medium Term Revenue and Expenditure		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Revenue - Standard															
Governance and administration	134,915	9,933	14,596	7,893	84,278	50,848	9,946	20,763	98,401	36,707	9,004	339,335	816,641	890,671	924,729
Executive and council	98,193	8,660	8,912	5,232	53,924	37,331	2,633	8,939	70,283	36,632	8,916	328,281	667,934	734,714	762,103
Budget and treasury office	11,542	1,221	5,591	2,579	21,861	5,648	7,258	11,750	12,966	13	10	908	81,346	85,437	89,312
Corporate services	25,181	53	93	82	8,493	7,870	55	75	15,153	63	78	10,166	67,361	70,521	73,314
Community and public safety	20,359	49	33	49	9,760	8,140	1,437	3,722	12,237	33	32	7,026	62,878	68,296	73,053
Community and social services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety	607	49	31	30	30	503	31	32	386	32	32	936	2,698	2,833	3,003
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	19,752	-	1	19	9,730	7,637	1,406	3,690	11,852	1	-	6,091	60,179	65,462	70,050
Economic and environmental services	58,660	-	3	0	22,729	24,200	1	0	35,195	1	-	4,145	144,934	161,710	180,485
Planning and development	58,660	-	3	0	22,729	24,200	1	0	35,195	1	-	4,145	144,934	161,710	180,485
Road transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services	38,258	14,561	12,627	12,589	14,485	33,526	14,336	11,123	28,149	12,910	10,865	76,960	280,390	295,878	300,956
Electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water	31,026	3,524	3,309	4,048	3,873	24,442	5,350	3,292	18,199	3,754	4,403	69,967	175,186	185,414	183,864
Waste water management	7,066	10,870	9,151	8,374	10,446	8,918	8,819	7,665	9,783	8,990	6,295	6,826	103,204	108,364	114,866
Waste management	167	167	167	167	167	167	167	167	167	167	167	167	2,000	2,100	2,226
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue - Standard	252,192	24,543	27,259	20,532	131,252	116,716	25,719	35,609	173,983	49,651	19,901	427,486	1,304,843	1,416,554	1,479,223
		33,283	36,174	25,764	207,904	178,247	28,353	44,548	279,460	86,283	28,817				
Expenditure - Standard															
Governance and administration	16,590	19,488	20,241	21,232	21,596	19,790	18,448	24,222	20,533	18,619	21,738	44,478	266,895	276,479	291,974
Executive and council	7,218	6,900	7,042	7,242	7,016	7,175	6,808	7,282	6,953	6,776	7,331	27,795	105,538	101,626	108,652
Budget and treasury office	4,905	6,756	6,481	7,695	8,252	6,982	6,632	8,752	6,351	4,288	5,627	7,280	88,001	84,568	88,391
Corporate services	4,388	5,752	6,718	6,296	6,328	5,632	5,009	8,188	7,229	7,554	8,779	9,402	81,275	90,286	94,931
Community and public safety	2,934	3,742	3,742	6,098	3,447	3,864	3,721	7,990	3,400	2,475	6,757	12,767	60,937	75,366	80,916
Community and social services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety	1,412	1,856	1,773	1,662	1,760	2,152	2,054	2,924	1,896	1,058	2,233	6,634	27,414	27,760	41,296
Housing	424	540	583	544	544	594	594	722	593	440	682	619	6,878	7,413	8,226
Health	1,099	1,345	1,386	3,892	1,142	1,119	1,072	4,344	911	977	3,843	5,514	26,645	40,193	31,393
Economic and environmental services	4,194	20,880	5,942	5,855	5,689	6,395	5,781	8,844	6,866	3,248	3,855	9,092	86,641	94,842	101,947
Planning and development	4,194	20,880	5,942	5,855	5,689	6,395	5,781	8,844	6,866	3,248	3,855	9,092	86,641	94,842	101,947
Road transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services	13,045	25,575	30,466	25,836	26,456	31,490	37,204	96,588	39,170	23,721	30,044	94,919	474,235	507,828	546,932
Electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water	10,742	20,375	24,255	20,202	20,698	24,069	28,132	75,188	30,345	18,466	24,714	87,546	384,852	412,945	445,013
Waste water management	2,137	5,033	6,444	5,268	5,591	7,254	8,906	21,233	8,459	5,089	5,163	7,207	87,383	92,784	99,693
Waste management	167	167	167	167	167	167	167	167	167	167	167	167	2,000	2,100	2,226
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure - Standard	36,764	69,604	60,390	58,822	57,187	61,539	65,155	137,564	69,969	48,063	62,394	161,256	888,707	954,516	1,021,768
Surplus/(Deficit) before assoc.	215,428	(45,061)	(33,131)	(38,290)	74,065	55,176	(39,435)	(101,955)	104,013	1,588	(42,493)	266,231	416,135	462,039	457,455
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	215,428	(45,061)	(33,131)	(38,290)	74,065	55,176	(39,435)	(101,955)	104,013	1,588	(42,493)	266,231	416,135	462,039	457,455

Table MBRR SA28 - Budgeted monthly capital expenditure (municipal vote)

Description	Budget Year 2011/12												Medium Term Revenue and Expenditure			
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14	
Multi-year expenditure to be appropriated																
Vote1 - Summary : Amathole District Municipality													-	-	-	
Vote2 - Executive & Council													-	-	-	
Vote3 - Alternative To Levy Income Grant													-	-	-	
Vote4 - Strategic Management													-	-	-	
Vote5 - Corporate Services													-	-	-	
Vote6 - Budget & Treasury													-	-	-	
Vote7 - Director: Human Resources (old)													-	-	-	
Vote8 - Engineering Department	9,231	17,510	20,844	17,360	17,787	20,684	24,175	54,544	26,248	15,868	21,238	75,232	330,722	371,841	370,339	
Vote9 - Health & Protection Department													-	-	-	
Vote10 - O&M Water And Sanitation													-	-	-	
Vote11 - Land Human Settlements & Eco Development	-	-	-	-	-	603	3,062	26,160	-	-	-	-	29,825	35,088	43,860	
Vote12 - Municipal Management													-	-	-	
Vote13 - Agency Services													-	-	-	
Vote14 - Amathole Economic Development Agency													-	-	-	
Vote16 - Lm Assets Summary													-	-	-	
Vote17 - Led Agency													-	-	-	
Capital multi-year expenditure sub-total	9,231	17,510	20,844	17,360	17,787	21,288	27,237	90,704	26,248	15,868	21,238	75,232	360,546	406,929	414,199	
Single-year expenditure to be appropriated																
Vote1 - Summary : Amathole District Municipality													-	-	-	
Vote2 - Executive & Council	12	24	28	23	24	28	33	87	35	21	29	102	447	189	119	
Vote3 - Alternative To Levy Income Grant													-	-	-	
Vote4 - Strategic Management	-	-	-	-	-	45	228	1,946	-	-	-	-	2,219	966	1,024	
Vote5 - Corporate Services	-	25	-	15	143	1,497	-	32	58	-	-	-	1,771	785	833	
Vote6 - Budget & Treasury	-	35	14	-	60	51	511	593	-	-	-	-	1,265	869	921	
Vote7 - Director: Human Resources (old)													-	-	-	
Vote8 - Engineering Department	82	155	184	153	157	183	213	570	232	140	188	664	2,920	1,756	1,845	
Vote9 - Health & Protection Department	-	-	92	-	-	103	5,742	2,883	-	-	-	-	8,819	343	364	
Vote10 - O&M Water And Sanitation	-	-	-	-	168	176	-	63	35,942	-	-	-	36,349	49,864	37,792	
Vote11 - Land Human Settlements & Eco Development	-	-	-	-	-	23	114	976	-	-	-	-	1,113	151	160	
Vote12 - Municipal Management	19	36	43	36	37	43	50	134	55	33	44	156	687	186	197	
Vote13 - Agency Services													-	-	-	
Vote14 - Amathole Economic Development Agency													-	-	-	
Vote16 - Lm Assets Summary													-	-	-	
Vote17 - Led Agency													-	-	-	
Capital single-year expenditure sub-total	113	275	361	228	590	2,148	6,891	7,284	36,321	195	260	922	55,589	55,110	43,256	
Total Capital Expenditure	9,344	17,785	21,205	17,588	18,377	23,436	34,128	97,987	62,570	16,063	21,499	76,154	416,136	462,039	457,455	

Table MBRR SA29 - Budgeted monthly capital expenditure (standard classification)

R thousand	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Capital Expenditure - Standard															
<i>Governance and administration</i>	52	177	133	123	397	2,630	137	930	837	90	121	428	6,055	376,209	374,873
Executive and council	52	100	118	99	101	118	137	367	149	90	121	428	1,880	373,928	372,455
Budget and treasury office	-	35	14	-	60	51	-	511	593	-	-	-	1,265	869	921
Corporate services	-	42	-	25	236	2,461	-	52	95	-	-	-	2,911	1,411	1,496
<i>Community and public safety</i>	-	-	261	-	-	26	1,449	7,321	-	-	-	-	9,057	403	427
Community and social services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety	-	-	-	-	-	-	-	6,594	-	-	-	-	6,594	177	188
Housing	-	-	238	-	-	-	-	-	-	-	-	-	238	60	64
Health	-	-	23	-	-	26	1,449	727	-	-	-	-	2,225	166	176
<i>Economic and environmental services</i>	-	-	-	-	-	643	3,263	27,884	-	-	-	-	31,790	35,487	44,283
Planning and development	-	-	-	-	-	643	3,263	27,884	-	-	-	-	31,790	35,487	44,283
Road transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Trading services</i>	1,583	3,728	4,476	3,901	5,549	6,846	6,395	21,588	307,374	3,769	3,824	-	369,233	49,940	37,872
Electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water	-	-	-	-	1,408	1,474	-	526	301,109	-	-	-	304,518	49,253	37,144
Waste water management	1,583	3,728	4,476	3,901	4,141	5,372	6,595	21,062	6,264	3,769	3,824	-	64,715	687	728
Waste management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Other</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Standard	1,635	3,904	4,870	4,025	5,947	10,145	11,445	57,723	308,210	3,859	3,945	428	416,135	462,039	457,455

Table MBRR SA30 - Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2011/12												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Cash Receipts By Source													1		
Property rates	-	-	-	-	-	-	-	-	-	-	-	-			
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-	-	-			
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-	-	-			
Service charges - water revenue	5,089	5,024	6,010	4,609	7,092	5,102	6,937	5,501	4,584	6,472	1,514	6,344	68,078	69,048	72,090
Service charges - sanitation revenue	4,460	5,105	5,267	4,039	6,215	4,471	6,000	4,021	4,018	5,672	1,956	5,560	59,665	62,648	66,407
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-	-	-	-			
Service charges - other	-	-	0	3	1	0	-	4	-	-	-	-	8	2,018	2,139
Rental of facilities and equipment	19	14	26	23	24	13	16	19	27	22	23	20	255	268	264
Interest earned - external investments	315	315	315	315	1,633	528	1,955	478	1,409	1,807	2,037	3,902	15,000	15,750	16,695
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-			
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-			
Fines	-	-	1	1	1	1	1	1	1	1	1	1	10	11	11
Licences and permits	-	-	-	-	-	-	-	-	-	-	-	-			
Agency services	-	-	-	-	-	-	-	-	-	-	-	-			
Transfer receipts - operational	135,475	1,060	644	2,211	58,989	49,233	2,494	-	81,166	-	2,173	222,449	555,893	600,417	637,103
Other revenue	95,973	3,307	2,471	4,954	43,227	39,522	5,169	45,088	54,104	66,284	1,385	236,449	605,934	666,395	684,494
Cash Receipts by Source	241,330	15,625	14,734	16,154	117,183	98,871	22,652	55,901	145,389	80,259	22,089	474,733	1,384,843	1,416,554	1,479,223
Other Cash Flows by Source															
Transfer receipts - capital	-	(642)	-	(3,632)	(2,386)	(29,086)	(8,093)	(9,482)	-	-	-	(788)	(54,108)	(53,549)	(41,616)
Contributions recognised - capital & Contributed assets	(89,942)	(686)	(417)	(1,431)	(38,176)	(31,862)	(1,614)	-	(52,529)	-	(1,406)	(143,964)	(362,027)	(408,490)	(415,839)
Proceeds on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-			
Short term loans	-	-	-	-	-	-	-	-	-	-	-	-			
Borrowing long term/refinancing	-	-	-	-	-	-	-	-	-	-	-	-			
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-			
Decrease (Increase) in non-current debtors	-	-	-	-	-	-	-	-	-	-	-	-			
Decrease (increase) other non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-			
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-			
Total Cash Receipts by Source	151,388	14,298	14,318	11,092	76,620	37,923	12,945	46,421	92,780	80,259	20,682	329,900	888,707	954,516	1,021,768
Cash Payments by Type															
Employee related costs	21,935	25,811	25,563	24,656	25,336	25,814	24,520	29,264	25,545	17,489	25,486	56,639	328,057	356,237	391,010
Remuneration of councillors	1,039	963	1,019	1,031	1,043	1,036	1,265	1,291	1,096	1,058	1,043	1,187	13,080	14,082	15,139
Collection costs	257	159	645	59	812	148	889	688	157	-	416	1,350	5,500	5,775	6,122
Interest paid	10	10	10	10	10	10	10	10	10	10	10	10	118	-	-
Bulk purchases - Electricity	-	-	-	-	-	-	-	-	-	-	-	-			
Bulk purchases - Water & Sewer	-	-	13,618	5,522	5,131	4,830	1,099	6,837	5,386	18,059	-	-	60,481	63,451	67,227
Other materials	-	-	-	-	-	-	-	-	-	-	-	-			
Contracted services	-	-	2,817	2,006	-	160	26,130	171	4,029	20,401	-	-	55,000	58,570	67,991
Grants and subsidies paid - other municipalities	-	-	-	-	-	-	-	-	-	-	-	-			
Grants and subsidies paid - other	-	-	-	-	-	-	-	-	-	-	-	-			
General expenses	4,207	13,068	12,072	12,516	13,132	11,706	15,170	135,884	35,598	13,999	15,122	142,295	425,789	286,274	295,675
Cash Payments by Type	27,448	40,030	55,744	45,800	45,464	43,704	69,083	174,871	71,821	71,095	40,883	201,481	888,825	784,389	843,162
Other Cash Flows/Payments by Type															
Capital assets	-	642	-	3,632	2,386	29,086	8,093	9,482	-	-	-	788	54,108	53,549	41,616
Repayment of borrowing	-	-	-	-	-	-	-	-	-	-	-	-			
Other Cash Flows/Payments	-	-	-	-	-	-	-	-	-	-	-	-			
Total Cash Payments by Type	27,448	40,671	55,744	49,432	47,850	72,789	77,175	183,555	71,821	71,095	40,883	202,269	942,933	837,938	884,778
NET INCREASE/(DECREASE) IN CASH HELD	123,941	(26,374)	(41,426)	(38,340)	28,770	(34,867)	(64,230)	(137,133)	20,959	9,164	(22,400)	127,711	(54,226)	116,578	136,990
Cash/cash equivalents at the month/year begin:	-	-	-	-	-	-	-	-	-	-	-	-	-	(54,226)	62,352
Cash/cash equivalents at the month/year end:	123,941	(26,374)	(41,426)	(38,340)	28,770	(34,867)	(64,230)	(137,133)	20,959	9,164	(22,400)	127,711	(54,226)	62,352	199,342

2.10 Annual budgets and SDBIPs – internal departments

2.10.1 Executive Support Services Vote 05

This unit consists of the cost centres of Council General and Mayoral Committee. This covers the political component of the municipality, and includes both part time and full time Councillors, the Executive Mayor and the Speaker. Its primary responsibility is providing the political direction of the municipality. The number of councillors will reduce from 73 in 2010/11 financial year to 50 in the 2011/12 financial year. This department's budget is R47 491 610 or 3.64 per cent of the overall budget.

2.10.2 Strategic Management Department Vote 15

This department consists of Risk Services, Municipal Support Unit, Strategic Planning, Information Management Unit, Executive Support Services and Speaker Support Services. Risk Services being a new unit to be established in the 2011/12 financial year to identify and manage the municipality's risk profile.

Municipal Support Unit focuses on supplying support to the seven local municipalities under the jurisdiction of ADM.

Strategic Planning provides the institution with strategic direction and is responsible for the IDP and SDBIP of the institution.

Information Management Unit provides the required IT infrastructure for the municipality and maintenance and support to all users.

Executive Support Services and Speaker Support Services comprise of the administrative officials who support the initiatives of the Mayor and the Speaker. This includes Communications and Media relations/public participation; inter governmental relations, and municipal international relations, Special Programmes, Marketing to name a few.

Overall budget of this department being R65 300 897 or 5 per cent of the overall budget.

2.10.3 Corporate Services Department Vote 20

This department consist of Administration and Human Resources cost centres. Administration consists of personnel administration, auxiliary services and Council support. Human Resources is responsible for organisational development and recruitment, human resources development, labour relations and PMS as well as employee wellness and occupational safety. Overall budget is R66 031 058 or 5.06 per cent of overall budget.

2.10.4 Budget & Treasury Office Vote 25

This department consists of the Office of the Chief Financial Officer, Accounting & Reporting (including Expenditure), Asset Management and Supply Chain Management, Budgeting (including Budget Reform), and Revenue cost centres. The Chief Financial officer provides overall financial leadership and direction for all the various cost centres, whose functions are clear within their titles, except for Budget Reform, which consists of five interns, funded by the Financial Management Grant, responsible for financial reforms within the municipality. Main outputs of the department being revenue collection, annual budget, expenditure management, supply chain management and production of the annual financial statements.

Overall budget of this department being R81 346 263 or 6.23 per cent of overall budget.

2.10.5 Engineering Department – Vote 35 and 45

The department is primarily responsible for water and sanitation services. It comprises of a Water Services Authority Division responsible for the planning of water services, a well capacitated Project Management Unit, which implements all MIG funded capital projects and a Water Services Provider Division responsible for operations and maintenance of the water services . It is also responsible for building and services planning, which includes waste management and transport services.

Table Water Services Department - operating revenue by source, expenditure by type and total capital expenditure

WATER SERVICES	BUDGET
BUDGET 2011/12	
SALARIES AND WAGES	46,994,218
SOCIAL CONTRIBUTIONS	8,932,422
PROVISION FOR BAD DEBTS	40,939,180
DEPRECIATION	25,415,917
REPAIRS AND MAINTENANCE	14,396,579
INTEREST EXPENSE	-
REDEMPTION PAYMENTS	-
BULK WATER	55,515,725
CONTRACTED SERVICES	40,192,077
GENERAL EXPENSES - OTHER	28,393,230.08
SERVICES CHARGES	-66,164,463
INTEREST EARNED - DEBTORS	-
GRANTS AND SUBSIDIES	-
OTHER INCOME	-66,624,035
TOTAL NEW CAPITAL	8,425,560
TOTAL CAPITAL REPLACEMENT	19,357,000
TOTAL	155,773,411

Table Water Services Department – Performance objectives and indicators

Priority Area	IDP Objective	Strategy	Indicator	Measurement Source and Frequency	Weight	Activity / Project	Budget	Baseline	Q1 Deliverable target	Q1 Financial target	Q2 Deliverable target	Q2 Financial target	Q3 Deliverable target	Q3 Financial target	Q4 Deliverable target	Q4 Financial target	Annual Target
Water Provision	To provide quality and sustainable drinking water, in an integrated manner, to all consumers in the district by 2014	Provision of safe and portable water	921 384 people with access to water	Quarterly reports	5	Water supply projects		867 682	873052	N/A	883 772	N/A	899 903	N/A	921 384	N/A	921384
		Prioritize rainwater harvesting in communities	750 Households having access to rainwater tanks	Progress reports - Quarterly	5	Rainwater harvesting	R2million	250 Households	350 acc	100 000	500 acc	750 000	650 acc	R 1 200 000	750 acc	spent awarded amount ± R2 million	750 Households Accumulative
		Investigate desalination of sea water	Completed Study Report	Progress reports - Quarterly	3	Desalination plant feasibility study	R400 000	0	Appoint SP	I	Literature Review	R100 000	Draft Report	R300 000	Final Report	Full Awarded Amount ±R400 000	Final Report
		Investigate recycling of waste water	Study completed in Nxuba	Quarterly reports	3	Feasibility Study	R 500 000	NIL	TOR developed	I	SCM processes completed	0	Prelim report	R100 000	Final Report	Full Awarded Amount ±R500 000	1 feasibility study for Nxuba
		Manage ground water resources	Adopted Ground water management plan	Quarterly reports	5	Develop Groundwater Management Plan	R 500 000	Framework in place	TOR developed	I	Appointment of Service Provider	0	Prelim report	R 100 000	Adopted Ground water management plan	Full Awarded Amount ±R500 000	Adopted Groundwater Management plan
		Ensure all dams comply with the necessary legislation	9 (Nine) dams that comply with legislation	Quarterly reports	5	Dam safety inspections and develop operating rules	R1 615 000	NIL	TOR developed	I	Appointment of Service Provider	0	Prelim reports on 5 Dams	R 150 000	Final reports on 9 dams as awarded	Full awarded amount ±R: 615 000	Complete safety inspections on all dams as awarded
		Investigate and implement innovative technological interventions	3 (Three) innovative plant/system implemented	Quarterly reports	3	Implement innovative plants	Funding remains with the funder = DST	NIL	Appoint SP	N/A	First plant complete	N/A	Second plant complete	N/A	Third plant complete	N/A	Three plants complete
		Compliance of water services authority with drinking water quality standards	Compliance with drinking water quality standards for treated water	Quarterly reports	5	Operate Water Treatment Works Effectively	Amatola Water Operating Budget	97%	97%	Operating budget	97%	Operating budget	97%	Operating budget	97%	Operating budget	97%
		Implement alternative technologies for catchment and storage of water	Complement report on research	Quarterly reports	3	Research Report	R300 000	NIL	Contact WRC/CSIR for research		Appoint service providers	R4000	Draft report ready	R104 000 acc	Final report ready	Awarded amount spent ±R200 000	Research Studies
		Sanitation Provision	To ensure reduction of sanitation backlog by 20% in 2012	Fast-track completion of accelerated sanitation project (ASAP) phases	40% households with adequate sanitation	Quarterly reports	5	Area Wide Sanitation Projects(Mnquma Phase 1A and Kotana Phase 2)	N/A (MIG)	33%	33 32% accumulative	N/A	35 11% Accumulative	N/A	35 11% Accumulative	N/A	40% Accumulative

There are currently two unfilled positions in the top management structure of the Water Services Department [Deputy Director WSP & Water Care Manager]. The top management structure consists of the Director [A Professional Engineer], two general managers [both Engineers of which one a Professional Engineer], 12 Senior Managers [at Task grades 14 & 15] and 13 Managers.

Significant capital projects to be undertaken over the medium term includes, amongst others:

- Water & Sanitation Projects in Nxuba LM of R24 million
- Water & Sanitation Projects in Nkonkobe of R39.4 million
- Water & Sanitation Projects in Ngqushwa of R20.3 million
- Water & Sanitation Projects in Amahlathi of R10.54 million
- Water & Sanitation Projects in Great Kei of R12.7 million
- Water & Sanitation Projects in Mnquma of R82.7 million
- Water & Sanitation Projects in Mhashe of R127.9 million
- Water & Sanitation Projects in Nkonkobe of R39.4 million
- Regional Solid Waste Management Services in Mnquma R500 000
- Regional Solid Waste Management Services in Mhashe R300 000

The departmental is focusing on backlog eradication to meet the 2014 targets. The medium-term expenditure framework provides for operational repairs and maintenance of R24 219 577, R25 417 835 and R26 314 188 in each of the respective financial years of the MTREF.

The departmental revenue base is primarily informed by the sale of water and provision of sanitation services, of which budget appropriation for the 2011/12 financial year is R127 751 517 and increases to R140 635 985 by 2013/14.

The estimate calculations put non-revenue water between 65 and 85 per cent. We cannot calculate distribution losses until we have all ervin metered and the data cleansing process complete. The ADM is however, making great strides in this regard and the data cleansing process is quite far advanced and a significant budget has been made available for meter installations, which should see the majority of stands metered by June 2012.

Engineering consumes R873 493 556 of overall budget or 66.94 per cent.

2.10.6 Health & Protection Services Department – Vote 40

The department is primarily responsible for the provision of Municipal Health Services and Protection Services, within the district. It provides municipal health services as a health authority and protection services which includes fire fighting services, disaster management and community safety services. Total budget allocation is R62 877 622 or 4.82 per cent of the overall budget.

2.10.7 Land Human Settlements & Economic Development Vote 50

This department consists of Land Administration & Housing, Economic Development and the Director Cost centres. Responsibilities include land reform, spatial planning, housing development and land development fund management, environmental management, heritage, agriculture, SMME's and co-ops, economic research and tourism. This department consumes R78 986 393 or 6.05 percent of overall budget.

2.10.8 Municipal Management Department – Vote 55

This department consists of Municipal Management, Internal Audit and Legal Services, which provides the entire institution with legal support as well as internal audit services. This department consumes R29 315 217 or 2.25 per cent of overall budget.

2.11 Contracts having future budgetary implications

In terms of the municipality's Supply Chain Management Policy, no contracts are awarded beyond the medium-term revenue and expenditure framework (three years). In ensuring

adherence to this contractual time frame limitation, all reports submitted to either the Bid Evaluation and Adjudication Committees must obtain formal financial comments from the Financial Management Division of the Treasury Department, and the chairperson of the Bid Adjudication Committee is the Chief Financial Officer.

2.12 Capital expenditure details

The following three table's present details of the municipality's capital expenditure programme, firstly on new assets by asset class and then on renewal of existing assets by asset class and finally on repairs and maintenance of assets by asset class.

Table MBRR SA 34a - Capital expenditure on new assets by asset class

DC12 Amathole - Supporting Table SA34a Capital expenditure on new assets by asset class									
Description	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12	Medium Term	Revenue &
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Capital expenditure on new assets by Asset Class/Sub-class									
Infrastructure	-	-	73,087	259,357	14,079	273,436	362,027	408,490	415,839
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Roads, Pavements & Bridges	-	-	-	-	-	-	-	-	-
Storm water	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Generation	-	-	-	-	-	-	-	-	-
Transmission & Reticulation	-	-	-	-	-	-	-	-	-
Street Lighting	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	68,945	173,435	13,329	186,764	260,439	271,841	249,725
Dams & Reservoirs	-	-	8,464	-	1,630	1,630	-	-	-
Water purification	-	-	-	173,435	-	173,435	211,579	242,718	240,954
Reticulation	-	-	60,481	-	11,699	11,699	48,860	29,123	6,772
Infrastructure - Sanitation	-	-	4,142	45,333	-	45,333	60,219	91,667	112,281
Reticulation	-	-	-	-	-	-	-	-	-
Sewerage purification	-	-	4,142	45,333	-	45,333	60,219	91,667	112,281
Infrastructure - Other	-	-	-	40,589	750	41,339	41,369	44,982	53,832
Waste Management	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	1,481	1,561	1,839
Gas	-	-	-	-	-	-	-	-	-
Other	-	-	-	40,589	750	41,339	39,889	43,421	52,193
Community	-	-	-	-	2,000	2,000	-	-	-
Parks & gardens	-	-	-	-	-	-	-	-	-
Sportsfields & stadia	-	-	-	-	-	-	-	-	-
Swimming pools	-	-	-	-	-	-	-	-	-
Community halls	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
Recreational facilities	-	-	-	-	2,000	2,000	-	-	-
Fire, safety & emergency	-	-	-	-	-	-	-	-	-
Security and policing	-	-	-	-	-	-	-	-	-
Buses	-	-	-	-	-	-	-	-	-
Clinics	-	-	-	-	-	-	-	-	-
Museums & Art Galleries	-	-	-	-	-	-	-	-	-
Cemeteries	-	-	-	-	-	-	-	-	-
Social rental housing	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Investment properties	-	-	1,896	-	-	-	-	-	-
Housing development	-	-	1,896	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Other assets	26,892	4,921	2,727	57,931	(27,562)	30,369	29,463	41,233	28,643
General vehicles	12,848	3,536	946	23,606	487	24,092	12,069	576	611
Specialised vehicles	-	-	-	1,700	-	1,700	4,500	-	-
Plant & equipment	937	161	423	518	208	726	1,171	591	627
Computers - hardware/equipment	2,713	804	910	1,955	131	2,086	2,454	2,003	2,122
Furniture and other office equipment	1,202	420	448	1,553	112	1,765	6,570	1,847	1,930
Abattoirs	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Civic Land and Buildings	-	-	-	-	-	-	-	-	-
Other Buildings	9,191	-	-	-	-	-	2,700	50	27
Other Land	-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or inventory)	-	-	-	-	-	-	-	-	-
Other	-	-	-	28,499	(28,499)	-	-	36,165	23,326
Agricultural assets	-	-	-	-	-	-	-	-	-
List sub-class	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
List sub-class	-	-	-	-	-	-	-	-	-
Intangibles	-	-	-	-	-	-	-	-	-
Computers - software & programming	-	-	-	-	-	-	-	-	-
Other (list sub-class)	-	-	-	-	-	-	-	-	-
Total Capital Expenditure on new assets	26,892	4,921	77,710	317,288	(11,483)	305,805	391,491	449,724	444,481
Specialised vehicles	-	-	-	1,700	-	1,700	4,500	-	-
Refuse	-	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	4,500	-	-
Conservancy	-	-	-	1,700	-	1,700	-	-	-
Ambulances	-	-	-	-	-	-	-	-	-

Table MBRR SA34b - Capital expenditure on the renewal of existing assets by asset class

Description R thousand	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Capital expenditure on renewal of existing assets by Asset Class/Sub-class									
Infrastructure	-	-	1,184	-	12,420	12,420	-	-	-
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Roads, Pavements & Bridges									
Storm water									
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Generation									
Transmission & Reticulation									
Street Lighting									
Infrastructure - Water	-	-	1,184	-	1,990	1,990	-	-	-
Dams & Reservoirs	-	-	1,184	-	1,990	1,990	-	-	-
Water purification									
Reticulation									
Infrastructure - Sanitation	-	-	-	-	10,430	10,430	-	-	-
Reticulation	-	-	-	-	3,480	3,480	-	-	-
Sewerage purification	-	-	-	-	6,950	6,950	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Waste Management									
Transportation									
Gas									
Other									
Community	-	-	-	-	-	-	-	-	-
Parks & gardens									
Sportsfields & stadia									
Swimming pools									
Community halls									
Libraries									
Recreational facilities									
Fire, safety & emergency									
Security and policing									
Buses									
Clinics									
Museums & Art Galleries									
Cemeteries									
Social rental housing									
Other									
Heritage assets	-	-	-	-	-	-	-	-	-
Buildings									
Other									
Investment properties	-	-	-	-	-	-	-	-	-
Housing development									
Other									
Other assets	590	1,198	754	6,848	842	7,690	24,645	12,315	12,973
General vehicles	-	780	193	5,775	270	6,045	6,182	752	797
Specialised vehicles	-	-	-	-	-	-	-	-	-
Plant & equipment	28	-	-	15	-	15	49	27	28
Computers - hardware/equipment	456	320	479	689	387	1,076	1,323	716	678
Furniture and other office equipment	106	98	82	369	185	554	539	345	366
Abattoirs									
Markets									
Civic Land and Buildings									
Other Buildings	-	-	-	-	-	-	-	-	-
Other Land									
Surplus Assets - (Investment or Inventory)									
Other	-	-	-	-	-	-	16,552	10,476	11,105
Agricultural assets	-	-	-	-	-	-	-	-	-
List sub-class									
Biological assets	-	-	-	-	-	-	-	-	-
List sub-class									
Intangibles	-	-	-	-	-	-	-	-	-
Computers - software & programming									
Other (list sub-class)									
Total Capital Expenditure on renewal of existing assets	590	1,198	1,938	6,848	13,262	20,110	24,645	12,315	12,973
Specialised vehicles	-	-	-	-	-	-	-	-	-
Refuse									
Fire									
Conservancy									
Ambulances									

Table MBRR SA34c - Repairs and maintenance expenditure by asset class

Description	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Repairs and maintenance expenditure by Asset Class/Sub-class									
Infrastructure	7,483	9,563	5,682	25,640	(15,773)	9,867	20,218	21,225	21,967
Infrastructure - Road transport	-	-	-	-	-	-	2,100	2,205	2,042
Roads, Pavements & Bridges	-	-	-	-	-	-	2,100	2,205	2,042
Storm water	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Generation	-	-	-	-	-	-	-	-	-
Transmission & Reticulation	-	-	-	-	-	-	-	-	-
Street Lighting	-	-	-	-	-	-	-	-	-
Infrastructure - Water	7,483	9,563	5,682	25,640	(15,773)	9,867	18,118	19,020	19,925
Dams & Reservoirs	-	-	-	-	-	-	6,005	6,318	6,697
Water purification	-	-	-	-	-	-	-	-	-
Reticulation	7,483	9,563	5,682	25,640	(15,773)	9,867	12,113	12,702	13,228
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Reticulation	-	-	-	-	-	-	-	-	-
Sewerage purification	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Waste Management	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Gas	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Community	-	94	-	-	-	-	-	-	-
Parks & gardens	-	-	-	-	-	-	-	-	-
Sportsfields & stadia	-	-	-	-	-	-	-	-	-
Swimming pools	-	-	-	-	-	-	-	-	-
Community halls	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
Recreational facilities	-	94	-	-	-	-	-	-	-
Fire, safety & emergency	-	-	-	-	-	-	-	-	-
Security and policing	-	-	-	-	-	-	-	-	-
Buses	-	-	-	-	-	-	-	-	-
Clinics	-	-	-	-	-	-	-	-	-
Museums & Art Galleries	-	-	-	-	-	-	-	-	-
Cemeteries	-	-	-	-	-	-	-	-	-
Social rental housing	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Heritage assets	-	4	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Other	-	4	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Housing development	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Other assets	3,723	5,047	5,553	8,035	(870)	7,165	6,404	6,714	7,018
General vehicles	-	-	-	-	-	-	-	-	-
Specialised vehicles	-	-	-	-	-	-	-	-	-
Plant & equipment	1,177	2,796	3,470	4,466	(778)	3,688	2,886	3,026	3,129
Computers - hardware/equipment	1,279	655	339	350	-	350	358	376	398
Furniture and other office equipment	23	19	26	19	16	34	41	42	45
Abattoirs	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Civic Land and Buildings	-	-	-	-	-	-	-	-	-
Other Buildings	1,244	1,577	1,719	3,200	(107)	3,093	3,121	3,270	3,446
Other Land	-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Agricultural assets	-	-	-	-	-	-	-	-	-
List sub-class	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
List sub-class	-	-	-	-	-	-	-	-	-
Intangibles	2,200	2,704	1,787	360	0	360	-	-	-
Computers - software & programming	2,200	2,704	1,787	360	0	360	-	-	-
Other (list sub-class)	-	-	-	-	-	-	-	-	-
Total Repairs and Maintenance Ex	13,406	17,412	13,023	34,035	(16,642)	17,392	26,622	27,939	28,985
Specialised vehicles	-	-	-	-	-	-	-	-	-
Refuse	-	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-	-
Conservancy	-	-	-	-	-	-	-	-	-
Ambulances	-	-	-	-	-	-	-	-	-

Table MBRR SA35 - Future financial implications of the capital budget

Vote Description	2011/12 Medium Term Revenue & Expenditure Framework			Forecasts			
	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Present value
R thousand							
Capital expenditure							
Vote1 - Summary : Amathole District Municipality	-	-	-	-	-	-	-
Vote2 - Executive & Council	447	189	119	-	-	-	-
Vote3 - Alternative To Levy Income Grant	-	-	-	-	-	-	-
Vote4 - Strategic Management	2,219	966	1,024	-	-	-	-
Vote5 - Corporate Services	1,771	785	833	-	-	-	-
Vote6 - Budget & Treasury	1,265	869	921	-	-	-	-
Vote7 - Director: Human Resources (old)	-	-	-	-	-	-	-
Vote8 - Engineering Department	333,642	373,597	372,185	-	-	-	-
Vote9 - Health & Protection Department	8,819	343	364	-	-	-	-
Vote10 - O&m Water And Sanitation	36,349	49,864	37,792	-	-	-	-
Vote11 - Land Human Settlements & Eco Development	30,937	35,239	44,020	-	-	-	-
Vote12 - Municipal Management	687	186	197	-	-	-	-
Vote13 - Agency Services	-	-	-	-	-	-	-
Vote14 - Amathole Economic Development Agency	-	-	-	-	-	-	-
Vote16 - Lm Assets Summary	-	-	-	-	-	-	-
Vote17 - Led Agency	-	-	-	-	-	-	-
Total Capital Expenditure	416,135	462,039	457,455	-	-	-	-
Future operational costs by vote							
Vote1 - Summary : Amathole District Municipality	-	-	-	-	-	-	-
Vote2 - Executive & Council	47,045	50,403	53,651	-	-	-	-
Vote3 - Alternative To Levy Income Grant	-	-	-	-	-	-	-
Vote4 - Strategic Management	63,082	71,184	76,843	-	-	-	-
Vote5 - Corporate Services	64,260	68,339	71,002	-	-	-	-
Vote6 - Budget & Treasury	80,081	84,568	88,391	-	-	-	-
Vote7 - Director: Human Resources (old)	-	-	-	-	-	-	-
Vote8 - Engineering Department	39,254	41,827	44,867	-	-	-	-
Vote9 - Health & Protection Department	54,059	67,953	72,689	-	-	-	-
Vote10 - O&m Water And Sanitation	461,617	494,437	532,432	-	-	-	-
Vote11 - Land Human Settlements & Eco Development	50,681	56,555	60,825	-	-	-	-
Vote12 - Municipal Management	28,628	19,251	21,068	-	-	-	-
Vote13 - Agency Services	-	-	-	-	-	-	-
Vote14 - Amathole Economic Development Agency	-	-	-	-	-	-	-
Vote16 - Lm Assets Summary	-	-	-	-	-	-	-
Vote17 - Led Agency	-	-	-	-	-	-	-
Total future operational costs	888,707	954,516	1,021,768	-	-	-	-
Future revenue by source							
Property rates							
Property rates - penalties & collection charges							
Service charges - electricity revenue							
Service charges - water revenue	66,164	69,048	72,090				
Service charges - sanitation revenue	59,665	62,648	66,407				
Service charges - refuse revenue							
Service charges - other	1,922	2,018	2,139				
Rental of facilities and equipment	255	268	284				
Total future revenue	128,006	133,982	140,920	-	-	-	-
Net Financial Implications	1,176,836	1,282,572	1,338,303	-	-	-	-

Table MBRR SA36 - Detailed capital budget per municipal vote

Municipal Vote/Capital project	Program/Project description	Project number	IDP Goal code 3.	Asset Class 4.	Asset Sub-Class 4.	Total Project Estimate	Prior year outcomes		2011/12 Medium Term Revenue & Expenditure Framework			Project information	
							Audited Outcome 2009/10	Current Year 2010/11 Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14	Ward location	New or renewal
Parent municipality:													
List all capital projects grouped by Municipal Vote													
				Examples	Examples								
05 - Executive & Council	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	5	5	-	-	-	-	Various	New
05 - Executive & Council	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	6	6	-	-	-	-	Various	New
05 - Executive & Council	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	7	7	-	-	-	-	Various	Renew
05 - Executive & Council	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	9	-	9	-	-	-	Various	New
05 - Executive & Council	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	29	-	4	25	-	-	Various	Renew
05 - Executive & Council	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	43	-	43	-	-	-	Various	New
05 - Executive & Council	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	51	6	28	7	5	5	Various	New
05 - Executive & Council	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	100	-	100	-	-	-	Various	New
05 - Executive & Council	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	135	3	-	132	-	-	Various	Renew
05 - Executive & Council	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	256	-	-	180	76	-	Various	Renew
05 - Executive & Council	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	440	35	80	103	108	114	Various	Renew
05 - Executive & Council	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	900	-	900	-	-	-	Various	Renew
15 - Strategic Management	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	2	2	-	-	-	-	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	7	2	5	-	-	-	Various	Renew
15 - Strategic Management	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	15	-	-	15	-	-	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	18	18	-	-	-	-	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	21	21	-	-	-	-	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	24	-	-	24	-	-	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	32	-	-	10	11	11	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	32	2	30	-	-	-	Various	Renew
15 - Strategic Management	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	37	-	-	27	5	5	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	38	-	-	12	13	13	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	48	48	-	-	-	-	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	51	-	51	-	-	-	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	57	-	25	10	11	11	Various	Renew
15 - Strategic Management	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	60	-	1	19	19	21	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	76	-	-	24	25	27	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	80	-	15	21	22	23	Various	Renew
15 - Strategic Management	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	92	-	7	27	28	30	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	103	35	31	12	13	13	Various	Renew
15 - Strategic Management	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	120	-	71	16	16	17	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	123	123	-	-	-	-	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	126	-	-	23	50	53	Various	Renew
15 - Strategic Management	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	131	-	25	34	35	37	Various	Renew
15 - Strategic Management	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	175	-	72	103	-	-	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	180	-	180	-	-	-	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	190	-	39	48	50	53	Various	Renew
15 - Strategic Management	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	200	-	200	-	-	-	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	201	-	-	68	64	68	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	274	24	220	20	5	5	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	400	-	-	400	-	-	Various	Renew
15 - Strategic Management	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	515	-	306	209	-	-	Various	New
15 - Strategic Management	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	863	263	300	300	-	-	Various	Renew
15 - Strategic Management	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	3,388	672	680	800	600	636	Various	New

Table 51 MBRR 36: Detailed capital budget per municipal vote (continued)

Municipal Vote/Capital project	Program/Project description	Project number	IDP Goal code 3.	Asset Class 4.	Asset Sub-Class 4.	Total Project Estimate	Prior year outcomes		2011/12 Medium Term Revenue &			Project information	
							Audited Outcome 2009/0	Current Year 2010/11 Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14	Ward location	New or renewal
20 - Corporate Services	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	52	1	10	13	13	14	Various	Renew
20 - Corporate Services	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	113	9	42	20	20	22	Various	Renew
20 - Corporate Services	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	156	24	77	17	18	19	Various	Renew
20 - Corporate Services	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	170	-	-	170	-	-	Various	Renew
20 - Corporate Services	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	225	136	80	3	3	3	Various	New
20 - Corporate Services	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	346	18	59	64	100	106	Various	Renew
20 - Corporate Services	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	376	27	102	73	82	87	Various	New
20 - Corporate Services	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	406	48	231	124	3	3	Various	New
20 - Corporate Services	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	470	-	470	-	-	-	Various	New
20 - Corporate Services	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	514	-	344	170	-	-	Various	New
20 - Corporate Services	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	522	39	61	134	140	149	Various	New
20 - Corporate Services	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	711	-	-	340	180	191	Various	Renew
20 - Corporate Services	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	1,217	7	107	640	225	239	Various	New
25 - Budget & Treasury	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	2	-	-	2	-	-	Various	Renew
25 - Budget & Treasury	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	7	-	-	7	-	-	Various	Renew
25 - Budget & Treasury	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	11	11	-	-	-	-	Various	Renew
25 - Budget & Treasury	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	13	-	13	-	-	-	Various	New
25 - Budget & Treasury	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	14	-	14	-	-	-	Various	New
25 - Budget & Treasury	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	15	-	-	15	-	-	Various	Renew
25 - Budget & Treasury	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	15	-	-	15	-	-	Various	New
25 - Budget & Treasury	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	19	-	19	-	-	-	Various	New
25 - Budget & Treasury	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	38	-	-	29	5	5	Various	Renew
25 - Budget & Treasury	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	47	-	12	35	-	-	Various	New
25 - Budget & Treasury	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	47	-	47	-	-	-	Various	New
25 - Budget & Treasury	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	54	-	11	43	-	-	Various	Renew
25 - Budget & Treasury	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	75	-	-	24	25	26	Various	Renew
25 - Budget & Treasury	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	85	-	-	27	28	30	Various	New
25 - Budget & Treasury	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	92	-	55	12	13	13	Various	New
25 - Budget & Treasury	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	98	-	-	15	40	42	Various	New
25 - Budget & Treasury	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	106	43	10	17	18	19	Various	Renew
25 - Budget & Treasury	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	121	-	6	12	50	53	Various	Renew
25 - Budget & Treasury	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	136	85	13	38	-	-	Various	New
25 - Budget & Treasury	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	141	-	-	38	50	53	Various	Renew
25 - Budget & Treasury	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	169	-	35	31	50	53	Various	Renew
25 - Budget & Treasury	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	170	-	170	-	-	-	Various	New
25 - Budget & Treasury	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	221	-	150	23	24	25	Various	New
25 - Budget & Treasury	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	224	-	150	74	-	-	Various	Renew
25 - Budget & Treasury	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	240	-	135	105	-	-	Various	Renew
25 - Budget & Treasury	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	254	-	1	109	70	74	Various	New
25 - Budget & Treasury	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	267	-	75	63	63	67	Various	Renew
25 - Budget & Treasury	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	321	-	55	87	87	92	Various	Renew
25 - Budget & Treasury	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	332	-	50	92	92	98	Various	New
25 - Budget & Treasury	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	338	71	18	43	100	106	Various	New
25 - Budget & Treasury	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	348	-	230	73	20	21	Various	New
25 - Budget & Treasury	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	403	-	304	99	0	0	Various	New
25 - Budget & Treasury	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	478	22	43	135	135	143	Various	New

Table 51 MBRR SA36: Detailed capital budget per municipal vote (continued)

Municipal Vote/Capital project	Program/Project description	Project number	IDP Goal code 3.	Asset Class 4.	Asset Sub-Class 4.	Total Project Estimate	Prior year outcomes		2011/12 Medium Term Revenue	
							Audited Outcome 2009/10	Current Year 2010/11 Full Year Forecast	Budget Year 2011/12	Budget Year+1 2012/13
R thousand										
35 - Engineering Department	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	2	-	2	-	-
35 - Engineering Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	14	7	5	-	-
35 - Engineering Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	15	-	5	3	3
35 - Engineering Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	16	16	-	-	-
35 - Engineering Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	22	11	11	-	-
35 - Engineering Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	25	-	1	5	5
35 - Engineering Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	25	-	13	5	5
35 - Engineering Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	34	-	2	11	11
35 - Engineering Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	41	-	17	5	5
35 - Engineering Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	49	-	12	12	12
35 - Engineering Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	52	5	7	5	15
35 - Engineering Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	55	55	-	-	-
35 - Engineering Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	55	-	15	15	15
35 - Engineering Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	55	-	55	-	-
35 - Engineering Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	59	-	14	54	10
35 - Engineering Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	105	19	15	35	15
35 - Engineering Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	151	-	14	52	27
35 - Engineering Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	155	22	-	43	45
35 - Engineering Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	235	10	133	54	20
35 - Engineering Department	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	513	-	350	253	-
35 - Engineering Department	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	645	-	370	275	-
35 - Engineering Department	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	1,020	-	455	572	-
35 - Engineering Department	Rbig - Rural Transport Infrastructure Grant	Various	H	Transportation	Transportation	4,532	-	-	1,451	1,551
35 - Engineering Department	Mig Other Projects	Various	H	Other	Other	42,319	-	15,559	10,554	5,333
35 - Engineering Department	Rbig - Regional Bulk Infrastructure Grant	Various	H	Infrastructure - Water	Retreatment	55,754	-	-	45,550	29,123
35 - Engineering Department	Mig Sanitation Projects	Various	H	Infrastructure - Sanitation	Sewerage Purification	309,500	-	45,333	50,219	91,557
35 - Engineering Department	Mig Water Projects	Various	H	Infrastructure - Water	Water Purification	555,555	-	173,435	211,579	242,715
40 - Health & Protection Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	2	2	-	-	-
40 - Health & Protection Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	5	-	-	2	2
40 - Health & Protection Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	10	-	10	-	-
40 - Health & Protection Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	12	2	-	3	3
40 - Health & Protection Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	14	-	14	-	-
40 - Health & Protection Department	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	15	-	-	5	5
40 - Health & Protection Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	19	2	17	-	-
40 - Health & Protection Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	24	-	-	5	5
40 - Health & Protection Department	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	25	-	25	-	-
40 - Health & Protection Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	35	-	13	5	5
40 - Health & Protection Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	52	-	15	15	10
40 - Health & Protection Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	53	-	-	17	15
40 - Health & Protection Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	55	10	29	5	5
40 - Health & Protection Department	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	57	57	-	-	-
40 - Health & Protection Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	55	5	15	12	13
40 - Health & Protection Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	70	-	23	15	16
40 - Health & Protection Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	71	-	-	30	20
40 - Health & Protection Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	103	15	50	12	13
40 - Health & Protection Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	105	9	15	40	20
40 - Health & Protection Department	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	151	-	151	-	-
40 - Health & Protection Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	151	-	-	120	20
40 - Health & Protection Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	179	-	51	42	42
40 - Health & Protection Department	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	220	5	-	55	71
40 - Health & Protection Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	330	-	-	279	25
40 - Health & Protection Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	355	55	253	15	15
40 - Health & Protection Department	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	445	155	259	-	-
40 - Health & Protection Department	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	445	155	259	-	-
40 - Health & Protection Department	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	510	-	15	432	30
40 - Health & Protection Department	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	525	201	327	-	-
40 - Health & Protection Department	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	530	373	257	-	-
40 - Health & Protection Department	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	555	-	-	555	-
40 - Health & Protection Department	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	743	153	-	550	-
40 - Health & Protection Department	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	955	-	-	955	-
40 - Health & Protection Department	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	1,012	-	-	1,012	-
40 - Health & Protection Department	Internally Funded Capex	Various	H	Specialised Vehicles - Fire	Specialised Vehicles - Fire	4,500	-	-	4,500	-

Table 51 MBRR SA36: Detailed capital budget per municipal vote (continued)

Municipal Vote/Capital project	Program/Project description	Project number	IDP Goal code 3.	Asset Class 4.	Asset Sub-Class 4.	Total Project Estimate	Prior year outcomes		2011/12 Medium Term Revenue &			Project information	
							Audited Outcome 2009/10	Current Year 2010/11 Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14	Ward location	New or renewal
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	46	-	-	15	15	16	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	47	-	-	15	16	17	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	47	-	-	15	16	17	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	51	-	-	25	13	13	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	51	-	-	20	15	16	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	51	-	-	20	15	16	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	53	-	-	22	15	16	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	53	-	-	23	15	16	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	56	-	-	25	15	16	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	56	-	-	25	15	16	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	57	-	20	13	12	13	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	58	-	2	25	15	16	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	59	-	13	15	15	16	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	59	-	-	18	20	21	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	61	-	-	30	15	16	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	63	-	-	20	21	22	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	63	-	-	20	21	22	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	65	-	65	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	66	-	-	25	20	21	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	71	-	-	40	15	16	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	74	74	-	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	77	-	-	25	25	27	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	77	-	-	25	25	27	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	77	-	-	25	25	27	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	77	-	-	25	25	27	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	77	-	-	26	25	27	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	78	-	-	26	26	27	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	78	-	-	26	26	27	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	78	-	7	30	20	21	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	79	-	-	25	26	28	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	79	-	-	25	26	28	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	79	-	-	25	26	28	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	79	-	-	38	20	21	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	81	-	-	50	15	16	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	81	5	-	25	25	27	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	87	-	-	35	25	27	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	91	-	-	50	20	21	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	96	-	65	10	10	11	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	97	-	65	10	11	11	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	97	-	-	45	25	27	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	100	-	100	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	102	-	-	50	25	27	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	102	-	-	50	25	27	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	107	-	-	55	25	27	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	111	30	66	5	5	5	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	115	40	52	8	8	8	Various	Renew
45 - O&M Water And Sanitation	Hogsback Wtw	Various	H	Infrastructure - Water	Dams & Reservoirs	120	-	120	-	-	-	Various	Renew

Table 51 MBRR SA36: Detailed capital budget per municipal vote (continued)

Municipal Vote/Capital project	Program/Project description	Project number	IDP Goal code 3.	Asset Class 4.	Asset Sub-Class 4.	Total Project Estimate	Prior year outcomes			2011/12 Medium Term Revenue &		Project information	
							Audited Outcome 2009/10	Current Year 2010/11 Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14	Ward location	New or renewal
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	124	-	-	50	36	38	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	127	-	-	75	25	27	Various	New
45 - O&M Water And Sanitation	Construction Bulk 100kl Reservoir Willowvale	Various	H	Infrastructure - Water	Dams & Reservoirs	130	-	130	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	137	-	-	64	35	37	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	141	-	14	43	41	43	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	142	-	-	70	35	37	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	149	-	27	70	25	27	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Other	Other	154	-	-	100	28	28	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	159	-	-	75	41	43	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	170	-	-	145	25	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	195	-	195	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	199	-	-	65	65	69	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	200	-	200	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Other Buildings	Other Buildings	200	-	-	200	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Other Buildings	Other Buildings	200	-	-	200	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Other Buildings	Other Buildings	200	-	-	200	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	203	7	183	5	5	5	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	235	-	235	-	-	-	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	250	-	-	250	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	256	-	-	84	84	89	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	275	-	-	275	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	275	-	-	275	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	275	-	-	275	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	275	-	-	275	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	275	-	-	275	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	275	-	-	275	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	286	-	-	286	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	286	-	-	286	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	286	-	-	286	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	286	-	-	286	-	-	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	286	-	-	286	-	-	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	306	-	-	100	100	106	Various	New
45 - O&M Water And Sanitation	Cintsa Stw	Various	H	Infrastructure - Sanitation	Sewerage Purification	350	-	350	-	-	-	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Other Buildings	Other Buildings	350	-	-	350	-	-	Various	New
45 - O&M Water And Sanitation	Kei Mount & Mogan Bay Stw	Various	H	Infrastructure - Sanitation	Sewerage Purification	350	-	350	-	-	-	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Other Buildings	Other Buildings	352	-	-	300	25	27	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Other Buildings	Other Buildings	400	-	-	400	-	-	Various	New
45 - O&M Water And Sanitation	Repair Hogsback Dam	Various	H	Infrastructure - Water	Dams & Reservoirs	400	-	400	-	-	-	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Other Buildings	Other Buildings	425	-	-	400	25	-	Various	New
45 - O&M Water And Sanitation	Peddle Stw	Various	H	Infrastructure - Sanitation	Sewerage Purification	450	-	450	-	-	-	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Other	Other	452	-	-	400	25	27	Various	Renew
45 - O&M Water And Sanitation	Willowvale Wtw	Various	H	Infrastructure - Water	Dams & Reservoirs	460	-	460	-	-	-	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	470	-	470	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	474	-	-	350	60	64	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	481	-	195	286	-	-	Various	New
45 - O&M Water And Sanitation	Cathcart Wtw	Various	H	Infrastructure - Water	Dams & Reservoirs	500	-	500	-	-	-	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	510	-	235	275	-	-	Various	New
45 - O&M Water And Sanitation	Mendu Wtw	Various	H	Infrastructure - Water	Dams & Reservoirs	510	-	510	-	-	-	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	520	-	520	-	-	-	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	521	-	235	286	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	528	-	-	487	20	21	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	536	-	260	278	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	572	-	-	572	-	-	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	580	-	580	-	-	-	Various	New

Table 51 MBRR SA36: Detailed capital budget per municipal vote (continued)

Municipal Vote/Capital project	Program/Project description	Project number	IDP Goal code 3.	Asset Class 4.	Asset Sub-Class 4.	Total Project Estimate	Prior year outcomes		2011/12 Medium Term Revenue 4			Project information	
							Audited Outcome 2009/10	Current Year 2010/11 Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14	Ward location	New or renewal
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	633	-	-	530	50	53	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	640	-	640	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Other Buildings	Other Buildings	650	-	-	650	-	-	Various	New
45 - O&M Water And Sanitation	Keiskamma Hoek St»	Various	H	Infrastructure - Sanitation	Severage Purification	650	-	650	-	-	-	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	705	-	705	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	745	-	470	275	-	-	Various	New
45 - O&M Water And Sanitation	Study To Lift Dam Wall & Construct Sludge Lag	Various	H	Other	Other	750	-	750	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	780	-	780	-	-	-	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	825	-	-	825	-	-	Various	Renew
45 - O&M Water And Sanitation	Idutyani St»	Various	H	Infrastructure - Sanitation	Severage Purification	850	-	850	-	-	-	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Specialized Vehicles - Conservancy	Specialized Vehicles - Conservancy	850	-	850	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Specialized Vehicles - Conservancy	Specialized Vehicles - Conservancy	880	-	880	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	855	-	500	275	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	875	-	-	286	286	303	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	887	-	-	290	290	307	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	980	-	705	275	-	-	Various	New
45 - O&M Water And Sanitation	Cathcart Wt»	Various	H	Infrastructure - Sanitation	Severage Purification	1,000	-	1,000	-	-	-	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	1,020	-	470	550	-	-	Various	New
45 - O&M Water And Sanitation	Centane Water Supply Phase 4	Various	H	Infrastructure - Water	Reticulation	1,036	1,036	-	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	1,060	-	675	385	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	1,081	-	785	286	-	-	Various	New
45 - O&M Water And Sanitation	Nqusi Water Supply Scheme Epwip8	Various	H	Infrastructure - Water	Reticulation	1,107	1,107	-	-	-	-	Various	New
45 - O&M Water And Sanitation	Upgrade Haga Haga Raw Water Supply	Various	H	Infrastructure - Water	Dams & Reservoirs	1,184	1,184	-	-	-	-	Various	Renew
45 - O&M Water And Sanitation	Nqusi Water Supply Scheme Epwip1	Various	H	Infrastructure - Water	Reticulation	1,192	1,192	-	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Other	Other	1,224	-	-	400	400	424	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	1,270	-	1,270	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Other	Other	1,452	-	-	1,452	-	-	Various	Renew
45 - O&M Water And Sanitation	Upgrade Elliotdale Wt»»	Various	H	Infrastructure - Water	Dams & Reservoirs	1,500	-	1,500	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	1,695	-	-	1,540	75	80	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	1,750	-	-	572	572	606	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	1,780	-	1,505	275	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Other	Other	1,852	-	-	1,800	25	27	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	1,886	-	-	1,886	-	-	Various	New
45 - O&M Water And Sanitation	Komga Commonage Housing Project	Various	H	Housing Development	Housing Development	1,896	1,896	-	-	-	-	Various	New
45 - O&M Water And Sanitation	Nkonkobe Water Reticulation	Various	H	Infrastructure - Water	Reticulation	1,900	1,900	-	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	1,900	-	1,383	550	-	-	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	1,930	-	1,930	-	-	-	Various	New
45 - O&M Water And Sanitation	Abulion Facilities	Various	H	Recreational Facilities	Recreational Facilities	2,000	-	2,000	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Other	Other	2,400	-	-	2,400	-	-	Various	Renew
45 - O&M Water And Sanitation	Roads & Storm Water 16	Various	H	Infrastructure - Water	Reticulation	2,436	2,436	-	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	2,585	-	2,310	275	-	-	Various	New
45 - O&M Water And Sanitation	Roads And Stormwater 2b	Various	H	Infrastructure - Water	Reticulation	2,602	2,602	-	-	-	-	Various	New
45 - O&M Water And Sanitation	Bedford St»	Various	H	Infrastructure - Sanitation	Severage Purification	3,300	-	3,300	-	-	-	Various	Renew
45 - O&M Water And Sanitation	Nqusi Water Supply Scheme D	Various	H	Infrastructure - Water	Reticulation	3,477	3,477	-	-	-	-	Various	New
45 - O&M Water And Sanitation	Refurbish/Upgrade Daliv» Sewer Network	Various	H	Infrastructure - Sanitation	Reticulation	3,480	-	3,480	-	-	-	Various	Renew
45 - O&M Water And Sanitation	Nqusi Water Supply C	Various	H	Infrastructure - Water	Reticulation	3,690	3,690	-	-	-	-	Various	New
45 - O&M Water And Sanitation	Nqushwa Ward 3 Sanitation	Various	H	Infrastructure - Sanitation	Severage Purification	4,142	4,142	-	-	-	-	Various	New
45 - O&M Water And Sanitation	Ibka Centane Water Supply Scheme A	Various	H	Infrastructure - Water	Reticulation	4,407	4,407	-	-	-	-	Various	New
45 - O&M Water And Sanitation	West Victoria East Water Supply Phase 2	Various	H	Infrastructure - Water	Reticulation	4,840	4,840	-	-	-	-	Various	New
45 - O&M Water And Sanitation	Water Meter Replacement Programme & Wcdm	Various	H	Infrastructure - Water	Reticulation	5,000	-	5,000	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	5,285	-	5,285	-	-	-	Various	New
45 - O&M Water And Sanitation	Refurbish Fort Baulfort Works	Various	H	Infrastructure - Water	Reticulation	6,699	-	6,699	-	-	-	Various	New
45 - O&M Water And Sanitation	Tyefu/Hosini/ Bhongweni Phase 3 Water Supply	Various	H	Infrastructure - Water	Reticulation	7,306	7,306	-	-	-	-	Various	New
45 - O&M Water And Sanitation	onstruction Of Frankfort Hotel Park Water Supp	Various	H	Infrastructure - Water	Reticulation	7,562	7,562	-	-	-	-	Various	New
45 - O&M Water And Sanitation	Nqusi Water Supply B&E	Various	H	Infrastructure - Water	Dams & Reservoirs	8,454	8,454	-	-	-	-	Various	New
45 - O&M Water And Sanitation	Ehlobo Water Supply	Various	H	Infrastructure - Water	Reticulation	18,927	18,927	-	-	-	-	Various	New
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Other	Other	30,600	-	-	10,000	10,000	10,600	Various	Renew
45 - O&M Water And Sanitation	Internally Funded Capex	Various	H	Other	Other	59,492	-	-	-	36,166	23,326	Various	New

Table 51 MBRR SA36: Detailed capital budget per municipal vote (continued)

Municipal Vote/Capital project	Program/Project description	Project number	IDP Goal code 3.	Asset Class 4.	Asset Sub-Class 4.	Total Project Estimate	Prior year outcomes		2011/12 Medium Term Revenue &			Project information	
							Audited Outcome 2009/10	Current Year 2010/11 Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14	Ward location	New or renewal
50 - Land Human Settlements &	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	2	-	2	-	-	-	Various	Renew
50 - Land Human Settlements &	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	6	-	6	-	-	-	Various	Renew
50 - Land Human Settlements &	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	15	-	15	-	-	-	Various	Renew
50 - Land Human Settlements &	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	64	-	-	21	21	22	Various	New
50 - Land Human Settlements &	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	93	-	93	-	-	-	Various	Renew
50 - Land Human Settlements &	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	102	-	-	50	25	27	Various	New
50 - Land Human Settlements &	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	143	-	4	88	25	27	Various	New
50 - Land Human Settlements &	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	251	-	29	150	35	37	Various	New
50 - Land Human Settlements &	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	258	-	93	124	20	21	Various	New
50 - Land Human Settlements &	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	277	-	75	150	25	27	Various	New
50 - Land Human Settlements &	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	795	-	265	530	-	-	Various	New
50 - Land Human Settlements &	Ndpg - Led Aspire Projects	Various	H	Other	Other	133,772	-	25,000	29,825	35,088	43,860	Various	New
55 - Municipal Management	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	51	-	-	16	17	18	Various	New
55 - Municipal Management	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	52	-	5	15	16	17	Various	New
55 - Municipal Management	Internally Funded Capex	Various	H	Plant & Equipment	Plant & Equipment	62	-	-	21	20	21	Various	New
55 - Municipal Management	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	63	-	-	20	21	22	Various	Renew
55 - Municipal Management	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	79	-	-	25	26	28	Various	New
55 - Municipal Management	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	79	-	-	25	26	28	Various	New
55 - Municipal Management	Internally Funded Capex	Various	H	Computers - Hardware/Equipment	Computers - Hardware/Equipment	192	-	60	60	35	37	Various	New
55 - Municipal Management	Internally Funded Capex	Various	H	Furniture And Other Office Equipment	Furniture And Other Office Equipment	238	-	65	121	25	27	Various	New
55 - Municipal Management	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	384	-	-	384	-	-	Various	New
60 - Agency Services	Internally Funded Capex	Various	H	General Vehicles	General Vehicles	2,260	-	2,260	-	-	-	Various	Renew
Total Capital expenditure									416,135	462,039	457,455		

2.13 Legislation compliance status

Compliance with the MFMA implementation requirements have been substantially adhered to through the following activities:

1. In year reporting
Reporting to National Treasury in electronic format was partially complied with, partially in that not all reports were submitted within 10 working days.
2. Internship programme
The municipality is participating in the Municipal Financial Management Internship programme and has employed five interns undergoing training in various divisions of the Financial Services Department as well as in the Internal audit Division. Two long term interns have been employed in Finance Department and Municipal Support Unit, with one interim being appointed as a CFO in one of the local municipalities.
3. Budget and Treasury Office
The Budget and Treasury Office has been established in accordance with the MFMA.
4. Audit Committee
An Audit Committee has been established and is fully functional.
5. Service Delivery and Implementation Plan
The detail SDBIP document is at a draft stage and will be finalised after approval of the 2010/11 MTREF in May 2011 directly aligned and informed by the 2011/12 MTREF.
6. Annual Report
Annual report is compiled in terms of the MFMA and National Treasury requirements.
7. Policies – Credit Control and Debt Collection Policy, Tariff Policy and Indigent Support Policy were reviewed and submitted to Council in March together with the draft budget for approval.

2.14 Other supporting documents

Table MBRR Table SA1 - Supporting detail to budgeted financial performance

Description	2007/8	2008/9	2009/10	Current Year 2010/11				2011/12 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand										
REVENUE ITEMS:										
Property rates										
Total Property Rates										
less Revenue Foregone										
Net Property Rates	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue										
Total Service charges - electricity revenue										
less Revenue Foregone										
Net Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue										
Total Service charges - water revenue	45,399	49,599	51,997	67,556		67,556	45,307	66,164	69,048	72,090
less Revenue Foregone										
Net Service charges - water revenue	45,399	49,599	51,997	67,556	-	67,556	45,307	66,164	69,048	72,090
Service charges - sanitation revenue										
Total Service charges - sanitation revenue	31,242	30,695	33,018	41,784		41,784	30,543	59,665	62,648	66,407
less Revenue Foregone										
Net Service charges - sanitation revenue	31,242	30,695	33,018	41,784	-	41,784	30,543	59,665	62,648	66,407
Service charges - refuse revenue										
Total refuse removal revenue										
Total landfill revenue										
less Revenue Foregone										
Net Service charges - refuse revenue	-	-	-	-	-	-	-	-	-	-
Other Revenue by source										
Fuel levy										
Other revenue	15,584	53,417	63,474	278,414	158,071	436,485	31,524	605,934	666,395	604,495
Total 'Other' Revenue	15,584	53,417	63,474	278,414	158,071	436,485	31,524	605,934	666,395	604,495
EXPENDITURE ITEMS:										
Employee related costs										
Salaries and Wages	106,451	111,037	144,614	213,788	(1,151)	212,628	134,813	227,109	243,083	258,577
Contributions to UIF, pensions, medical aid	18,741	23,313	20,058	45,600	(491)	45,118	25,215	51,875	56,052	71,363
Travel, motor car, accom: & other allowances	5,263	5,468	6,213	6,827	61	6,884	5,812	9,220	9,819	10,520
Housing benefits and allowances	4,312	5,168	6,323	6,171	445	6,616	6,321	8,537	15,830	17,060
Overtime										
Performance bonus	483	(256)	606	985	-	985	-	1,098	1,029	1,094
Long service awards	-	-	-	-	-	-	-	-	-	-
Payments in lieu of leave	3,895	3,785	8,778	10,143	81	10,231	7,348	5,419	5,705	6,107
Post-retirement benefit obligations	-	49,086	21,350	54,787	-	54,787	-	24,800	24,000	26,288
sub-total	139,146	198,322	215,935	338,294	(1,041)	337,251	178,019	328,057	356,237	391,010
Less: Employee costs capitalised to PPP										
Total Employee related costs	139,146	198,322	215,935	338,294	(1,041)	337,251	178,019	328,057	356,237	391,010
Contributions recognised - capital										
List contributions by contract										
Bulk Water/Sanitation	-	-	-	-	-	-	-	362,827	488,498	415,839
Total Contributions recognised - capital	-	-	-	-	-	-	-	362,827	488,498	415,839
Depreciation & asset impairment										
Depreciation of Property, Plant & Equipment	41,552	64,857	75,088	78,771	-	78,771	-	84,285	88,487	93,704
Lease amortisation										
Capital asset impairment										
Total Depreciation & asset impairment	41,552	64,857	75,088	78,771	-	78,771	-	84,285	88,487	93,704
Bulk purchases										
Electricity Bulk Purchases										
Water Bulk Purchases	27,467	29,368	35,300	49,934	(516)	49,418	31,490	60,481	63,451	67,227
Total bulk purchases	27,467	29,368	35,300	49,934	(516)	49,418	31,490	60,481	63,451	67,227
Contracted services										
List services provided by contract										
Amatola Water	-	-	-	-	58,475	58,479	15,519	55,880	58,570	62,019
Wissa	-	-	-	-	5,516	5,510	2,123	-	-	5,972
sub-total	-	-	-	-	63,989	63,989	17,642	55,880	58,570	67,991
Allocations to organs of state:										
Electricity										
Water										
Sanitation										
Other										
Total contracted services	-	-	-	-	63,989	63,989	17,642	55,880	58,570	67,991
Other Expenditure By Type										
Repairs and maintenance (to be deleted)	13,486	17,412	13,023	34,835	(16,481)	17,553	5,214	26,622	27,939	28,985
Collection costs	883	1,541	1,587	1,958	-	1,958	1,814	5,500	5,775	6,122
Contributions to 'other' provisions										
Consultant fees	1,727	1,934	283	2,540	85	2,629	913	3,797	3,952	4,169
Audit fees	1,344	2,772	2,962	3,300	38	3,336	3,316	4,400	4,620	4,887
General expenses	130,130	195,533	197,334	268,820	111,982	380,002	144,626	225,278	258,335	266,690
Total 'Other' Expenditure	147,610	219,192	215,108	389,844	95,626	485,470	155,193	265,597	308,621	318,852

Table MBRR Table SA2 – Matrix financial performance budget (revenue source/expenditure type and department)

Description	Executive & Council	Alternative To Levy	Strategic Management	Corporate Services	Budget & Treasury	Director: Human	Engineering Department	Health & Protection	O&M Water And	Land Human Settlements	Municipal Management	Agency Services	Total
Revenue By Source													
Property rates													-
Property rates - penalties & collection charges													-
Service charges - electricity revenue													-
Service charges - water revenue	-		-				-		66,164				66,164
Service charges - sanitation revenue	-		-				-		59,665				59,665
Service charges - refuse revenue													-
Service charges - other								1,922					1,922
Rental of facilities and equipment				255									255
Interest earned - external investments			-		15,000						-		15,000
Interest earned - outstanding debtors							-		-				-
Dividends received													-
Fines								10					10
Licences and permits													-
Agency services												-	-
Other revenue	26,712	-	7,634	4,037	3,728	-	365,456	6,036	143,187	35,524	13,618	-	605,934
Transfers recognised - operational	20,779	-	57,667	61,739	62,618	-	227,056	54,910	9,333	46,094	15,697	-	555,893
Gains on disposal of PPE													-
Total Revenue (excluding capital transfers and contributions)	47,492	-	65,301	66,031	81,346	-	592,512	62,878	278,350	81,618	29,315	-	1,304,843
Expenditure By Type													
Employee related costs	27,883		28,377	27,837	47,563	-	22,478	34,220	112,843	18,478	8,378	-	328,057
Remuneration of councillors	13,080												13,080
Debt impairment	-		-	-	-	-	-	-	66,260	-	-	-	66,260
Depreciation & asset impairment	223		1,617	1,280	825	-	308	1,226	76,432	1,268	1,106	-	84,285
Finance charges	5		11	36	14	-	22	12	4	6	8	-	118
Bulk purchases	-		-	-	-	-	-	-	60,481				60,481
Other materials													-
Contracted services			-						55,800				55,800
Transfers and grants	-		693	-	-	-	-	-	-	2,632	11,704		15,029
Other expenditure	5,854	-	32,384	35,106	31,679	-	16,446	18,601	89,797	28,297	7,432	-	265,597
Loss on disposal of PPE													-
Total Expenditure	47,045	-	63,082	64,260	80,081	-	39,254	54,059	461,617	50,681	28,628	-	888,707
Surplus/(Deficit)	447	-	2,219	1,771	1,265	-	553,258	8,819	(183,267)	30,937	687	-	416,135
Transfers recognised - capital	447	-	2,219	1,771	1,265	-	1,439	8,819	36,349	1,113	687	-	54,108
Contributions recognised - capital							332,203			29,825			362,027
Contributed assets													-
Surplus/(Deficit) after capital transfers & contributions	-	-	-	-	-	-	-	-	-	-	-	-	-

Table MBRR Table SA3 – Supporting detail to Statement of Financial Position

Description	2007/8	2008/9	2009/10	Current Year 2010/11				2011/12 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand										
ASSETS										
<u>Call investment deposits</u>										
Call deposits < 90 days	-	-	-	-	-	-	-	-	-	-
Other current investments > 90 days	474,308	477,468	469,467	460,000	1,378	461,378	-	461,000	461,000	461,000
Total Call investment deposits	474,308	477,468	469,467	460,000	1,378	461,378	-	461,000	461,000	461,000
<u>Consumer debtors</u>										
Consumer debtors	110,053	163,695	202,026	246,677	-	246,677	-	213,911	220,329	226,938
<u>Less: Provision for debt impairment</u>	<u>(77,774)</u>	<u>(121,739)</u>	<u>(152,277)</u>	<u>(195,062)</u>	<u>-</u>	<u>(195,062)</u>	<u>-</u>	<u>(160,747)</u>	<u>(165,570)</u>	<u>(170,537)</u>
Total Consumer debtors	32,280	41,956	49,750	51,615	-	51,615	-	53,164	54,759	56,402
<u>Debt impairment provision</u>										
Balance at the beginning of the year	61,759	77,774	127,584	152,277	-	152,277	-	156,065	160,747	165,570
Contributions to the provision	16,871	56,174	53,244	23,690	-	23,690	-	25,180	25,935	26,713
Bad debts written off	857	7,064	20,961	19,901	-	19,901	-	20,498	21,113	21,746
Balance at end of year	79,487	141,011	201,789	195,067	-	195,067	-	201,743	207,796	214,029
<u>Property, plant and equipment (PPE)</u>										
PPE at cost/valuation (excl. finance leases)	1,100,879	1,413,204	1,542,199	1,542,199	610	1,542,809	-	1,598,797	1,588,642	1,585,665
Leases recognised as PPE	2,593	2,749	3,231	3,231	-	3,231	-	3,231	3,231	3,231
<u>Less: Accumulated depreciation</u>	<u>200,207</u>	<u>345,837</u>	<u>418,704</u>	<u>491,791</u>	<u>(73,087)</u>	<u>418,704</u>	<u>-</u>	<u>564,878</u>	<u>617,695</u>	<u>711,053</u>
Total Property, plant and equipment (PPE)	903,265	1,070,117	1,126,726	1,053,639	73,698	1,127,337	-	1,037,150	914,178	877,843

Table MBRR Table SA3 – Supporting detail to Statement of Financial Position cont

Description	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue &			
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand										
LIABILITIES										
<u>Current liabilities - Borrowing</u>										
Short term loans (other than bank overdraft)	-	-	-	-	-	-	-	-	-	-
Current portion of long-term liabilities	1,570	386	350	350	-	350	-	-	-	-
Total Current liabilities - Borrowing	1,570	386	350	350	-	350	-	-	-	-
<u>Trade and other payables</u>										
Trade and other creditors	86,454	66,254	106,513	66,451	-	66,451	-	69,774	73,262	76,926
Unspent conditional transfers	183,767	199,040	127,404	144,527	-	144,527	-	151,754	139,341	167,308
VAT	-	-	-	-	-	-	-	-	-	-
Total Trade and other payables	270,221	265,294	233,996	210,979	-	210,979	-	221,527	212,604	244,234
<u>Non current liabilities - Borrowing</u>										
Borrowing	10,095	219	265	265	-	265	-	-	-	-
Finance leases (including PPP asset element)	-	-	-	-	-	-	-	-	-	-
Total Non current liabilities - Borrowing	10,095	219	265	265	-	265	-	-	-	-
<u>Provisions - non-current</u>										
Retirement benefits	524,286	78,476	99,686	91,963	10,745	102,709	-	102,540	103,036	103,532
List other major provision items										
Refuse landfill site rehabilitation	-	-	-	-	-	-	-	-	-	-
Deferred Income	-	-	-	-	-	-	-	-	-	-
Operating Lease Liability	-	-	214	214	-	214	-	218	222	227
Other										
Total Provisions - non-current	524,286	78,476	99,900	92,177	10,745	102,922	-	102,759	103,259	103,759
CHANGES IN NET ASSETS										
<u>Accumulated Surplus/(Deficit)</u>										
Accumulated Surplus/(Deficit) - opening balance	673,096	1,049,252	1,508,277	1,630,331	-	1,630,331	-	1,749,670	1,714,663	1,820,356
GRAP adjustments	-	-	-	-	-	-	-	-	-	-
Restated balance	673,096	1,049,252	1,508,277	1,630,331	-	1,630,331	-	1,749,670	1,714,663	1,820,356
Surplus/(Deficit)	67,088	(16,031)	121,467	648,273	20,154	668,427	190,233	832,271	914,078	914,910
Appropriations to Reserves	-	-	-	-	-	-	-	-	-	-
Transfers from Reserves	-	707	695	695	-	695	-	695	695	695
Depreciation offsets	-	-	-	-	-	-	-	-	-	-
Other adjustments	-	-	-	-	-	-	-	-	-	-
Accumulated Surplus/(Deficit)	740,183	1,033,928	1,630,439	2,279,299	20,154	2,299,453	190,233	2,582,635	2,719,436	2,735,961
<u>Reserves</u>										
Housing Development Fund	-	-	-	-	-	-	-	-	-	-
Capital replacement	-	-	-	-	-	-	-	-	-	-
Capitalisation	-	-	-	-	-	-	-	-	-	-
Government grant	-	-	-	-	-	-	-	-	-	-
Donations and public contributions	-	-	-	-	-	-	-	-	-	-
Self-insurance	-	-	-	-	-	-	-	-	-	-
Other reserves (list)	7,817	7,110								
Surplus For The Year	-	-	-	-	-	-	-	-	-	-
Prior Year Adjustments	-	-	-	-	-	-	-	-	-	-
Changes In Accounting Policies	-	-	-	-	-	-	-	-	-	-
Prior Year Surplus Adjustment	-	-	-	-	-	-	-	-	-	-
Revaluation	-	-	15,126	15,126	-	15,126	-	17,547	20,354	17,097
Total Reserves	7,817	7,110	15,126	15,126	-	15,126	-	17,547	20,354	17,097
TOTAL COMMUNITY WEALTH/EQUITY	748,001	1,041,038	1,645,566	2,294,425	20,154	2,314,579	190,233	2,600,182	2,729,790	2,753,059
Total capital expenditure includes expenditure on nationally significant priorities:										
Provision of basic services	-	-	-	-	-	-	-	-	-	-
2010 World Cup	-	-	-	-	-	-	-	-	-	-

Table MBRR Table SA9 – Social, economic and demographic statistics and assumptions

Description of economic indicator	Basis of calculation	1996 Census	2001 Census	2007 Survey	2007/8	2008/9	2009/10	Current Year 2010/11	2011/12 Medium Term Revenue & Expenditure Framework		
Demographics											
Population	COMMUNITY	-	1,664	1,665	-	-	-	-	-	-	-
Females aged 5 - 14		-	204	185	-	-	-	-	-	-	-
Males aged 5 - 14		-	205	188	-	-	-	-	-	-	-
Females aged 15 - 34		-	300	290	-	-	-	-	-	-	-
Males aged 15 - 34		-	271	293	-	-	-	-	-	-	-
Unemployment		-	281	213	-	-	-	-	-	-	-
(1.)											
None		-	140,016	51,793	-	-	-	-	-	-	-
R1 - R4800		-	32,741	35,486	-	-	-	-	-	-	-
R4800 - R9600		-	101,510	47,100	-	-	-	-	-	-	-
Poverty profiles (2.)											
ADM		-	-	-	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Household/demographics (000)											
Number of people in municipal area		-	-	-	-	-	-	-	-	-	-
Number of poor people in municipal		-	-	-	-	-	-	-	-	-	-
Number of households in municipal		-	-	-	-	-	-	-	-	-	-
Number of poor households in		-	-	-	-	-	-	-	-	-	-
Definition of poor household (R. per		-	-	-	-	-	-	-	-	-	-
Housing statistics (3.)											
Formal		-	211,985	260,745	-	-	-	-	-	-	-
Informal		-	212,356	197,839	-	-	-	-	-	-	-
Total number of households		-	424,341	458,584	-	-	-	-	-	-	-
Dwellings provided by municipality		-	-	-	-	-	-	-	-	-	-
Dwellings provided by provincials		-	-	-	-	-	-	-	-	-	-
Dwellings provided by private		-	-	-	-	-	-	-	-	-	-
Total new housing dwellings		-	-	-	-	-	-	-	-	-	-
Economic (6.)											
Inflation/inflation outlook (CPI-X)					6.0%	11.0%	6.0%	6.0%	6.0%	6.0%	5.0%
Interest rate - borrowing					0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Interest rate - investment					0.0%	11.0%	7.0%	7.0%	0.0%	0.0%	0.0%
Remuneration increases					6.0%	8.0%	13.0%	13.0%	10.0%	6.0%	5.0%
Consumption growth (electricity)					0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Consumption growth (water)					0.0%	0.0%	5.0%	5.0%	0.0%	0.0%	0.0%
Collection rates (7.)											
Property tax/service charges					31.0%	37.0%	37.0%	31.0%	48.0%	48.0%	48.0%
Rental of facilities & equipment					100.0%	100.0%	100.0%	89.0%	100.0%	100.0%	100.0%
Interest - external investments					1282.0%	6757.0%	272.0%	79.0%	100.0%	100.0%	100.0%
Interest - debtors					0.0%	0.0%	0.0%	78.0%	0.0%	0.0%	0.0%
Revenue from agency services					100.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%

Table MBRR SA32 – List of external mechanisms

External mechanism	Yrs/ Mths	Period of agreement 1.	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2.
Name of organisation		Number			R thousand
Amatola Water Board	Years	3	Bulk Water Provision	30 June 2013	168,000
Amatola Water Board	Years	3	Service Support Contract	30 June 2011	–

Credit Control and Debt Collection Policy

1. DEFINITIONS

"**Account**" shall mean any account rendered for municipal services provided.

"**Act**" the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) as amended from time to time.

"**Arrears**" any amount due, owing and payable in respect of municipal services not paid by due date.

"**Average consumption**" means a consumer's estimated average consumption of a municipal service during a specific period, which consumption is calculated by dividing into three the consumer's total measured consumption of that municipal service for –

- (a) the preceding three months; or
- (b) the corresponding period in the previous year; or
- (c) the next three months;

"**Basic municipal services**" shall mean a municipal service necessary to ensure an acceptable and reasonable quality of life, which service – if not provided – would endanger public health or safety or the environment.

"**By-law**" shall mean legislation passed by the council of the Municipality, and which shall be binding on the Municipality and on the persons and institutions to which it applies.

"Consumer" means-

- (a) any person who occupies property to whom, and in respect of premises thereon, the council–
 - (i) has agreed to provide water services;
 - (ii) is actually providing water services;
 - (iii) has entered into an agreement with the council for the provision of water services to or on any property;
- (b) the owner of any property to which the council is providing water services;
- (c) where water services are provided through a single connection to a number of accommodation units or consumers or occupiers, means the person to whom the council agreed to provide such water services; and

(d) any end-user who receives water services from the council or other water services institution.

“Councillor” shall mean a member of the council of the Municipality.

“Domestic consumer or user” of municipal services shall mean the person or household which municipal services are rendered in respect of “residential property” as defined below.

“Due date” shall mean the monthly date on which all consumers’ accounts become due and payable.

“Financial year” shall mean the period starting from 1 July in any year and ending on 30 June on the following year.

“Illegal connection” a connection to any system through which the municipal services are provided, which is not authorised or approved by the Municipality or its authorised agent.

“Month” means one of twelve months of a calendar year.

“Municipal area” shall, mean the area in respect of which the Municipality has executive and legislative authority as determined by the Constitution and national legislation and as demarcated by the Local Government - Municipal Demarcation Act 27 of 1998

“Municipal council” shall mean the municipal council as referred to in Section 157(1) of the Constitution.

“Municipality” shall mean the Municipal Council of the Amathole District Municipality and “Council” shall have a corresponding meaning.

“Municipal manager” shall mean the person appointed in terms of Section 82 of the Local Government - Municipal Structures Act, 1998.

“Municipal service” has the meaning assigned to it in terms of Section 1 of the Act.

“Municipal tariff” shall mean a tariff for services which the Municipality may set for the provision of a service to the local community, and may include a surcharge on such service. Tariffs for major services shall mean tariffs set for the supply and consumption or usage of water and sanitation, and minor tariffs shall mean all other tariffs, charges, fees, rentals or fines levied or imposed by the Municipality in respect of other services supplied including services incidental to the provision of the major services.

“Occupier” in relation to a property, shall mean a person in actual occupation of the property, whether or not that person has a right to occupy the property.

“Owner”

- (a) in relation to a property referred to in paragraph (a) of the definition of “property”, shall mean a person in whose name ownership of the property is registered;
- (b) in relation to a right referred to in paragraph (b) of the definition of “property”, shall mean a person in whose name the right is registered;
- (c) in relation to a land tenure right referred to in paragraph (c) of the definition of “property”, shall mean a person in whose name the right is registered or to whom it was granted in terms of legislation; and
- (d) in relation to public service infrastructure of the definition of “property”, shall mean the organ of state which owns or controls that public service infrastructure as envisaged in the definition of “publicly controlled”, provided that a person mentioned below may for the purposes of the Property Rates Act 2004 be regarded by the Municipality as the owner of a property in the following cases:
 - (i) a trustee, in the case of a property in a trust, but excluding state trust land;
 - (ii) an executor or administrator, in the case of a property in a deceased estate;
 - (iii) a trustee or liquidator, in the case of a property in an insolvent estate or in liquidation;
 - (iv) a judicial manager, in the case of a property in the estate of a person under judicial management;
 - (v) a curator, in the case of a property in the estate of a person under curatorship;
 - (vi) a lessee, in the case of a property that is registered in the name of the Municipality and is leased by it; and
 - (vii) a buyer, in the case of a property sold by the Municipality and of which possession was given to the buyer pending registration of ownership in the name of such buyer.

“Property” shall mean:

- (a) immovable property registered in the name of a person, including in the case of a sectional title scheme a sectional title unit registered in the name of a person;
- (b) a right registered against immovable property in the name of the person, but excluding a mortgage bond registered against the property;
- (c) a land tenure right registered in the name of a person or granted to a person in terms of legislation; and
- (d) public service infrastructure.

and for purposes of services availability charges, “property’ shall be deemed to include any piece of land, the external surface boundaries of which are delineated on –{ See note on this item in the tariff policy}

- (i) a general plan or diagram registered in terms of the Land Survey Act, 8 of 1997, or in terms of the Deeds Registries Act, 1937 (Act No. 47 of 1937);
- (ii) a sectional plan registered in terms of the Sectional Titles Act, 1986 (Act No. 95 of 1986); or
- (iii) a register held by a tribal authority or in accordance with a sworn affidavit made by a tribal authority;

“Residential property” shall mean property included in the valuation roll in terms of Section 48(2) (b) of the Local Government Municipal Property Rates 6 (Act 6 of 2004) as residential.

2. INTRODUCTION

2.1 In terms of section 96 (b) of the Municipal Systems Act 32 of 2000 a municipality must adopt, maintain and implement a credit control and debt collection policy which is consistent with its rates and tariff policies and complies with the provisions of the Act.

The policy must consist of the following:

- (a) Credit control procedures and mechanisms;
- (b) Debt collection procedures and mechanisms;
- (c) Provide for indigent consumers that is consistent with its rates and tariff policies and any national policy on indigents;
- (d) Realistic targets consistent with:
 - i) general recognized accounting practices and collection ratios; and

- ii) the estimates of income set in the budget less an acceptable provision for bad debts.
- (e) Interest on arrears, where appropriate;
- (f) Extensions of time for payment of accounts;
- (g) Termination of services or the restriction of the provision of services when payment are in arrears;
- (h) Matters relating to unauthorized consumption of services, theft and damages;
- (i) Any other matter that may be prevented by regulation in terms of section 104 of the Act;
- (j) The policy may differentiate between different categories of ratepayers, users of services, debtors, taxes, services, service standards and other matters as long as the differentiation does not amount to unfair discrimination, in accordance with Section 97(2) of the Act.

This policy must be read in conjunction with the Municipality's by-laws referred to, and with the applicable provisions of the following legislation:

- (i) The Water Services Act No. 108 of 1997;
- (ii) The Local Government Municipal Systems Act 32 of 2000;
- (iii) The Local Government Municipal Finance Management Act 56 of 2003;
- (iv) The Local Government Municipal Property Rates Act 6 of 2004;
- (v) The National Credit Act 34 of 2005.

It is essential that funds are available to meet all expenditure of either a capital or operating nature as and when such expenditure has to be incurred. A proper credit control policy will assist the Municipality with ensuring liquidity. As payments by the consumers have a major effect on cash flow, credit control on various services of the council is covered in the policy.

2.2 Statements will be generated for all consumer accounts on a monthly basis indicating amounts due for municipal services rendered, arrear amounts as well as payment due dates.

- 2.3 For purpose of compliance with provisions Section 64 (2) (g) of the Municipal Finance Management Act No. 56 of 2003, the Municipality will ensure that interest is charged on arrears on a monthly basis, except where Council has granted exemptions in accordance with its budget-related policies and within the prescribed framework.

3. PRINCIPLES

The Amathole District Municipality Credit Control and Debt Collection Policy supports the following principles:

- (a) This policy shall be implemented with equity, fairness and consistency;
- (b) The Municipality shall take all reasonable steps to ensure that details relating to consumer debt as well as account information are correct and kept confidential in line with the requirements of the National Credit Act;
- (c) The implementation of this policy will be based on sound business principles and applicable legislation.

4. CREDIT CONTROL PROCEDURES AND MECHANISMS

4.1 General rules of application

Recognizing that the non-payment of consumer's accounts has a direct negative impact on the Municipality's ability to provide a high quality service to its consumers the following general rules will apply in giving effect to this policy:

- (a) Should a consumer request a payment arrangement for outstanding municipal debt the affordability of the arranged instalment is to be proved (consumer to avail the necessary supporting documentation to confirm income). A request for any payment instalment arrangement by a consumer in respect of any outstanding municipal debt will only be considered by the Municipality upon documentary proof being submitted by the consumer, including proof of income, as to the affordability of the proposed arrangement;
- (b) Information submitted by consumers on service application forms or consumer information update forms may be subjected to verification by the Municipality with

data information institutions, including but not limited to the Registrar of Deeds, Credit Bureaus (such as ITC), as well as financial institutions.

- (c) The Municipality reserves the right to share bad payment behaviour. The Municipality reserves the right to share information regarding bad payment behaviour of consumers with other parties requesting such information, but only within strict accordance with the provisions of the National Credit Act.
- (d) Where appropriate, the Municipality shall be entitled to reduce the levels of services provided to consumers as a mechanism to reduce the levels of indebtedness of such consumers in respect of their accounts.
- (e) Interest on overdue accounts will be accrue from the due date but shall not be levied against the account until the lapse of 30 (thirty) days from the due date.
- (f) Outstanding accounts may be handed over to attorneys and/or debt collection agencies, for recovery, and where appropriate, consumer's details may be placed on the National Credit Rating Listing.
- (g) Costs incurred by the Municipality in the recovery of arrear debt (including collection / tracing agents, legal / attorney fees) shall be levied against the consumer's account.
- (h) Where a Company, Close Corporation, Trust or Body Corporate in terms of the Sectional Titles Act, 1986 (Act. 95 of 1986) is indebted to the Municipality, the liability of such arrears shall be extended to the directors or members thereof jointly and severally.
- (i) Where a subsidiary company of a holding company is indebted to the Municipality, the liability for the payment of such debt may be extended to the holding company (and vice versa).
- (j) Notwithstanding anything contained in this policy the Municipal Manager will recover any debt incurred for services rendered at a property as set out in section in Section 118 (3) of the Municipal Systems Act 32 of 2000.
{Note – unsure what this means – S118 (3) only creates a preferent charge over properties for municipal arrears – it does not give any special mechanism to recover. See also 12.1 below.}

4.2 Application for new connection

4.2.1 Applications for new connections may only be made by property owners or with such owners' written consent, accompanied by positive owner identification. Applicants must complete the prescribed "Service Agreement" forms in order to obtain a new connection. A new connection fee, as well as a deposit determined in terms of the Municipality's current Tariff Policy is payable.

4.2.2 The applicant for municipal services must provide the following:

- a) Proof of Property Ownership;
- b) Proof of Identity: original identity documents of both the owner and spouse;
- c) Proof of Marital Status: original or certified copy of marriage certificate;
- d) Proof of Income: Payslip, Proof of Social Grant, 3 (three) month's Bank Statements;
- e) Vehicle registration details if any;
- f) Address and telephone number of next of kin;
- g) A service deposit paid in advance on request and before the service can be connected;
- h) Previous address.
- i) Name, address and contact telephone details of employer.

a) Existing Municipal Accounts

- i) For all existing tenant accounts (i.e. where the tenant is the registered consumer) on the Municipality's financial system, owners will be called upon to complete the necessary service agreements in order for the accounts to be transferred to the name of the registered property owner. Where a service agreement with the Municipality has not been entered into by the owner, the Municipality may reduce the levels of services provided to a property until such time that a service agreement has been signed and the applicable deposit paid;
- ii) In instances where a water connection was made previously and services have been supplied to the consumer but where no water meter has been installed to record consumption, a water meter fee, as provided for in the Municipality's Tariff Policy, for the installation of a required water meter, may be levied at the discretion of the municipality.

4.3 Billing

Consumers will receive monthly statement/s with an indicated payment due date. The statement may also contain messages to consumers from month to month. Consumers with disputes on their account/s must pay other services as well as an average of the disputed service/s.

Consumers, who have not received an account for a specific month, are to pay an average of the previous three months' accounts and to notify the Municipality in order to ensure that correct postal details are updated on the system. It should be stressed that the non-receipt of an account does not exempt a consumer from the liability of payment.

5) CREDIT CONTROL PROCESSES

5.1 Where consumers fail to pay their water accounts by the due date, the Municipality shall be entitled to take all credit control and debt recovery measures permitted by law, including (but not limited to) the following action:-

5.1.1 A reminder that an account is outstanding and has not been paid on the due date shall given within 7 (seven) calendar days after the due date. This reminder shall state that unless payment is received in full or unless acceptable arrangements are made with the Municipality for partial or late payment, within 14 (fourteen) days of the date of the reminder, services may be restricted. Should the consumer fail to make the required payment or a suitable arrangement with a signed Acknowledgement of Debt, a final notice will be issued.

5.1.2 The final notice shall inform the consumer that failure to pay the outstanding arrear amounts or to make appropriate payment arrangements shall result in legal action being taken against the consumer.

5.1.3 In instances where an acceptable arrangement for the settlement of arrear accounts has been made, an Acknowledgement Of Debt undertaking (A.O.D) must be completed with the Credit control section of the Municipality, detailing the acceptable arrangements for paying off the outstanding amount in arrears. The original A.O.D to shall be kept in on file and the consumer shall be given a copy;

5.1.4 The Acknowledgment of Debt must be signed within 48 hours after the receipt of the final notice.

5.1.5 The Municipality may request documentation to confirm the consumer's financial situation prior to entering into account payment arrangements. Such documentation may include, but is not limited to the following: pay slips, proof of social grants, bank statements (three months), and proof of financial commitments as indicated by the consumer;

- 5.1.6 Debit orders must, as far as possible, be completed for the monthly payment of the agreed amount or at least the current amount. If the arrangement is dishonoured the full balance will immediately become payable;
- 5.1.7 Extension for the payment of arrears, together with the current accounts, should not exceed 24 months with first payment to be made within 30 days of the date of A.O.D undertaking.
- 5.1.8 Interest will be charged on amounts in arrears of such an A.O.D agreement;
- 5.1.9 Only consumers with positive proof of identity or an authorized agent with a power of attorney will be allowed to complete an A.O.D undertaking;
- 5.1.10 In instances where an arrangement to pay off an outstanding account has been agreed to as provided for in this subsection, but where a cheque payment is thereafter dishonoured, the full balance outstanding will immediately become payable and, the services provided to the consumer in question shall be restricted or disconnected until the full amount is paid in cash or bank guaranteed cheque.
- 5.1.11 In the event of a consumer defaulting on the payment of an arrear account as provided for in paragraph 5.1.10 above, the Municipality may appropriate as much of the deposit as is necessary to defray the arrear amount owing.
- 5.1.12 No person will be allowed to enter into a second agreement if the first agreement was dishonoured, except in special merit cases;
- 5.1.13 Merit cases, where special circumstances prevail, shall be treated individually and may, amongst others, include the following categories:-
- Unemployed persons;
 - Deceased estates;
 - Liquidated companies or close corporations or other business categories;
 - Private persons under administration;
 - Outstanding enquiries on accounts for example, unallocated payments water leaks, journals, incorrect levies etc;
 - Pensioners and other recipients of social services grants;
 - Any other cases not mentioned which may be regarded as merit cases due to circumstances as approved by the Chief Financial Officer (CFO).

Extension for payments of arrears in respect of merit cases should not exceed 36 months (3 years) or any other period in the discretion of the CFO. The first payment has to be within 30 days of the date of the agreement.

- 5.1.14 Only the CFO, the Senior Manager: Revenue and the Manager: Revenue Services may grant extensions for payment, but only in those cases supported by relevant documentation - previous payment history will also be taken into consideration.
- 5.1.15 When disconnection of water supply takes place due to non payment, the consumer's deposit will be adjusted to the current minimum;
- 5.1.16 When services are illegally restored, criminal action will be taken against such consumers and/or any other persons responsible;
- 5.1.17 Where water accounts remain outstanding or unpaid for more than 2 months, the account will be handed over to attorneys or debt collectors for collection; and the Municipality may report such bad payment activity to credit rating institutions. In such instances the consumer will have to make arrangements with the attorney and /or debt collectors involved, for the payment of the arrear account. The current monthly account must be paid directly to the Municipality.
- 5.1.18 After a consumer has been handed over for collection, the case will not be withdrawn unless there was a mistake or oversight on the part of the Municipality or there are other compelling reasons therefore;
- 5.1.19 Where a property is provided with a pre-paid water meter after being in arrears, 20% of any payment for water services made by the customer concerned, will be taken towards the arrears allocated to paying off the arrears;
- 5.1.20 Where a consumer fails to pay for sanitation and sundry charges, the following action shall be taken:-
- i) The same procedure shall be followed as applicable to water for arrangements for paying off arrears detailed in this policy;
 - ii) In instances where a consumer is in arrears in respect of sanitation of sundry charges and an AOD undertaking has been signed and honoured and the household income does not exceed twice the old age state pension per month, the interest shall be waived to allow the consumer to eliminate the outstanding debt within 36 months or shorter period agreed upon with the consumer.

6) DEBT COLLECTION PROCEDURES AND MECHANISMS

- i) In terms of section 99 of the Act the Municipality's executive committee or executive mayor as the supervisory authority must oversee and monitor the implementation and enforcement of the Municipality's credit control and debt collection policy and by-laws enacted in terms of section 98, as well as the performance of the municipal manager in implementing the policy and by-laws.
- ii) "The Code of Conduct for Councillors and Staff members in terms of schedule 1 & 2 respectively of the Municipal Systems Act 32 of 2000 provides that a "Councillor or Staff member may not be in arrears to the Municipality for rates and services charges for a period longer than 3 months. Furthermore there is provision in the Code allowing for deductions to be made from the salaries of staff concerned.
- iii) Where Councillors or staff of the Municipality are in contravention of the Codes stated above, the Municipality shall take all necessary steps to recover service charges in arrears for longer than three months, and to report Councillors in arrears, as required in terms of the Code.

7) LEGAL COLLECTIONS

a. Legal fees

- i. **All legal costs**, including attorney-and-own-client costs incurred in the recovery of amounts in arrears shall be levied against the arrears account of the debtor and/or recovered directly by the duly appointed agent

b. The process of legal collections

- i. After various attempts to collect the debt in terms of this Policy, the account will be handed over to the Municipality's Attorneys or Collection Agents.
- ii. If the agreement is also a credit agreement in terms of the National Credit Act, a letter in terms of section 129 of this Act will be sent to the account holder informing him/her about the default and proposing that the matter be referred to a debt counsellor, alternative dispute resolution agent or account holder court in order to assist the account holder to pay the debt.
- iii. If the debtor does not react to the above letter within 10 days of it being sent or if he rejects the proposal made, the Municipality can proceed with legal action against him/her.

8) FRAUD, FORGERY, TAMPERING & OTHER CRIMINAL ACTIVITY

The Municipality shall at its discretion be entitled to withhold the supply water services or to a debtor who is found guilty of fraud, theft or any other criminal action relating to the supply of water services, or if it is evident that fraud, theft or any other criminal action has occurred relating to such supply, until the total costs, penalties, other fees, tariffs and rates due to the Municipality have been paid in full.

9) TERMINATION AND RESTRICTION OF SERVICES

- a) The Municipality may restrict or terminate the supply of water services or any other service to any premises whenever a user of services;
 - i) fails to make full payment on the due date or fails to make acceptable arrangements for the repayment of any amount for services due;
 - ii) fails to comply with a condition of supply determined by the Municipality;
 - iii) fails to repair a onsite water leak that result in wastage of water supply after being advised to do so and having been given reasonable notice to comply;
 - iv) obstructs the efficient supply of water services or any other municipal services to another customer;
 - v) supplies such municipal service to a customer who is not entitled thereto or permits such services to continue;
 - vi) causes a situation which in the opinion of the Municipality is dangerous or a contravention of relevant legislation;
 - vii) is placed under provisional sequestration, liquidation or judicial management, or commits an act of insolvency in terms of the Insolvency Act no 24 of 1936; and
 - viii) If an administration order is granted in terms of section 74 of the Magistrate court Act, 1944 (Act 32 of 1944) in respect of such user.
 - ix) Is placed under debt review, or debt counselling, or debt re-arrangement in terms of the National Credit Act.

10) RECONNECTION OF SERVICES

- a) **The Municipality** shall reconnect and/or restore full levels of supply of any of the restricted or discontinued services only after the full amount outstanding is paid, including the costs of such disconnection and reconnection or acceptable arrangements having been made for payment of such outstanding amounts in terms of this Policy, or any other condition(s) of this Policy have been complied with.
- b) **Only** an authorised official shall authorise the reconnection of services or reinstatement of service delivery after satisfactory payment and/or arrangement for payment has been made according to this Policy.

11) BACKDATING OF SERVICE CHARGES

The Municipality may backdate service charges where billing has not previously taken place in respect of services rendered to consumers, as follows:

- Up to a maximum of 12 months for Domestic Consumers
- Up to a maximum of 24 months for all Other Consumer Categories

The backdating of service charges on consumer accounts will be based on three – months water consumption averages where no previous history is available.

a) DEPOSITS FOR MUNICIPAL SERVICES

12.1 At the time of registration for water accounts, a deposit in the form of a cash

deposit or a bank cheque will be required to be paid based on two months projected consumption value; which can /be either

- a) reduced to one month's consumption value should the owner commit to direct debit payments at the time of registration: or
- b) increased to three months consumption value at the Municipality's sole discretion based on the previous payment history on the property/consumer concerned.

12.1.2 Consumers may provide a guarantee from a Bank or other recognized financial institution acceptable to the Council in lieu of a cash deposit but no registration will be processed until either cash, or a guarantee is provided.

12.1.3 Should the two months projected consumption value mentioned in 12.1 be lower than the minimum deposit value as stipulated in the Municipality's tariffs the higher value will apply.

b) ESTIMATED CONSUMPTION

12.2 The Municipality may levy an estimate of the average consumption of water for any relevant period, in the instances detailed below. The consumer concerned is liable for payment of the fee in terms of the Municipality's approved tariffs for service delivery in respect of such estimated consumption. An estimated consumption shall apply, where:

(a) no meter reading could be obtained in respect of the period concerned; or

(b) the water meter malfunctions giving an incorrect reading, such as where air becomes trapped in water pipes during time of drought resulting in abnormal meter readings. If such irregularities are found to be legitimate, the Municipality will then charge an average consumption amount as defined in this policy instead of the "metered" consumption.

(c) no meter has been installed to measure the consumption on the premises concerned. No interest is payable in such an instance.

13.1 The Municipality may, in accordance with the provision of section 102 of the Municipal Systems Act 32 of 2000:

(a) consolidate any separate accounts of a consumer liable for payments in terms of the By-laws of the Municipality;

(b) credit a payment by such a person against any account of that consumer.

13.2 The provisions of paragraph 13.1 above shall not apply where there is a dispute between the Municipality and the consumer concerned in regard to any specific amount claimed by the Municipality from that person.

14) PROVISION FOR WATER LEAKS

The following applies in respect of water leaks that are found on properties:

- (a) Water leaks in the reticulation system on a property and beyond the water meter are the responsibility of the owner of the property.
- (b) The position as stated in (a) may be altered by resolution of Council to solve a water management problem in a particular area.
- (c) The Municipality may also make certain exceptions to the provisions of (a) above and take responsibility for the repair of water leaks on the properties of indigent households as well as registered community based organization, or any other low income consumer categories so to as to reduce the level of water losses emanating from such properties. The rendering of this support shall be at the discretion of the Municipality and will be dependent on budget availability.

15) REFUNDS

- 15.1 Requests for refunds and payment- transfers must be made to the Municipality in writing.
- 15.2 The consumer requesting a refund, must complete and sign a 'Request for Refund' form.
- 15.3 The Request for Refund form must then be lodged at a Customer Care Counter of the Municipality, together with the following documentation:
 - a) Original Identity Document of the consumer.
 - b) Proof of consumer banking details (original bank statement, letter from bank, cancelled cheque etc.);
 - c) Original proof of payments;
 - d) Original consumer statement received from the Municipality reflecting the credit amount;

- 15.4 Only credit amounts appearing on an account will be refunded, subject to the Municipality's right to set-off credit balances against any other debt due by the consumer. The Municipality's right to offset any debt against any credit paid by a consumer, as provided for in this policy, is subject to the provisions of the Insolvency Act 24 of 1936.
- 15.5 Refunds will only be made payable to the registered consumer.
- 15.6 Notwithstanding sub-paragraphs 15.4 and 15.5, any incorrect payment made on an account by a third party will be refunded to such third party, only after the third party has submitted proof of the incorrect payment and subject to any law or policy of the Municipality.
- 15.7 Where an incorrect account has been paid by a claimant who is also an account holder with the Municipality, the claimant is to provide proof of the correct account details and such a payment is to be re – allocated to the correct consumer account.
- 15.8 The Municipality reserves the right to periodically determine a bottom threshold for when it is entitled to decline to issue a refund where the cost and administrative burden of issuing the refund is out of balance with the amount to be refunded. The present bottom threshold at the point of the approval of this policy is R50.
- 15.9 The Municipality may, at its discretion, use any payment method, when paying a refund to an account holder.
- 15.10 The Municipality will not process refunds for amounts up to and below R30 due to the administrative cost of attending to such refund.
- 15.11 Any arrears on any account of the account holder requesting or entitled to a refund may be set off against any credit balance due to that account holder on any of his accounts before the refund is effected.

15.12 There is an obligation on all account holders to ensure that their contact details on the Municipality's system are correct and updated at all times

15.13 The Municipality shall be entitled to write back or appropriate any unclaimed money arising from a credit balance of an account holder account, if such amount is not claimed by the account holder within a period of three years from the date when it became due to him/her.

15.14 Deceased Estates and Insolvent Estates:

15.14.1 Refunds will only be made payable to the deceased estate's bank account upon the request of the duly appointed executor or executrix who shall complete the Request for Refund form and supply proof of such bank accounts in the form of bank statements and / or bank confirmation letters.

15.14.2 In instances where an estate is wound up in terms of section 18 (3) of the Administration of Estates Act, 66 of 1965, then the completed Request for Refund form must be supported by the written directives of the Master of the High Court.

15.15 Insolvent Estates including any entity In Liquidation

15.15.1 Refunds will only be made payable to:

- (a) an insolvent estate's bank account or an entity in liquidation's bank account upon the request of the duly appointed trustee or liquidator;
- (b) to an unrehabilitated insolvent at the request of, or with the support of, the unrehabilitated insolvent's trustee.
- (c) notwithstanding anything to the contrary contained herein, to a duly authorised nominee at the written request of the trustee or liquidator

16) RESPONSIBILITY FOR AMOUNTS DUE AND PAYABLE

- 16.1 In terms of Section 118 (3) of the Act, an amount due to the Municipality in respect of service fees, surcharges on fees, and other municipal taxes, levies and duties shall be a charge upon the property in connection with which the amount is owing and shall enjoy preference over any mortgage bond registered against the property.
- 16.2 Accordingly, all such Municipal debts shall be a charge upon the property, the subject thereof, and shall be payable by the owner of such property.
- 16.3 Any person who purchases or otherwise acquires or leases immovable property from the Municipality shall be deemed to be the owner thereof from the date of such purchase or other acquisition by him or from the commencement of such lease, as the case may be.
- 16.4 Where the property is owned by more than one person, each such person shall be liable jointly and severally for all Municipal debts charged on the property.

17) TERMINATION / TRANSFER OF WATER ACCOUNTS

- 17.1 When a consumer terminates an account with no intention of consuming services elsewhere within the areas of the Municipality's jurisdiction, the consumer must give the Municipality 14 days' notice of such termination, and must supply the Municipality with a forwarding address.
- 17.2 A final reading of services provided shall be taken as soon as is reasonably possible from the date of termination of services. The consumer shall be billed for consumption up to the date of final reading.
- 17.3 The consumer deposit shall be appropriated against the account. Should a credit balance remain on the account after the final reading and after appropriation of the deposit, such credit balance shall be refunded to the consumer.

- 17.4 A debit balance that remains unpaid for more than 30 days shall be pursued through debt collection procedures referred to in this policy.
- 17.5 When a consumer moves from one property to another within the area of Municipality's jurisdiction, a request for transfer of services must be submitted at least 14 days prior to the date of termination, which must include a forwarding address of the consumer and the date of termination of services in respect of the first property, and date of commencement of services in respect of the second property.

18) ESTATE ACCOUNT COLLECTIONS

18.1 **Estates with legal status:** the accounts of consumers who are: declared as insolvent, under administration, or deceased, shall be dealt with by collection staff of the Municipality in accordance with relevant legal procedures. Unsuccessful claims shall be submitted to Council to be written-off.

18.2 **Estates without formalized legal status:** In cases where:

- a) a consumer dies without leaving a will / final testament indicating to whom ownership of the deceased family residence is to be transferred or
- b) the owner of the property has abandoned his/her family to fend for themselves;
the following process shall be followed by the Municipality:

18.2.1 The remaining family members must report the death of the consumer to the Municipality's Credit Control Office, who will require the family, to obtain:

- a) a death certificate and confirmation by the Master of the High Court allocating right of ownership to a surviving family member; or

c) in the case of abandonment, an order of the local Magistrate or Master of the High Court, allocating right of ownership a member of the abandoned family.

18.2.2 In these cases, an extension for the payment of the accumulated arrears as at the date of notification shall be granted by the Municipality. Any disconnected water supply shall be reconnected and the relevant family member(s) must then pay all amounts levied on monthly current accounts in excess of the amount of the payment extension, until such time as the matter has been finalized.

18.2.3 The reporting as provided for in paragraph 18.2.1 shall prevent any further service restrictions/disconnections or collection actions being proceeded with, whilst the family is in process of legalizing ownership of the property. As soon as ownership has been officially determined by the Master/Magistrate, proof of determination of ownership must be presented to the Municipality's Credit Control Office, in order for the name of the deceased consumer reflected on the account to be changed to reflect the name of the new owner as the consumer. " In the absence of compelling reasons to the contrary, the new owner shall be liable for arrears on the account, and shall be encouraged to make suitable arrangements for the payment of the arrears, to avoid credit control and collection actions being instituted."

18.2.4 For cases where the household qualifies for indigent support in terms of the Municipality's Indigent Policy, an application must be lodged with the Municipality in order for the household to be registered as indigent.

19) ILLEGAL CONNECTIONS AND METER TAMPERING

19.1 Where a water meter has been tampered with, the cost of repairing or replacing an existing meter with another one will be charged to the account of the respective consumer.

- 19.2 The Municipality may, in addition, levy the consumer's account with all municipal charges related to the property, and thereafter suspend the account. The full outstanding balance on the account shall immediately be payable before services will be restored.
- 19.3 Where there has been unauthorized consumption of water, the Municipality shall remove the connection, the cost of which shall be levied against the account of the consumer, and a criminal case will be opened with the South African Police Services.
- 19.4 In instances where services have been disconnected due to meter tampering and/or unauthorized consumption of water, the consumer concerned shall be required to follow the necessary processes in terms of applying for municipal services and ensuring that the applicable deposit and connection fees are paid to the Municipality.

20) BUSINESSES WHO TENDER TO THE MUNICIPALITY

- 20.1 The Municipality shall not conduct any business activity with, or procure any goods or services from, any persons whose municipal accounts are in arrears, except where provision is made to the contrary in a municipal policy or as determined by the Municipality from time to time, nor will any refunds of credits be made to any service provider engaged by the Municipality who is in arrears with any of its municipal accounts.
- 20.2 In keeping with 20.1 above: when the Municipality invites bids / quotations for the provision of services or delivery of goods, potential contractors will be required to obtain from the Municipality's Credit Control Office a certificate stating that all relevant municipal accounts owing by the bidder / service provider or its directors, owners or partners have been paid or that suitable arrangements (which include the right to set off in the event of non-compliance) have been made for the payments of arrears.
- 20.3 To this end, copies of the following documents will be required:

- 20.3.1 Copies of all municipal accounts of the bidder/ service provider concerned;

20.3.2 Identity documents of all directors, members, and partners;

20.3.3 Where payments are due to a service provider / contractor in respect of goods

or

services provided to the Municipality, the Municipality may offset such payment against any arrear amount owing to the Municipality as provided for in the contract between the service provider/ contractor and the Municipality.

21) RIGHT OF ACCESS TO PROPERTY

The owner or occupier of property to which municipal services are provided, must grant reasonable access to such property to an official of the Municipality or any representative of a service provider authorised by the Municipal Manager, in order to inspect the property, read, inspect, install or repair any meter or service connection for reticulation, or to disconnect, stop or restrict the provision of any service.

22) DISPUTES

22.1 Disputes refer to instances when a consumer disputes any specific amount claimed by the Municipality from the consumer and where the process contained in sub-paragraph 22.3 below, is followed.

22.2 Any alleged dispute which does not meet the definition of dispute, as defined in this policy, will be regarded by the Municipal Manager as a query and the person will be informed in writing thereof.

22.3 In order for a dispute to be registered with the Municipality, the following procedures must be followed:

By the consumer:

- (a) The dispute must be submitted in writing and signed by the disputant as correct. The document must then immediately be lodged with the relevant Consumer Care Office of the Municipality.
- (b) No dispute will be registered verbally whether in person or telephonically.
- (c) The consumer must furnish full personal particulars including all account numbers held with the Municipality, direct contact telephone numbers, fax numbers, postal and e-mail addresses and any other relevant particulars required by the Municipality.
- (d) The full nature of the dispute including the specific amount involved, account details, and the relevant periods pertaining to that specific amount under dispute, must be described in the correspondence referred to above.
- (e) The onus shall rest with the consumer to ensure that he/she receives a written acknowledgement of the receipt of the dispute, from the Consumer Care Office of the Municipality.
- (f) Any amount not in dispute shall be subject to the requirement of this policy.

By the Municipality:

- (a) On receipt of the dispute the following actions shall be taken:
- (b) All disputes received shall be recorded in a register kept for that purpose, and shall include:
 - (i) the consumer's account number;
 - (ii) the consumer's name;
 - (iii) the consumer's address;
 - (iv) full particulars of the dispute;
 - (v) name of the official to whom the dispute is given to investigate and resolve in accordance with the provisions contained in this policy;

(vi) actions that have, or were, taken to resolve the dispute;

(vii) signature of the controlling official.

(c) An authorised controlling official shall keep custody of the register and conduct a daily or weekly check or follow-up on all disputes as yet unresolved.

(d) A written acknowledgement of receipt of the dispute must be provided to the consumer.

(e) In accordance with section 102(2) of the Act, no debt management actions, as provided for in this policy will be applied to any amount in dispute.

(f) All relevant information shall be comprehensively recorded.

The Municipal Manager's decision on disputes shall be final. Where appropriate the Municipality shall immediately implement appropriate debt collection and credit control measures provided for in this policy, after the consumer in question has been provided with the outcome of the dispute. However, should a consumer not be satisfied with the outcome of the dispute, a consumer may lodge an appeal in terms of section 62 of the Act.

23) CLEARANCE CERTIFICATES

i) In order to obtain a rates clearance certificate, an account holder must accurately complete a rates clearance application form in full in terms of the Municipality's clearance process

ii) All debt, inclusive of any advanced collection deemed to be due and payable, for the purpose of issuing a rates and services clearance certificate in terms of section 118, of the Act, must be settled in full.

iii) all payments will be allocated to the registered sellers' municipal accounts in terms of this policy; and

iv) prior to any refund this payment will be dealt with as follows:

- v) the advanced payment collection will be used to offset any debt which accumulated against the property as follows
 - (i) any tenant debt
 - (ii) any sellers debts.

- vi) Any refund, in respect of any credit remaining after registration of transfer has been registered in the Deeds Office, shall be refunded to such seller, subject to any other conditions under any other clause contained in this Policy.

- vii) The Municipal Manager may require the purchaser to apply for all services at the property as part of the application for a clearance.

- viii) By virtue of registration of the property the registered owner accepts liability for all services rendered by the Municipality to the said property, except as provided for in other policies

- ix) With the exception of an attorney's trust cheque any cheque tendered for payment must first be cleared by the bank before the clearance certificate is issued

- x) in order for the transfer of properties, as required in terms of Section 118 of the Act., a municipality must supply the Register of Deeds, with a certificate which, inter alia, certifies that municipal service fees, surcharges and levies pertaining to the property to be transferred, have been fully paid.

- xi) The Municipality will provide the full outstanding amount owing on the account as a clearance figure as it is this figure that will clear the account.
- xii) The Municipality shall only issue a certificate as required in terms of Section 118, once all municipal accounts associated with the property to be transferred have been settled in full, and a payment has been received equivalent to a minimum of three month's average water consumption on such property.

- xiii) Any dispute/query regarding a clearance figure or the incomplete/incorrect completion of a clearance application form may result in a delay of the furnishing of the final figures.

- xiv) An administration fee may be included into all clearance figure amounts.

- xv) The issued certificate should be in the prescribed form and must be signed by the Manager of the Clearance Department or a duly authorised official

24) IRRECOVERABLE DEBT – WRITE OFF

The municipality has the discretion to write off debt if the debt is regarded as irrecoverable

Debt write off will be referred to a debt write off committee or an officially authorised forum

a) Debt shall be considered irrecoverable if;

i) legal recourse has been exhausted and the municipality is still unable to secure payment of the outstanding debt;

ii) the cost of instituting legal action for the recovery of the outstanding debt is deemed uneconomical, as the recovery cost would be higher than the value of the debt.

iii) the debtor cannot be traced by authorised staff of the municipality to collect debt, authorised debt collection attorneys or agents; or

iv) a residue amount of a payment of a dividend in the rand from an insolvent estate; or

v) a deceased estate is insolvent and has no liquid assets to cover the outstanding amount; or

vi) a competent plea of prescription has been raised by a defendant in the Plea or after alternatively if the Plea of Prescription is raised ex facie the Plea but carries the real risk that it would be upheld if raised properly in the Plea; or

vii) as a result of the lack of evidence , it is not possible to prove the debt outstanding; or

viii) if the outstanding amount is due to an irreconcilable administrative error by the municipality; or

ix) if the Sheriff of the Court has rendered a Nulla Bona return on movables and the debtor has no immovable property;

b) The above factors do not constitute an exhaustive list of factors that may be taken into account, and the Municipality may, in its opinion, consider any other factor.

c) A request by an account holder to write off an amount or amounts as bad debt must be made in the form of a submission/motivation and must be in the prescribed or required form as stipulated by the Municipality from time to time. Any deviation from the prescribed form shall result in the rejection of such submission/motivation.

- d) In making submission for a debt write off, a Municipal Official shall take all necessary and reasonable steps to ensure compliance with this Policy and shall take all necessary and reasonable steps in the detection of fraudulent activity on the part of the account holder and shall be obliged to report such fraudulent activity to his respective Directorate.
- e) In exercising its discretion, the Municipality must act lawfully and reasonably having regard to the principles of fairness and equity.
- f) An official who knowingly participates in fraudulent conduct with an account holder in the write off of a debt shall be subjected to the disciplinary action as set out in the Municipality's Disciplinary Code of Conduct, as well as civil or criminal prosecution in a competent court of law.

g) Write Back

- i) The Municipality shall be entitled to reverse any amount written off as a bad debt where it is later found that an account holder has misrepresented (whether intentional or negligent) any information whatsoever in order to motivate such write-off of debt.
- ii) The Municipality shall be entitled to effect the write back immediately against the account holder's municipal account upon noting the fraud or misrepresentation.
- iii) The Municipality may write back any amount previously written off on behalf of an account holder if the account holder at any time has a credit balance reflected against any of his/her municipal accounts and requests a refund from the Municipality for such credit balance. The write back principle will apply to all other account holders, including indigent account holders

h) Authorisation-

- i) In respect of other debt, schedules indicating the debtor's name , the physical address in respect of which the debt was raised, address, erf number, if applicable, amount per account category as well as a reason to which the write off amount is compiled.
- ii) Notwithstanding the above, the Municipality or its authorised officials will be under no obligation to write-off any particular debt and will retain sole discretion to do so.

1. INTEREST REVERSALS

An account holder may apply to the Municipality, in the prescribed form, for interest on an account to be reversed.

- a) Interest on outstanding debt can be reversed when;
- i) an account holder would like some relief from interest in order to facilitate the final settlement of all outstanding debt on his account;
 - ii) before embarking on litigation to recover outstanding debt, interest reversal is used as a tool to persuade the account holder to settle his outstanding debt in full;
 - iii) in the course of litigation, the reversal of interest is used as a negotiating point for the settlement of the matter in court;
 - iv) interest reversal may also be initiated by authorised officials in instances where errors with billing have occurred and outstanding arrears should not have accrued interest in the first place.

2. REVIEW OF THE POLICY

The Credit Control and Debt Collection policy shall be reviewed annually in accordance with Section 21(1)(b)(ii) of MFMA.

Cash Management and Investment Policy

PREAMBLE TO THE POLICY

WHEREAS section 152 (1) (b) of the Constitution of the Republic of South Africa, Act 108 of 1996, provides that one of the objects of local government is to ensure that the provision of services to communities occurs in a sustainable manner;

AND WHEREAS section 153 (a) of the Constitution provides that a municipality must structure its administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community;

AND WHEREAS section 195 (1) of the Constitution provides that the public administration must be governed by the democratic values and principles enshrined in the Constitution, including-

- The promotion of the efficient, economic and effective use of resources;
- The provision of services impartially, fairly, equitably and without bias; and
- The fact that people's needs must be responded to.

AND WHEREAS the Municipal Finance Management Act, Act No 56 of 2003, provides for a municipality to collect revenue, open bank accounts, make payments, make investments and make loans;

AND WHEREAS section 6 (2) (c), (e) and (f) of the Municipal Systems Act (Act 32 of 2000) provide; that the administration of a municipality must take measures to prevent corruption; give members of a local community full and accurate information about the level and standard of municipal services that they are entitled to receive; and inform the local community about how the municipality is managed, of the costs involved and the persons in charge.

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CHAPTER 1 : DEFINITIONS

For the purpose of this policy, the wording or any expression has the same meaning as contained in the Act, except where clearly indicated otherwise, and means the following:

<i>"Accounting Officer"</i>	The Municipal Manager.
<i>"Act"</i>	The Municipal Finance Management Act No. 56 of 2003.
<i>"Bank"</i>	An institution registered in terms of the Banks Act 1990.
<i>"Chief Financial Officer"</i>	The person appointed by the Council as Chief Financial Officer and includes any person acting in that position or to whom authority is delegated.
<i>"Council"</i>	The municipal council, as referred to in section 157 of the Constitution of the Republic of South Africa (Act 108 of 1996), of the Amathole District Municipality;
<i>"Head of Department"</i>	An official appointed by the Council to manage a directorate of the municipality.
<i>"Investment"</i>	Placing a deposit of funds of a municipality with a financial institution.
<i>"MEC"</i>	Is an acronym meaning the Member of the Provincial Executive Committee responsible for local government affairs.
<i>"Minister"</i>	The Minister of Finance.
<i>"Municipality"</i>	Means the Amathole District Municipality.
<i>"Municipal Manager"</i>	The person appointed by the Council as Municipal Manager and includes any person acting in that position or to whom authority is delegated.

CHAPTER 2 : LEGISLATIVE FRAMEWORK

REQUIREMENTS OF MUNICIPAL FINANCE MANAGEMENT ACT NO 56 OF 2003: -

1. SECTION 7: OPENING OF BANK ACCOUNTS

- 1.1. Every municipality must open and maintain at least one bank account. This bank account must be in the name of the municipality, and all monies received by the municipality must be paid into this bank account or accounts, promptly and in accordance with any requirements that may be prescribed.
- 1.2. A municipality may not open a bank account:
 - otherwise than in the name of the municipality;
 - abroad; or
 - with an institution not registered as a bank in terms of the Banks Act 1990.
- 1.3. Money may be withdrawn from the municipality's bank account only in accordance with the requirements of Section 11 of the present Act.

2. SECTION 8: PRIMARY BANK ACCOUNT

- 2.1. Every municipality must have a primary bank account, and if the municipality has only one bank account that account is its primary bank account. If the municipality has more than one bank account, it must designate one of those bank accounts as its primary bank account.
- 2.2. The following must be paid into the municipality's primary account:
 - all allocations to the municipality;
 - all income received by the municipality on its investments;
 - all income received by the municipality in connection with its interest in any municipal entity;
 - all money collected by a municipal entity or other external mechanism on behalf of the municipality, and;
 - any other monies as may be prescribed.

- 2.3. The accounting officer of the municipality must submit to the national treasury, the provincial treasury and the Auditor-General, in writing, the name of the bank where the primary bank account of the municipality is held, and the type and number of the account. If the municipality wants to change its primary bank account, it may do so only after the accounting officer has informed the national treasury and the Auditor-General, in writing, at least 30 days before making such change.

3. SECTION 8: BANK ACCOUNT DETAILS TO BE SUBMITTED TO PROVINCIAL TREASURIES AND AUDITOR-GENERAL

- 3.1. The accounting officer of the municipality must submit to the provincial treasury and to the Auditor-General, in writing, within 90 days after the municipality has opened a new bank account, the name of the bank where the account has been opened, and the type and number of the account; and annually, before the start of each financial year, the name of each bank where the municipality holds a bank account, and the type and number of each account.

4. SECTION 10: CONTROL OF MUNICIPAL BANK ACCOUNTS

- 4.1. The accounting officer of the municipality must administer all the municipality's bank accounts, is accountable to the municipal council for the municipality's bank accounts, and must enforce compliance with Sections 7, 8 and 11 of the present Act.
- 4.2. The accounting officer may delegate the duties referred to above only to the municipality's Chief Financial Officer.

5. SECTION 11: WITHDRAWALS FROM MUNICIPAL BANK ACCOUNTS

- 5.1. Only the accounting officer or the Chief Financial Officer of the municipality or any other senior financial official of the municipality acting on the written authority of the accounting officer may withdraw money or authorise the withdrawal of money from any of the municipality's bank accounts. Such withdrawals may be made only to:
- defray expenditure appropriated in terms of an approved budget;

- defray expenditure authorised in terms of Section 26(4) (this Section deals with situations in which the budget was not approved on time, and the Province has been compelled to intervene);
- defray unforeseeable and unavoidable expenditure authorised in terms of Section 29(1);
- in the case of a bank account opened in terms of Section 12, make payments from the account in accordance with Section 12(4);
- pay over to a person or organ of state money received by the municipality on behalf of such person or organ of state, including money collected by the municipality on behalf of such person or organ of state by agreement, or any insurance or other payments received by the municipality for such person or organ of state;
- refund money incorrectly paid into a bank account;
- refund guarantees, sureties and security deposits;
- make investments for cash management purposes in accordance with Section 13;
- defray increased expenditure in terms of Section 31; or
- for such other purposes as may be prescribed.

(Note that Section 11(1) does not expressly provide for the withdrawal of monies to pay creditors, where the relevant obligations arose in terms of the previous budget; to repay loans; or to repay consumer deposits).

- 5.2. Any authorisation to a senior financial official to withdraw money or to authorise the withdrawal of money from a bank account must be in accordance with the framework as may be prescribed. The accounting officer may not authorise any official other than the Chief Financial Officer to withdraw money or to authorise the withdrawal of money from the municipality's primary bank account if the municipality has a primary bank account which is separate from its other bank accounts.
- 5.3. The accounting officer must, within 30 days after the end of each quarter, table in the Council a consolidated report of all withdrawals made other than withdrawals to defray expenditure appropriated in terms of the approved budget, and submit a copy of the report to the relevant provincial treasury and the Auditor-General.

6. SECTION 12: RELIEF, CHARITABLE, TRUST OR OTHER FUNDS

- 6.1. No political structure or office bearer of the municipality may set up a relief, charitable, trust or other fund of whatever description, except in the name of the municipality. Only the Municipal Manager may be the accounting officer of any such fund.
- 6.2. A municipality may open a separate bank account in the name of the municipality for the purpose of such relief, charitable, trust or other fund. Money received by the municipality for the purpose of such fund must be paid into the bank account of the municipality, or if a separate bank account has been opened for such fund, into that account.
- 6.3. Money in a separate account opened for such fund may be withdrawn from the account without appropriation in terms of the approved budget, but only by or on the written authority of the accounting officer, acting in accordance with decisions of the Council, and for the purposes for which, and subject to any conditions on which, the fund was established or the money in the fund was donated.

7. SECTION 13: CASH MANAGEMENT AND INVESTMENTS

- 7.1. The Minister, acting with the concurrence of the cabinet member responsible for local government, may prescribe a framework within which municipalities must conduct their cash management and investments, and invest money not immediately required.
- 7.2. A municipality must establish an appropriate and effective cash management and investment policy in accordance with any framework that may be so prescribed.
- 7.3. A bank where the municipality at the end of the financial year holds a bank account, or held a bank account at any time during such financial year, must, within 30 days after the end of such financial year, notify the Auditor-General, in writing, of such bank account, indicating the type and number of the account, and the opening and closing balances of that account in that financial year. The bank must also promptly disclose any information regarding the account when so requested by the national treasury or the Auditor-General.

- 7.4. A bank, insurance company or other financial institution which the end of the financial year holds, or at any time during the financial year held, an investment for the municipality, must, within 30 days after the end of that financial year, notify the Auditor-General, in writing, of that investment, including the opening and closing balances of that investment in that financial year. Such institution must also promptly disclose any information regarding the investment when so requested by the national treasury or the Auditor-General.

8. SECTION 17: CONTENTS OF ANNUAL BUDGETS AND SUPPORTING DOCUMENTS

- 8.1. The following documents must accompany each tabled draft annual budget (*inter alia*):
- a projection of cash flows for the budget year by revenue source, divided into calendar months
 - particulars of the municipality's investments.

9. SECTION 22: PUBLICATION OF ANNUAL BUDGETS

- 9.1. The accounting officer must make public, immediately after a draft annual budget is tabled, the budget itself and all the prescribed supporting documents, and invite comments from the local community in connexion with such budget (and documents).

10. SECTION 36: NATIONAL AND PROVINCIAL ALLOCATIONS TO MUNICIPALITIES

- 10.1. In order to provide predictability and certainty about the sources and levels of intergovernmental funding for municipalities, the accounting officer of a national or provincial department and the accounting authority of a national or provincial public entity responsible for the transfer of any proposed allocations to a municipality, must by no later than 20 January of each year notify the national treasury or the relevant provincial treasury as may be appropriate, of all proposed allocations and the projected amounts of those allocations to be transferred to each municipality during each of the next 3 financial years.

- 10.2. The Minister or the MEC responsible for finance in the province must, when tabling the national annual budget in the national assembly or the provincial annual budget in the provincial legislature, make public particulars of any allocations due to each municipality in terms of that budget, including the amount to be transferred to the municipality during each of the next 3 financial years.

11. SECTION 37: PROMOTION OF CO-OPERATIVE GOVERNMENT BY MUNICIPALITIES

- 11.1. In order to enable municipalities to include allocations from other municipalities in their budgets and to plan effectively for the spending of such allocations, the accounting officer of every municipality responsible for the transfer of any allocation to another municipality, must, by no later than 120 days before the start of its budget year, notify the receiving municipality of the projected amount of any allocation proposed to be transferred to that municipality during each of the next 3 financial years.

12. SECTION 48: SHORT-TERM DEBT

- 12.1. The municipality may incur short-term debt only in accordance with and subject to the provisions of the present Act, and only when necessary to bridge shortfalls within a financial year during which the debt is incurred, in expectation of specific and realistic income to be received within that financial year; or to bridge capital needs within a financial year, to be repaid from specific funds to be received from enforceable allocations or long-term debt commitments.
- 12.2. The Council may approve a short-term debt transaction individually, or may approve an agreement with a lender for a short-term credit facility to be accessed as and when required, including a line of credit or bank overdraft facility, provided that the credit limit must be specified in the resolution of the Council; the terms of the agreement, including the credit limit, may be changed only by a resolution of the Council; and if the Council approves a credit facility limited to emergency use, the accounting officer must notify the Council in writing as soon as practicable of the amount, duration and cost of any debt incurred in terms of such a credit facility, as well as the options available for repaying such debt.

12.3. The municipality must pay off short-term debt within the financial year in which it was incurred, and may not renew or refinance short-term debt, whether its own debt or that of any municipal entity, where such renewal or refinancing will have the effect of extending the short-term debt into a new financial year.

13. SECTION 46: LONG-TERM DEBT

13.1. A municipality may incur long-term debt only in accordance with and subject to any applicable provisions of the present Act, and only for the purpose of capital expenditure on property, plant or equipment to be used for the purpose of achieving the objects of local government as set out in Section 152 of the Constitution; or refinancing existing long-term debt subject to the requirements of Section 46(5).

14. SECTION 47: CONDITIONS APPLYING TO BOTH SHORT-TERM AND LONG-TERM DEBT

14.1. The municipality may incur debt only if the debt is denominated in rand and is not indexed to, or affected by, fluctuations in the value of the rand against any foreign currency.

15. SECTION 64: REVENUE MANAGEMENT (EXCERPTS)

15.1. The accounting officer of the municipality is responsible for the management of the revenue of the municipality.

15.2. The accounting officer, must, among other things, take all reasonable steps to ensure that all money received is promptly deposited in accordance with the requirements of the present Act into the municipality's primary and other bank accounts.

15.3. The accounting officer must also ensure that all revenue received by the municipality, including revenue received by any collecting agent on its behalf, is reconciled on at least a weekly basis.

- 15.4. The accounting officer must take all reasonable steps to ensure that any funds collected by the municipality on behalf of another organ of state are transferred to that organ of state at least on a weekly basis, and that such funds are not used for purposes of the municipality.

16. SECTION 65: EXPENDITURE MANAGEMENT (EXCERPTS)

- 16.1. The accounting officer of the municipality is responsible for the management of the expenditure of the municipality.
- 16.2. The accounting officer must take all reasonable steps to ensure, among other things, that payments made by the municipality are made direct to the person to whom they are due, unless agreed otherwise for reasons as may be prescribed, and either electronically or by way of non-transferable cheques, provided that cash payments and payments by way of cash cheques may be made for exceptional reasons only, and only up to a prescribed limit.
- 16.3. The accounting officer must also ensure that all money owing by the municipality is paid within 30 days of receiving the relevant invoice or statement, unless prescribed otherwise for certain categories of expenditure.
- 16.4. The accounting officer must further ensure that the municipality's available working capital is managed effectively and economically in terms of the prescribed cash management and investment framework.

17. POLICY STATEMENT

- 17.1. *The municipality shall at all times manage its banking arrangements and investments and conduct its cash management policy in compliance with the provisions of, and any further prescriptions made by the Minister of Finance in terms of the Municipal Finance Management Act No. 56 of 2003.*
- 17.2. *In terms of Section 60(2) of the Municipal Systems Act No. 32 of 2000 the Council may delegate the authority to take decisions on making investments on behalf of the municipality only to the Executive Mayor, Executive Committee, Municipal Manager or Chief Financial Officer. Such authority is hereby delegated to the Chief Financial Officer.*

CHAPTER 3 : OBJECTIVE OF INVESTMENT POLICY

18. The Council is the trustee of the public revenues, which it collects, and it therefore has an obligation to the community to ensure that the municipality's cash resources are managed effectively and efficiently.
19. The Council therefore has a responsibility to invest these public revenues knowledgeably and judiciously, and must be able to account fully to the community in regard to such investments.
20. The investment policy of the municipality is therefore aimed at gaining the optimal return on investments, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes. The effectiveness of the investment policy is dependent on the accuracy of the municipality's cash management programme, which must identify the amounts surplus to the municipality's needs, as well as the time when and period for which such revenues are surplus.

CHAPTER 4 : EFFECTIVE CASH MANAGEMENT

21. Cash Collection

- 21.1. All monies due to the municipality must be collected as soon as possible, either on or immediately after due date, and banked on a daily basis.
- 21.2. *The unremitting support of and commitment to the municipality's credit control policy, both by the Council and the municipality's officials, is an integral part of proper cash collections, and by approving the present policy the Council pledges itself to such support and commitment.*

22. Payments to Creditors

- 22.1. The Chief Financial Officer shall ensure that all tenders and quotations invited by and contracts entered into by the municipality stipulate payment terms favourable to the municipality, that is, payment to fall due not sooner than the conclusion of the month following the month in which a particular service is rendered to or goods are received by the municipality. This rule shall be departed from only where there are financial incentives for the municipality to effect earlier payment, and any such

departure shall be approved by the Chief Financial Officer before any payment is made.

- 22.2. In the case of small, micro and medium enterprises, where such a policy may cause financial hardship to the contractor, payment may be effected at the conclusion of the month during which the service is rendered or within fourteen days of the date of such service being rendered, whichever is the later. Any such early payment shall be approved by the Chief Financial Officer before any payment is made.
- 22.3. Notwithstanding the foregoing policy directives, the Chief Financial Officer shall make full use of any extended terms of payment offered by suppliers and not settle any accounts earlier than such extended due date, except if the Chief Financial Officer determines that there are financial incentives for the municipality to do so.
- 22.4. The Chief Financial Officer shall not ordinarily process payments, for accounts received, more than once in each week, such processing to take place on or about the end of the week concerned. Wherever possible, payments shall be effected by means of electronic transfers rather than by cheques.
- 22.5. Special payments to creditors shall only be made with the express approval of the Chief Financial Officer, who shall be satisfied that there are compelling reasons for making such payments prior to the normal week end processing.

23. Management of Inventory

- 23.1. Each head of department shall ensure that such department's inventory levels do not exceed normal operational requirements in the case of items which are not readily available from suppliers, and emergency requirements in the case of items which are readily available from suppliers.
- 23.2. Each head of department shall periodically review the levels of inventory held, and shall ensure that any surplus items be made available to the Head of Administration for sale at a public auction or by other means of disposal, as provided for in the municipality's asset management policy.

24. Cash Management Programs

- 24.1. The Chief Financial Officer shall prepare an annual estimate of the municipality's cash flows divided into calendar months, and shall update this estimate on a monthly basis. The estimate shall indicate when and for what periods and amounts surplus revenues may be invested, when and for what amounts investments will have to be liquidated, and when – if applicable – either long-term or short-term debt must be incurred. Heads of Departments shall in this regard furnish the Chief Financial Officer with all such information as is required in time and in the format indicated.
- 24.2. The Chief Financial Officer shall report to the Municipal Manager on a monthly basis and to every quarterly Council meeting the cash flow estimate or revised estimate for such reporting period, together with the actual cash flows for the month or period concerned, and cumulatively to date, as well as the estimates or revised estimates of the cash flows for the remaining months of the financial year, aggregated into quarters where appropriate. The cash flow estimates shall be divided into calendar months, and in reporting the Chief Financial Officer shall provide comments or explanations in regard to any significant cash flow deviation in any calendar month forming part of such report. Such report shall also indicate any movements in respect of the municipality's investments, together with appropriate details of the investments concerned.

CHAPTER 5 : INVESTMENT ETHICS

25. The Chief Financial Officer shall be responsible for investing the surplus revenues of the municipality in compliance with any prescriptions made by the Minister of Finance.
26. In making such investments the Chief Financial Officer, shall at all times have only the best considerations of the municipality in mind, and, shall not accede to any influence by investment agents or institutions or any other outside parties.

CHAPTER 6 : INVESTMENT PRINCIPLES

27. Limiting Exposure

- 27.1. Where large sums of money are available for investment the Chief Financial Officer shall ensure that they are invested with more than one institution, wherever practicable, in order to limit the risk exposure of the municipality. To this effect, not more than 20% of Council's investment portfolio should be held with any specific institution. The Chief Financial Officer shall further ensure that, as far as it is practically and legally possible, the municipality's investments are so distributed that more than one investment category is covered (that is, call, money market and fixed deposits).

28. Risk and Return

- 28.1. Although the objective of the Chief Financial Officer in making investments on behalf of the municipality shall always be to obtain the best interest rate on offer, this consideration must be tempered by the degree of risk involved in regard to both the financial institution and the investment instrument concerned. No investment shall be made with an institution where the degree of risk is perceived to be higher than the average risk associated with investment institutions. Deposits shall be made only with registered deposit-taking institutions.

29. Payment of Commission

- 29.1. Every financial institution with which the municipality makes an investment must issue a certificate to the Chief Financial Officer in regard to such investment, stating that such financial institution has not paid and will not pay any commission and has not and will not grant any other benefit to any party for obtaining such investment.

30. Call Deposits and Fixed Deposits

- 30.1. Before making any call or fixed deposits, the Chief Financial Officer, shall obtain investment proposals from at least three financial institutions. Given the volatility of the money market, the Chief Financial Officer, shall, whenever necessary, request quotations telephonically, and shall, if facilities are available, record such telephone conversations and, in any event, immediately write in an appropriate register the

name of the institution, the name of the person contacted, and the relevant terms and rates offered by such institution, as well as any other information which may be relevant (for example, whether the interest is payable monthly or only on maturity, and so forth).

- 30.2. Once the best investment terms have been identified, written confirmation of the telephonic quotation must be immediately obtained (by facsimile, e-mail or any other expedient means).
- 30.3. Any monies paid over to the investing institution in terms of the agreed investment (other than monies paid over in terms of chapter 8) shall be paid over only to such institution itself and not to any agent or third party. Once the investment has been made, the Chief Financial Officer shall ensure that the municipality receives a properly documented receipt or certificate for such investment, issued by the institution concerned in the name of the municipality.

31. Restriction on Tenure of Investments

- 31.1. No investment with a tenure exceeding twelve months shall be made without the prior approval of the Municipal Manager and Executive Mayor.

CHAPTER 7 : CONTROL OVER INVESTMENTS

32. The Chief Financial Officer shall ensure that proper records are kept of all investments made by the municipality. Such records shall indicate the date on which the investment is made, the institution with which the monies are invested, the amount of the investment, the interest rate applicable, and the maturity date. If the investment is liquidated at a date other than the maturity date, such date shall be indicated.
33. The Chief Financial Officer shall ensure that all interest and capital properly due to the municipality are received in time and shall take appropriate steps or cause such appropriate steps to be taken if interest or capital is not fully received or received on time.
34. The Chief Financial Officer shall ensure that all investment documents and certificates are properly secured in a fireproof safe with segregated control over the access to such safe, or are otherwise lodged for safekeeping with the municipality's bankers or attorneys.

CHAPTER 8 : OTHER EXTERNAL INVESTMENTS

35. From time to time it may be in the best interests of the municipality to make longer-term investments in secure stock issued by the national government, Eskom or any other reputable parastatal or institution, or by another reputable municipality. In such cases the Chief Financial Officer must be guided by the best rates of interest pertaining to the specific type of investment which the municipality requires and to the best and most secure instrument available at the time.
36. No investment with a tenure exceeding twelve months shall be made without the prior approval of the Municipal Manager, Executive Mayor and without guidance having been sought from the municipality's bankers or other credible investment advisers on the security and financial implications of the investment concerned.

CHAPTER 9 : BANKING ARRANGEMENTS

37. The Municipal Manager is responsible for the management of the municipality's bank accounts, but may delegate this function to the Chief Financial Officer. The Municipal Manager and Chief Financial Officer are authorised at all times to sign cheques and any other documentation associated with the management of such accounts.
38. In compliance with the requirements of good governance, the Municipal Manager shall open a bank account for ordinary operating purposes, and shall further maintain a separate account for each of the following the administration of the external finance fund and of the asset financing reserve (if these accounts are required). In determining the number of additional accounts to be maintained, the Municipal Manager, in consultation with the Chief Financial Officer, shall have regard to the likely number of transactions affecting each of the accounts referred to. Unless there are compelling reasons to do otherwise, and the Council expressly so directs, all the municipality's bank accounts shall be maintained with the same banking institution to ensure pooling of balances for purposes of determining the interest payable to the municipality.

CHAPTER 10 : RAISING OF DEBT

39. The Municipal Manager is responsible for the raising of debt, but may delegate this function to the Chief Financial Officer, who shall then manage this responsibility in consultation with the Municipal Manager. All debt shall be raised in strict compliance with the requirements of the Municipal Finance Management Act 2003, and only with the prior approval of the Council.
40. Long-term debt shall be raised only to the extent that such debt is provided for as a source of necessary finance in the capital component of the approved annual budget or adjustments budget.
41. Short-term debt shall be raised only when it is unavoidable to do so in terms of cash requirements, whether for the capital or operating budgets or to settle any other obligations, and provided the need for such short-term debt, both as to extent and duration, is clearly indicated in the cash flow estimates prepared by the Chief Financial Officer. Short-term debt shall be raised only to anticipate a certain long-term debt agreement or a certain inflow of operating revenues.

CHAPTER 11 : INVESTMENTS FOR THE REDEMPTION OF LONG-TERM LIABILITIES

42. In managing the municipality's investments, the Chief Financial Officer shall ensure that, whenever a long-term (non-annuity) loan is raised by the municipality, an amount is invested at least annually equal to the principal sum divided by the period of the loan. Such investment shall be made against the bank account maintained for the external finance fund, and shall be accumulated and used only for the redemption of such loan on due date. The making of such investment shall be approved by the Council at the time that the loan itself is approved.
43. If the loan raised is not a fixed term loan, but an annuity loan, the Chief Financial Officer shall ensure that sufficient resources are available in the account maintained for the external finance fund to repay the principal amounts due in respect of such loan on the respective due dates.

CHAPTER 12 : INTEREST ON INVESTMENTS

44. The interest accrued on all the municipality's investments shall, in compliance with the requirements of generally accepted municipal accounting practice, be recorded in the first instance in the municipality's operating account as ordinary operating revenues, and shall thereafter be appropriated, at the end of each month, to the fund or account in respect of which such investment was made.
45. In the case of the external finance fund, the Chief Financial Officer may reduce the amount which must be annually invested to redeem any particular loan by the amount of interest so accrued.
46. If the accrual of interest to the external finance fund, unutilised capital receipts and trust funds results in a surplus standing to the account of any such funds, that is, an amount surplus to the resources required in respect of such funds or accounts, such surplus amount shall be credited by the Chief Financial Officer to the appropriation account and re-appropriated to the asset financing reserve.

Borrowing Policy

The district municipality does not have any loans and has no borrowing policy.

Funding and Reserves Policy

The district municipality does not have a Funding and Reserves

Policy related to Long-Term Financial Planning

The district municipality does not have a policy related to long-term financial planning

Supply Chain Management Policy

This policy was adopted by the Amathole District Municipality (ADM) on **31 August 2010**, in terms of section 111 of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003).

The targeted mechanism of the Policy which enhances the development of Historically Disadvantaged Individuals (HDIs) and Historically Disadvantaged Companies (HDCs) clearly demonstrates the focus of the policy.

Major achievements and goals have been realized through the targeted procurement processes and Policies of the ADM. The future focus will be to further enhance the Policy by considering new legislation that have been enacted.

The empowerment (BEE) goals have been reviewed and amended to be in-line with current trends and to be realistic in terms of Council's performance.

Other amendments related to policy gaps and policy performances have been included in the policy to strengthen and enhance the current policy.

The Policy includes a chapter on Empowerment Goals and objectives which strives towards ensuring that Historically Disadvantaged Individuals (HDIs) are presented an opportunity to participate and function in the mainstream of the economy.

The Policy sets out clear guidelines to service providers/contractors who perform projects on behalf of the Municipality to use local labour based human resources to ensure job creation and development of HDIs in communities where projects will be undertaken.

GOAL

The goal of this Policy is to ensure sound, sustainable and accountable supply chain management with the Amathole District Municipality (ADM), whilst promoting black economic empowerment as a priority of ADM.

OBJECTIVES

The objectives of this Policy are:

- [i] To give effect to section 217 of the Constitution of the Republic of South Africa;
- [ii] To implement a policy that is fair, equitable, transparent, competitive and cost effective;
- [iii] To comply with all applicable provisions of the Municipal Finance Management Act;
- [iv] To ensure consistency with all other applicable legislation, including:
 - the Preferential Procurement Policy Framework Act;
 - the Broad-Based Black Economic Empowerment Act;
 - the Construction Industry Development Board Act;

- the Local Government : Municipal Systems Act; and
- the Promotion of Administrative Justice Act.

[v] This policy will also strive to ensure that the objectives for uniformity in supply chain management systems between organs of state in all spheres, is not undermined and that consistency with national economic policy on the promotion of investments and doing business with the public sector is maintained.

COMMENCEMENT AND REVIEW

This Policy is effective with effect from a date determined by Council.

APPLICATION OF THE POLICY

This Policy applies to the acquisition of all goods and services, construction works and consultant services.

DEFINITIONS

In this policy, unless the context otherwise indicates, a word or expression to which a meaning has been assigned in the Municipal Finance Management Act 56 of 2003 has the same meaning as in the Act, and –

1.	<p>“agent” means a person mandated by another person (“the principal”) to do business for and on behalf of, or to represent in a business transaction, the principal, and thereby acquire rights for the principal against an organ of state and incur obligations binding the principal in favour of an organ of state.</p>
2.	<p>“allocation” in relation to a municipality means -</p> <p>[a] municipality's share of the local government's equitable share referred to in Section 214 (1) (a) of the Constitution;</p> <p>[b] an allocation of money to a municipality in terms of Section 214 (1) (c) of the Constitution;</p> <p>[c] an allocation of money to a municipality in terms of a provincial budget; or</p> <p>[d] any other allocation of money to a municipality by an organ of state,</p>

	including by another municipality, otherwise than in compliance with a commercial or other business transaction.]
3.	“bid” means a written offer or bid in a prescribed or stipulated form in response to an invitation by an organ of state for the provision of services or goods.
4.	“bidder” means any person submitting a bid.
5.	“break-out procurement” means the procurement of goods and services for any project of the Municipality in the smallest possible quantities without compromising the quality, coverage, cost or developmental impact of the goods and services.
6.	“closing time” means the time and day specified in the bid documents for the receipt of bids.
7.	“competitive bidding process” means a competitive bidding process referred to in section 26 of this policy;
8.	“competitive bid” means a bid in terms of a competitive bidding process;
9.	“comparative price” means the price after the factors of a non-firm price and all unconditional discounts that can be utilised have been taken into consideration.
10.	“consortium or joint venture” means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity necessary for the execution of a contract.
11.	“Construction Industry Development Board Act” means the Construction Industry Development Board Act, 2000 (Act 38 of 2000) and includes the regulations thereto.

12.	<p>“construction works” means any work in connection with:</p> <p>[a] the erection, maintenance, alteration, renovation, repair, demolition or dismantling of or addition to a building or any similar structure;</p> <p>[b] the installation, erection, dismantling or maintenance of fixed plant;</p> <p>[c] the construction, maintenance, demolition or dismantling of any bridge, dam, canal, road, railway, sewer or water reticulation system or any similar civil engineering structure; or</p> <p>[d] the moving of earth, clearing of land, the making of an excavation, piling or any similar type of work.</p>
13.	“consultant” means a person or entity providing services requiring knowledge based expertise.
14.	“contingency” means the amount varying in accordance with the nature of the contract.
15.	“contract” means the agreement that results from the acceptance of a bid by the Municipality and awarded to the successful bidder.
16.	“contract value” means the value of the contract.
17.	“control” the possession and exercise of legal authority and power to manage the assets, goodwill and daily operations of a business and the active and continuous expertise of appropriate managerial authority and power in determining the policies and directing the operations of the business.
18.	“contractor” means a person or body of persons who undertakes to execute and complete constructions works.
19.	“councillor” means a member of a municipal council.
20.	“day(s)” means calendar days unless the context indicates otherwise.
21.	“delegated authority” means any person or committee delegated with authority by the municipality in terms of the provisions of the relevant legislation.
22.	“disability” means, in respect of a person, a permanent impairment of a physical, intellectual, or sensory function, which results in restricted or lack of ability to perform an activity in the manner or within the range considered normal for a human being.
23.	“district municipality” means a municipality that has municipal executive and legislative authority in an area that includes more than one municipality and which is described in section 155(1) of the Constitution as a category “C” municipality.

24.	“employer” means the Amathole District Municipality.
25.	“end user” means a person who initiates the process of acquisition management and also plays a very important role during the evaluation process.
26.	“executive mayor” means an executive mayor elected in terms of section 55 of the Municipal Structures.
27.	“extension of contracts” means contracts where the scope of works or duration must be extended. The possibility of adding to the scope of works exist.
28.	“final award” , in relation to bids or quotations submitted for a tender, means the final decision taken by the municipality for the award of the tender.
29.	“firm price” is the price that is only subject to adjustments in accordance with the actual increase or decrease resulting from the change, imposition, or abolition of customs or excise duty and any other duty, levy or tax which in terms of a law or regulation is binding on the contractor and demonstrably has an influence on the price of any supplies, or the rendering costs of any service, for the execution of the contract.
30.	“formal written price quotation” means quotations referred to in section 25 of this policy;
31.	“fruitless and wasteful expenditure” means expenditure that was made in vain and would have been avoided had reasonable care been exercised.
32.	<p>“historically disadvantaged individual” means a South African Citizen or any service provider;</p> <p>a] who, due to the apartheid policy that had been in place, had no franchise in national elections prior to the introduction of the Constitution of the Republic of South Africa Act, 1993 (Act No. 200 of 1993) or the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) (“the Interim Constitution”); and/or</p> <p>[b] who is a female; and/or</p> <p>[c] who has a disability;</p> <p>provided that a person who obtained South African citizenship on or after the coming to effect of the Interim Constitution, is deemed not to be an HDI.</p>
33.	<p>“in the service of the state” means to be –</p> <p>(a) a member of –</p> <p>(i) any municipal council;</p>

	<p>(ii) any provincial legislature; or</p> <p>(iii) the National Assembly or the National Council of Provinces;</p> <p>(b) a member of the board of directors of any municipal entity;</p> <p>(c) an official of any municipality or municipal entity;</p> <p>(d) an employee of any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No.1 of 1999);</p> <p>(e) a member of the accounting authority of any national or provincial public entity; or</p> <p>(f) an employee of Parliament or a provincial legislature;</p>
34.	<p>“irregular expenditure” in relation to a municipality or municipal entity, means-</p> <p>(a) expenditure incurred by a municipality or municipal entity in contravention of, or that is not in accordance with, a requirement of the MFMA, and which has not been condoned in terms of section 170 thereof;</p> <p>(b) expenditure incurred by a municipality or municipal entity in contravention of, or that is not in accordance with, a requirement of the Municipal Systems Act, and which has not been condoned in terms of that Act;</p> <p>(c) expenditure incurred by a municipality in contravention of, or that is not in accordance with a requirement of the Remuneration of Public Office-Bearers Act, 1998 (Act No. 20 of 1998); or</p> <p>(d) expenditure incurred by a municipality or municipal entity in contravention of, or that is not in accordance with, a requirement of the supply chain management policy of the municipality or entity or any of the municipality’s by-laws giving effect to such policy, and which has not been condoned in terms of such policy or by-law.</p>
35.	<p>“local municipality” means a municipality that shares municipal executive and legislative authority in its area with a district municipality within whose area it falls and which is described in section 155(1) of the Constitution as a category “B” municipality.</p>
36.	<p>“long term contract” means a contract with a duration period exceeding one year;</p>
37.	<p>“list of accredited prospective providers” means the list of accredited prospective providers which a municipality or municipal entity must keep in terms of section 22 of this policy;</p>
38.	<p>“management” in relation to an enterprise or business, means an activity inclusive of control and performed on a daily basis, by any person who is a principal executive officer of the company, by whatever name that person may be</p>

	designated, and whether or not that person is a director.
39.	“ municipal council ” means a municipal council referred to in section 157(1) of the Constitution, 1996, and “ council ” shall have a corresponding meaning.
40.	“ municipal entity ” means an entity as defined in the Municipal Systems Act.
41.	“ Municipal Finance Management Act ” means the Local Government: Municipal Finance Management, 56 of 2003 and includes the regulations thereto, and “ MFMA ” shall have a corresponding meaning.
42.	“ municipality ” when referred to as – [a] an entity, means a municipality as described in section 2 of the Municipal Systems Act, and [b] a geographic area, means a municipal area determined in terms of the Local Government: Municipal Demarcation Act, 1998 (Act No. 27 of 1998)
43.	“ municipal manager ” means a person appointed by the municipality in terms of section 82 of the Municipal Structures Act and who is the head of administration and also the accounting officer for the Municipality.
44.	“ Municipal Structures Act ” means the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998).
45.	“ Municipal Systems Act ” means the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000).
46.	“ non-firm prices ” means all prices other than “firm prices”.
47.	“ organ of state ” means an organ of state as defined in section 239 of the Constitution.
48.	Original Equipment Manufacturer (OEM) means machinery or any equipment needing original parts for repairs and maintenance.
49.	“ other applicable legislation ” means any other legislation applicable to municipal supply chain management, including – (a) the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000); (b) the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003); and (c) the Construction Industry Development Board Act, 2000 (Act No.38 of 2000);
50.	“ own ” having all the customary incidents of ownership, including the right of

	disposition, and sharing in all the risks and profits commensurate with the degree of ownership interest, as demonstrated by an examination of the substance, rather than the form of ownership arrangements.
51.	“ person ” includes reference to a juristic person.
52.	“ policy ” means this Supply Chain Management Policy as amended from time to time.
53.	“ Preferential Procurement Policy Framework Act ” means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000) and includes the regulations thereto.
54.	<p>“privileged or confidential information” means any information:</p> <p>(a) determined by the bid specification, evaluation or adjudication committee to be privileged or confidential;</p> <p>(b) discussed in close sessions by any of the bid committees;</p> <p>(c) disclosure of which would violate a person’s right to privacy;</p> <p>(d) declared to be privileged, confidential or secret in terms of any legislative framework.</p>
55.	“ quotation or quote ” means a written or electronic offer made to the municipality in response to an invitation to submit a quotation.
56.	“ rand value ” means the total estimated value of a contract in Rand denomination which is calculated at the time of bid invitations and includes all applicable taxes and excise duties.
57.	“ regulation ” means any clause contained in the Municipal Supply Chain Management Regulations published in terms of Section 168 of the MFMA.
58.	“ renewal of contracts ” means contracts such as rental agreements, software licences, etc. that are to be renewed on a periodic basis.
59.	“ republic ” means the Republic of South Africa, and “ RSA ” shall have a corresponding meaning.
60.	“ SARS ” means the South African Revenue Services.
61.	<p>“service providers” means</p> <p>a) “Professional Service Provider”:</p> <p>Any person or body corporate that is under contract to the Employer for the provision of Professional Services.</p>

	<p>b) “General Service Provider”:</p> <p>Any person or body that is under contract to the Employer for the provision of any type of service.</p>
62.	<p>“SMMEs” means a separate and distinct business entity, including cooperative enterprises and non-governmental organizations, managed by one owner or more which, including its branches or subsidiaries, if any, is predominantly carried on in any sector or sub-sector of the economy.</p>
63.	<p>“sponsorship” means paying for or contributing towards the cost of an event.</p>
64.	<p>“sub-contracting” means the primary contractor’s assigning or leasing or making out work to, or employing, another person to support such primary contractor in the execution of part of a project in terms of the contract.</p>
65.	<p>“supply chain manager” means an official appointed by the Amathole District Municipality to fulfill a vital role in the implementation, the monitoring and the continued application of this Policy.</p>
66.	<p>“Systems Act” means the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000).</p>
67.	<p>“tender”/“tenderer” means a bid or bidder in the context of construction works procurement.</p>
68.	<p>“the Act” means the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003).</p>
69.	<p>“the constitution” means the Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996).</p>
70.	<p>“treasury guidelines” means any guidelines on supply chain management issued by the Minister in terms of section 168 of the Act.</p>
71.	<p>“unauthorised expenditure” in relation to a municipality, means any expenditure incurred by a municipality otherwise than in accordance with Section 15 or 11(3) of the Act.</p> <p>(a) overspending of the total amount appropriated in the municipality’s approved budget;</p> <p>(b) overspending of the total amount appropriated for a vote in approved budget;</p>

	<p>(c) expenditure from a vote unrelated to the department of functional area covered by the vote;</p> <p>(d) expenditure of money appropriated for a specific purpose, otherwise than for that specific purpose;</p> <p>(e) spending of an allocation referred to in paragraph (b), (c) or (d) of the definition of “allocation” otherwise than in accordance with any condition of the allocation; or</p> <p>(f) a grant by the Municipality otherwise than in accordance with the MFMA.</p>
72.	“ unsolicited bid ” means an offer submitted by any person on his, her or its own initiative without having been invited by the municipality to do so.
73.	“ variation order ” means unforeseen costs pertaining to uncertain circumstances that are part of infrastructure projects.
74.	“ written or verbal quotations ” means quotations referred to in section 24 of this policy.
<p>Words importing the singular shall include the plural and vice versa and words importing the masculine gender shall include females and words importing persons shall include companies, closed corporations and firms, unless the context clearly indicates otherwise.</p>	
<p>All amounts/limits stated in this document shall be deemed to be inclusive of Value Added Tax (VAT).</p>	

CHAPTER 1
EMPOWERMENT GOALS

1. INTRODUCTION

In the preamble to this Policy it is stated that “the Supply Chain Management Policy seeks to encourage socio-economic transformation” within its region. To achieve this, empowerment goals have been set, which aim to redress the skewed distribution of wealth and therefore contribute to the alleviation of poverty.

2. STRATEGY

The Policy will achieve the above by providing employment opportunities to HDI’s and communities, enabling socio-economic transformation objectives to be linked to fair, transparent, equitable, competitive and cost effective procurement practices. In this regard, the following empowerment goals are proposed to be used as measures by Council in assessing the impact of its policy in realizing the socio-economic transformation agenda of government in all spheres.

3. PROCESS : GOALS

3.1 CAPITAL PROJECTS WITH VALUE EXCEEDING ONE MILLION

- By June 2011, Council aims to have allocated 55% of its capital projects that exceed R1 000 000 [one million rands] to HDI’s.
- By June 2012, Council aims to have allocated 60% of its capital projects that exceed R1 000 000 [one million rands] to HDI’s.
- By June 2013 Council aims to allocate 65% of the bids on capital projects that exceed R1 000 000 [one million rands] to HDI’s.

3.2 CAPITAL PROJECTS WITH VALUE LESS THAN ONE MILLION

- By June 2011, Council aims to allocate 70% of its bids on all capital projects with a value less than one million to HDI’s.
- By June 2012, Council aims to allocate 75% of all bids in this category to HDI’s.
- By June 2013, Council aims to allocate 80% of its bids on all capital projects with a value less than one million to HDI’s.

3.3 NON-CAPITAL PROJECTS [REGARDLESS OF VALUE OF PROJECT]

- By June 2011, Council aims to allocate 60% of its bids on all non-capital projects to HDI's.
- By June 2012, Council aims to allocate 65% of its bids on all non-capital projects to HDI's.
- By June 2013, Council aims to allocate 70% of its bids on all non-capital projects to HDI's.

3.4 EMPLOYMENT/JOB CREATION

In all capital projects, preference will be given to service providers who demonstrate labour intensive employment strategies along the following categories and ratios:

- 35% of labour be women [above youth age category of 36 years];
- 35% of labour be youth [men and women];
- 25% of labour be men [above youth age category of 36 years]
- 5% of labour be disabled people [regardless of gender]

Annexure H (refer SCM Manual) must be duly completed by all bidders as the above figures will form part of the decision being taken when adjudicating bids

3.5 OVERALL PERFORMANCE OF THE COUNCIL

In order to measure the overall performance of Council, a percentage of all bids allocated to HDI owned companies and/or joint ventures will be combined to assess the overall performance of the Council.

- **By June 2011, Council aims to allocate 60% of all its combined bids to HDI's.**
- **By June 2012, Council aims to allocate 65% of all its combined bids to HDI's.**
- **By June 2013, Council aims to allocate 70% of all its combined bids to HDI's.**

3.6 MONITORING MECHANISM

For purposes of monitoring the allocation of bids along the empowerment goals mentioned above, Supply Chain Management shall table a report as part of consideration of the bids, detailing how many of the bids that were adjudicated on a particular day and if this reflects the empowerment goals listed above. A progress report will also be tabled every quarter to the Mayoral Committee and Council for noting and/or comments where there is deviation or lack of visible progress.

CHAPTER 2

ESTABLISHMENT AND IMPLEMENTATION OF SUPPLY CHAIN MANAGEMENT POLICY

Supply chain management policy

4. (1) The ADM resolves in terms of section 111 of the Municipal Finance Management Act 56 of 2003 to have and implement a supply chain management policy that –
 - (a) gives effect to –
 - (i) section 217 of the Constitution; and
 - (ii) Part 1 of Chapter 11 and other applicable provisions of the Act;
 - (b) is fair, equitable, transparent, competitive and cost effective;
 - (c) complies with –
 - (i) the regulatory framework prescribed in Chapter 2 of the Regulations; and

- (ii) any minimum norms and standards that may be prescribed in terms of section 168 of the Municipal Finance Management Act 56 of 2003;
 - (d) is consistent with other applicable legislation;
 - (e) does not undermine the objective for uniformity in supply chain management systems between organs of state in all spheres; and
 - (f) is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.
- (2) The ADM may not act otherwise than in accordance with this supply chain management policy when–
- (a) procuring goods or services;
 - (b) disposing of goods no longer needed;
 - (c) selecting contractors to provide assistance in the provision of municipal services otherwise than in circumstances where Chapter 8 of the Municipal Systems Act applies; or
 - (d) selecting external mechanisms referred to in section 80 (1) (b) of the Municipal Systems Act for the provision of municipal services in circumstances contemplated in section 83 of that Act.

Delegation of supply chain management powers and duties

5. (1) The ADM hereby delegates such additional powers and duties to the accounting officer so as to enable the accounting officer –

- (a) to discharge the supply chain management responsibilities conferred on accounting officers in terms of –
 - (i) Chapter 8 or 10 of the Municipal Finance Management Act 56 of 2003; and
 - (ii) this policy;
 - (b) to maximise administrative and operational efficiency in the implementation of the supply chain management policy;
 - (c) to enforce reasonable cost-effective measures for the prevention of fraud, corruption, favouritism and unfair and irregular practices in the implementation of this policy; and
 - (d) to comply with his or her responsibilities in terms of section 115 and other applicable provisions of the Municipal Finance Management Act 56 of 2003.
- (2) Sections 79 and 106 of the Municipal Finance Management Act 56 of 2003 apply to the subdelegation of powers and duties delegated to an accounting officer in terms of subsection 5(1) of this policy.
- (3) The council or accounting officer may not delegate or subdelegate any supply chain management powers or duties to a person who is not an official of the ADM or to a committee which is not exclusively composed of officials of the ADM;
- (4) This section may not be read as permitting an official to whom the power to make final awards has been delegated, to make a final award in a competitive bidding process otherwise than through the committee system provided for in section 34 of this policy.

Subdelegations

6. (1) The accounting officer may in terms of section 79 or 106 of the Municipal Finance Management Act 56 of 2003 subdelegate any supply chain management powers and duties, including those delegated to the accounting officer in terms of this policy, but any such subdelegation must be consistent with subsection 6(2) and section 5 of this policy.
- (2) The power to make a final award –
- (a) above R10 million (VAT included) may not be subdelegated by the accounting officer;
 - (b) above R2 million (VAT included), but not exceeding R10 million (VAT included), may be subdelegated but only to –
 - (i) the chief financial officer;
 - (ii) a senior manager; or
 - (iii) a bid adjudication committee of which the chief financial officer or a senior manager is a member;
 - (c) not exceeding R2 million (VAT included) may be subdelegated but only to –
 - (i) the chief financial officer;
 - (ii) a senior manager; or
 - (iii) a manager directly accountable to the chief financial officer or a senior manager; or
 - (iv) a bid adjudication committee.

- (3) An official or bid adjudication committee to which the power to make final awards has been subdelegated in accordance with this policy must within five days of the end of each month submit to the official referred to in subsection 6(4) of this policy a written report containing particulars of each final award made by such official or committee during that month, including–
- (a) the amount of the award;
 - (b) the name of the person to whom the award was made; and
 - (c) the reason why the award was made to that person.
- (4) A written report referred to in subsection 6 (3) of this policy must be submitted –
- (a) to the accounting officer, in the case of an award by –
 - (i) the chief financial officer;
 - (ii) a senior manager; or
 - (iii) a bid adjudication committee of which the chief financial officer or a senior manager is a member;
 - (b) to the chief financial officer or the senior manager responsible for the relevant bid, in the case of an award by –
 - (i) a manager referred to in subsection 6(2)(c)(iii) of this policy; or
 - (ii) a bid adjudication committee of which the chief financial officer or a senior manager is not a member.

- (5) Subsections 6(3) and (4) of this policy do not apply to procurements out of petty cash.
- (6) This section may not be interpreted as permitting an official to whom the power to make final awards has been subdelegated, to make a final award in a competitive bidding process otherwise than through the committee system provided for in section 34 of this policy.
- (7) No supply chain management decision-making powers may be delegated to an advisor or consultant.

Oversight role of council

- 7. (1) The Municipal Finance Management Act 56 of 2003 prohibits a councillor from being a member of a bid committee or any other committee evaluating or approving quotations or bids nor may a councillor attend any such meeting as an observer.
- (2) Council, however has an oversight role to ensure that the accounting officer implements all supply chain management activities in accordance with this Policy.
- (3) For the purposes of such oversight the accounting officer must –
 - (a) (i) within 30 days of the end of each financial year, submit a report on the implementation of the supply chain management policy of the municipality and of any municipal entity under its sole or shared control, to the council of the municipality,
 - (ii) whenever there are serious and material problems in the implementation of the Supply Chain Management Policy, immediately submit a report to the council of the municipality.

- (4) The accounting officer must, within 10 days of the end of each quarter, submit a report on the implementation of the supply chain management policy to the executive mayor.
- (5) The reports must be made public in accordance with section 21A of the Municipal Systems Act.

Supply chain management unit

8.
 - (1) The accounting officer must establish a supply chain management unit to implement this policy.
 - (2) The supply chain management unit must, where possible, operate under the direct supervision of the chief financial officer or an official to whom this duty has been delegated in terms of section 82 of the Municipal Finance Management Act 56 of 2003.

Training of supply chain management officials

9. The training of officials involved in implementing the supply chain management policy should be in accordance with any Treasury guidelines on supply chain management training.

CHAPTER 3

CONCEPT OF SUPPLY CHAIN MANAGEMENT

10. SUPPLY CHAIN MANAGEMENT DEFINED

SCM involves the management of working capital that is invested in goods, stores and services with the objective of optimizing the economic return on such investment. The process begins when the needs are identified during the strategic planning phase of the organisation when service delivery targets are identified, to the point of finally disposing of an asset.

11. OBJECTIVES OF SUPPLY CHAIN MANAGEMENT

As a concept, Supply Chain Management has the following broad objects:

- (a) Promoting uniformity in the processes relevant to the repealing of bid board legislation in the various spheres of government and devolving the responsibility and accountability for procurement-related functions to accounting officers or authorities.
- (b) Promoting uniformity in the various spheres of government in the interpretation of government's preferential procurement legislation and policies, also in the context of other broad-based but related legislative and policy requirements of government.
- (c) Replacing the outdated procurement and provisioning practices in government with a supply chain management function and a systematic competitive procedure for the appointment of consultants as an integral part of financial management in government that conforms to internationally accepted best practice principles.

- (d) Introducing parameters for the promulgation of a regulatory framework in terms of the Public Finance Management Act (PFMA) and MFMA to ensure compliance to minimum norms and standards, but in such a manner that the principles of co-operative governance are observed.
- (e) To give effect to the provisions of the Constitution.
- (f) To give effect to the provisions of the MFMA and PFMA.
- (g) To transform procurement and provisioning practices into an integrated SCM function.
- (h) To introduce a systematic approach for the appointment of consultants.
- (i) To create an understanding of Government's preferential procurement policy objectives.
- (j) To make significant improvement to financial management.
- (k) To promote consistency in respect of supply chain policy and other related policy initiatives.
- (l) To adhere to international best practices.

12. IMPROVING ACCOUNTABILITY

The MFMA aims to improve accountability by placing responsibility for decisions in the heads of each accounting officer, and by ensuring that there is support from National Treasury, for example in the form of “best practice” guidelines, to assist managers in delivering services to communities as efficiently and effectively as possible.

The accountability chain is the most critical driver for improving financial management in the public sector. The Annual Report and the report of the Auditor-General will indicate achievement against the intentions specified in each municipality's or municipal entity's Integrated Development Plan (IDP) and may highlight areas that require improvement.

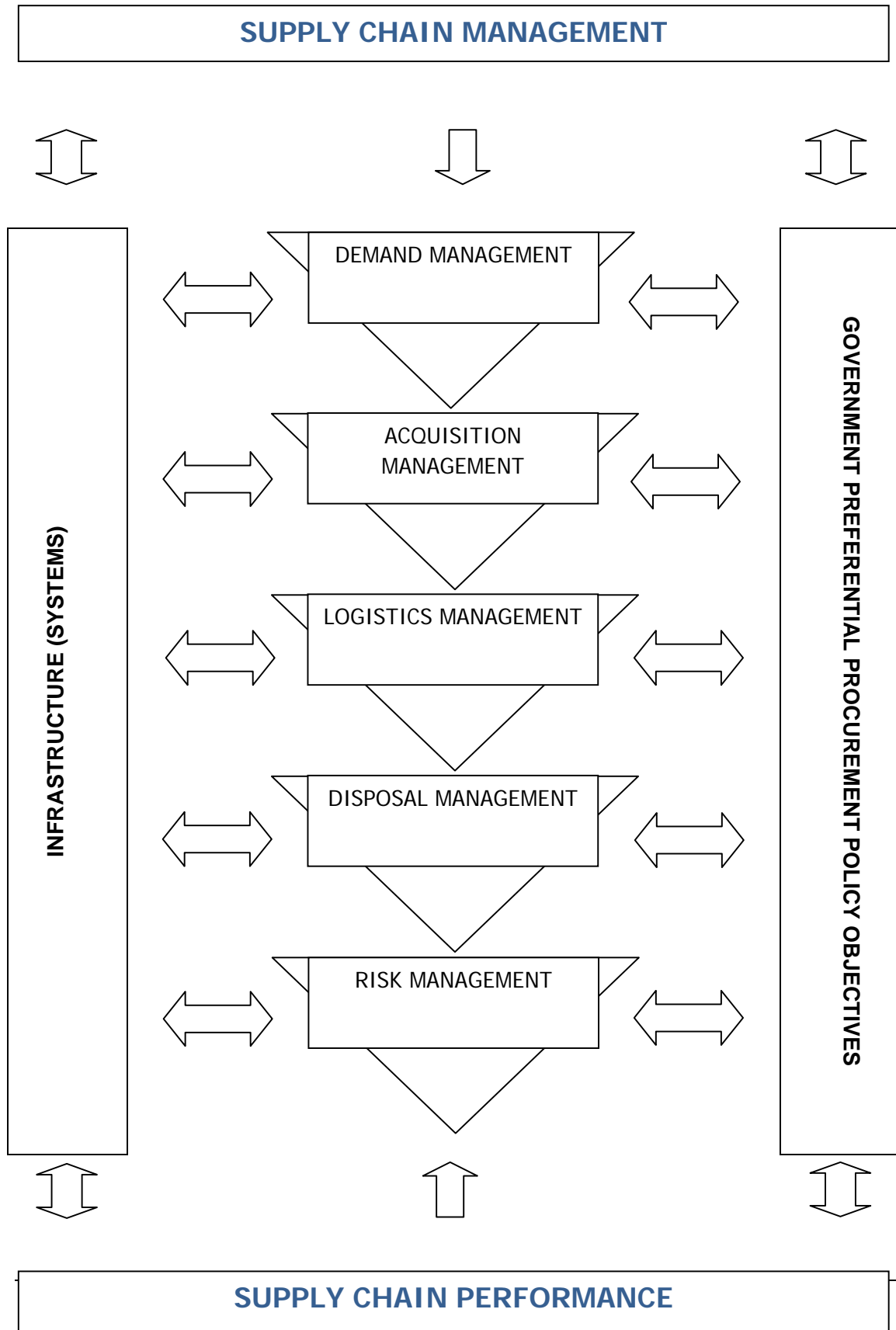
A particular requirement of the MFMA is that each accounting officer undertakes a “risk assessment” for his or her municipality or municipal entity. Risk management acknowledges that all the activities of an organization involve some element of risk. Management should decide what is an acceptable level of risk (given cost and other social factors) by objectively assessing the factors (risks) that may prevent a particular activity from meeting its objective. In the case of SCM, this will include ensuring, on a case-by-case basis, that clearly worded and unambiguous contract documents, guarantees or insurance arrangements are in place (i.e. managers must manage).

In addition, the award and management of contracts is an area where fraud and corruption has been found in the past, and the Municipality’s Anti Fraud Management Strategy should reflect this, through cost-effective use of control measures and procedures and an ethical culture.

13. GOOD GOVERNANCE

In order to achieve the ideals of good corporate governance and to address deficiencies in SCM, fundamental institutional reforms will have to be implemented. Such reforms need to promote efficient and effective procurement and provisioning systems and practices that enable municipalities/municipal entities to deliver the required quality and quantity of services to its clients. The establishment of uniformity in procedures, policies, documentation and contract options and the implementation of sound systems of control and accountability should form the cornerstone of institutional reform.

14. THE ELEMENTS / FRAMEWORK OF SUPPLY CHAIN MANAGEMENT



This supply chain management policy provides systems for –

- (i) demand management;
- (ii) acquisition management;
- (iii) logistics management;
- (iv) disposal management;
- (v) risk management; and
- (vi) performance management.

14.1 DEMAND MANAGEMENT

This is the beginning of the supply chain, and must begin with a needs assessment, to ensure:

- (a) that goods or services are required in order to deliver the agreed service;
- (b) that specifications are precisely determined;
- (c) that requirements are linked to the budget; and
- (d) that the supplying industry has been analyzed.

This phase will bring the supply chain practitioner close to the end user, to ensure that value for money is achieved. This policy provides for an effective system of demand management in order to ensure that the resources required to support the strategic and operational commitments of the Municipality, are delivered at the correct time, at the

right price and at the right location, and that the quantity and quality satisfy the needs of the Municipality.

14.2 ACQUISITION MANAGEMENT

This refers to the management of procurement by a municipality. The Municipality must:

- (a) decide on the manner in which the market will be approached;
- (b) establish the total cost of ownership of a particular type of asset;
- (c) ensure that bid documentation is complete, including evaluation criteria;
- (d) evaluate bids in accordance with published criteria; and
- (e) ensure that proper contract documents are signed.

14.3 LOGISTICS MANAGEMENT

This aspect addresses the setting of inventory levels, placing of orders, receiving and distribution of material and goods, stores, warehouse and transport management, expediting orders, the review of vendor performance, maintenance and contract administration. From these processes, the financial system is activated to generate payments.

14.4 DISPOSAL MANAGEMENT

A supply chain management policy must provide for an effective system of disposal management for the disposal or letting of assets no longer needed, including unserviceable, redundant or obsolete assets, subject to sections 14 and 90 of the MFMA.

At this stage, consideration must be given to:

- (a) obsolescence planning;
- (b) maintaining a data base of redundant material;
- (c) inspecting material for potential re-use;
- (d) determining a disposal strategy; and
- (e) executing the physical disposal process.

14.5 RISK MANAGEMENT

A supply chain management policy must provide for an effective system of risk management for the identification, consideration and avoidance of potential risks in the supply chain management system. Risk management must include:

- (a) the identification of risks on a case-by-case basis;
- (b) the allocation of risks to the party best suited to manage such risks;
- (c) acceptance of the cost of the risk where the cost of transferring the risk is greater than that of retaining it;
- (d) the management of risks in a pro-active manner and the provision of adequate cover for residual risks; and
- (e) the assignment of relative risks to the contracting parties through clear and unambiguous contract documentation.

14.6 PERFORMANCE MANAGEMENT

This is a monitoring process, undertaking a retrospective analysis to determine whether the proper processes have been followed and whether the desired objectives were achieved. Some of the issues that may be reviewed are:

- (a) compliance to norms and standards;
- (b) cost efficiency of procurement process (i.e. the cost of the process itself); and
- (c) whether supply chain practices are consistent with Government's broader policy focus.

15. Five pillars of procurement

- (1) Value for money

The term "value for money" includes the monetary value as well as the quality and the utilisation of the procurement system to achieve government's policy objectives (see the Regulations pertaining to the PPPFA). Due consideration should, however, be given to the quality of goods required, the time to administrate the process, and the cost effectiveness of the ensuing contracts. This is an essential test against which a municipality or municipal entity must justify a procurement outcome.

- (2) Open and effective competition

The pillar of public sector procurement requires the following:

- (a) a framework of procurement laws, policies, practices and procedures that is transparent; in other words they must be readily accessible to all parties;
- (b) openness in the procurement process;

- (c) encouragement of effective competition through procurement methods suited to market circumstances; and
 - (d) observance of the provisions of the PPPFA.
- (3) Ethics and fair dealing

All parties involved in procurement should comply with the following ethical standards:

- (a) deal with each other on a basis of mutual trust and respect; and
 - (b) conduct their business in a fair and reasonable manner and with integrity,
- (4) Accountability and reporting

This involves ensuring that individuals and organizations are answerable for their plans, actions and outcomes. Openness and transparency in administration, by external scrutiny through public reporting, is an essential element of accountability

- (5) Equity

The word “equity” in the context of the five pillars of public sector procurement means the application and observance of government policies that are designed to advance persons or categories of persons disadvantaged by unfair discrimination. This fifth pillar is vital to public sector procurement in South Africa. It ensures that Government is committed to economic growth by implementing measures to support the industry in general. No public procurement system should be operated if it is not founded on this pillar.

CHAPTER 4
DEMAND MANAGEMENT

System of demand management

16. (1) The accounting officer must establish, through operational procedures, an effective system of demand management in order to ensure that the resources required to support the strategic and operational commitments are delivered at the correct time, at the right price and at the right location, and that the quantity and quality satisfy the needs.
- (2) The ADM's Integrated Development Plan (IDP) is a comprehensive strategy document setting out how the ADM intends to tackle its development challenges in a financial year. It is on the basis of the IDP that the resources of the Municipality will be allocated and on which the budget is based.
- (3) The objective is to ensure that the resources required to fulfil the needs identified in the IDP are delivered at the correct time, price and place, and that the quantity and quality will satisfy those needs.
- (4) In order to achieve the objectives of good governance and to address deficiencies in supply chain management, fundamental institutional reforms will have to be implemented. These reforms will promote efficient and effective provisioning and procurement systems and practices to enable the ADM to deliver the required quantity and quality of services to the communities.
- (5) The establishment of uniformity in policies, procedures, documents and contract options and the implementation of sound systems of control and accountability shall form the cornerstone of institutional reform.
- (6) The development of a world-class professional supply chain management system should result in continuing improvement in affordability and value for money, based on total cost of ownership and quality of procurement as competition amongst suppliers is enhanced.
- (7) Resources required for the fulfillment of the Municipality's obligations will be clearly analysed. This includes a detailed analysis of the goods, works and services required.
- (8) In dealing with suppliers and potential suppliers, the ADM shall respond promptly, courteously and efficiently to enquiries, suggestions and complaints.

The Demand Management Process

17. (1) This is the beginning of the supply chain where the following major activities associated with the identifying demand should take place:
- (a) establishing requirements;
 - (b) determining needs; and
 - (c) deciding on appropriate procurement strategies.
- (2) Demand management accordingly shall involve the following activities:
- (a) SCM integration in the strategic planning process;
 - (b) understanding the future needs;
 - (c) identifying critical delivery dates;
 - (d) identifying the frequency of need;
 - (e) linking the requirement to the budget;
 - (f) conducting an expenditure analysis based on past expenditures;
 - (g) determining requirements;
 - (h) compiling of specifications;
 - (i) conducting a commodity analysis in order to check for alternatives;
 - (j) conducting a market/industry analysis; and
 - (k) providing regular feedback to and from the roleplayers.

This is a cross-functional exercise that brings the supply chain practitioner closer to the end user and ensuring that value for money is achieved.

Strategy for achieving the Preferential Procurement Policy Framework Act (PPPFA) objectives and linking the system to Black Economic Empowerment (BEE) objectives

18. In order to achieve the objectives as stated in Chapter 1 of this Policy, the Municipality will use the public sector SCM system as a tool to achieve the BEE objectives/goals. This will be achieved within the prescribed framework of the PPPFA and its Regulations.

In order to achieve the BEE objectives and goals the specifications and terms of reference for each project will be drafted prior to publication. The specifications will be drafted in a manner that will assist in achieving the BEE targets set by the Municipality. The accounting officer will approve all specifications drafted by the Bid Specification Committee prior to publication.

CHAPTER 5

ACQUISITION MANAGEMENT

System of acquisition management

19. (1) The accounting officer must establish, through operational procedures, an effective system of acquisition management in order to ensure –
- (a) that goods and services are procured by the Municipality in accordance with authorised processes only;
 - (b) that expenditure on goods and services is incurred in terms of an approved budget in terms of section 15 of the Municipal Finance Management Act 56 of 2003;

- (c) that the threshold values for the different procurement processes are complied with;
 - (d) that bid documentation, evaluation and adjudication criteria, and general conditions of a contract, are in accordance with any applicable legislation; and
 - (e) that any Treasury guidelines on acquisition management are properly taken into account.
- (2) This supply chain management policy, except where provided otherwise in the policy, does not apply in respect of the procurement of goods and services contemplated in section 110(2) of the Municipal Finance Management Act 56 of 2003, including –
- (a) water from the Department of Water Affairs or a public entity, another municipality or a municipal entity; and
 - (b) electricity from Eskom or another public entity, another municipality or a municipal entity.
- (3) The following information must be made public wherever goods or services contemplated in section 110(2) of the Municipal Finance Management Act 56 of 2003 are procured other than through the supply chain management system –
- (a) the kind of goods or services; and
 - (b) the name of the supplier.

20. Range of procurement processes

STRUCTURE OF APPROVAL		
GOODS/SERVICE VALUE	PROCUREMENT METHOD MINIMUM	APPROVAL AUTHORITY
R0 – R2 000	Petty Cash : One Quote	Head of Department or Delegated Authority
R2 001 – R10 000	Three Quotations	Head of Department or Delegated Authority
R10 001 – R30 000	Three Quotations	Head of Department or Delegated Authority
R30 001 – R200 000	1 Week Bulletin Notice and Advertisement via Website : Three Quotations	This level of approval will be applied in terms of the Accounting Officer's delegation (See Delegation Policy).
R200 001 – R2 Million	Competitive Bidding Process	Bid Adjudication Committee
R2 Million – R10 Million	Competitive Bidding Process	Bid Adjudication Committee
Above R10 Million	Competitive Bidding Process	Accounting Officer

- (1) The procurement of goods and services through this policy is provided by way of –
- (a) petty cash purchases, up to a transaction value of R2 000 (VAT included);
 - (b) written or verbal quotations for procurements of a transaction value over R2 000 up to R10 000 (VAT included);
 - (c) formal written price quotations for procurements of a transaction value over R10 000 up to R200 000 (VAT included); and

- (d) a competitive bidding process for–
 - (i) procurements above a transaction value of R200 000 (VAT included); and
 - (ii) the procurement of long term contracts.

- (2) The accounting officer may in writing -
 - (a) lower, but not increase, the different threshold values specified in subsection (1); or,

 - (b) direct that –
 - (i) written or verbal quotations be obtained for any specific procurement of a transaction value lower than R2 000;

 - (ii) formal written price quotations be obtained for any specific procurement of a transaction value lower than R10 000; or

 - (iii) a competitive bidding process be followed for any specific procurement of a transaction value lower than R200 000.

- (3) Goods or services may not deliberately be split into parts or items of a lesser value merely to avoid complying with the requirements of the policy. When determining transaction values, a requirement for goods or services consisting of different parts or items must as far as possible be treated and dealt with as a single transaction.

General preconditions for consideration of written quotations or bids

21. A written quotation or bid may not be awarded unless the provider who submitted the quotation or bid –
- (a) has furnished that provider's –
 - (i) full name;
 - (ii) identification number or company or other registration number; and
 - (iii) tax reference number and VAT registration number, if any;
 - (b) has authorised ADM to obtain a tax clearance from the South African Revenue Services that the provider's tax matters are in order; and
 - (c) has indicated –
 - (i) whether he or she is in the service of the state, or has been in the service of the state in the previous twelve months;
 - (ii) if the provider is not a natural person, whether any of its directors, managers, principal shareholders or stakeholder is in the service of the state, or has been in the service of the state in the previous twelve months; or
 - (iii) whether a spouse, child or parent of the provider or of a director, manager, shareholder or stakeholder referred to in subsection (ii) is in the service of the state, or has been in the service of the state in the previous twelve months.

Lists of accredited prospective providers

- 22.** (1) The accounting officer must –
- (a) keep a list of accredited prospective providers of goods and services that must be used for the procurement requirements of the ADM through written or verbal quotations and formal written price quotations;
 - (b) at least once a year through newspapers commonly circulating locally, the website and any other appropriate ways, invite prospective providers of goods or services to apply for evaluation and listing as accredited prospective providers;
 - (c) specify the listing criteria for accredited prospective providers; and
 - (d) disallow the listing of any prospective provider whose name appears on the National Treasury's database as a person prohibited from doing business with the public sector.
- (2) The list must be updated at least quarterly to include any additional prospective providers and any new commodities or types of services. Prospective providers must be allowed to submit applications for listing at any time.
- (3) The list must be compiled per commodity and per type of service.

Petty cash purchases

- 23.** (1) In certain cases it is not possible or economically viable to procure goods and services through written or competitive bidding processes. This situation will arise where the total costs of engaging in written quotation or competitive bidding far outweigh the value of the items or services being sought. This situation is envisaged for items or services below R2 000.00 VAT inclusive only.

- (2) The accounting officer must establish the conditions for procurement of goods by means of petty cash purchases referred to in section 20 (1) (a) of this policy, which must include conditions–
- (a) determining the terms on which a manager may delegate responsibility for petty cash to an official reporting to the manager;
 - (b) limiting the number of petty cash purchases or the maximum amounts per month for each manager;
 - (c) excluding any types of expenditure from petty cash purchases, where this is considered necessary; and
 - (d) requiring monthly reconciliation reports from each manager to the chief financial officer, including –
 - (i) the total amount of petty cash purchases for that month; and
 - (ii) receipts and appropriate documents for each purchase.

Written or verbal quotations

- 24.** The accounting officer must establish the conditions for the procurement of goods or services through written or verbal quotations, which must include conditions stating that–
- (a) quotations must be obtained from at least three different accredited providers registered in the ADM database;
 - (b) Providers not registered on the data base will only be considered if no technically suitable suppliers are registered on the data base and/or if it would be in the best interests of ADM that such suppliers be considered, provided that such providers meet the listing criteria required by section 21(c) of this policy;

- (c) as far as possible all suppliers must be afforded an opportunity to quote on a rotational basis;
- (d) to the extent feasible, providers must be requested to submit such quotations in writing;
- (e) if it is not possible to obtain at least three quotations, then the reasons must be recorded and reported quarterly to the accounting officer or another official designated by the accounting officer;
- (f) the accounting officer must record the names of the potential providers requested to provide such quotations with their quoted prices;
- (g) if a quotation was submitted verbally, then the order may be placed only against written confirmation by the selected provider; and
- (h) splitting of requirements with the sole intention of circumventing any of the procurement mechanism listed, is not allowed.

Formal written price quotations

- 25.** (1) The accounting officer must establish the conditions for the procurement of goods or services through formal written price quotations, which must include conditions stating that–
- (a) quotations must be obtained in writing from at least three different providers whose names appear on the list of accredited prospective providers of the Municipality;
 - (b) Providers not registered on the data base will only be considered if no technically suitable suppliers are registered on the data base and/or if it would be in the best interests of ADM that such suppliers be considered,

provided that such providers meet the listing criteria required by section 21(c) of this policy;

- (c) if it is not possible to obtain at least three quotations, then the reasons must be recorded and approved by the chief financial officer or an official designated by the chief financial officer;
 - (d) the accounting officer must record the names of the potential providers and their written quotations; and
 - (e) splitting of requirements with the sole intention of circumventing any of the procurement mechanism listed is not allowed.
- (2) A designated official referred to in subsection (1)(c) must within three days of the end of each month report to the chief financial officer on any approvals given during that month by that official in terms of that subsection.

Procedures for procuring goods or services through written or verbal quotations and formal written price quotations

- 26.** (1) The accounting officer must determine the operational procedure for the procurement of goods or services through written or verbal quotations or formal written price quotations, which must stipulate that–
- (a) all requirements in excess of R30 000 (VAT included) that are to be procured by means of formal written price quotations must, in addition to the requirements of section 25, be advertised for at least seven days on the website and an official notice board of the Municipality;
 - (b) when using the list of accredited prospective providers the accounting officer must promote ongoing competition amongst providers, including the invitation of providers to submit quotations on a rotation basis;

- (c) if there are frequent procurements of the same or similar goods or services, and where the amount per transaction is less than R200 000.00, then such procurements must be consolidated and a single contract must be concluded after having followed a competitive bidding process;
 - (d) the accounting officer must take all reasonable steps to ensure that the procurement of goods and services through written or verbal quotations or formal written price quotations is not abused;
 - (e) the accounting officer or chief financial officer must on a monthly basis be notified in writing of all written or verbal quotations and formal written price quotations accepted by an official acting in terms of a subdelegation;
 - (f) proper record keeping must be maintained, including the requirements therefor;
 - (g) splitting of requirements with the sole intention of circumventing any of the procurement mechanism listed is not allowed.
- (2) With regard to the procurement of goods and services with a transaction value lower than R200 000 -
- (a) the procurement of goods and services between R0 and R30 000 falls within the scope of the heads of departments;
 - (b) the procurement of goods and services between R30 001 and R200 000 will be delegated by the accounting officer to the different Heads of Departments within the Municipality (see Delegation Policy).
- (3) For purposes of the procurement of goods and services in terms of sub-section 2
–

- (a) the regulation thereof will be assessed and monitored by the supply chain management unit to ensure alignment with the empowerment goals set out in Chapter 1;
- (b) the Municipality shall establish a database of service providers and suppliers which must be updated at least quarterly or whenever deemed necessary in accordance with section 22 of this policy;
- (c) three databases shall be established in terms of subsection 3 (b), namely:
 - (i) General Services;
 - (ii) Professional Services; and
 - (iii) Contractors;
- (d) in order to be considered for listing on any of the databases referred to in subsection (c), a service provider or supplier must produce proof of compliance with the following prerequisites:
 - (i) current original certificate of good standing in terms of VAT/Income Tax;
 - (ii) offices should preferably be in the jurisdiction of the ADM;
 - (iii) company registration with the registrar of businesses in terms of the Companies Act, 1973 (Act No. 61 of 1973); and,
 - (iv) registration with a professional body, where relevant;

- (v) food caterers must comply with the regulations governing general hygiene compliance for food premises and the transport of food, and be in possession of a certificate of acceptability, as required by Regulation GNR 918 of 30 July 1991, made by the Minister of Health in terms of section 35, read with section 40, of the Health Act, 1977 (Act No. 63 of 1977).
- (vi) contractors must be registered with the Construction Industry Development Board (CIDB) and be in possession of a grading certificate.
- (v) ensure, in respect of the preferred bidder, that the bidder's municipal rates and taxed and municipal service charges are not in arrears.
- (e) the supply chain management policy unit must submit a quarterly report, including an analysis of the achievement of set goals.
- (f) The Supply Chain Management unit will submit a quarterly report on the procurement of goods and services in this category. An analysis will be provided stating the achievement and/or failure in compliance with the set goals.

Competitive bidding process

- 27.** (1) Goods or services above a transaction value of R200 000 (VAT included) and long term contracts may only be procured through a competitive bidding process, subject to section 19 (2) of this policy.
- (2) No requirement for goods or services above an estimated transaction value of R200 000 (VAT included), may deliberately be split into parts or items of lesser value merely for the sake of procuring the goods or services otherwise than through a competitive bidding process.

- (3) Prospective service providers must be registered as VAT vendors in order to tender for bids above a value of R30 000,00.

Process for competitive bidding

28. The accounting officer must establish procedures for a competitive bidding process for each of the following stages:

- (a) the compilation of bidding documentation;
- (b) the public invitation of bids;
- (c) site meetings or briefing sessions, if applicable;
- (d) the handling of bids submitted in response to public invitation;
- (e) the evaluation of bids;
- (f) the award of contracts;
- (g) the administration of contracts; and
- (h) proper record keeping.

Bid documentation for competitive bids

29. (1) The accounting officer must establish the criteria to which bid documentation for a competitive bidding process must comply, which in addition to section 20 of this policy, the bid documentation must –

- (a) take into account –
 - (i) the general conditions of contract;
 - (ii) any Treasury guidelines on bid documentation; and
 - (iii) the requirements of the Construction Industry Development Board, in the case of a bid relating to construction, upgrading or refurbishment of buildings or infrastructure;
- (b) include evaluation and adjudication criteria, including any criteria required by other applicable legislation;
- (c) compel bidders to declare any conflict of interest they may have in the transaction for which the bid is submitted;

(2) Bids exceeding R10 million

- (a) If the value of the transaction is expected to exceed R10 million (VAT included), then the bid documentation must stipulate that bidders are required to furnish–
 - (i) their audited annual financial statements –
 - (aa) for the past three years; or
 - (bb) since their establishment, if established during the past three years,

in the event that the bidder is required by law to prepare annual financial statements for auditing;

- (ii) a certificate signed by the bidder certifying that the bidder has no undisputed commitments for municipal services towards a municipality or other service provider in respect of which payment is overdue for more than 30 days;
- (iii) particulars of any contracts awarded to the bidder by an organ of state during the past five years, including particulars of any material non-compliance or dispute concerning the execution of such contract; and
- (iv) a statement indicating whether any portion of the goods or services are expected to be sourced from outside the Republic, and, if so, what portion and whether any portion of payment from the Municipality is expected to be transferred out of the Republic.

- (b) The bid documentation must also stipulate that disputes must be settled by means of mutual consultation, mediation (with or without legal representation), or, when unsuccessful, in a South African court of law.

(3) Construction works

If the bid relates to construction works as contemplated by the Construction Industry Development Board Act then the requirements of that Act must be taken into account in the bid documentation.

Public invitation for competitive bids

- 30.** (1) The accounting officer must determine the procedure for the invitation of competitive bids, which must stipulate that:

- (a) any invitation to prospective providers to submit bids must be by means of a public advertisement in newspapers commonly circulating locally, the website of the Municipality or any other appropriate ways (which may include an advertisement in the Government Tender Bulletin); and
- (b) the information contained in a public advertisement, must include –
 - (i) the closure date for the submission of bids, which may not be less than 30 days in the case of transactions over R10 million (VAT included), or which are of a long term nature, or 14 days in any other case, from the date on which the advertisement is placed in a newspaper, subject to subsection (2) of this policy; and
 - (ii) a statement that bids may only be submitted on the bid documentation provided by the Municipality.
- (2) The accounting officer may determine a closure date for the submission of bids which is less than the 30 or 14 days requirement, but only if such shorter period can be justified on the grounds of urgency or emergency or any exceptional case where it is impractical or impossible to follow the official procurement process.
- (3) Bids submitted must be sealed.
- (4) Where bids are requested in electronic format, such bids must be supplemented by sealed hard copies.

Procedure for handling, opening and recording of bids

- 31.** The accounting officer must determine the procedures for the handling, opening and recording of bids, which must:
- (a) stipulate that bids:

- (i) must be opened only in public; and
 - (ii) must be opened at the same time and as soon as possible after the period for the submission of bids has expired;
- (b) confer on any bidder or member of the public the right to request that the names of the bidders who submitted bids in time must be read out and, if practical, also each bidder's total bidding price; and
- (c) require the accounting officer :
- (i) to record in a register all bids received in time;
 - (ii) to make the register available for public inspection; and
 - (iii) to publish the entries in the register and the bid results on the website.

Negotiations

32. (1) The negotiation process may be used when:
- (a) procuring goods and services from single or sole suppliers;
 - (b) negotiating the terms and conditions of the contract concluded with the preferred bidder; and
 - (c) negotiating annual price increases.

- (2) The accounting officer may negotiate the final terms of a contract with bidders identified through a competitive bidding process as preferred bidders, provided that such negotiation –
 - (a) does not allow any preferred bidder a second or unfair opportunity;
 - (b) is not to the detriment of any other bidder; and
 - (c) does not lead to a higher price than the bid as submitted.
- (3) The bidding document or request for quotation document must specify that negotiations will be conducted in finalizing the award.
- (4) Minutes of such negotiations must be kept for record purposes.
- (5) The approval or mandate to negotiate with any supplier must be obtained in writing from the accounting officer or delegated official, as contemplated in terms of the ADM's delegation policy.
- (6) The approval or mandate to negotiate must address at least the following:
 - (a) reasons for negotiations;
 - (b) negotiation parameters;
 - (c) objectives of the negotiations; and
 - (d) supplier(s) to be negotiated with.

- (7) The outcome of the negotiation must be approved by the Bid Adjudication Committee before the contract can be awarded to the preferred bidder.
- (8) Records of all negotiations must be kept and submitted to the BAC during the award.

Two-stage bidding process

- 33.** (1) A two-stage bidding process is allowed for –
- (a) large complex projects;
 - (b) projects where it may be undesirable to prepare complete detailed technical specifications; or
 - (c) long term projects with a duration period exceeding three years.
- (2) In the first stage technical proposals on conceptual design or performance specifications should be invited, subject to technical as well as commercial clarifications and adjustments.
- (3) In the second stage final technical proposals and priced bids should be invited.

Committee system for competitive bids

- 34.** (1) The accounting officer is required to –
- (a) establish a committee system for competitive bids consisting of at least –

- (i) a bid specification committee;
 - (ii) a bid evaluation committee; and
 - (iii) a bid adjudication committee;
 - (b) appoint the members of each committee, taking into account section 117 of the Municipal Finance Management Act 56 of 2003; and
 - (c) provide for an attendance or oversight process by a neutral or independent observer, appointed by the accounting officer, when this is appropriate for ensuring fairness and promoting transparency.
- (2) The committee system must be consistent with –
- (a) sections 35, 36 and 37 of this policy; and
 - (b) any other applicable legislation.
- (3) The accounting officer may apply the committee system to formal written price quotations.

Bid specification committees

- 35.** (1) The bid specification committee must compile the specifications for each procurement of goods or services by the Municipality.
- (2) Specifications –

- (a) must be drafted in an unbiased manner to allow all potential suppliers to offer their goods or services;
- (b) must take account of any accepted standards such as those issued by Standards South Africa, the International Standards Organisation, or an authority accredited or recognised by the South African National Accreditation System with which the equipment or material or workmanship should comply;
- (c) where possible, be described in terms of performance required rather than in terms of descriptive characteristics for design;
- (d) may not create trade barriers in contract requirements in the forms of specifications, plans, drawings, designs, testing and test methods, packaging, marking or labeling of conformity certification;
- (e) subject to (h), below, may not make reference to any particular trade mark, name, patent, design, type, specific origin or producer unless there is no other sufficiently precise or intelligible way of describing the characteristics of the work, in which case such reference must be accompanied by the words “equivalent”;
- (f) must indicate each specific goal for which points may be awarded in terms of the points system set out in terms of the PPPFA;
- (g) must be approved by the accounting officer prior to publication of the invitation for bids in terms of section 30 of this policy; and
- (h) may stipulate that an item of a particular trade mark, name, patent, design, type, specific origin or producer must be supplied in the event that such item is a component of existing equipment that is of the same trade mark, name, patent, design, type, specific origin or producer.

- (3) The bid specification committee must be composed of one or more officials of the Municipality, preferably the manager responsible for the function involved, and may, when appropriate, include external specialist advisors.
- (4) No person, advisor or corporate entity involved with the bid specification committee, or director of such a corporate entity, may bid for any resulting contracts.

Bid evaluation committees

- 36.** (1) The bid evaluation committee must –
- (a) evaluate bids in accordance with –
 - (i) the specifications for a specific procurement; and
 - (ii) the points system set out in terms of the PPPFA;
 - (b) evaluate each bidder's ability to execute the contract;
 - (c) ensure in respect of the recommended bidder that his or her or its municipal rates and taxes and municipal service charges are not in arrears;
 - (d) submit to the adjudication committee a report and recommendations regarding the award of the bid or any other related matter.
- (2) The bid evaluation committee must as far as possible be composed of –
- (a) officials (technical experts) from departments requiring the goods or services;

- (b) at least one supply chain management practitioner of the Municipality to ensure compliance with SCM procedures.
- (3) Subject to subsection (2) :
- (a) the composition of the bid evaluation committee may change to accommodate different scenarios;
 - (b) members from the bid specification committee may also form part of the bid evaluation committee; and
 - (c) a member from the bid evaluation committee may present reports to the bid adjudication committee, but only as an advisor.

Bid adjudication committees

- 37.** (1) The bid adjudication committee must –
- (a) consider the report and recommendations of the bid evaluation committee; and
 - (b) either –
 - (i) depending on the extent of its delegated authority, make a final award or a recommendation to the accounting officer to make the final award; or
 - (ii) make another recommendation to the accounting officer how to proceed with the relevant procurement.

- (2) The bid adjudication committee must consist of at least four senior managers of the Municipality which must include –
- (i) the chief financial officer or, if the chief financial officer is not available, another manager in the budget and treasury office reporting directly to the chief financial officer and designated by the chief financial officer;
 - (ii) the senior manager responsible for the bid or another manager reporting directly to that senior manager;
 - (ii) at least one senior supply chain management practitioner who is an official of the Municipality; and
 - (iii) a technical expert in the relevant field who is an official, if such an expert exists.
- (3) The accounting officer must appoint the chairperson of the committee. If the chairperson is absent from a meeting, the members of the committee who are present must elect one of them to preside at the meeting.
- (4) Neither a member of a bid evaluation committee, nor an advisor or person assisting the evaluation committee, may be a member of a bid adjudication committee.
- (5) (a) If the bid adjudication committee decides to award a bid other than the one recommended by the bid evaluation committee, the bid adjudication committee must prior to awarding the bid –
- (i) check in respect of the preferred bidder whether that bidder's municipal rates and taxes and municipal service charges are not in arrears, and;
 - (ii) notify the accounting officer.

- (b) The accounting officer may –
 - (i) after due consideration of the reasons for the deviation, ratify or reject the decision of the bid adjudication committee referred to in subsection (a); and
 - (ii) if the decision of the bid adjudication committee is rejected, refer the decision of the adjudication committee back to that committee for reconsideration.
- (6) The accounting officer may, at any stage of a bidding process, refer any recommendation made by the evaluation committee or the adjudication committee back to that committee for reconsideration of the recommendation.
- (7) If a tender other than the recommended tender is approved, then the accounting officer must comply with section 114 of the Municipal Finance Management Act 56 of 2003 within 10 working days.

Evaluation panel

- 38.**
- (1) In respect of functionality assessment, the accounting officer may evaluate each technical bid/proposal using an evaluation panel consisting of three or more specialists in their field of expertise. For the sake of impartiality, members of bid committees in respect of the bid under consideration should not act as panel members.
 - (2) Officials conducting the functionality assessment must be appointed by the relevant head of department.
 - (3) Should specialists in their field of expertise not exist internally, external specialists may be appointed.

- (3) A supply chain management official, appointed by the Head of SCM, must be present at each functionality assessment to ensure that the process is fair.

Bid administration section

39. (1) The accounting officer shall establish a bid administration section in the SCM unit of the Municipality to handle all the administrative tasks pertaining to the bidding process.
- (2) The duties of the officials in this section shall entail, inter alia:
 - (a) the invitation for bids;
 - (b) the opening of bids on the closing date;
 - (c) the processing of the bid documents;
 - (d) consultation; and,
 - (e) the submission of a recommendation by the bid evaluation committee to the bid adjudication committee.

Advisors

40. The accounting officer may procure the services of advisors to assist in the execution of the supply chain management function. In this regard:
 - (a) these services must be obtained through a competitive bidding process;
 - (b) no advisor may, participate in the final decision-making process regarding the award of bids; and,

- (c) the accounting officer may not delegate decision-making authority to an advisor.

Preference points system, evaluation of bids, awarding of bids not scoring highest points, cancellation and re-invitation of bids

41. The 80/20 preference point system

- (1) The following formula must be used to calculate the points for price in respect of bids/procurement with a Rand value equal to, or above R30 000 and up to a Rand value of R500 000.00:

$$P_s = 80 \left(1 - \frac{P_t - P_{min}}{P_t} \right)$$

Where

P_s = Points scored for price of bid under consideration

P_t = Rand value of offer bid consideration

P_{min} = Rand value of lowest acceptable bid

- (2) A maximum of 20 points may be awarded to a bidder for being an HDI and/or subcontracting with an HDI and/or achieving any of the specified goals.
- (3) The points scored by a bidder in respect of the goals specified in terms of the PPPFA must be added to the points scored for price.
- (4) Only the bid with the highest number of points scored may be selected.

42. The 90/10 preference point system

- (1) The following formula must be used to calculate the points for price in respect of bids/procurement with a Rand value above R500 000:

$$P_s = 90 \left(1 - \frac{P_t - P_{\min}}{P_t} \right)$$

Where

P_s = Points scored for price of bid under construction

P_t = Rand value of bid under consideration

P_{\min} = Rand value of lowest acceptable bid

- (2) A maximum of 10 points may be awarded to a bid for being an HDI and/or subcontracting with an HDI and/or achieving any of the specified goals.
- (3) The points scored by a bidder in respect of the goals specified in terms of the PPPFA must be added to the points scored for price.
- (4) Only the bid with the highest number of points scored may be selected.

43. The 80/20 preference point system for the sale and letting of assets

- (1) The following formula must be used to calculate the points for price in respect of bids with a Rand value equal to, or above R30 000.00 and up to a Rand value of R500 000 and which relate to the sale and letting of assets.

$$P_s = 80 \left(1 + \frac{P_t - P_h}{P_t} \right)$$

Where

P_s = Points scored for price of bid under consideration

P_t = Rand value of bid under consideration

P_h = Rand value of highest acceptable bid

- (2) A maximum of 20 points may be awarded to a bidder for being an HDI and/or subcontracting with an HDI and/or achieving any of the specified goals.
- (3) The points scored by a bidder in respect of the goals specified in terms of the PPPFA must be added to the points scored for price.
- (4) Only the bid with the highest number of points scored may be selected.

44. The 90/10 preference point system for the sale and letting of assets

- (1) The following formula must be used to calculate the points for price in respect of bids with a Rand value above R500 000 and which relate to the sale and letting of assets:

$$\frac{P_t - P_h}{P_t}$$

$$P_s = 90 \left(1 + \frac{P_t - P_h}{P_t} \right)$$

Where

P_s = Points scored for price of bid under consideration

P_t = Rand value of bid under consideration

Ph = Rand value of highest acceptable bid

- (2) A maximum of 10 points may be awarded to a bidder for being an HDI and/or subcontracting with an HDI and/or achieving any of the specified goals.
- (3) The points scored by a bidder in respect of the goals specified in terms of the PPPFA must be added to the points scored for price.
- (4) Only the bid with the highest number of points scored may be selected.

Stipulation of preference point system to be used

45. The Municipality shall, in the bid documents, stipulate the preference point system which will be applied in the adjudication of bids.

Evaluation of bids on functionality and price

46.
 - (1) The Municipality must, in the bid documents, indicate if, in respect of a particular bid invitation, bids will be evaluated on functionality and price.
 - (2) The total combined points allowed for functionality and price may, in respect of bids with an estimated Rand value equal to, or below, R500 000, not exceed 80 points.
 - (3) The total combined points allowed for functionality and price may, in respect of bids with an estimated Rand value above R500 000, not exceed 90 points.
 - (4) When evaluating the bids contemplated in this item, the points for functionality must be calculated for each individual bidder.

- (5) The conditions of bid may stipulate that a bidder must score a specified minimum number of points for functionality to qualify for further adjudication.
- (6) The points for price, in respect of a bid which has scored the specified number of points contemplated in subsection (5) must, subject to the application of the evaluation system for functionality and price contemplated in this section, be established and be calculated in accordance with the provisions of sections 41 and 42.
- (7) Preferences for being an HDI and/or subcontracting with an HDI and/or achieving specified goals must be calculated separately and must be added to the points scored for functionality and price.
- (8) The bid with the highest number of points scored may be selected, subject to subsections 47(1) and (2).

Award of contract to bid not scoring the highest number of points

- 47.** (1) Despite subsections 41(4), 42(4), 43(4), 44(4) and 46(8), a contract may, on reasonable and justifiable grounds, be awarded to a bidder that did not score the highest number of points.
- (2) For purposes of ensuring the equitable distribution of contracts, in the event that the highest point scorer is responsible for undertaking *current* projects in respect of the Municipality, or where it has been recommended or awarded for more than one project, the Municipality may make the award to another bidder.

Cancellation and re-invitation of bids

- 48.** (1) In the event that, in the application of the 80/20 preference point system as stipulated in the bid documents, all bids received exceed the estimated Rand value of R500 000, the bid invitation must be cancelled.

- (2) In the event that, in the application of the 90/10 preference point system as stipulated in the bid documents, all bids received are equal to, or below R500 000, the bid must be cancelled.
- (3) When the Municipality cancels a bid invitation as stated above, a re-invitation of bids will be published and the bid document must stipulate the preference point system to be applied.
- (4) The Municipality may, prior to the award of a bid, cancel a bid if:
 - (a) due to changed circumstances, there is no longer need for the goods or services; or
 - (b) funds are no longer available to cover the total envisaged expenditure; or
 - (c) no acceptable bids are received.

General Conditions

- 49.**
- (1) Only a bidder who has completed and signed the declaration part of the bid documentation may be considered for preference points.
 - (2) In the event of a bidder's *minor* non-compliance with the bid conditions, the Municipality may request such bidder to rectify such minor non-compliance before proceeding to evaluation, provided that:
 - (a) minor non-compliance is restricted to the following circumstances:
 - (i) omission of tax clearance certificate, proof of company registration, annual financial statements, or similar documents;

- (ii) non-completion of any declaration forming part of the bid documents;
 - (iii) bid documents must remain intact and no portion may be detached.
 - (iv) the use of tippex in bid documents, except when used in the bill of quantities/pricing schedule, form of offer, invitation to bid.
 - (b) the Municipality provides the same opportunity to each bidder in respect of any minor non-compliance;
 - (c) the Municipality complies with the constitutional principles of fairness, equitability, transparency, competitiveness and cost-effectiveness; and
 - (d) any request for rectification is made for purposes of ensuring that the Municipality receives value for money in respect of the goods or services to be provided
- (2) The Municipality may, before a bid is adjudicated or at any time, require a bidder to substantiate claims it has made with regard to preference.
- (3) The Municipality must, when calculating comparative prices, take into account any discounts which have been offered unconditionally.
- (4) A discount which has been offered conditionally must, despite not being taken into account for evaluation purposes, be implemented when payment is effected.
- (5) In the event that different prices are tendered for different periods of a contract, the price for each period must be regarded as a firm price if it conforms to the definition of a "firm price" as defined in this policy.
- (6) Points scored, must be rounded off to the nearest 2 decimals.

- (7) In the event that two or more bids have scored equal total points, the successful bid must be the one scoring the highest number of preference points for specified goals. Should two or more bids be equal in all respects, the award shall be decided by the drawing of lots.

Principles

50. (1) Preference points stipulated in respect of a bid must include preference points for equity ownership by HDI's.
- (2) The equity ownership contemplated in subsection (1) must be equated to the percentage of an enterprise or business owned by individuals or, in respect of a company, the percentage of a company's shares that are owned by individuals, who are actively involved in the management of the enterprise or business and exercise control over the enterprise, commensurate with their degree of ownership at the closing date of the bid.
- (3) In the event that the percentage of ownership contemplated in subsection (2) changes after the closing date of the bid, the bidder must notify the Municipality and such bidder will not be eligible for any preference points.
- (4) Preference points may not be claimed in respect of individuals who are not actively involved in the management of an enterprise or business and who do not exercise control over an enterprise or business commensurate with their degree of ownership.
- (5) Subject to subsections (1), (2), (3) and (4), all claims made for equity ownership by an HDI must be considered according to the following criteria:
 - (a) equity within private companies must be based on the percentage of equity ownership;
 - (b) preference points may not be awarded to public companies and tertiary institutions;

- (c) EP = the percentage of equity ownership by an HDI within the business, determined in accordance with subsections (1), (2), (3) and (4), such that:

$$\text{NEP} = \frac{\text{NOP} \times \text{EP}}{100}$$

where:

NEP = points awarded for equity ownerships by an HDI;

NOP = the maximum number of points awarded for equity ownership by an HDI; and

EP = the percentage of equity ownership by an HDI within the enterprise or business.

- (6) Equity claims for a Trust may only be allowed in respect of those persons who are both trustees and beneficiaries and who are actively involved in the management of the Trust.
- (7) Documentation to substantiate the validity of the credentials of the trustees must be submitted to the Municipality.
- (8) A Consortium or Joint Venture may, based on the percentage of the contract value managed or executed by their HDI members, be entitled to equity ownership in respect of an HDI.
- (9) The number of points scored for a Consortium or Joint Venture must be added to the number of points scored for achieving specified goals.

- (10) The points contemplated in subsection (9) must be added to the points scored for price, in order to establish the total number of points scored.
- (11) Subject to sections 46 and 47 of this policy, the contract must be awarded to the bid which scores the highest points.
- (12) A person awarded a contract as a result of preference for contracting with, or providing equity ownership to, an HDI, may not subcontract more than 25% of the value of the contract to a person who is not an HDI or does not qualify for such preference.

Declarations

- 51.** A bidder must, in the stipulated manner, declare that-
- (a) the information provided is true and correct;
 - (b) the signatory to the bid document is duly authorized; and
 - (c) documentary proof regarding any bid will, when required, be submitted to the satisfaction of the Municipality.

Specific goals

- 52.**
- (1) The bid conditions may stipulate that specific goals, as contemplated in terms of the PPPFA, be attained.
 - (2) The stipulation contemplated in section (1) must include the method to be used to calculate the points scored for achieving specific goals.
 - (3) Over and above the awarding of preference points in favour of HDI's, the following activities may be regarded as a contribution towards achieving the goals contemplated in terms of the PPPFA:
 - (a) the promotion of South African owned enterprises;
 - (b) the promotion of export orientated production to create jobs;
 - (c) the promotion of SMME's;

- (d) the creation of new jobs or the intensification of labour absorption;
 - (e) the promotion of enterprises located in the Eastern Cape Province for work to be done or services to be rendered in the aforesaid province;
 - (f) the promotion of enterprises located within the jurisdiction of the ADM for work to be done or services to be rendered within the aforesaid jurisdiction;
 - (g) the promotion of enterprises located in a specific municipal area for work to be done or services to be rendered in that municipal area;
 - (h) the promotion of enterprises located in rural areas;
 - (i) the empowerment of the work force by standardizing the level of skill and knowledge of workers;
 - (j) the development of human resources, including by assisting in tertiary and other advanced training programmes, in line with key indicators such as percentage of wage bill spent on education and training and improvement of management skills; and
 - (k) the upliftment of communities through, but not limited to, housing, transport, schools, infrastructure donations, and charity organizations.
- (4) Specific goals must be measurable and quantifiable and the Municipality must monitor the execution of the contract for compliance with such goals.

Procurement of banking services

- 53.** (1) A contract for the provision of banking services to the Municipality:
- (a) must be procured through competitive bids;
 - (b) must be consistent with section 7 or 85 of the Municipal Finance Management Act 56 of 2003; and
 - (c) may not be for a period of more than five years at a time.

- (2) The process for procuring a contract for banking services must commence at least nine months before the end of an existing contract.
- (3) The closure date for the submission of bids may not be less than 60 days from the date on which the advertisement is placed in a newspaper in terms of section 30(1) of this policy. Bids must be restricted to banks registered in terms of the Banks Act, 1990 (Act No. 94 of 1990).

Procurement of IT related goods or services

- 54.**
- (1) The accounting officer may request the State Information Technology Agency (SITA) to assist with the acquisition of IT related goods or services through a competitive bidding process.
 - (2) Both parties must enter into a written agreement to regulate the services rendered by, and the payments to be made to, SITA.
 - (3) The accounting officer must notify SITA together with a motivation of the IT needs if –
 - (a) the transaction value of IT related goods or services required in any financial year will exceed R50 million (VAT included); or
 - (b) the transaction value of a contract to be procured whether for one or more years exceeds R50 million (VAT included).
 - (4) If SITA comments on the submission and the Municipality disagrees with such comments, the comments and the reasons for rejecting or not following such comments must be submitted to the council, the National Treasury, the provincial treasury and the Auditor General.

Procurement of catering services

55. (1) That Health and Protection Services must inspect the food handlers premises for health and hygiene compliance on an ongoing basis.
- (2) That 20 caterers be selected bi-annually (every six months) to be used on a rotation basis.
- (3) For non standard menus three quotations will be requested from the 20 pre-selected caterers.
- (4) Catering service providers must be appointed on a rotational basis for the provision of catering goods and services with a value of no more than R30 000.
- (5) The SCM Unit is responsible for giving effect to such rotational appointment.
- (6) If catering services are required in an area where there are no registered catering service providers on the database, then the normal procurement process will apply, as depicted in section 20 of this policy.
- (7) The SCM Unit shall review the rates paid for catering services annually.
- (8) When contracting with food caterers, officials to ensure compliance with section 26(3)(d)(v) of this policy.

56. Procurement of Accommodation and Conferences facilities

- (1) Accommodation and/or facilities for conferences, seminars, workshops, "lekgotlas" etc. should, whenever possible, be obtained by means of written price quotations.

- (2) If the procurement is under R200 000,00 vat inclusive, the approval must be made by the relevant head of department or delegated authority.
- (3) If the procurement is above R200 000,00, the approval must be made by the accounting officer.

Procurement of goods and services under contracts secured by other organs of state

- 57.** (1) The accounting officer may procure goods or services under a contract secured by another organ of state, but only if –
- (a) the contract has been secured by that other organ of state by means of a competitive bidding process applicable to that organ of state;
 - (b) there is no reason to believe that such contract was not validly procured;
 - (c) there are demonstrable discounts or benefits to do so; and
 - (d) that other organ of state and the provider have consented to such procurement in writing.
- (2) Subsections (1)(c) and (d) do not apply if the Municipality procures goods or services through a contract secured by a municipal entity of which it is the parent Municipality.

Procurement of goods necessitating special safety arrangements

- 58.** (1) The acquisition and storage of goods in bulk (other than water) which necessitate special safety arrangements, including gases and fuel, should be avoided whenever possible.

- (2) Where the storage of goods in bulk is justified, such justification must be based on sound reasons, including the total cost of ownership, cost advantages and environmental impact and must be approved by the accounting officer.

Proudly SA campaign

59. The accounting officer must determine internal operating procedures supporting the Proudly SA Campaign to the extent that preference is given, in the following order, to procuring local goods and services from suppliers and businesses located:

- (a) within the jurisdiction of the ADM;
- (b) within the Eastern Cape Province; and
- (c) within the RSA.

Deviation from procurement processes

60. (1) The procedures governing procurement in this policy may be dispensed with and any required goods or services may be procured through any convenient process, which may include direct negotiations, but only:

- (a) in an emergency as defined in section 60;
- (b) if such goods or services are produced or available from a single provider only;
- (c) for the acquisition of special works of art or historical objects where specifications are difficult to compile;
- (d) acquisition of animals for zoos;

- (e) acquisition of breeding stock; and
 - (f) in any other exceptional circumstances where it is impractical or impossible to follow the official procurement process, including:
 - (i) any purchase made at a public auction;
 - (ii) any contract with another organ of state for:
 - (aa) the provision of goods or services to the ADM;
 - (bb) the provision of a municipal service or assistance in the provision of a municipal service;
 - (cc) the procurement of goods and services under a contract secured by that other organ of state, provided that the relevant supplier has agreed to such procurement;
 - (vi) any contract in respect of which compliance therewith would not be in the public interest;
 - (vii) ad-hoc repairs to plant and equipment where it is not possible to ascertain the nature or extent of the work required in order to call for bids; and
- (2) For purposes of the interpretation of subsection 59(1):
- (a) the SCM Unit must ensure compatibility, continuity and alignment;
 - (b) authorized agents must produce a letter from the OEM before their appointment can be made; and

- (c) to ensure transparency and fairness, any goods or services that can only be obtained from a single provider must be advertised for fourteen (14) days prior to procurement.
- (3) Services for the routine repair of plant and equipment shall, where possible, be procured by means of annual bids where price is determined in accordance with prescribed work rates.
- (4) When deviating from procurement procedures as stated in 59(1) above, strict compliance with the procurement procedures reflected in the ADM's SCM Manual must be adhered to.

Emergency dispensation

- 61.** (1) The conditions warranting an emergency dispensation must include the existence of one or more of the following:
- (a) the real and imminent risk of human injury or death;
 - (b) the prevalence of human suffering and deprivation of fundamental human rights;
 - (c) the real and imminent risk of substantial damage to property and the suffering or death of livestock or other animals;
 - (d) the significant interruption of essential services, including transportation, communication or other support services critical to the effective functioning of the ADM as a whole;
 - (e) the real and imminent risk of serious damage occurring to the natural environment;

- (2) The aforesaid conditions must be of such a nature and scale that they cannot readily be alleviated by interim measures to permit the implementation of standard procurement procedures.
- (3) An emergency dispensation shall not be approved in respect of any circumstances other than those contemplated in subsection 60(1).
- (4) Where possible, three quotes must be obtained, in accordance with general acquisition management principles, and a report must be submitted to the accounting officer for approval.
- (5) In situations where time is of the essence, the emergency shall be addressed immediately and the process must be formalized in a report to the accounting officer as soon as possible thereafter.

Extension of contracts

62. (1) Requests for extension of contracts must be considered by the municipal manager or the delegated authority.
- (2) Any extension of a contract must be done in accordance with the provisions of the contract itself and in compliance with the ADM's delegation policy, provided that:
 - (a) the requirements of section 33 of the MFMA are met; and
 - (b) the extension of the contract does not amount to the provision of new goods or services, such that the purposes of this policy are defeated.
 - (c) Project Managers must as far as possible refrain from extending/expanding contracts and/or allowing variation orders as it increases the risks, reflects possible flaws in the planning process and it creates an uncompetitive environment, possibly unfairly prejudicing other possible vendors.
 - (d) The extension of a contract must be finalised before the current expiry date of the contract.

Renewal of contracts

- 63.** (1) The renewal of contracts must be treated in accordance with the principles set out in section 62, applied mutatis mutandis to the contract in question.
- (2) In the case of computer software renewals/license fees, it is normally required that ADM pay renewal / license fees for the continual use of the product. The Accounting Officer or the delegated authority must approve such renewals/license fees.

Unsolicited bids

- 64.** (1) In accordance with section 113 of the MFMA there is no obligation to consider unsolicited bids received outside a normal bidding process.
- (2) The accounting officer may decide in terms of section 113(2) of the MFMA to consider an unsolicited bid, but only if –
- (a) the product or service offered in terms of the bid is a demonstrably or proven unique innovative concept;
 - (b) the product or service will be exceptionally beneficial to, or have exceptional cost advantages for, the Municipality;
 - (c) the person who made the bid is the sole provider of the product or service; and
 - (d) the reasons for not going through the normal bidding processes are found to be sound by the accounting officer.
- (3) In this regard, the SCM Unit must submit a report to the accounting officer, seeking approval to take the unsolicited bid process further.

- (4) If the accounting officer decides to consider an unsolicited bid that complies with subsection (2) of this policy, then the decision must be made public in accordance with section 21A of the Municipal Systems Act, together with –
 - (a) reasons as to why the bid should not be open to other competitors;
 - (b) an explanation of the potential benefits for the Municipality if the unsolicited bid were accepted; and
 - (c) an invitation to the public or other potential suppliers to submit their comments within 30 days of the notice.
- (5) For purposes of transparency and fairness, an unsolicited bid must be advertised for fourteen (14) days, requesting proposals from other interested parties, provided that:
 - (i) the request for proposal must be of a standard format and must not prejudice the intellectual property rights of the unsolicited bidder; and
 - (ii) prior to advertising the unsolicited bid, the bidder will be informed of the Municipality's intention in this regard.
- (6) All written comments received pursuant to subsection (4), including any responses from the unsolicited bidder, must be submitted to the National Treasury and the relevant provincial treasury for comment.
- (7) The adjudication committee must consider the unsolicited bid and may award the bid or make a recommendation to the accounting officer, depending on its delegations.

- (8) A meeting of the adjudication committee to consider an unsolicited bid must be open to the public.
- (9) When considering the matter, the adjudication committee must take into account –
 - (a) any comments submitted by the public; and
 - (b) any written comments and recommendations of the National Treasury or the relevant provincial treasury.
- (10) If any recommendations of the National Treasury or provincial treasury are rejected or not followed, the accounting officer must submit to the Auditor General, the relevant provincial treasury and the National Treasury the reasons for rejecting or not following those recommendations.
- (11) Such submission must be made within seven (7) days after the decision on the award of the unsolicited bid is taken, but no contract committing the Municipality to the bid may be entered into or signed within 30 days of the submission.
- (12) The Municipality reserves the right to award the bid to any third party who responds to the request for a proposal, subject to the principles contained in this policy.
- (13) The Municipality may reject any bidder who submits an unsolicited bid prepared on the basis of privileged or confidential information.

Ratification of minor breaches of procurement processes

65. Any minor breaches of the procurement processes which are purely of a technical nature, and which are perpetrated by an official or committee acting in terms of delegated powers or duties, shall be reported to the accounting officer for ratification.

Obligation to report

66. All deviations from procurement processes, as described in terms of section 59, shall be recorded and reported by the accounting officer to Council at its next meeting, and shall be included as a note to the annual financial statements.

Contracts having budgetary implications beyond three financial years

67. The ADM may not enter into any contract that will impose financial obligations beyond the three years covered in the annual budget for that financial year, unless the requirements of section 33 of the MFMA have been fully complied with.

CHAPTER 6

APPOINTMENT OF CONSULTANTS

Introduction

68. The purpose of this chapter is to explain the procedures for selecting, contracting, and monitoring consultants required for projects. In general, the procedures described in the previous chapters apply. Only the peculiarities of appointing consultants are dealt with herein, as the services to which these procedures apply are of an intellectual and advisory nature.

Where a conflict in interpretation or application arises between the contents of this chapter and the provisions contained elsewhere in this policy, the latter shall prevail.

Consultants Defined

69. (1) The term consultants includes consulting firms, engineering firms, construction managers, management firms, procurement agents, inspection agents, auditors, other multinational organizations, investment and merchant banks, universities, research agencies, government agencies, non-governmental organizations (NGO's), and individuals.
- (2) Accounting officers may use the organizations listed in subsection 69(1) above as consultants to help in a wide range of activities such as policy advice, accounting officer's/authority's reform management, engineering services, construction supervision, financial services, procurement services, social and environmental studies, and identification, preparation, and implementation of projects to complement accounting officers' capabilities in these areas.

Need for appointment

70. Consultants should only be engaged when –

- (a) the necessary skills and/or resources to perform a project/duty/study are not available; and
- (b) the accounting officer cannot be reasonably expected either to train or to recruit people in the time available.

Nature of appointment

71. (1) Appointment by means of a formal contract

- (a) The relationship between the accounting officer and the consultant should be one of purchaser/provider and not employer/employee.
- (b) The work undertaken for the accounting officer by a consultant should be regulated by a contract.
- (c) In procuring consulting services the accounting officer should satisfy himself/herself that:
 - (i) the procedures to be used will result in the selection of consultants who have the necessary professional qualifications;
 - (ii) the selected consultant will carry out the assignment in accordance with the agreed schedule, and
 - (iii) the scope of the services is consistent with the needs of the project.

(2) Selection methods for the appointment of consultants

- (a) The accounting officer should be responsible for preparing and implementing the project, for selecting the consultant, awarding and subsequently administering the contract, as well as for the payment of consulting services under the project.
- (b) While the specific rules and procedures to be followed for employing consultants depend on the circumstances of the particular case, at least the following four major considerations should guide the accounting officer on the selection process:
 - (i) the need for high-quality services;
 - (ii) the need for economy and efficiency;
 - (iii) the need to give qualified consultants an opportunity to compete in providing the services; and
 - (iv) the importance of transparency in the selection process.
- (c) The particular method to be followed for the selection of consultants for any given project should be selected by the accounting officer in accordance with the criteria outlined in treasury guidelines.
- (d) The method of selection is determined by the scope of the assignment, the quality of service, the complexity of the assignment and whether assignments are of a standard and routine nature.
- (e) The following are the methods most generally used for the appointment of consultants:

(i) Quality and Cost Based Selection (QCBS)

- (aa) In the majority of cases, the abovementioned major considerations can best be addressed through competition among firms in which the selection is based both on the quality of the services to be rendered and on the cost of the services to be provided, i.e. Quality and Cost-Based Selection (QCBS). This method is used in the event of an assignment not complex or specialized.
- (bb) Cost as a factor of selection should be used judiciously.
- (cc) The relative weight to be given to the quality and cost should be determined for each case depending on the nature of the assignment.
- (dd) Investment and commercial banks, financial firms, and fund managers hired by accounting officer for the sale of assets, issuance of financial instruments, and other corporate financial transactions, notably in the context of privatization operations, should be selected under QCBS.
- (ee) Auditors typically carry out auditing tasks under well-defined Terms of Reference (TOR) and professional standards. They should be selected according to QCBS, with cost as a substantial selection factor (40-50 points), or by the “Least Cost Selection”. When consultants are appointed to execute an audit function on behalf of the accounting officer, the tariffs agreed by the Auditor-General and the South African Institute for Chartered Accountants (SAICA) may be used as a guideline to determine the appropriate tariff or to, determine the reasonableness of the tariffs. These tariffs can be obtained from SAICA’s website under www.saica.co.za. The tariffs are captured in a circular issued by SAICA.
- (ff) In some circumstances, QCBS is not the most appropriate method for selecting consultants, and other methods are more appropriate. This section describes other selection methods and the circumstances under which they are generally appropriate.

(ii) Quality Based Selection (QBS)

(aa) QBS is appropriate for the following types of assignments:

(aaa) complex or highly specialized assignments for which consultants are expected to demonstrate innovation in their proposals (for example, financial sector reforms) for which it is difficult to define TOR and the required input from the consultants, and for which the client expects the consultants to demonstrate innovation in their proposals (for example, country economic or sector studies, multi-sectoral feasibility studies, design of a hazardous waste remediation plant or of an urban master plan, financial sector reforms);

(bbb) Assignments that have a high downstream impact and in which the objective is to have the best experts (for example, feasibility and structural engineering design of such major infrastructure as large dams, policy studies of national significance, management studies of large government agencies); and

(ccc) assignments that can be carried out in substantially different ways, such that proposals will not be comparable (for example, management advice, and sector and policy studies in which the value of the services depends on the quality of the analysis).

(bb) In QBS, the Request for Proposals (RFP) may request submission of a technical proposal only (without the financial proposal), or request submission of both technical and financial proposals at the same time, but in separate envelopes (two-envelope system). The RFP should not provide the estimated budget, but it may provide the estimated number of key staff time, specify that this information is given as an indication only, and that consultants should be free to propose their own estimates.

- (cc) If technical proposals alone were invited, after evaluating the technical proposals using the same methodology as in QCBS, the accounting officer should request the consultant with the highest ranked technical proposal to submit a detailed financial proposal. The accounting officer and the consultant should then negotiate the financial proposal and the contract. All other aspects of the selection process should be identical to those of QCBS. If, however, consultants were requested to provide financial proposals initially together with the technical proposals, safeguards should be built in to ensure that the price envelope of only the selected proposal is opened and the rest returned unopened, after the negotiations are successfully concluded.

(iii) Selection under a fixed budget

The method is appropriate only when the assignment is simple and can be precisely defined and when the budget is fixed. The RFP should indicate the available budget and request the consultants to provide their best technical and financial proposals in separate envelopes, within the budget. The TOR should be particularly well prepared to ensure that the budget is sufficient for the consultants to perform the expected tasks. Evaluation of all technical proposals should be carried out first as in the QCBS method where after the price envelopes should be opened in public. Proposals that exceed the indicated budget should be rejected. The consultant who has submitted the highest ranked technical proposal should be selected and invited to negotiate a contract.

(iv) Least-cost selection

This method is more appropriate to selection of consultants for assignments of a standard or routine nature (audits, engineering design of noncomplex works, and so forth) where well-established practices and standards exist, and in which the contract amount is small. Under this method, a “minimum” qualifying mark for the “functionality” is established. Proposals to be submitted in two envelopes are invited. Potential suppliers may be obtained from the list of approved service providers. Technical envelopes are opened first and evaluated. Those securing less than the minimum mark should be rejected and the financial envelopes of the rest are opened in public. The firm with the highest points should then be selected. Under this method, the qualifying minimum mark should be established, keeping in mind that all proposals above the minimum

compete only on “cost” and promotion of HDI’s and RDP objectives. The minimum mark to qualify should be stated in the RFP.

(v) Single-source selection

(aa) Single-source selection of consultants does not provide the benefits of competition in regard to quality and cost and lacks transparency in selection, and could encourage unacceptable practices. Therefore, single-source selection should be used only in exceptional cases. The justification for single-source selection should be examined in the context of the overall interests of the client and the project.

(bb) Single-source selection may be appropriate only if it presents a clear advantage over competition:

(aaa) for tasks that represent a natural continuation of previous work carried out by the firm;

(bbb) where rapid selection is essential (for example, in an emergency operation);

(ccc) for very small assignments; or

(ddd) when only one firm is qualified or has experience of exceptional worth for the assignment.

(cc) The reasons for a single-source selection must be recorded and approved by the accounting officer or his/her delegate prior to the conclusion of a contract.

(dd) When continuity for downstream work is essential, the initial RFP should outline this prospect and if practical, the factors used for

the selection of the consultant should take the likelihood of continuation into account. Continuity in the technical approach, experience acquired, and continued professional liability of the same consultant may make continuation with the initial consultant preferable to a new competition, subject to satisfactory performance in the initial assignment. For such downstream assignments, the accounting officer should ask the initially selected consultant to prepare technical and financial proposals on the basis of TOR furnished by the accounting officer, which should then be negotiated.

- (ee) If the initial assignment was not awarded on a competitive basis or was awarded under tied financing or reserved procurement or if the downstream assignment is substantially larger in value, a competitive process acceptable to the accounting officer should normally be followed in which the consultant carrying out the initial work is not excluded from the consideration if it expresses interest.

(vi) Selection based on consultants' qualifications

This method may be used for very small assignments for which the need for preparing and evaluating competitive proposals is not justified. In such cases, the accounting officer should prepare the TOR, request expressions of interest and information on the consultants' experience and competence relevant to the assignment and select the firm with the most appropriate qualifications and references. Potential suppliers may be obtained from the list of accredited service providers. The selected firm should be requested to submit a combined technical-financial proposal and then be invited to negotiate the contract.

(vii) Selection of individual consultants

- (aa) Individual consultants may normally be employed on assignments for which:

- (aaa) teams of personnel are not required;

(bbb) no additional outside (home office) professional support is required; and

(ccc) the experience and qualifications of the individual are the paramount requirement.

(bb) When coordination, administration, or collective responsibility may become difficult because of the number of individuals, it would be advisable to employ a firm.

(cc) Individual consultants should be selected on the basis of their qualifications for the assignment. They may be selected on the basis of references or through comparison of qualifications among those expressing interest in the assignment or approached directly by the accounting officer. Individuals employed by the accounting officer should meet all relevant qualifications and should be fully capable of carrying out the assignment. Capability is judged on the basis of academic background, experience and, as appropriate, knowledge of the local conditions, such as local language, culture, administrative system, and local government environment.

(dd) From time to time, permanent staff or associates of a consulting firm may be available as individual consultants. In such cases, the conflict of interest provisions described in these guidelines should apply to the parent firm.

(viii) Selection of particular types of consultants

(aa) Use of Nongovernmental Organisations (NGO's)

NGO's are voluntary non-profit organizations that may be uniquely qualified to assist in the preparation, management, and implementation of projects, essentially because of their involvement and knowledge of local issues, community needs,

and/or participatory approaches. NGO's may be included in the short list if they express interest and provided that the accounting officer is satisfied with their qualifications. For assignments that emphasise participation and considerable local knowledge, the short list may comprise entirely NGO's. If so, the QCBS procedure should be followed, and the evaluation criteria should reflect the unique qualifications of NGO's, such as voluntarism, non-profit status, local knowledge, scale of operation, and reputation. An accounting officer may select the NGO on a single-source basis, provided the criteria outlined for single-source selection are fulfilled.

(bb) Inspection agents

Accounting officers may wish to employ inspection agencies to inspect and certify goods prior to shipment or on arrival in the country. The inspection by such agencies usually covers the quality and quantity of the goods concerned and reasonableness of price. Inspection agencies should be registered with the South African National Accreditation System (SANAS) and the services of these inspection agents should be obtained by means of competitive bidding.

(cc) Banks

Investment and commercial banks, financial firms, and fund managers hired by accounting officers for the sale of assets, issuance of financial instruments and other corporate financial transactions, notably in the context of privatization operations, should be selected under QCBS. The RFP should specify selection criteria relevant to the activity – for example, experience in similar assignments or network of potential purchasers – and the cost of the services. In addition to the conventional remuneration (called a “retainer fee”), the compensation includes a “success fee.” This fee can be fixed, but is usually expressed as a percentage of the value of the assets or other financial instruments to be sold. The RFP should indicate that the cost evaluation will take into account the success fee, either in combination with the retainer fee or alone. If alone, a standard retainer fee should be prescribed for all short-listed consultants

and indicated in the RFP, and the financial scores should be based on the success fee as a percentage of a pre-disclosed notional value of the assets. For the combined evaluation (notably for large contracts), cost may be accorded as weight higher or the selection may be based on cost alone among those who secure a minimum passing mark for the quality of the proposal. The RFP should specify clearly how proposals will be presented and how they will be compared.

(dd) Auditors

Auditors typically carry out auditing tasks under well-defined TOR and professional standards. They should be selected according to QCBS, with cost as a substantial selection factor (40-50 points), or by the “Least-Cost Selection.” When consultants are appointed to execute an audit function on behalf of the accounting officer, the tariffs agreed by the Auditor-General and the South African Institute for Chartered Accountants (SAICA) may be used as a guideline to determine the appropriate tariff or to determine the reasonableness of the tariffs. These tariffs can be obtained from SAICA’s website under www.saica.co.za. The tariffs are captured in a circular issued by SAICA.

(ee) “Service Delivery Contractors”

Projects in the social sectors in particular may involve hiring of large numbers of individuals who deliver services on a contract basis (for example, social workers, nurses and paramedics). The job descriptions, minimum qualifications, terms of employment and selection procedures should be described in the project documentation.

(ix) Association between consultants

Consultants may associate with each other to complement their respective areas of expertise, or for other reasons. Such an association may be for the long term (independent of any particular assignment) or for a specific assignment. The association may take the form of a joint

venture or a sub-consultancy. In case of a joint venture, all members of the joint venture should sign the contract and are jointly and severally liable for the entire assignment. Once the bids or Requests for Proposals (RFP's) from service providers are issued, any association in the form of joint venture or sub-consultancy among firms should be permissible only with the approval of the accounting officer or his/her delegate. Accounting officers should not compel consultants to form associations with any specific firm or group of firms, but may encourage associations with the aim to enhance transfer of skills.

Invitation of bids/proposals, using QCBS

- 72.** Appointing consultants to assist accounting officers with the execution of their duties implies the procurement of services. In all public sector procurement, the prescripts of the PPPFA, must be adhered to. These prescripts relate to the compulsory involvement of HDIs and the promotion of RDP goals.

(1) Request for bids

In the request for bids the following steps would generally be followed in appointing consultants where clear Terms of Reference (TOR), including a detailed task directive, have been compiled and the objectives, goals and scope of the assignment are clearly defined:

(a) Preparation of Terms of Reference (TOR)

- (i) The accounting officer should prepare the TOR. The scope of services described should be compatible with the available budget. The TOR should define as clearly as possible the task directive (methodology), objectives, goals and scope of the assignment and provide background information (including a list of existing relevant studies and basic data) to facilitate the consultants' preparation of their bids.
- (ii) If the assignment includes an important component for training or transfer of knowledge and skills, the TOR should indicate the objectives, nature, scope, and goals of the training programme, including details on trainers and trainees, skills to be transferred, time frames, and monitoring and evaluation arrangements to enable consultants to estimate the required resources. The TOR should list the services and surveys necessary to carry out the assignment and the expected outputs (for example reports, data, maps, surveys, etc), where applicable.

- (iii) Time frames linked to various tasks should be specified, as well as the frequency of monitoring actions. The respective responsibilities of the accounting officer and the consultant should be clearly defined.
- (iv) A clear indication should be given of the preference point system to be used, as described in terms of the PPPFA and its associated Regulations, as well as the goals to be achieved and the points allocated for these goals.
- (v) Detailed information on the evaluation process should be provided by firstly indicating the ratio between functionality and price. The percentage for price should be determined taking into account the complexity of the assignment and the relative importance of functionality. The percentage for price should normally be determined and approved by the accounting officer or his/her delegate prior to finalising the TOR.
- (vi) The evaluation criteria, their respective weights, the minimum qualifying score for functionality and the values that will be applied for evaluation should be clearly indicated. The evaluation criteria should include at least the following:
 - (aa) the consultant's relevant experience relevant to the assignment;
 - (bb) the quality of the methodology;
 - (cc) the qualifications of key personnel; and
 - (dd) the transfer of knowledge (where applicable).
- (vii) The accounting officer could divide these criteria into sub-criteria, for example, the sub-criteria under methodology might be innovation and level of detail. However, the number of sub-criteria should be kept to the essential.
- (viii) Preparation of a well-thought-through cost estimate is essential if realistic budgetary resources are to be earmarked. The cost estimate should be based on the accounting officer's assessment of the resources needed to carry out the assignment such as staff time, logistical support and physical inputs (i.e. vehicles, laboratory equipment, etc). The cost of staff time must be estimated on a realistic basis for foreign and local personnel.
- (ix) The TOR should specify the validity period (normally 60 – 90 days).
- (x) In more complicated projects, provision may also be made for pre-bid briefing sessions as part of the evaluation process.

- (xi) The TOR should form part of the standard bid documentation. At this stage the evaluation panel, consisting of least three members who are demographically representative in terms of race, gender and expertise, should also be selected and finalised.

(2) Request for proposals

This method should be followed where selection is based both on the quality of a proposal and on the cost of the service through competition among firms. This method will be applicable on more complex projects where consultants are requested and encouraged to propose their own methodology and to comment on the TOR in their proposals.

(a) Preparation and issue of a Request for Proposal (RFP)

When possible, accounting officers should include at least the following documents in the RFP:

(i) Letter of Invitation (LOI)

The LOI should state the intention to enter into a contract for the provision of consulting services, the details of the client and the date, time and address for submission of proposals.

(ii) Information to Consultants (ITC)

Whenever possible, the accounting officer should use RFPs, which include the ITC covering the majority of assignments. The ITC should contain all necessary information that would assist consultants to prepare responsive proposals. It should be transparent and provide information on the evaluation process by indicating the evaluation criteria and factors and their respective weights and the minimum qualifying score in respect of functionality. A clear indication should be given of which preference points system will be applicable in terms of the PPPFA and its regulations, as well as the goals to be targeted and the points allocated for each goal. The budget is not specified (since cost is selection criterion), but should indicate the expected input of key professionals (staff time). Consultants, however, should be free to prepare their own estimates of staff time necessary to carry out the assignment. The ITC should specify the proposal validity period (normally 60 – 90 days).

The ITC should include adequate information on the following aspects of the assignment:

- (aa) a very brief description of the assignment;
- (bb) standard formats for the technical and financial proposals;

- (cc) the names and contact information of officials to whom clarifications should be addressed and with whom the consultants' representative should meet, if necessary;
- (dd) details of the selection procedure to be followed, including:
 - (aaa) a description of the two-stage process, if appropriate;
 - (bbb) a listing of the technical evaluation criteria and weights given to each criterion;
 - (ccc) the details of the financial evaluation;
 - (ddd) the relative weights for quality and cost in the case of QCBS;
 - (eee) the minimum pass score for quality; and
 - (fff) the details on the public opening of financial proposals;
- (ee) an estimate of the level of key staff inputs (in staff-months) required of the consultants, and an indication of minimum experience, academic achievement, and so forth, expected of key staff or the total budget, if a given figure can not be exceeded;
- (ff) information on negotiations, and financial and other information that should be required of the selected firm during negotiation of the contract;
- (gg) the deadline for submission of proposals;
- (hh) a statement that the firm and any of its affiliates should be disqualified from providing downstream goods, works or services under the project if, in the accounting officer's judgement, such activities constitute a conflict on interest with the services provided under the assignment;
- (ii) the method in which the proposal should be submitted, including the requirement that the technical proposals and price proposals be sealed and submitted separately in a manner that should ensure that the technical evaluation is not influenced by price;
- (jj) request that the invited firm acknowledges receipt of the RFP and informs the accounting officer whether or not it will be submitting a proposal;

- (kk) the shortlist of consultants being invited to submit proposals, and whether or not associations between short-listed consultants are acceptable;
- (ll) the period for which the consultants' proposals should be held valid (normally 60 – 90 days) and during which the consultants should undertake to maintain, without change, the proposed key staff, and should hold to both the rates and total price proposed; in case of extension of the proposal validity period, the right of the consultants not to maintain their proposal;
- (mm) the anticipated date on which the selected consultant should be expected to commence the assignment;
- (nn) a statement indicating all prices should be VAT inclusive;
- (oo) if not included in the TOR or in the draft contract, details of the services, facilities, equipment, and staff to be provided by the accounting officer;
- (pp) phasing of the assignment, if appropriate; and likelihood of follow-up assignments;
- (qq) the procedure to handle clarifications about the information given in the RFP; and
- (rr) any conditions for subcontracting part of the assignment.

Notes:

- (1) If under exceptional circumstances, the accounting officer needs to amend the standard ITC, he or she should do so through the technical data sheet and not by amending the main text.
- (2) Any granting of a substantial extension of the stipulated time for performance of a contract, agreeing to any substantial modification of the scope of the services, substituting key staff, waiving the conditions of a contract, or making any changes in the contract that would in aggregate increase the original amount of the contract by more than 15% percent, will be subject to the approval of the accounting officer or his/her delegate, and the provisions of this policy.

(iii) **The TOR**

The TOR should be compiled by a specialist in the area of the assignment and the scope of services described should be compatible with the available budget. The TOR should define as clearly as possible the objectives, goals and scope of the

assignment including background information to facilitate the consultant in the preparation of its proposal. The TOR should be compiled in such a manner that consultants are able to propose their own methodology and staffing and be encouraged to comment on the TOR in their proposal.

Depending on the circumstances, it may be indicated that proposals should be submitted in two separate clearly marked envelopes, one containing the technical proposal and the other the cost for the assignment.

In cases where pre-qualification/short-listing is required, the TOR should indicate the basis of pre-qualification/short-listing, for instance the number of minimum points to be scored to pre-qualify.

(iv) **The proposed contract**

Accounting officers should use the appropriate Standard Form of Contract issued by the National Treasury. Any changes necessary to address specific project issues should be introduced through Contract Data Sheets or through Special Conditions of Contract and not by introducing changes in the wording of the General Conditions of Contract included in the Standard Form. When these forms are not appropriate (for example, for pre-shipment inspection, training of students in universities), accounting officers should use other acceptable contract forms.

(3) Establishment of a list of approved service providers

- (a) Where consultancy services are required on a recurring basis, a panel of consultants/list of approved service providers for the rendering of these services may be established. The panels/lists should be established through the competitive bidding process, usually for services that are of a routine or simple nature where the scope and content of the work to be done can be described in detail.
- (b) The intention to establish a panel/list of approved service providers is published in the media and on the Municipality's website and the closing time and date for inclusion in the panel/list of approved service providers should be indicated. For this purpose, a questionnaire should be made available and should make provision for the following:
 - (i) composition of the firm in terms of shareholding;
 - (ii) personnel complement;
 - (iii) representation of expertise in respect of the disciplines required, e.g. accounting, legal, educational, engineering, computer, etc;

- (iv) national/international acceptability of experts in the various professions;
- (v) experience as reflected in projects already dealt with;
- (vi) and financial position.

Requirements for admission to the list and criteria should be linked to the numeric value in terms of which applicants will be measured, for example qualifications, experience, acceptability, facilities and resources etc. A pre-determined standard method of awarding points should be followed.

- (c) The applications received should be evaluated and any rejection of applicants should be motivated and recorded.
- (d) Once the panel/list of service providers has been approved, only the successful applicants are approached, depending on the circumstances, either by obtaining quotes on a rotation basis, or according to the bid procedure when services are required, with the exception that the requirement is not advertised again.
- (e) This list should be updated continuously, at least quarterly.

(4) Receipt of proposals

- (a) The accounting officer should allow enough time for consultants to prepare their proposals. The time allowed should depend on the assignment, but normally should not be less than four weeks or more than three months (for example, for assignments requiring establishment of a sophisticated methodology, preparation of a multidisciplinary master plan). During this interval, the firms may request clarification about the information provided in the RFP. The accounting officer should provide clarification in writing and copy them to all firms who intend to submit proposals. If necessary, the accounting officer should extend the deadline for submission of proposals. The technical and financial proposals should be submitted at the same time. No amendments to the technical or financial proposal should be accepted after the deadline. To safeguard the integrity of the process, the technical and financial proposals should be submitted in separate sealed envelopes. The technical envelopes should be opened immediately after the closing time for submission of proposals. The financial proposals should remain sealed until they are opened publicly. Any proposal received after the closing time for submission of proposals should be returned unopened.

(b) Consultants' role

- (i) When consultants receive the RFP, and if they can meet the requirements of the TOR, and the commercial and contractual conditions, they should make the arrangements necessary to prepare a responsive proposal (for example, visiting the principal of the assignment, seeking associations, collecting documentation, setting up the preparation team). If the

consultants find in the RFP documents – especially in the selection procedure and evaluation criteria – any ambiguity, omission or internal contradiction, or any feature that is unclear or that appears discriminatory or restrictive, they should seek clarification from the accounting officer, in writing, within the period specified in the RFP for seeking clarifications.

- (ii) The specific RFP issued by the accounting officer governs each selection. If consultants feel that any of the provisions in the RFP are inconsistent with the prescripts of the Municipal Supply Chain Management Regulations and/or the PPPFA and its regulations, they should raise this issue with the accounting officer in writing.
- (iii) Consultants should ensure that they submit a fully responsive proposal including all the supporting documents requested in the RFP. It is essential to ensure accuracy in the curricula vitae of key staff submitted with the proposals. The curricula vitae should be signed by the consultants and the individuals and dated. Non-compliance with important requirements should result in rejection of the proposal. Once technical proposals are received and opened, consultants should not be required nor permitted to change the substance, the key staff, and so forth. Similarly, once financial proposals are received, consultants should not be required or permitted to change the quoted fee and so forth, except at the time of negotiations carried out in accordance with the provisions of the RFP.

(5) Evaluation of bids/proposals

- (a) Within the ambit of the PPPFA Regulations, bids/proposals for the appointment of consultants should be evaluated on the basis of functionality and price as well as the achievement of specified RDP goals. The evaluation should be carried out in two phases – first the functionality and then the price. The combined percentages allocated for functionality and price should total to 100%. The ratio to be used for the division between functionality and price should be determined and approved by the accounting officer and should be made known up-front in the bid documents. Score sheets should be prepared and provided to panel members to evaluate the bids on functionality. In view of impartiality, members of bid committees should not also act as panel members.

The score sheet should contain all the criteria and the weight for each criterion as indicated in the TOR as well as the values to be applied for evaluation. Each panel member should after thorough evaluation award his/her own value to every criterion without discussing any aspect of any bid with any of the other members. Under no circumstances may additional evaluation criteria be added to those originally indicated in the bid documentation nor may the evaluation criteria be amended or omitted after closing of the bid. Score sheets should be signed by panel members and if required, written motivation could be requested from panel members in the event of vast discrepancies in the value awarded for each criterion.

- (b) The evaluation of the proposals should be carried out in two stages: first the functionality (quality) and then the price.
- (c) The evaluation should be carried out in full conformity with the provisions of the RFP.
- (d) **Calculation of percentage for functionality**
 - (i) Evaluators of technical proposals should not have access to the financial proposals until the technical evaluation is concluded. Financial proposals should be opened only after the technical proposals and only in respect of those proposals that achieved the minimum qualifying score for functionality. In respect of functionality, the accounting officer/authority should evaluate each technical proposal (using an evaluation panel of three or more specialists in that field of expertise) in terms of the specified evaluation criteria that may include the following:
 - (aa) the consultant's relevant experience for the assignment;
 - (bb) the quality of the methodology proposed;
 - (cc) the qualifications of the key staff proposed; and
 - (dd) transfer of knowledge.
 - (ii) The accounting officer should normally divide these criteria into sub-criteria, for example, the sub-criteria under methodology might be innovation and level of detail.
 - (iii) More weight should be given to the methodology in the case of more complex assignments for example multidisciplinary feasibility or management studies.
 - (iv) Evaluation of only "key" personnel is recommended as they ultimately determine the quality of performance. More weight should be assigned to this criterion if the proposed assignment is complex. The accounting officer should review the qualifications and experience of proposed key personnel in their curricula vitae which should be accurate, complete and signed by an authorised official of the consultant and the individual proposed. When the assignment depends critically on the performance of key staff, such as a Project Manager in a large team of specified individuals, it may be desirable to conduct interviews. The individuals can be rated, among others, in the following sub-criteria as relevant to the assignment:
 - (aa) general qualifications: general education and training, length of experience, positions held, time with the consulting firm staff, and experience in developing countries;

- (bb) adequacy for the assignment: education, training and experience in that specific sector, field or subject relevant to the particular assignment; and
 - (cc) experience in the region: knowledge of the local language, culture, administrative system, government organization, etc.
- (v) Accounting officers should evaluate each proposal on the basis of its response to the TOR. A proposal should be rejected at this stage if it does not respond to important aspects of the TOR or it fails to achieve the minimum qualifying score for functionality as specified in the RFP.
- (vi) At the end of the process, the accounting officer should prepare an evaluation report on the quality of the proposals. The report should substantiate the results of the evaluation and describe the relative strengths and weaknesses of the proposals. All records relating to the evaluation such as individual score sheets should be retained until completion of the project and its audit.
- (vii) The percentage scored for functionality should be calculated as follows:

Each panel member should award values for each individual criterion on a score sheet. The value scored for each criterion should be multiplied with the specified weighting for the relevant criterion to obtain the marks scored for the various criteria. These marks should be added to obtain the total score. The following formula should then be used to convert the total score to a percentage for functionality:

$$Ps = \frac{So}{Ms} \times Ap$$

where:

- Ps = percentage scored for functionality by bid/proposal under consideration
- So = total score of bid/proposal under consideration
- Ms = maximum possible score
- Ap = percentage allocated for functionality

The percentages of each panel member should be added together and divided by the number of panel members to establish the average percentage obtained by each individual bidder for functionality.

After calculation of the percentage for functionality, the prices of all bids that obtained the minimum score for functionality should be taken into consideration.

Bids/proposals that do not score a certain specified minimum percentage for functionality, should be disqualified and not considered further.

(e) **Calculation of percentage for price**

(i) For the purpose of evaluation, the price shall include all local taxes and other reimbursable expenses such as travel, translation, report printing or secretarial expenses. The proposal with the lowest price will obtain the maximum percentage for price as prescribed in RFP. Proposals with higher prices will proportionally obtain lower percentages according to the method as prescribed in the RFP.

(ii) The percentage scored for price should be calculated as follows:

The lowest acceptable bid/proposal will obtain the maximum percentage allocated for price. The other bids/proposals with higher prices will proportionately obtain lower percentages based on the following formula:

$$P_s = \frac{P_{min}}{P_t} \times A_p$$

where:

P_s = percentage scored for price by under consideration
 P_{min} = lowest acceptable bid/proposal
 P_t = price of bid/proposal under consideration
 A_p = percentage allocated for price

(f) **Calculation of points for functionality and price**

The percentages obtained for functionality should be added to the percentage obtained for price to obtain a percentage out of 100 which in turn should be converted to points out of 80 or 90 in terms of regulation 8 of the Preferential Procurement Regulations.

The points scored out of 80 or 90 should be calculated according to the following formula:

(i) The 80/20 preference point system:

$$P_s = 80 \left(1 - \frac{H_s - R_s}{R_s} \right)$$

(ii) The 90/10 preference point system:

$$P_s = 90 \left(1 - \frac{H_s - R_s}{R_s} \right)$$

where:

- P_s = points scored for functionality and price of the bid/proposal under consideration
 H_s = highest percentage scored by any acceptable bidder for functionality and price
 R_s = percentage scored for functionality and price by bid/proposal under consideration

Points scored for specified goals as contemplated by the PFFFA and its Regulations are then calculated separately and added to the points scored for price and functionality in order to obtain a final point. The contract should be awarded to the bidder scoring the highest points.

Information relating to evaluation of bids and recommendations concerning awards should not be disclosed to the consultants who submitted bids or to other persons not officially concerned with the process until the successful consultant is notified.

(g) **Negotiations and award of contract**

- (i) The Accounting Officer may negotiate the contract only with the preferred bidder identified by means of the competitive bidding process.
- (ii) Negotiations should include discussions of the TOR, the methodology, staffing, accounting officer's inputs, and special conditions of the contract. These discussions should not substantially alter the original TOR or the terms of the contract, lest the quality of the final product, its cost, and the relevance of the initial evaluation be affected. Major reductions in work inputs should not be made solely to meet the budget. The final TOR and the agreed methodology should be incorporated in "Description of Services," which should form part of the contract.
- (iii) The selected firm should not be allowed to substitute key staff, unless both parties agree that undue delay in the selection process makes such substitution unavoidable or that such changes are critical to meet the objectives of the assignment. If this is not the case and if it is established that key staff were offered in the proposal without confirming their availability, the firm may be disqualified and the process continued with the next ranked firm. The key staff proposed for substitution should have qualifications equal to or better than the key staff initially proposed.
- (iv) Financial negotiations should include clarification of the consultant's tax liability. Before the appointment is finalized, the consultant should submit an original tax clearance certificate to the accounting officer.
- (v) Proposed unit rates for staff-months and re-imbursables should not be negotiated, since these have already been a factor of selection in the cost of the proposal, unless there are exceptional reasons.
- (vi) If the negotiations fail to result in an acceptable contract, the accounting officer should terminate the negotiations. The original preferred consultant should be informed of the reasons for termination of the negotiations. Once negotiations are commenced with the next ranked firm, the accounting officer should not reopen the earlier negotiations. After negotiations are successfully completed, the accounting officer should promptly notify other firms that they were unsuccessful.

(h) **Contract award**

- (i) According to the prescripts of the PPPFA and its Regulations, a contract may only be awarded to the bidder who scored the highest number of points, unless objective criteria justify the award to another bidder. Should this be the case, the accounting officer

should be able to defend the decision not to award the bid to the bidder who scored the highest number of points in any court of law. It should be emphasized that not offering any contributions to prescribed goals as contemplated in the Preferential Procurement Regulations, 2001, does not disqualify a bidder. Under these circumstances a bidder will score no points for the specified goals.

- (ii) The accounting officer should award the contract, within the period of the validity of bids, to the bidder who meets the appropriate standards of capability and resources and whose bid has been determined:
 - (aa) to be substantially responsive to the bidding documents; and
 - (bb) to be the highest on points.
- (iii) A bidder should not be required, as a condition of award, to undertake responsibilities for work not stipulated in the bidding documents or otherwise to modify the bid as originally submitted.

(i) **Rejection of all proposals and re-invitation**

The accounting officer will be justified in rejecting all proposals only if all proposals are non-responsive and unsuitable, either because they present major deficiencies in complying with the TOR, or because they involve costs substantially higher than the original estimate. In the latter case, the feasibility of increasing the budget, or scaling down the scope of services with the firm should be investigated. The new process may include revising the RFP and the budget.

(6) Types of contracts

- (a) The relationship between the accounting officer and the consultant should be one of purchaser/provider and not employer/employee. The work undertaken for the accounting officer by a consultant should be regulated by a contract.
- (b) When appropriate, the accounting officer may include under the special conditions of contract, the following or similar condition:

“A service provider may not recruit or shall not attempt to recruit an employee of the principal for purposes of preparation of the bid or for the duration of the execution of this contract or any part thereof”.
- (c) The most common types of contract are:
 - (i) **Lump Sum (Firm Fixed Price) Contract:** Lump sum contracts are used mainly for assignments in which the content and the duration of the services and the required output of the consultants are clearly defined. They are widely used for simple planning and

feasibility studies, environmental studies, detailed design of standard or common structures, preparation of data processing systems, and so forth. Payments are linked to outputs (deliverables), such as reports, drawings, bills of quantities, bidding documents and software programmes. Lump sum contracts are easy to administer because payments are due on clearly specified outputs.

- (ii) **Time-Based Contract:** This type of contract is appropriate when it is difficult to define the scope and the length of services, either because the services are related to activities by others for which the completion period may vary, or because the input of the consultants required to attain the objectives of the assignment is difficult to assess. This type of contract is widely used for complex studies, supervision of construction, advisory services, and most training assignments. Payments are based on agreed hourly, daily, weekly or monthly rates for staff (who are normally named in the contract) and on reimbursable items using actual expenses and/or agreed unit prices. The rates for staff include salary, social costs, overheads, fees (or profit), and, where appropriate, special allowances. This type of contract should include a maximum amount of total payments to be made to the consultants. This ceiling amount should include a contingency allowance for unforeseen work and duration and provision for price adjustments, where appropriate. Time-based contracts need to be closely monitored and administered by the client to ensure that the assignment is progressing satisfactorily and payments claimed by the consultants are appropriate.
- (iii) **Retainer and/or Contingency (Success) Fee Contract:** Retainer and contingency fee contracts are widely used when consultants (banks or financial firms) are preparing companies for sales or mergers of firms, notably in privatisation operations. The remuneration of the consultant includes a retainer and a success fee, the latter being normally expressed as a percentage of the sale price of the assets.
- (iv) **Percentage Contract:** These contracts are commonly used for architectural services. They may be used for procurement and inspection agents. Percentage contracts directly relate the fees paid to the consultant to the estimated or actual project construction cost, or the cost of the goods procured or inspected. The contracts are negotiated on the basis of market norms for the services and/or estimated staff-month costs for the services, or competitive bid. It should be borne in mind that in the case of architectural or engineering services, percentages implicitly lack incentive for economic design and are hence discouraged. Therefore, the use of such a contract for architectural services is recommended only if it is based on a fixed target cost and covers precisely defined services (for example, not works supervision).

- (v) **Indefinite Delivery Contract (Price Agreement):** These contracts are used when accounting officers need to have “on call” specialised services to provide advice on a particular activity. These are commonly used to retain “advisers” for implementation of complex projects (for example, dam panel), expert adjudicators for dispute resolution panels, accounting officer reforms, procurement advice, technical troubleshooting, and so forth, normally for a period of a year or more. The accounting officer and the firm agree on the unit rates to be paid for the experts and payments are made on the basis of the time actually used.

(7) Important provisions

- (a) **Currency.** RFPs should clearly state that firms must express the price for their services in Rand. If the consultants wish to express the price as a sum of amounts in different foreign currencies, they may do so, provided that the accounting officer/authority concurs with this practice and that the proposal includes no more than three foreign currencies outside the borders of South Africa. The accounting officer should require consultants to state the portion of the price representing local costs in Rand. Payment under the contract should be made in the currency or currencies expressed in the formal contract.
- (b) **Price adjustment.** To adjust the remuneration for foreign and/or local inflation, a price adjustment provision should be included in the contract if its duration is expected to exceed 12 months. Exceptionally, contracts of shorter duration may include a provision for price adjustment when local or foreign inflation is expected to be high and unpredictable.
- (c) **Payment provisions.** Payment provisions, including amounts to be paid, schedule of payments, and payments procedure, should be agreed upon during negotiations. Payments may be made at regular intervals (as under time-based contracts) or for agreed outputs (as under lump sum contracts). Payments for advances (for example, for mobilization costs) exceeding 10 percent of the contract amount should normally be backed by advance payment securities. Payments should be made promptly in accordance with the contract provisions. To that end:
 - (i) consultants can be paid by the accounting officer;
 - (ii) only disputed amounts should be withheld, with the remainder of the invoice paid in accordance with the contract; and
 - (iii) the contract should provide for the payment of financing charges if payment is delayed due to the client’s fault beyond the time allowed in the contract. The rate of charges should be specified in the contract.
- (d) **Bid and performance securities.** Bid and performance securities are not recommended for consultants’ services. Their enforcement is often subject to judgement calls, they can be easily abused and they tend to

increase the costs to the consulting industry without evident benefits, which are eventually passed on to the accounting officer.

- (e) **Accounting officer contribution.** The accounting officer normally assigns members of his or her own professional staff to the assignment in different capacities. The contract between the accounting officer and the consultant should give the details governing such staff, known as counterpart staff, as well as facilities that should be provided by the accounting officer, such as housing, office space, secretarial support, utilities, materials and vehicles. The contract should indicate measures the consultant can take if some of the items cannot be provided or have to be withdrawn during the assignment and the compensation of the consultant will receive in such a case.
- (f) **Conflict of interest.** The consultant should not receive any remuneration in connection with the assignment except as provided in the contract. The consultant and its affiliates should not engage in consulting activities that conflict with the interests of the client under the contract, and should be excluded from downstream supply of goods or construction of works or purchases of any asset or provision of any other service related to the assignment other than a continuation of the “Services” under the ongoing contract.
- (g) **Professional liability.** The consultant is expected to carry out its assignment with due diligence and in accordance with prevailing standards of the profession. As the consultant’s liability to the accounting officer will be governed by the applicable law, the contract need not deal with this matter unless the parties wish to limit this liability. If they do so, they should ensure that:
 - (i) there should be no such limitation in case of the consultant’s gross negligence or willful misconduct;
 - (ii) the consultant’s liability to the accounting officer in no case be limited to less than the total payments expected to be made under the consultant’s contract, or the proceeds the consultant is entitled to receive under its insurance, whichever is higher; and
 - (iii) any such limitation may deal only with the consultant’s liability toward the client and not with the consultant’s liability toward third parties.
- (h) **Staff substitution.** During an assignment, if substitution is necessary (for example, because of ill health or because a staff member proves to be unsuitable), the consultant should propose other staff of at least the same level of qualifications for approval by the accounting officer.
- (i) **Applicable law and settlement of disputes.** The contract should include provisions dealing with the applicable law and the forum for the settlement of disputes. Should it not be possible to settle a dispute by means of mediation, the dispute may be settled in a South African court of law.

(8) Evaluation of the performance of consultants

- (a) Consultants should observe due diligence and prevailing standards in the performance of the assignment. The accounting officer should evaluate the performance of consultants appointed in a fair and confidential process. In the case of repeated poor performance, the firm should be notified and provided an opportunity to explain the reasons for it and the remedial action proposed.
- (b) Consultants should be responsible for the accuracy and suitability of their work. Although accounting officers supervise and review the consultants' work, no modifications should be made in the final documents prepared by the consultants without mutual agreement. In the case of supervision of works, consultants may have more or less authority to supervise, from full responsibility as an independent engineer, to that of advisor to the client with little authority to make decisions, as determined by the accounting officer and captured in the contract agreement between the accounting officer and the consultant.
- (c) Any granting of a substantial extension of the stipulated time for performance of a contract, agreeing to any substantial modification of the scope of the services, substituting key staff, waiving the conditions of a contract, or making any changes in the contract that would in aggregate increase the original amount of the contract by more than 15 percent, will be subject to the approval of the accounting officer or his/her delegate, and the provisions of this policy.

(9) Disbursements

The responsibility for the implementation of the project and therefore for the payment of consulting services under the project rests solely with the accounting officer.

(10) Confidentiality

- (a) The process of proposal evaluation is to be confidential until the contract award is notified to the successful firm. Confidentiality enables the accounting to avoid either the reality or perception of improper interference. If, during the evaluation process, consultants wish to bring additional information to the notice of the accounting officer, they should do so in writing.
- (b) If consultants wish to raise issues or questions about the selection process, they should communicate directly in writing with the accounting officer in this regard. All such communications should be addressed to the chief of the division for the relevant sector for the accounting officer.
- (c) Communications that the accounting officer receives from consultants after the opening of the technical proposals should be handled as follows:

- (i) in the case of contracts any communication should be sent to the accounting officer for due consideration and appropriate action; and
- (ii) if additional information or clarification is required from the consultant, the accounting officer should obtain it and comment on or incorporate it, as appropriate, in the evaluation report.

(11) Debriefing

If after notification of award, a consultant wishes to ascertain the grounds on which its proposal was not selected, it should address its request in writing to the accounting officer. If the consultant is not satisfied with the explanation given by the accounting officer, the consultant may refer this matter to the relevant treasury, Public Protector or court of law.

(12) Conclusion

Selecting a consultant requires a logical and systematic approach to enable the appointment of the most effective and efficient consultants. Selecting the right consultant is essential to be successful in a variety of objectives to be achieved by an institution. The consultant's performance has to be monitored and evaluated in an equally, logical, systematic and objective manner to ensure that the correct decision is made when the consultant is to be utilised in future. The general culture throughout the supply chain management process and specific appointment of consultants should be one of trust, honesty, professionalism and willingness to serve.

System of appointing consultants

- 73.**
- (1) The accounting officer may procure consulting services provided that any treasury guidelines in respect of consulting services are taken into account when such procurements are made.
 - (2) Consultancy services must be procured through competitive bids if:
 - (a) the value of the contract exceeds R200 000 (VAT included); or
 - (b) the duration period of the contract exceeds one year.
 - (3) In addition to any requirements prescribed by this policy for competitive bids, bidders must furnish particulars of:

- (a) all consultancy services provided to an organ of state in the last five years; and
 - (b) any similar consultancy services provided to an organ of state in the last five years.
- (3)** The accounting officer must ensure that copyright in any document produced, and the patent rights or ownership in any plant, machinery, thing, system or process designed or devised, by a consultant in the course of the consultancy service is vested in the Municipality.

CHAPTER 7

LOGISTICS MANAGEMENT

System of Logistics Management

- 74.** The accounting officer must establish an effective system of logistics management in order to provide for the setting of inventory levels, placing of orders, receiving and distribution of goods, stores and warehouse management, expediting orders, transport management, vendor performance, maintenance and contract administration.

The Logistics management process

- 75.** (1) For stock or inventory items the following functions will amongst others be performed :
- (a) coding of items;
 - (b) setting of inventory levels;
 - (c) placing of orders;
 - (d) receiving and distribution of material;

- (e) stores or warehouse management
 - (f) transport management; and
 - (g) vendor performance.
- (2) For fixed capital items (construction and road projects, immovable property) a similar process must be adopted, *mutatis mutandis*, viz ensuring appropriate classification, recording additions to asset and property registers, valuation, main use, etc.
- (3) The financial system necessary to generate payments must be implemented in a manner which is consistent with the principles attached to the logistics management process.

Setting of inventory levels

- 76.** Stock items shall be systematically replenished using the re-order point planning strategy in conjunction with minimum and maximum levels.

Stores and warehouse management

- 77.** (1) The stores and warehousing function shall operate under the jurisdiction of the Budget and Treasury Office (BTO).
- (2) The BTO must uphold the principles of effective administration, property stock holding and control, product standardization, quality of products and high standards of service levels.

CHAPTER 8
DISPOSAL MANAGEMENT

System of Disposal management

- 78.** (1) The accounting officer must establish an effective system of disposal management for the disposal or letting of assets, including unserviceable, redundant or obsolete assets, subject to sections 14 and 90 of the Act.
- (2) Assets must be disposed of by, inter alia -
- (a) transferring the asset to another organ of state in terms of a provision of the Act enabling the transfer of assets;
 - (b) transferring the asset to another organ of state at market related value or, when appropriate, free of charge;
 - (c) selling the asset; or
 - (d) destroying the asset.
- (3) With regard to the disposal of assets in general -
- (a) immovable property may be sold only at market related prices except when the public interest or the plight of the poor demands otherwise;
 - (b) movable assets may be sold either by way of written price quotations, a competitive bidding process, auction or at market related prices, whichever is the most advantageous;
 - (c) in the case of the free disposal of computer equipment, the provincial department of education must first be approached to indicate within 30 days whether any of the local schools are interested in the equipment; and
 - (d) in the case of the disposal of firearms, the National Conventional Arms Control Committee has approved any sale or donation of firearms to any person or institution within or outside the Republic;

- (4) In connection with the letting of immovable property -
 - (a) immovable property must be let at market related rates except when the public interest or the plight of the poor demands otherwise; and
 - (b) all fees, charges, rates, tariffs, scales of fees or other charges relating to the letting of immovable property must be annually reviewed; and
- (5) Where assets are traded in for other assets, the highest possible trade-in price must be negotiated.

The Disposal Management Process

- 79.** (1) For purposes of the disposal management process, the accounting officer must ensure that the following steps are undertaken in respect of movable assets:
- (a) Obsolescence planning must be effected, alternatively depreciation rates per item must be calculated;
 - (b) A data base of all redundant assets must be compiled and maintained;
 - (c) Assets identified for disposal must first be inspected for potential re-use;
 - (d) A strategy must be determined for the disposal of assets; and,
 - (e) The actual disposal of assets must be effected in compliance with this chapter.
- (2) Similar steps to those set out in terms of subsection (1) must be undertaken in respect of immovable assets.

CHAPTER 9
SUPPLY CHAIN PERFORMANCE

The performance management process

- 80.** (1) The accounting officer must establish an effective internal monitoring system in order to determine, on the basis of a retrospective analysis, whether the authorised supply chain management processes are being followed and whether the desired objectives are being achieved.
- (2) Performance management shall accordingly be characterized by a monitoring process and retrospective analysis to determine whether:
- (a) proper processes have been followed;
 - (b) value for money has been attained;
 - (c) desired objectives have been achieved;
 - (d) there is an opportunity to improve the processes;
 - (e) suppliers have been assessed and what that assessment is;
 - (f) there has been a deviation from procedures and, if so, what the reasons for that deviation are.

System of supply chain performance

- 81.** For purposes of internal monitoring, at least the following may be considered:

- (a) achievement of objectives;
- (b) compliance with norms and standards;
- (c) savings generated;
- (d) stores efficiency;
- (e) cost variance per item;
- (f) possible breaches of contract;
- (g) cost of the procurement process itself;
- (h) whether supply chain objectives are consistent with national government's policies;
- (i) increasingly alignment of material construction standards with international best practice;
- (j) observance of principles of co-operative governance; and
- (k) reduction of regional economic disparities are promoted.

Performance evaluation of the services provided by a contractor / service provider / supplier contracted by the Municipality

- 82.** (1) Performance targets are identified as part of the initial planning for a contract, and set out in the business case and request for bid documentation. Targets are generally associated with cost, timeliness and the quality of products and services to be purchased as the outputs of the contract.
- (2) Officials are expected to monitor and evaluate the contractor's performance. This is essential in determining whether the requirements are being met and to avoid any future conflicts over unsatisfactory performance.
- (3) Contractors should be required to report to the project manager on progress in accordance with the agreed timeframes and review schedules. The project manager must inform the contractor in writing where there is evidence that the contractor's performance is inadequate or behind schedule. If there is continuing concern that obligations are not being met, advice should be sought immediately from the Bid Adjudication Committee.
- (4) Disputes must be resolved promptly and not be allowed to escalate into costly legal battles.
- (5) A copy of all performance reports and reports on contract outcomes should be forwarded to the SCM Unit. The SCM Unit must ensure that these reports are available for reference purposes to staff inquiring about a contractor's performance.

Unsatisfactory performance

- 83.** (1) Unsatisfactory performance occurs when performance is not in accordance with the contract. Subject at all times to the terms and conditions of such contract, the contractor must be warned in writing (with a registered letter) that action will be taken against him/her unless he/she complies with the contract and delivers satisfactorily within a specified reasonable period. If the contractor still does not perform satisfactorily despite the warning, a recommendation may be made to the Bid Adjudication Committee to cancel the contract.

- (2) If during the guarantee period, a supplier does not comply with the requirements due to faulty material or otherwise, the contractor must be requested to repair or replace the faulty material at his or her cost without delay, and that it must be guaranteed for the same period as the original supplies.
- (3) Continuously communicate unsatisfactory performance to contractors in writing compelling the contractor to perform according to the contract and thus to rectify or to restrain from unacceptable actions.
- (4) If the performance is not rectified, the Project Manager must inform the SCM Unit of this fact.
- (5) Before action is taken in terms of the general conditions of contract or any other special contract condition applicable, the Municipality must warn the contractor by registered mail that action will be taken in accordance with the contract conditions unless the contractor complies with the contract conditions and delivers satisfactory supplies or services within a specified reasonable time. If the contractor still does not perform satisfactorily despite a final warning, the SCM Unit may make a recommendation to the Accounting Officer or the delegate for the appropriate penalties to be introduced or make a recommendation to the Accounting Officer for the cancellation of the contract concerned.
- (6) When correspondence is addressed to the contractor, reference must be made to the contract number, the item number and the number and date of any relevant invoice, statement or letter received from the contractor. Otherwise the number and date of the order, a short description of the supply or service and details of the destination if applicable, must be supplied.
- (7) When the Municipality has to satisfy its need through another provider (for the contractor's expense), the loss to ADM must always be restricted to the minimum since it is difficult to justify the recovery of unreasonable additional costs from the contractor.
- (8) Record must be kept by the SCM Unit of details of all cases of non-performance by contractors. If rejected supplies are in the possession of the ADM, the contractor must be requested to collect the supplies at his/her own expense,

failing which the goods will be sent back and the cost will be for the contractor's account.

CHAPTER 10

RISK MANAGEMENT

System of risk management

- 84.** (1) The accounting officer must establish an effective system of risk management for the identification, consideration and avoidance of potential risks in the supply chain management system.
- (2) Managing risk must be part of the Municipality's philosophy, practices and business plans and should not be viewed or practised as a separate activity in isolation from line managers.
- (3) Risk management shall be an integral part of effective supply chain management practice.
- (4) Risk management must include –
- (a) the identification of risks on a case-by-case basis;
 - (b) the allocation of risks to the party best suited to manage such risks;
 - (c) acceptance of the cost of the risk where the cost of transferring the risk is greater than that of retaining it;
 - (d) the management of risks in a pro-active manner and the provision of adequate cover for residual risks; and

- (e) the assignment of relative risks to the contracting parties through clear and unambiguous contract documentation.

The risk management process

- 85.**
- (1) The risk management process shall be applied to all stages of supply chain management, be it the conceptual stage, project definition, specification preparation, acquisition approval or implementation to completion.
 - (2) Risk management is an integral part of good management of acquisition activities and cannot be effectively performed in isolation from other aspects of acquisition management.
 - (3) Appropriate risk management conditions should therefore be incorporated in contracts.

Key principles

- 86.** The key principles of managing risk in supply chain management include:
- (1) early and systematic identification of risk on a case-by-case basis, analysis and assessment of risk, including conflicts of interest and the development of plans for handling them;
 - (2) allocation and acceptance of responsibility to the party best placed to manage such risk;
 - (3) management of risk in a pro-active manner and the provision of adequate cover for residual risks;
 - (4) assignment of relative risks to the contracting parties through clear and unambiguous contract documentation;

- (5) acceptance of the cost of the risk where the cost of transferring the risk is greater than that of retaining it; and
- (6) ensuring that the costs incurred in managing risks are commensurate with the importance of the purchase and the risks to the Municipality's operations.

Guidelines

87. The Municipality shall demonstrate that in its supply chain management:

- (1) there exists a systematic approach to identifying risks including potential conflicts of interest, analyzing their possible likelihood, impacts and consequences and managing those risks as the project proceeds through the phases of pre-bid, post-bid and contract management;
- (2) the integrity and correctness of the process of risk identification analysis, assessment and treatment is such that the relevant municipal department can demonstrate the scope of the risk analysis is appropriate for the stated objectives;
- (3) all pertinent matters and assumptions have been tested adequately and that appropriate risk treatment techniques have been implemented;
- (4) the causes of risk are clearly identified;
- (5) the means of treating the identified risks are apparent;
- (6) the party who accepts the risks also accepts responsibility for management of those risks, except where informed, and objective decisions are taken to share risks;

- (7) alternatives have been evaluated; and
- (8) appropriate conditions are to be incorporated in contracts to avoid or minimize risk including warranties and penalties where appropriate.

Steps in risk management

88. There are six steps in the risk management process, namely:

- (1) establish a framework;
- (2) risk identification;
- (3) risk analysis;
- (4) risk assessment;
- (5) risk treatment; and
- (6) implementation, monitoring and review.

Combating of abuse of supply chain management system

- 89.** (1) The accounting officer must provide measures for the combating of abuse of the supply chain management system.
- (2) For purposes of subsection (1), the aforesaid measures must enable the accounting officer:

- (a) to take all reasonable steps to prevent abuse of the supply chain management system;
- (b) to investigate any allegations against an official or other role player of fraud, corruption, favouritism, unfair or irregular practices or failure to comply with this policy, and when justified:
 - (i) take appropriate steps against such official or other role player; or
 - (ii) report any alleged criminal conduct to the South African Police Service;
- (c) to check the National Treasury's database prior to awarding any contract to ensure that no recommended bidder, or any of its directors, is listed as a person prohibited from doing business with the public sector;
- (d) to reject any bid from a bidder:
 - (i) if any municipal rates and taxes or municipal service charges owed by that bidder or any of its directors to the Municipality, or to any other municipality or municipal entity, are in arrears for more than three months; or
 - (ii) who during the last five years has failed to perform satisfactorily on a previous contract with the Municipality or any other organ of state after written notice was given to that bidder that performance was unsatisfactory;
- (e) to reject a recommendation for the award of a contract if the recommended bidder, or any of its directors, has committed a corrupt or fraudulent act in competing for the particular contract;

- (f) to cancel a contract awarded to a person if –
 - (i) the person committed any corrupt or fraudulent act during the bidding process or the execution of the contract; or
 - (ii) an official or other role player committed any corrupt or fraudulent act during the bidding process or the execution of the contract that benefited that person; and
 - (g) to reject the bid of any bidder if that bidder or any of its directors:
 - (i) has abused the supply chain management system of the Municipality or has committed any improper conduct in relation to such system;
 - (ii) has been convicted for fraud or corruption during the past five years;
 - (iii) has willfully neglected, reneged on or failed to comply with any government, municipal or other public sector contract during the past five years; or
 - (iv) has been listed in the Register for Tender Defaulters in terms section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004) or has been listed on National Treasury's database as a person prohibited from doing business with the public sector.
- (3) The accounting officer must inform the National Treasury and relevant provincial treasury in writing of any actions taken in terms of subsections (1)(b)(ii), (e) or (f) of this policy.

Penalties

- 90.** (1) The Municipality must, upon detecting that a preference in terms of the Preferential Procurement Policy Framework Act, 2000, its regulations and the MFMA, as defined, has been obtained on a fraudulent basis, or any specified goals are not attained in the performance of the contract, act against the person awarded the contract.
- (2) The Municipality may in addition to any other remedy it may have against the person contemplated in subsection (1):
- (a) recover all costs, losses and damages it has incurred or suffered as a result of that person's conduct;
 - (b) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (c) impose a financial penalty more severe than the theoretical financial preference associated with the claim which was made in the bid; and
 - (d) restrict the contractor, its shareholders and directors from obtaining business from any organ of state for a period not exceeding 10 years.

Insurance

- 91.** (1) The accounting officer must ensure that steps are taken to:
- (a) insure the Municipality against procurement related risks;
 - (b) establish risk management programmes; and
 - (c) make advance provision for losses associated with such risks.

- (2) The accounting officer shall further ensure that insurance related excesses do not cause the failure of emerging small and micro enterprises.

Guarantees

92. (1) The Municipality must adhere to the following general principles with regard to performance guarantees:
 - (a) the aforesated performance guarantees must be commensurate with the degree of contractual risk to which the Municipality will be exposed;
 - (b) in the case of large and complex contracts, performance guarantees must be requested in order to discourage the submission of irresponsible bids; and,
 - (c) the risk of failure must be distributed between the contracting parties and should be managed so that the Municipality's costs resulting from any such failure are recoverable.
- (2) With regard to contracts pertaining to engineering and construction works:
 - (a) adequate provision should be made by the Municipality to ensure that funds are available to rectify defects; and,
 - (b) performance guarantees may be waived in the case of low value and low risk contracts or where a third party bears the risk of failure.

93. Declaration

For purposes of establishing control measures to eliminate fraud and corruption:

- (a) a declaration schedule must form an integral part of all the Municipality's bid documents;
- (b) bidders must be required to complete the schedule as a prerequisite to submission of any bid; and
- (c) employees of any organ of state will be required to complete the schedule as a pre-requisite to the bid.

94. Declaration of interest by officials, suppliers, service providers and consultants

- (1) In order to obtain the disclosure of any interests that an official, supplier, service provider or consultant may have with regard to a bid, the declaration of interest schedule must be completed prior to the award of a bid.
- (2) The declaration of interest must be completed by the following persons:
 - (a) all officials involved in the evaluation or approval of a bid;
 - (b) all suppliers, service providers or consultants who are involved in the preparation of bid documentation and bid reporting; and,
 - (c) any other person who played a role in the preparation, specification, evaluation and approval of a bid and who has an interest in the award thereof.

95. General risk management

For purposes of establishing general risk management measures, the Municipality must apply the following principles:

- (a) business plans, where applicable, will be required for approval prior to the commencement of all projects;
- (b) feasibility or design reports will be required by the ADM before bids for projects are called;
- (c) bid documents will be specific and detailed;
- (d) applicable project standards must be made available for public perusal;
- (e) officials must ensure time, cost and quality control while projects are being implemented;
- (f) where applicable, bidders must obtain public liability insurance to cover the ADM; and,
- (g) variation orders will only be approved by the accounting officer or a duly delegated ADM official, subject to the provisions of Chapter 16 of this policy.

96. Surety

- (1) Sureties must be obtained in respect of construction projects, classified as follows:

AMOUNT	PERCENTAGE
R300 000	Nil
R300 001-R1 000 000	2.5%
R1 000 001-R3 000 000	5%
R3 000 001-R5 000 000	7.5%

R5 000 001- and above	10%
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- (2) In the event that a contractor is unable to raise the required surety, the Municipality may allow such surety to be deducted in full or part from monies that are to become due to the contractor, in which event this shall be effected by way of deductions from the first three [3] payment certificates issued in favour of the contractor.
- (3) The Municipality may waive the requirement for a surety on construction contracts that are estimated to be equal to or lower than R1 000 000.
- (4) With regard to the waiving of sureties:
 - (a) this may be permitted to assist emerging and HDI entrepreneurs in the small works sector of the construction industry;
 - (b) it may further be permitted where a surety, a performance guarantee or funds cannot be obtained with the assistance of the Eastern Cape Development Corporation (ECDDC) or a similar institution, provided that a written indication thereof is submitted to the Municipality; and,
 - (c) the Municipality may bear the risks associated with such waiver in order to promote emerging and HDI entrepreneurs.
- (5) No contractor, supplier or service provider may be permitted to undertake more than two contracts simultaneously where sureties have been waived.
- (6) Sureties will be released from their obligations upon their application to the Municipality and provided that the Municipality is satisfied that the contract has been completed satisfactorily.

Retention

- 97.** (1) A percentage of the costs in respect of construction contracts must be set aside as retention funds.
- (2) No more than 10% of the value of the construction contract must be set aside for purposes of subsection (1).
- (3) With regard to the release of retention funds:
- (a) half of the retention funds shall be released upon the issue of a completion certificate; and,
- (b) the balance of the retention funds shall be released upon completion of the defects liability period.

Cessions

- 98.** (1) A cession agreement may be concluded by the Municipality, a contractor, supplier, service provider or financial institution and any other third party in order to assist emerging and HDI entrepreneurs.
- (2) The municipality will allow a financial institution to assist a contractor, supplier or service provider to implement projects on behalf of the employer.
- (3) When entering into a cession agreement for bridging finance, bridging finance will be restricted to a maximum of 80% of the total contract value.
- (2) The conclusion of a cession agreement shall be approved at the discretion of the accounting officer.

Prohibition on awards to persons whose tax matters are not in order

- 99.** (1) The accounting officer must ensure that, irrespective of the procurement process followed, no award above R15 000 is given to a person whose tax matters have not been declared by the South African Revenue Service to be in order.
- (2) Before making an award to a person the accounting officer must first check with SARS whether that person's tax matters are in order.
- (3) If SARS does not respond within seven (7) days such person's tax matters may for purposes of subsection (1) be presumed to be in order.

Prohibition on awards to persons in the service of the state

- 100.** The accounting officer must ensure that irrespective of the procurement process followed, no award may be given to a person –
- (a) who is in the service of the state;
- (b) if that person is not a natural person, of which any director, manager, principal shareholder or stakeholder is a person in the service of the state; or
- (c) who is an advisor or consultant contracted with the Municipality.

Awards to close family members of persons in the service of the state

- 101.** The notes to the annual financial statements must disclose particulars of any award of more than R2 000 to a person who is a spouse, child or parent of a person in the service of the state, or has been in the service of the state in the previous twelve months, including –

- (a) the name of that person;
- (b) the capacity in which that person is in the service of the state; and
- (c) the amount of the award.

Compliance with ethical standards

- 102.** (1) In order to create an environment where business can be conducted with integrity and in a fair and reasonable manner, the ADM will strive to ensure that the accounting officer and all representatives of the Municipality involved in supply chain management activities shall act with integrity and in accordance with the highest ethical standards.
- (2) All municipal representatives shall adhere to the code of conduct for municipal staff contained in Schedule 2 of the Municipal Systems Act and the ADM's Code of Ethical Standards.
- (3) A Code of Ethical Standards is hereby established, in accordance with subsection (2), for officials and other role players in the supply chain management system in order to promote:
- (a) mutual trust and respect; and
 - (b) an environment where business can be conducted with integrity and in a fair and reasonable manner.
- (4) An official or other role player involved in the implementation of the supply chain management policy –
- (a) must treat all providers and potential providers equitably;

- (b) may not use his or her position for private gain or to improperly benefit another person;
- (c) may not accept any reward, gift, favour, hospitality or other benefit directly or indirectly, including to any close family member, partner or associate of that person;
- (d) notwithstanding subsection (4)(c), must declare to the accounting officer details of any reward, gift, favour, hospitality or other benefit promised, offered or granted to that person or to any close family member, partner or associate of that person;
- (e) must declare to the accounting officer details of any private or business interest which that person, or any close family member, partner or associate, may have in any proposed procurement or disposal process of, or in any award of a contract by, the Municipality;
- (f) must immediately withdraw from participating in any manner whatsoever in a procurement or disposal process or in the award of a contract in which that person, or any close family member, partner or associate, has any private or business interest;
- (g) must be scrupulous in his or her use of property belonging to the Municipality;
- (h) must assist the accounting officer in combating fraud, corruption, favouritism and unfair and irregular practices in the supply chain management system; and
- (i) must report to the accounting officer any alleged irregular conduct in the supply chain management system which that person may become aware of, including –

- (i) any alleged fraud, corruption, favouritism or unfair conduct;
 - (ii) any alleged contravention of subsection 103(1) of this policy; or
 - (iii) any alleged breach of this Code of Ethical Standards.
- (5) The Municipality shall ensure that:
- (a) all declarations in terms of subsections (4)(d) and (e) must be recorded in a register which the accounting officer must keep for this purpose;
 - (b) all declarations by the accounting officer must be made to the executive mayor of the Municipality who must ensure that such declarations are recorded in the register; and
 - (c) appropriate action is taken against any official or other role player who commits a breach of the code of ethical standards.

Inducements, rewards, gifts and favours to the Municipality, officials and other role players

- 103.** (1) No person who is a provider or prospective provider of goods or services to the Municipality, or a recipient or prospective recipient of goods disposed or to be disposed of by the Municipality, may either directly or through a representative or intermediary promise, offer or grant:
- (a) any inducement or reward to the Municipality for or in connection with the award of a contract; or
 - (b) any reward, gift, favour or hospitality to:

- (i) any official; or
 - (ii) any other role player involved in the implementation of the supply chain management policy.
- (2) The accounting officer must promptly report any alleged contravention of subsection (1) to the National Treasury for considering whether the offending person, and any representative or intermediary through which such person is alleged to have acted, should be listed in the National Treasury's database of persons prohibited from doing business with the public sector.
- (3) Subsection (1) does not apply to gifts less than R350 in value.

Sponsorships

- 104.** The accounting officer must promptly disclose to the National Treasury and the provincial treasury any sponsorship promised, offered or granted, whether directly or through a representative or intermediary, by any person who is:
- (a) a provider or prospective provider of goods or services to the Municipality; or
 - (b) a recipient or prospective recipient of goods disposed or to be disposed of by the Municipality.

Objections and complaints

- 105.** Persons aggrieved by decisions or actions taken in the implementation of this supply chain management system, may lodge within 14 days of the decision or action, a written objection or complaint against the decision or action.

Resolution of disputes, objections, complaints and queries

106. (1) The accounting officer must appoint an independent and impartial person, not directly involved in the supply chain management processes:
- (a) to assist in the resolution of disputes between the Municipality and other persons regarding:
 - (i) any decisions or actions taken in the implementation of the supply chain management system; or
 - (ii) any matter arising from a contract awarded in the course of the supply chain management system; or
 - (b) to deal with objections, complaints or queries regarding any such decisions or actions or any matters arising from such contract.
- (2) The accounting officer, or another official designated by the accounting officer, is responsible for assisting the appointed person to perform his or her functions effectively.
- (3) The person appointed must:
- (a) strive to resolve promptly all disputes, objections, complaints or queries received; and
 - (b) submit monthly reports to the accounting officer on all disputes, objections, complaints or queries received, attended to or resolved.
- (4) A dispute, objection, complaint or query may be referred to the provincial treasury if:

- (a) the dispute, objection, complaint or query is not resolved within 60 days;
or
 - (b) no response is forthcoming within 60 days.
- (5) If the provincial treasury does not or cannot resolve the matter, the dispute, objection, complaint or query may be referred to the National Treasury for resolution.
- (6) This section must not be read as affecting a person's rights to approach a court at any time.

Contracts providing for compensation based on turnover

107. If a service provider acts on behalf of a Municipality to provide any service or act as a collector of fees, service charges or taxes and the compensation payable to the service provider is fixed as an agreed percentage of turnover for the service or the amount collected, the contract between the service provider and the Municipality must stipulate:

- (a) a cap on the compensation payable to the service provider; and
- (b) that such compensation must be performance based.

CHAPTER 11
CONTRACT MANAGEMENT

The contract management process

- 108.** The accounting officer must develop and implement mechanisms to effectively manage important aspects relating to contracts awarded through the supply chain management system of Council. A Municipality cannot operate at all without entering into contracts on a regular basis and the obligations and rights created by the conclusion of these contracts should be managed in order to protect the interests of both the Municipality and the other contracting party.

The concept of contract management

- 109.** Contract management consists of the process that enables the Municipality, as a party to a contract, to protect its own interests and to ensure that it complies with its duties, as agreed upon in the contract. Non-performance or inadequate performance of these will compromise the municipality's legal position and will have a detrimental impact on the effectiveness of the Municipality, with related financial losses.

The process to manage contracts properly involves the following distinct aspects: the administration process, and the delivery or performance process.

(1) The administration process

This process encompasses the totality of the administrative management of contracts, which includes the following:

The co-ordination of all activities relating to contracts

(a) Centralised control point

This is normally performed by the Corporate Services Department, which takes full responsibility as main contact point between the parties to the contract, on the one hand, and as contact point between the functionaries of the Municipality, on the other. All the following matters will thus be handled at the central point, namely:

- enquiries;
- liaison; and
- correspondence.

(b) Centralised registering point

All contracts concluded must be recorded in a register. The contract register should preferably contain the following information:

- [i] name of party;
- [ii] type of contract (lease, loan, encroachment, etc);
- [iii] date concluded (this refers to the date on which the contract comes into operation and not the date of signing of the contract);
- [iv] date of expiry; and
- [v] action date (this indicates the ideal date on which action must be taken in order to either renew the existing contract or to implement appropriate action prior to termination of the contract).

The contract register must be kept electronically and in alphabetical order. All new contracts that have been entered into must immediately be recorded in the register. Contracts that have expired or no longer exist for whatever reason must be removed from the register and be recorded on a register or list for canceled or terminated agreements.

(c) Reproduction and distribution of contracts

Once a contract is signed copies must be made and:

- [i] be placed in the relevant file;

- [ii] be furnished to relevant departments under cover of a memorandum. If, for example, the contract places a duty on the Budget and Treasury Office and the Engineering Services Department, copies must be furnished to those departments;

- [iii] the original document must be dealt with as indicated in subsection (1)(d) below; and

- [iv] an original contract must be furnished to the other party.

(d) Safekeeping of contracts

- [i] The original contract must always be archived centrally.

- [ii] It must be placed in a special file separate from other documents, which must be stored in a locked cabinet that is situated in a strong room.

- [iii] Only one official must exercise control over original contracts.

- [iv] Original contracts should preferably not be made available to persons other than the parties to the contract. If a third party is authorized to have sight of the contract, such third party must sign for receipt of the contract.

(e) Contract formalisation

- (1) This process includes the preparation of contracts to be entered into by the Municipality. Either the Municipality or the other party will have to prepare the prospective contract. It is normally the lessor, seller, principal, etc. who prepares the contract, but not necessarily. Circumstances will dictate who will ultimately prepare the contract.
- (2) Should the responsibility lie with the Municipality to draft the contract, the following shall be decided:
 - (a) whether or not the user department will be responsible to perform the task; or
 - (b) whether the task will be outsourced in accordance with the Municipality's policy.
- (3) The contract should be written in English or in any other language chosen by the parties, and proper contract documents should be used.
- (4) Contracts should be signed, after mutual consensus, by all parties to the contract.
- (5) All agreements regarding the supply of goods and services to the Municipality must be concluded in writing.
- (6) Copies of the original contract must be made and must be kept in a secure place, as indicated in subsection (1)(d) above.
- (7) The end user should notify the contract management section of the award of the contract. This will enable them to update the contract register.

- (8) The following factors should be taken into consideration when a decision is to be taken on the possible outsourcing of the drafting of a contract:
- (i) nature of the contract;
 - (ii) complexity
 - (iii) capacity of human resources;
 - (iv) whether it is a familiar type of contract;
 - (v) importance of the contract; and
 - (vi) costs involved if it is outsourced.

(f) Approval of contracts

All contracts to be concluded by the Municipality must be approved by the accounting officer or the delegated official. All contracts must indicate the name of the responsible person delegated by the accounting officer to sign on his or her behalf. The full name and signature of the accounting officer or responsible person in question must be added in the space provided. No official can sign on behalf of someone else unless properly authorized to do so.

(g) Signing of contracts

The signing of a contract takes place as soon as possible after the approval thereof. The following must be prudently adhered to when a contract is signed:

- (i) the representative of the Municipality must have the required authority to sign the contract;
- (ii) if the other party is a company, a close corporation, partnership or other form of legal entity, then a written resolution must be produced and attached to the contract, authorizing the signatory to sign on behalf of the other party;
- (iii) that the committee resolution, in terms whereof the contract was approved, is recorded in the contract;
- (iv) that the contract is signed with a pen using indelible ink;
- (v) that the contract is signed in the presence of two witnesses; and
- (vi) that a sufficient number of copies of the original contract are made for the parties involved.

(h) Expiry or termination of contracts

The following action is required when a contract is terminated:

- (i) The Municipality must ensure that it notifies the other contracting party, in writing, of the imminent expiry of the contract.

- (ii) The notification referred to above must contain the information required in terms of the contract.
- (iii) When an option to renew has been granted to the other contracting party, such party must be notified of such option in writing, and well in advance of the date on which he, she or it is required to exercise the option.
- (iv) The termination of a contract prior to its expiry date can take place in any of the following ways:
 - (aa) in accordance with a termination clause;
 - (bb) as a consequence of the breach of contract by either party;
 - (cc) death of a party;
 - (dd) destruction of the object of the contract;
 - (ee) where the parties become one party, e.g. when two or more municipalities amalgamate;
 - (ff) by operation of law; and
 - (gg) where the cause of the relationship in terms of the contract ceases to exist, for whatever reason.
- (v) Termination of a contract must be done strictly in accordance with the terms and conditions set out in the termination clause.
- (vi) Termination of a contract, for whatever reason, must be dealt with judiciously and in consultation with the ADM's legal advisor.

- (vii) As indicated in subsection (1)(b) above, all terminated contracts must be clearly indicated as such in a separate register.

(2) Delivery or performance process

This process commences as soon as a contract is concluded. The parties are entitled to exercise their respective rights and are obliged to fulfill the duties stipulated in the contract. The nature of management required will ultimately depend upon the type of each individual contract. In some cases, contracts can be managed adequately with little involvement, whilst in other cases proper management without a competent project team is impossible. A good example of the latter is capital projects or service delivery agreements of considerable extent.

The nature of a contract will also indicate which department of the Municipality will be required to accept responsibility for the successful implementation of the project.

Circumstances will dictate the responsibility of the various departments involved and what level of management will be required.

Managing contracts

- 110.**
- (a) The Municipality must ensure that contracts are administered in terms of the specifications and conditions contained in the contract, as well as any applicable legal provisions of a general nature.
 - (b) The contract must be implemented according to proposed strategy, with reference to the budget, strategic and procurement plan.
 - (c) The contract register for the Municipality should be checked on a regular basis to ensure that it is up to date and accurate.

- (d) The outcomes of a contract must be monitored with reference to any documented expectations to ensure that the benefits realized by the Municipality are in line with such expectations.
- (e) The lifespan of the project must be monitored in line with the available budget approved.
- (f) Delivery must be assessed on the basis of the signed contract.
- (g) Orders are to be monitored continuously to ensure proper supply and delivery in accordance with the terms and conditions of the contract.
- (h) The Municipality must ensure that all parties to the contract observe acceptable ethical standards.
- (i) Necessary approval from the accounting officer and the bid adjudication committee, for non-contractual price adjustments, must be obtained, provided that such adjustments are lawful and not in contravention of the principles contained in this policy.
- (j) Contractual price adjustments may be considered, provided that these are in line with the terms and conditions of the contract and the supplier provides documentary proof or an audited certificate of price adjustments claimed to warrant such an adjustment.
- (k) Subject to the terms and conditions of the contract, the supplier or successful bidder must, within 30 days of the formation of the contract, provide security in the amount specified. Similarly, the supplier or successful bidder must provide a warranty for the goods and services to be provided.
- (l) If it was a condition of the bid invitation that the bidder or contractor must allow the Municipality to carry out inspections, tests and analysis, then the bidder must be open, at all reasonable hours, for such inspection, tests or analysis by the Municipality. The inspection, testing and analysis of any

contract for supplies is recommended and may be rejected for non-compliance.

- (m) The Municipality must ensure that payment to a service provider is made in accordance with contract terms and conditions, and only after proper delivery of the goods or services and upon receipt of an invoice.
- (n) Goods and services should be provided by a service provider in accordance with the time schedule and quality specifications stipulated in the contract. A delay should be explained by the service provider in writing and may result in the imposition of penalties by the institution. The implementation of penalties for non-delivery must be adhered to.
- (o) Once a contract has been concluded, a close out report must be compiled.
- (p) The Municipality must ensure that the service provider does not assign or sub-contract a portion or the whole contract to another party without the approval of the Municipality.
- (q) Subject to the terms and conditions of the contract, the Municipal Manager and Bid Adjudication Committee may terminate the contract for non-performance.
- (r) Any breach of contract must be clearly documented and reported to SCM and the Municipal Manager.

Application

111. The contract management provisions above are applicable only to contracts for the provision of goods and services.

CHAPTER 12
SUPPORT TO BIDDERS

112. (1) INTRODUCTION

The ADM will provide all necessary support, within its powers, to ensure that bidders, especially HDIs and/or emerging firms, are provided with an opportunity to provide goods and services to the Municipality where possible, provided that such support does not contravene the principles of public procurement.

(2) STRATEGY

- (i) Bid information must be simplified to enable wider participation and advice must be available to ensure that bidders stand a fair chance of success upon the submission of their bids.
- (ii) Easy access to information must be ensured with regard to the provision of goods and services for purposes of encouraging wider participation.

(3) PROCESS

- (i) Pre-bid meetings may be a standard requirement of the bid process in order to obtain details for the bid requirements and answer questions from prospective bidders.
- (ii) A dedicated telephone number is available to bidders who require assistance when completing bid documentation or require information with regard to bids, i.e. **Share Call Number 0867014143**.
- (iii) Bid information, support and registration as a service provider or supplier will be available from the ADM's Bid Advisory Centre.

- (iv) The Municipality must hold regular workshops with service providers and suppliers to provide advice which will assist them to build capacity in their organizations and provide information on how suppliers and service providers can engage the Municipality.

CHAPTER 13
OCCUPATIONAL HEALTH AND SAFETY ISSUES

113. INTRODUCTION

- (1) In terms of the Construction Regulations, 2003 (GNR 1010, Government Gazette No. 25207, 18 July 2003) promulgated under section 43 of the Occupational Health and Safety Act 85 of 1993, any person for whom construction work is performed is defined as the “client”. The client’s duties, as laid down under Construction Regulation 4, are applicable to the Municipality.
- (2) The Municipality shall comply with all occupational health and safety standards and establish best practice on construction projects commissioned by the Municipality.
- (3) Contractors shall comply with all applicable standards and contract specifications when undertaking any construction project, regardless of the size or nature of the works.

114. LEGAL REQUIREMENTS

All contractors entering into a contract with the Municipality shall, as a set of minimum requirements, comply with the following:

- (a) Occupational Health and Safety Act, 1993 (Act No. 85 of 1993) (as amended) and applicable regulations;
- (b) Compensation for Occupational Injuries & Diseases Act, 1993 (Act No. 130 of 1993) (as amended); and
- (c) Mine Health and Safety Act, 1996 (Act No. 29 of 1996), where work is carried out on a mine.

115. IMPLEMENTATION

Bidders are required to familiarize themselves with the provisions of the Municipality's Construction Health and Safety Specifications when compiling bids for construction work.

116. SPECIFIC REQUIREMENTS

Bidders shall furnish the following:

- (a) an original copy of a letter of good standing from the compensation fund established in terms of the Compensation for Occupational Injuries and Diseases Act, 130 of 1993; and
- (b) a pre-bid occupational health and safety plan as contemplated in terms of the Construction Regulations, 2003.

CHAPTER 14
PUBLIC PRIVATE PARTNERSHIPS

Conditions and process for public-private partnerships

117. (1) The Municipality may enter into a public-private partnership agreement, but only if the Municipality can demonstrate that the agreement will:
- (a) provide value for money to the Municipality;
 - (b) be affordable for the Municipality; and
 - (c) transfer appropriate technical, operational and financial risk to the private party.
- (2) A public-private partnership agreement must comply with any prescribed regulatory framework for public-private partnerships.
- (3) If the public-private partnership involves the provision of a municipal service, Chapter 8 of the Municipal Systems Act must also be complied with.
- (4) Before a public-private partnership is concluded, the Municipality must conduct a feasibility study that:
- (a) explains the strategic and operational benefits of the public-private partnership for the Municipality in terms of its objectives;
 - (b) describes in specific terms:
 - (i) the nature of the private party's role in the public-private partnership;

- (ii) the extent to which this role, both legally and by nature, can be performed by a private party; and
 - (iii) how the proposed agreement will:
 - (aa) provide value for money to the Municipality;
 - (bb) be affordable for the Municipality;
 - (cc) transfer appropriate technical, operational and financial risks to the private party; and
 - (dd) impact on the Municipality's revenue flows and its current and future budgets;
 - (c) takes into account all relevant information; and
 - (d) explains the capacity of the Municipality to effectively monitor, manage and enforce the agreement.
- (5) The national government may assist the Municipality in carrying out and assessing feasibility studies referred to in subsection (4).
- (6) When a feasibility study has been completed, the accounting officer of the Municipality must:
- (a) submit the report on the feasibility study together with all other relevant documents to the Council for a decision, in principle, on whether the Municipality should continue with the proposed public-private partnership;

- (b) at least 60 days prior to the meeting of the Council at which the matter is to be considered, in accordance with section 21A of the Municipal Systems Act:
 - (i) make public particulars of the proposed public-private partnership, including the report on the feasibility study; and
 - (ii) invite the local community and other interested persons to submit to the Municipality comments or representations in respect of the proposed public-private partnership; and
- (c) solicit the views and recommendations of:
 - (i) the National Treasury;
 - (ii) the national department responsible for local government;
 - (iii) if the public-private partnership involves the provision of water, sanitation, electricity or any other service as may be prescribed, the responsible national department; and
 - (iv) any other national or provincial organ of state as may be prescribed.
- (7) Chapter 5 of this policy applies to the procurement of public-private partnership agreements. Section 33 of the MFMA also applies if the agreement will have multi-year budgetary implications for the Municipality within the meaning of that section.

CHAPTER 15
EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

General

118. (1) The Expanded Public Works Programme (EPWP) is founded on the principle that the Implementing Agent (National or Provincial Department, state owned enterprise, Municipality or municipal entity) is responsible for identifying and implementing suitable projects in accordance with the published EPWP Guidelines.

(2) The EPWP is a programme that cuts across all departments and spheres of government. Work opportunities will be provided in the following ways:

(a) Infrastructure sector

Increasing the labour intensity of government-funded infrastructure projects. The infrastructure sector incorporates a large-scale initiative to use labour-intensive methods to upgrade rural and municipal roads, municipal pipelines, and storm-water drains. People living in the vicinity of these infrastructure projects are employed by contractors to carry out the work. In addition, emerging contractors will participate in Construction Education and Training Authority (CETA)-registered learnerships to gain the necessary skills to build this infrastructure labour-intensively. The Municipality shall arrange for access to finance for learner contractors.

Labour-intensive construction methods involve the use of an appropriate mix of labour and machines, with a preference for labour where technically and economically feasible, without compromising the quality of the product. International and local experience has shown that, with well-trained supervisory staff and an appropriate employment framework, labour-intensive methods can be used successfully for certain types of infrastructure projects. Labour-intensive infrastructure projects under the EPWP involve:

- (i) using labour intensive construction methods to provide employment opportunities to local unemployed people;

- (ii) providing training or skills development to those locally employed workers; and
- (iii) building cost-effective and quality assets.

(b) Environmental sector

Creating work opportunities in public environmental programmes (e.g. Working for Water).

The environmental sector's contribution to the EPWP involves employing people to work on projects to improve their local environments, under programmes such as the Department of Agriculture's Land Care programme; the Department of Environmental Affairs and Tourism's People and Parks, Coastal Care, Sustainable Land-based Livelihoods, Cleaning up SA, and Growing a Tourism Economy programmes; and the Department of Water Affairs and Forestry's Working for Water, Working for Wetlands, and Working on Fire programmes.

(c) Social sector

Creating work opportunities in public social programmes (e.g. community-based health and social welfare care and early childhood development).

The social sector contributes to the EPWP by employing people, through NGOs and CBOs, to work on home-based care and early childhood development programmes. These programmes will be coordinated by the Departments of Social Development, Health and Education.

(d) Economic sector:

Developing small businesses and cooperatives, including utilising general government expenditure on goods and services to provide the work experience component of small enterprise learnership / incubation programmes.

The EPWP process

119. (1) The ADM will develop an EPWP Strategy Document.
- (2) The ADM will identify specific infrastructure projects to ensure that it implements the EPWP within the organization. The projects targeted for this programme will be in line with the EPWP programme.
- (3) The Municipality will provide guidance on the:
- (a) identification of suitable projects;
 - (b) appropriate design for labour-intensive construction;
 - (c) the specification of labour-intensive works; and
 - (d) the compilation of contract documentation for labour-intensive projects.
- (4) The monitoring and reporting of the ADM's EPWP by the EPWP Unit on a quarterly basis will be supported by an efficient and effective information management system. The type of information that will be monitored on an ongoing basis will include the following six key indicators:
- (a) job opportunity;

- (b) person years of employment, with segregated data for youth, women, disabled (YWD) in format of benchmark, actual to date and projections;
 - (c) project budgets, actual expenditure, expenditure projections (cashflows);
 - (d) demographic data;
 - (e) project wage rate; and
 - (f) cluster budgets, actual expenditure, project across all sectors.
- (5) The employment of locally employed temporary workers on all EPWP labour-intensive infrastructure projects must be in accordance with the Code of Good Practice for Employment and Conditions of Work for Special Public Works Programmes issued in terms of the Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997) and promulgated in Government Gazette Notice No. P64 of 25 January 2002.

Contractor Development Programme

120. Allocation of projects to:

- (a) Incubator Programme
- (b) Cooperatives Programme
- (c) Emerging Contractor Development Programme
- (d) EPWP
- (e) Designated Groups Allocation (Youth, Women, Disables, etc.)

CHAPTER 16 VARIATION ORDERS

Introduction

121. Variation orders (VO's), also called Contract Instructions, are regularly issued to contractors or service providers. Examples of circumstances that can lead to a variation are listed below:

- (a) An extension of time needs to be given to a contractor for the completion of a project as a result of circumstances outside his or her control, such as excessive rainfall. Such an extension of time will have a cost implication because the contractor's overhead costs will increase. The contract amount must therefore be increased to compensate the contractor for the additional unforeseen costs.
- (b) During the excavation of the foundations for a community hall it was found that more rock needed to be excavated than allowed for when the quantities for the different work items were calculated and included in the project tender. This sort of situation is not uncommon because it is impossible to determine the exact quantities for all excavation due to uncertainty on ground conditions. In this instance the contractor will have to be compensated for his increased costs, and a variation to the contract must be issued.
- (c) During the construction of a clinic it was found that the type of ceiling described in the project specifications, and on which the contractor has based his prices, is unavailable due to a fire at the plant of the manufacturer. To resolve the situation and avoid delays to the construction of the clinic, the architect has recommended an alternative type of ceiling which costs more and the contractor has to be compensated for these additional costs in the form of a variation to his contract.

Process to get variation orders (VO) approved

- 122.**
- (1) Project managers must prepare a report reflecting comprehensive detail for the VO.
 - (2) Project managers must sign off the VO and send it in both hard copy and email to the relevant head of department.

- (3) VOs to the value of R200 000 must be approved in terms of the ADM's Delegation Policy.
- (4) Should the VO exceed R200 000, the variation order must be considered by the head of department and referred to the Bid Adjudication Committee for approval.
- (5) At all times, the approval of a VO shall not be done so as to contravene this policy or the principles of public procurement.

Documentation and record keeping

- 123.**
- (1) The project manager (either a person at the principal agent or an ADM project manager) responsible for the implementation of a project must keep complete records of all VO's issued on a project. Each individual VO to be approved must be accompanied with a summary of all other VO's issued on a project.
 - (2) Upon approval of a VO to the value of R200 000, the original VO must be filed in Registry and one copy must be kept by the author/project manager as well as a copy to be provided to the SCM Unit for tabling at the next Bid Adjudication Committee meeting for noting and ratification.
 - (3) Should the variation order exceed R200 000, and once it is approved by the Bid Adjudication Committee, the original VO must be filed in Registry and one copy must be kept by the author/project manager.
 - (4) At project close out, all records pertaining to VO's must be filed with all the other project documentation.

CHAPTER 17
GENERAL PREREQUISITES

124. General Prerequisites

Introduction

This Section covers a general set of prerequisites that have been identified for supply chain management by the ADM. All tenderers must submit the information requested below. Pro-forma data sheets **can be found in the SCM Manual**. Tenders will not be considered should the prerequisites not be met.

Criteria

- (a) Proof of company registration and/or any other form of legal standing must be submitted by all bidders and the company composition form must be completed.
- (b) The bid document must be completed in all respects in black ink.
- (c) Bids must be submitted on original bid documents.
- (d) A joint venture agreement must be formalized prior to submitting a bid.
- (e) Invitation to bid (MBD 1) and/or form of officer in respect of infrastructure tenders must be completed and signed.

125. Additional prerequisites for professionals

Introduction

This Section covers additional Prerequisites for Professionals that have been identified for supply chain management by the ADM. All Professionals must submit the information requested below. Pro-forma data sheets **can be found in the SCM Manual**. Bids will not be considered should the prerequisites not be met.

Criteria

- (a) Submit proof of professional registration with the relevant professional body, e.g. the Engineering Council of South Africa.
- (b) Submit professional indemnity and type of cover.
- (c) Submit company composition on the **Company Composition Form which can be found in the SCM Manual**.

126. Additional prerequisites for contractors

Introduction

This Section covers additional Prerequisites for Contractors that have been identified for supply chain management by the ADM. All Contractors must submit the information requested below. Pro-forma data sheets can be found **in the SCM Manual** or upon request from ADM. Bids will not be considered should the prerequisites not be met.

Criteria

- (a) Offer form to be completed and signed.

- (b) Compulsory Enterprise Questionnaire to be completed and signed.

Contractor Registration

- (a) All contractors including sub-contractors must be registered with the Construction Industry Development Board (CIDB).

Subcontracting

- (a) Should the contractor wish to sub contract any portion of the works, the contractor must submit details of subcontract together with names of subcontractor to the ADM.
- (b) When Subcontracting to Non-HDI-owned companies, subcontracting will be restricted to a maximum of 25% of the total contract value.
- (c) When Subcontracting to an HDI-owned company, there will be a 50% restriction.
- (d) If details of sub contract are not disclosed, the bid will be set aside.
- (e) If the subcontracting firm has been involved with ADM previously and has performed poorly and/or has been involved in any irregular activities, the tender may be set aside.
- (f) No subcontractors are to further subcontract any portion of the works without disclosing details to ADM for approval prior to commencement of works.
- (g) The Company Composition of the subcontracting firm must be disclosed.

- (h) All contractors will be expected to adhere to the minimum requirements of the Occupational Health and Safety Act and the Labour Relations Act.

Joint Ventures

- (a) Submit written proof of Joint Ventures - disclosing Joint Venture partnerships (Percentage or names or any other details required by ADM).
- (b) All joint venture partners in respect of construction procurement must be registered with the CIDB.
- (c) Housing contractors must be registered with the National Home Builders Registration Council (NHBRC).

127. Additional prerequisites for contracts above R10 million

Introduction

This Section covers additional Prerequisites for contracts above R10 million. All contractors/service providers must submit the information requested below. Pro-forma data sheets can be found **in the SCM Manual** or upon request from ADM. Bids will not be considered should the prerequisites not be met. The Municipality has a right to decline the bid of a bidder that does not show capacity and capability in a contract valued in excess of R10 million. Such a bidder may be regarded as unsustainable and not qualified to execute such a contract.

Criteria

- (1) If the value of the transaction is expected to exceed R10 million (VAT included), bidders are required to furnish:
 - (a) their audited annual financial statements for the past three years;

- (b) their audited annual financial statements since their establishment, if established during the past three years;
 - (c) a certificate signed by the bidder certifying that the bidder has no undisputed commitments for municipal services towards a Municipality or other service provider in respect of which payment is overdue for more than 30 days;
 - (d) particulars of any contracts awarded to the bidder by an organ of state during the past five years, including particulars of any material non-compliance or dispute concerning the execution of such contract;
 - (e) a statement indicating whether any portion of the goods or services are expected to be sourced from outside the Republic, and, if so, what portion and whether any portion of payment from the Municipality is expected to be transferred out of the Republic;
 - (f) stipulate that disputes must be settled by means of mutual consultation, mediation (with or without legal representation), or, when unsuccessful, in a South African court of law.
- (2) The declaration for procurement above R10 million (VAT Included) must be completed and signed.

Policy related to the Management and Disposal of Assets

PREAMBLE

Whereas section 14 of the Local Government: Municipal Finance Management Act, 2003 (Act no. 56 of 2003) determines that a municipal council may not dispose of assets required to provide minimum services, and whereas the Municipal Asset Transfer Regulations (Government Gazette 31346 dated 22 August 2008) has been issued.

And whereas the municipal council of Amathole District Municipality wishes to adopt a policy to guide the municipal manager in the management of the municipality's assets.

And whereas the municipal manager as custodian of municipal funds and assets is responsible for the implementation of the asset management policy which regulate the acquisition, safeguarding and maintenance of all assets.

And whereas these assets must be protected over their useful life and may be used in the production or supply of goods and services or for administrative purposes.

Now therefore the municipal council of the Amathole District Municipality adopts the following asset management policy:

GLOSSARY OF TERMS

AC:	Standard reference for South African Generally Recognised Accounting Statement
ADM:	Amathole District Municipality
AMP:	Asset Management Policy
AO:	Accounting Officer (i.e. Municipal Manager)
CFO:	Chief Financial Officer
GAMAP:	Generally Accepted Municipal Accounting Practice
GRAP:	Generally Recognised Accounting Practice
HOD:	Head of Department
IAS:	International Accounting Standard
MFMA:	Municipal Finance Management Act (No. 56 of 2003)
MM:	Municipal Manager (i.e. Accounting Officer)
MSA:	Municipal Systems Act (No. 32 of 2000)
PPE:	Property, Plant and Equipment
SAPS:	South African Police Service

DEFINITIONS

Accounting Officer means the Municipal Manager appointed in terms of Section 82 of The Local Government: Municipal Structures Act, 1998 (Act no. 117 of 1998) and being the head of administration and accounting officer in terms of section 55 of the Local Government: Municipal Systems Act 2000 (Act no. 32 of 2000).

Agricultural Produce is the harvested product of the municipality's biological assets.

An Asset is defined in terms of GRAP as follows:

"Assets are resources **controlled** by an entity as a result of past events and from which **future economic benefits** or service potential are expected to flow to the entity."

The Framework for the Preparation and Presentation of Financial Statements (in terms of IFRS) provides the following explanations.

- **Future economic benefits:** The potential to contribute, directly or indirectly, to the flow of cash and cash equivalents of the operating activities.
- **Control:** The ability to control the benefits which are expected to flow. It's not limited to legal title.

Asset Management encompasses planning/demand management, acquisitions, use, maintenance, and disposal of assets.

Biological Assets are defined as living animals or plants.

Borrowing Costs are interest and other costs incurred by an entity in connection with the borrowing of funds.

Capital Assets (assets) are items of Biological Assets, Intangible Assets, Investment Property or Property, Plant or Equipment defined in this Policy.

Carrying Amount is the amount at which an asset is included in the statement of

financial position after deducting any accumulated depreciation (or amortisation) and accumulated impairment losses thereon.

Chief Financial Officer (CFO) means an officer of a municipality designated by the Municipal Manager to be administratively in charge of the budgetary and treasury functions.

Community Assets are defined as any asset that contributes to the community's wellbeing. Examples are parks, libraries and fire stations.

Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire an asset at the time of its acquisition or construction, or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Standards of GRAP.

Depreciable Amount is the cost of an asset, or other amount substituted for cost in the financial statements, less its residual value.

Depreciation is the systematic allocation of the depreciable amount of an asset over its useful life.

Fair Value is the amount for which an asset could be exchanged or a liability between knowledgeable, willing parties in an arm's length transaction.

GAAP are standards of Generally Accepted Accounting Practice.

GRAP are standards of Generally Recognised Accounting Practice.

Heritage Assets are defined as culturally significant resources. Examples are works of art, historical buildings and statues.

Head of Department defines all incumbents of post level 1 in the different directorates.

Infrastructure Assets are defined as any asset that is part of a network of similar assets. Examples are roads, water reticulation schemes, sewerage purification and trunk mains, transport terminals and car parks.

Intangible Assets are defined as identifiable non-monetary assets without physical substance.

Inventory in the public sector is defined as:

- ammunition,
- consumable stores,
- maintenance materials,
- spare parts for plant and equipment other than those dealt with under the Standard of GRAP on *Property, Plant and Equipment*,
- strategic stockpiles,
- work in progress, and
- land/property held for sale.

Investment Properties are defined as properties (land or buildings) that are acquired for economic and capital gains rather than for:

- (a) use in the production or supply of goods or services or for administrative purposes; or
- (b) sale in the ordinary course of business.

Land and Buildings are defined as a class of PPE when the land and buildings are held for purposes such as administration and provision of services. Land and Buildings therefore exclude Investment properties and Land Inventories.

MFMA refers to the Local Government: Municipal Finance Management Act (Act no. 56 of 2003).

Owner-occupied property is property held (by the owner or by the lessee under a finance lease) for use in the production or supply of goods or services or for administrative purposes.

Other Assets are defined as assets utilised in normal operations. Examples are plant and equipment, motor vehicles and furniture and fittings.

Property, Plant and Equipment (PPE) are tangible assets that:-

- (a) Are held by a municipality for use in the production or supply of goods or services, for rental to others, or for administrative purposes, and
- (b) Are expected to be used during more than one period.

Qualifying Assets is an asset that necessarily takes a substantial period of time to get ready for its intended use or sale.

Recoverable Amount is the amount that the municipality expects to recover from the future use of an asset, including its residual value on disposal.

Recoverable Service Amount is the higher of a non-cash generating asset's fair value less cost to sell and its value in use.

Residual Value is the net amount that the municipality expects to obtain for an asset at the end of its useful life after deducting the expected costs of disposal.

Senior Official is an official directly accountable to the senior manager of the entity.

Senior Manager in relation to a municipal entity, means a manager directly accountable

to the chief executive officer of the entity.

Servitudes are rights granted by a property owner to another person or entity to use the land for certain purposes, e.g. to construct assets on or over a specific property or the right to access to a property.

Useful Life is:-

a) The period of time over which an asset is expected to be used by the municipality;

or

b) The number of production or similar units expected to be obtained from the asset by the municipality's accounting officer

OBJECTIVES

The MFMA was introduced with the objective of improving accounting in the municipalities sector in keeping with global trends. Good asset management is critical to any business environment whether in the private or public sector.

According to the MFMA, the Accounting Officer in the Municipality should ensure:

- (a) that the municipality has and maintains an effective, efficient and transparent system of financial and risk management and internal control;
- (b) the effective, efficient and economical use of the resources of the municipality;
- (c) the management (including safeguarding and maintenance) of the assets of the municipality;
- (d) that the municipality has and maintains a management, accounting and information system that accounts for the assets and liabilities of the municipality;
- (e) that the municipality's assets and liabilities are valued in accordance with standards of generally recognized accounting practice; and
- (f) that the municipality has and maintains a system of internal control of assets and liabilities, including an asset and liabilities register, as may be prescribed.
- (g) has consistent application of asset management principles;
- (h) implements accrual accounting;
- (i) complies with PFMA, MFMA, Treasury Regulation, GAAP, GRAP and other related legislation;
- (j) safeguards and controls the assets of the municipality; and
- (k) optimizes asset usage.

An Asset Management Policy should promote efficient and effective monitoring and control of assets and the objectives of having an Asset Management Policy are:

- To ensure accurate recording of asset information.
- To ensure the accurate recording of asset movements.

- To ensure compliance with Council's Insurance Policy, Supply Chain Management Policy and Payment Procedure.
- To ensure the effective and efficient control, utilisation, optimisation of usage, safeguarding and management of ADM's assets.
- To ensure that all responsible parties are aware of their roles and responsibilities regarding the assets of the municipality.
- To prescribe the accounting treatment of assets acquired and used in accordance with the applicable accounting standards approved by National Treasury.
- To prescribe the administrative guidelines and internal control procedures to be followed by persons in control of assets with regard to management of those assets.
- To comply with current legislation.
- To emphasise a culture of accountability over fixed assets.
- To ensure that fixed assets are not written off and disposed of without proper authorization.
- To ensure that preventative measures are in place to eliminate theft, loss and misuse.
- To ensure accuracy of the depreciation charge.
- To ensure a formal set of procedures that can be implemented to ensure that fixed assets and financial policies are achieved and are in compliance with the MFMA.

REGULATORY REQUIREMENTS

ADM is required to comply with the MFMA, MSA, and circulars, memorandum and guidelines issued by National Treasury.

A municipality exercises its legislative and executive authority by, among others, developing and adopting policies, plans, strategies and programmes, including setting targets for delivery (section 11(3) of the MSA).

As accounting officer of the municipality, the Municipal Manager is responsible and accountable for, among others, all assets of the municipality (section 55(2) of the MSA).

The Municipal Manager must take all reasonable steps to ensure, among others, that the resources of the municipality are used effectively, efficiently and economically (section 62(1) of the MFMA).

In terms of the MFMA, the accounting officer is responsible for managing the assets and liabilities of the municipality, including the safeguarding and maintenance of its assets.

The MFMA further requires the accounting officer to ensure that:

- The municipality has and maintains a management, accounting and information
- system that accounts for its assets and liabilities; The municipality's assets are valued in accordance with standards of generally recognised accounting practice; and

- The municipality has and maintains a system of internal control of assets and liabilities.

RELATED POLICIES, PROCESSES AND PROCEDURES

The following policies, processes and procedures should be in place to ensure an effective and efficient asset management system:

- Supply Chain Management Policy
- Delegations of authority
- Payment Policy
- Fleet Management Policy
- Insurance Policy
- Security Policy
- Property portfolio management

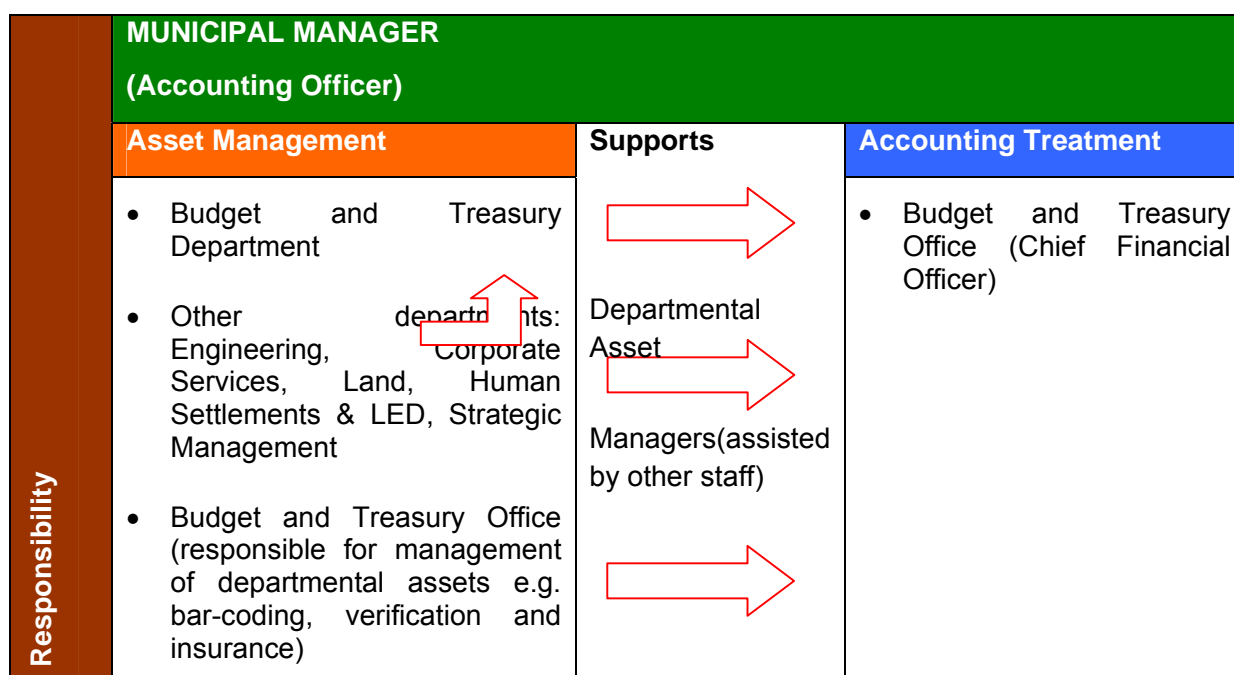
UPDATING THE POLICY

The Budget and Treasury Department is responsible for updating the policy on an annual basis. All departments are responsible for submitting requests to change enhance or improve the existing policy. Requests should be submitted to the Asset Management Steering Committee throughout the year. The requests should be evaluated by the Asset Management Steering Committee on an annual basis and any changes agreed upon should be effected by the Budget and Treasury Department and presented to the Council on an annual basis. Advice on recommended internal control procedures and interpretation of this document may be obtained from the Department Asset Manager (referred to in Section 2.6). It is critical that all changes made to the policy and procedures are properly and timeously communicated.

The version number on the front of the policy should be updated each time the policy is updated and approved. The “Document review and approval” section at the beginning of this policy must also be updated with each approved change to the policy.

ASSET MANAGEMENT POLICY ROLES AND RESPONSIBILITIES

OVERVIEW



The diagram above depicts an overview of the key role players involved in asset management. The other departments are accountable to Budget and Treasury. Each department is supported by a Departmental Asset Manager.

MUNICIPAL MANAGER

Responsibilities

The MM is the AO of the Municipality in terms of section 60 of the MFMA.

Section 60 of the MFMA further states that the AO must:

- Exercise their functions and powers assigned to them in terms of the Act, and
- Provide guidance and advice on compliance with the MFMA to:
 - Political structures, political office-bearers and officials of the municipality, and
 - Any municipal entity under the sole or shared control of the municipality.

The AO of a municipality is responsible for the management of the assets of that municipality in terms of section 63 of the MFMA which prescribes the following:

- Safeguarding and maintenance of assets.
- Implementation of an information system that accounts for the assets.
- Ensuring that assets are valued in terms of generally recognised accounting practice.

- Maintaining a system of internal control of assets (e.g. an asset register).

Delegations

The AO may delegate to a member of the municipality's top management (chief financial officer; senior managers responsible for managing votes; other senior officials) or any other official of the municipality in terms of section 79 (1) (b) of the MFMA:

- Any powers or duties assigned to an AO in terms of the Act, or
- Any powers or duties reasonably necessary to assist the AO in complying with a duty which requires the AO to take reasonable or appropriate steps to ensure the achievement of the aims of a specific provision of this Act.

The AO must regularly review the delegations issued above and, if necessary, amend or withdraw any of those delegations.

The delegations:

- Must be in writing.
- May be subject to limitations and conditions as the AO may impose in a specific case.
- May be to a specific individual or to the holder of a specific post in the municipality.
- May authorise the delegated member to sub-delegate the delegated power or duty to an official or the holder of a specific post in that member's area of responsibility.
- Do not divest the AO of the responsibility concerning the exercise of the delegated power or the performance of the delegated duty.

The AO is therefore accountable for all transactions entered into by his/her delegates.

CHIEF FINANCIAL OFFICER

The CFO shall be the asset registrar of the municipality, and shall ensure that a complete, accurate and up-to-date computerised asset register is maintained.

No amendments, deletions or additions to the asset register shall be made other than by the CFO or by an official acting under the written instruction of the CFO.

The following duties have been delegated to the CFO:

To ensure that Council assets are accounted for in accordance with generally recognised accounting practice.

To ensure that the general ledger is reconciled to the asset register.

To review the reconciliation between the general ledger and the asset register

To provide the Auditor-General or his personnel, on request, with the financial records relating to assets belonging to Council as recorded in the general ledger.

HEADS OF DEPARTMENT

Section 78(1) of the MFMA prescribes the following areas of responsibility for senior managers (also referred to as HOD's) relating to asset management.

“Each senior manager of a municipality and each official of a municipality exercising financial management responsibilities must take all reasonable steps within their respective areas of responsibility to ensure –

- That the system of financial management and internal control established for the municipality is carried out diligently;
- That the financial and other resources of the municipality are utilised effectively, efficiently economically and transparently;
- That any unauthorised, irregular or fruitless and wasteful expenditure and any other losses are prevented;
- That the assets of the municipality are managed effectively and that assets are safeguarded and maintained to the extent necessary;
- That all information required by the AO for compliance with the provisions of this Act is timeously submitted to the AO; and
- That the provision of this Act, to the extent applicable to that senior manager or official including any delegations in terms of section 79, are complied with.”

The provision of section 78(1) must be performed subject to the directions of the AO.

In addition to the above, the HOD's are responsible to ensure that all employees within their respective department adhere to the approved Asset Management Policy and Procedures. **The HOD must nominate an employee to implement and maintain asset control (i.e. Departmental Asset Manager) in his/her directorate / department. The Budget and Treasury Department must be notified of such person.**

Where limited resources are available, it is incumbent upon the HOD's, to ensure that adequate procedures for regular independent checks of fixed assets are in place.

It is the responsibility of the HOD to ensure that all asset related changes that take place within their divisions/directorates have been properly authorised and communicated to the Department Asset Manager.

DEPARTMENT ASSET MANAGER

The “Departmental Asset Manager”, under the supervision and authority of the HOD, must ensure that:

- All information needed by the Budget and Treasury Office to compile and update the Asset Register, is circulated to the said Department.
- The HOD and Budget and Treasury Department (after approval of the HOD) is notified of any changes in the status of the assets under the directorates/departments control (e.g. new asset purchases, asset transfers, asset impairments and asset disposals).
- The inventory and/or assets of the ADM are not used for private enterprise and gain by any employee/Councillor.
- Control is exercised over the respective department’s assets and shall report any enhancement/improvement, transfer or disposal of the respective department’s assets to the Budget and Treasury Department.
- Relevant reports on the writing off of scrap (in case of vehicles) and the theft/loss (in the case of other assets) are submitted to the Budget and Treasury Department.
- Any discrepancies in the asset stock take report are followed up.
- All assets within the department are recorded on the asset register and are bar coded.
- Administer cyclical counts on assets within the respective department and follow up on any discrepancies.

DELEGATIONS

All delegated authority must be in writing and must comply with the Delegations of Authority Policy.

ACCOUNTING POLICIES

FORMAT OF THE ASSET REGISTER

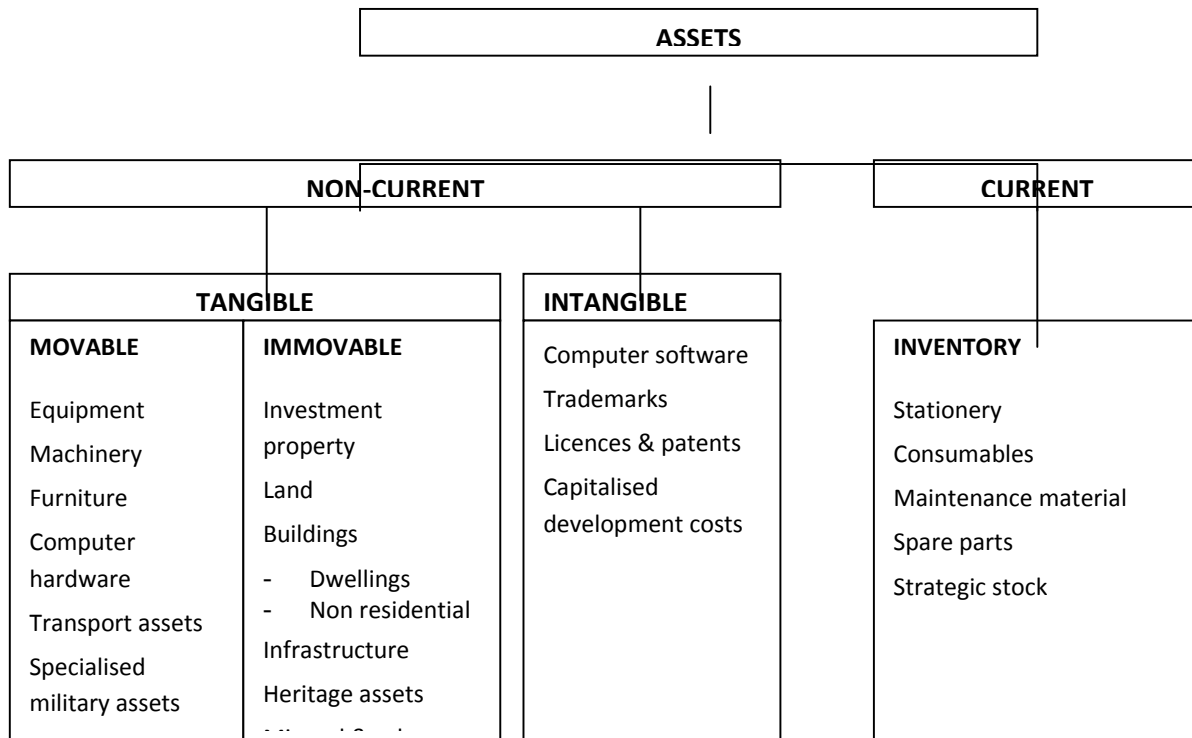
The asset register shall be maintained in the format determined by the CFO. The format must comply with the requirements of GRAP and any other applicable accounting requirements.

CLASSIFICATION OF ASSETS

The CFO must ensure that all assets are, as prescribed by the current standards, classified under the following headings in the asset register and Statement of Financial Position:

- PPE (infrastructure, community, heritage and other assets)
- Investment property

- Inventory (classified as PPE)
- Intangible assets



PROPERTY, PLANT AND EQUIPMENT TREATED AS INVENTORY

Any land or buildings owned or acquired by the municipality with the intention of selling such property in the ordinary course of business, or any land or buildings owned or acquired by the municipality with the intention of developing such property for the purpose of selling it in the ordinary course of business, shall be accounted for as inventory, and not included as either PPE or investment property in the municipality's Statement of Financial Position.

PROPERTY, PLANT AND EQUIPMENT

Recognition criteria

PPE shall be recognised as an asset when:

- It is probable that future economic benefits or service potential associated with the asset will flow to the entity, and
- The cost or fair value of the asset can be measured reliably.

Initial measurement

Purchased assets

An item of PPE which qualifies for recognition as an asset shall initially be measured at its cost.

Donated assets

Where an asset is acquired at no cost, or for a nominal cost, its deemed cost is its fair value as at the date of acquisition.

Capitalisation threshold

Council must approve the capitalisation threshold on an annual basis.

Asset (excluding computer equipment)	Treatment
Cost/fair value \geq R5 000* * Or such other amount as the Council of the municipality may from time to time determine on the recommendation of the MM	Recognise as PPE Record on the asset register
Cost/fair value $<$ R5 000	Capitalise the asset on acquisition and depreciate fully in one year Record on a separate list

The above capitalisation threshold does not apply to computer equipment.

Components of Cost/Valuation of assets

General

The cost of an item of PPE comprises its purchase price, including import duties and non-refundable purchase taxes, and any directly attributable costs of bringing the asset to working condition for its intended use.

Any trade discounts and rebates are deducted in arriving at the purchase price.

Examples of directly attributable costs are:

- (a) the cost of site preparation,
- (b) initial delivery and handling costs,
- (c) installation costs,
- (d) professional fees such as for architects and engineers, and

- (e) the estimated cost of dismantling the asset and restoring the site, to the extent that it is recognised as a provision. Guidance on accounting for provisions is found in GRAP 19 on Provisions, contingent liabilities and contingent assets.

Administration and other general overhead costs are not a component of the cost of PPE unless they can be directly attributed to the acquisition of the asset or bringing the asset to its working condition. Similarly, start-up and similar costs do not form part of the cost of an asset unless they are necessary to bring the asset to its working condition. Initial operating losses incurred prior to an asset achieving planned performance are recognised as an expense.

Recoverable indirect costs (e.g. VAT etc.) are not a component of the cost of PPE.

Self-constructed assets

The cost of a self-constructed asset is determined using the same principles as for an acquired asset. If an entity makes similar assets for sale in the normal course of business, the cost of the asset is usually the same as the cost of producing the assets for sale. Therefore, any internal surpluses are eliminated in arriving at such costs. Similarly, the cost of abnormal amounts of wasted material, labour or other resources incurred in the production of a self-constructed asset is not included in the cost of the asset.

Finance lease assets

Capitalisation of PPE obtained by means of a finance lease.

Ensure the correct accounting treatment of assets obtained by means of finance leases in the financial statements of the lessee:

- Assets obtained by means of a finance lease

should be capitalised.

- Annual depreciation on the leased asset should be expensed.

Deferred payments

When payment for an item of PPE is deferred beyond normal credit terms, its cost is the cash price equivalent. The difference between this amount and the total payments is recognised as an interest expense over the period of credit.

Exchange of assets

The accounting treatment relating to the exchange of dissimilar and similar assets as follows:

Dissimilar exchange

PPE may be acquired in **exchange or part exchange for a dissimilar item of PPE or other asset**. The cost is measured at the fair value of the asset received which is equivalent to the fair value of the asset given up adjusted by the amount of any cash or cash equivalents transferred. **Similar exchange**

PPE may be **acquired in exchange for a similar asset** that has a similar use in the same line of operations and which has a similar fair value.

PPE may also be **sold in exchange for an equity interest in a similar asset**.

In both cases, no gain or loss is recognised on the transaction. The cost of the new asset is the carrying amount of the asset given up.

The fair value of the asset received may provide evidence of impairment in the asset given up. Therefore, the asset given up is written down and this written-down value is assigned to the new asset. Examples of exchanges of similar assets include the exchange of aircraft, hostels and other real estate properties.

If other assets such as cash are included as part of the exchange transaction this may indicate that the items exchanged do not have a similar value.

Subsequent expenditure

Subsequent expenditure relating to PPE should be added to the carrying amount of the asset when it is probable that future economic benefits or service potential

over the total life of the asset

in excess of the most recently assessed standard of performance of the existing asset,

will flow to the entity.

Otherwise, all other subsequent expenditure not meeting the definition above will be accounted for as repairs and maintenance expense.

Major components of some items of PPE that require replacement at regular intervals must be accounted for as separate assets as they have different useful lives. Therefore, the expenditure incurred in replacing or renewing the component should be accounted for as an acquisition of a separate asset (provided the recognition criteria is met in terms of **section 0**) and the replaced asset should be written off.

For example, a reservoir may require relining after a specified number of hours of usage or components of a sewerage purification works may need replacing during the lifetime of the works, or a road may need resurfacing every few years, a furnace may require relining after a specified number of hours of usage.

Measurement subsequent to initial recognition

Subsequent to the initial recognition as an asset, and item of PPE should be measured as follows in terms of GRAP 17.

PPE (excluding land and buildings)	Land and buildings
Carried at its cost less any accumulated depreciation and any accumulated impairment losses.	Carried at a revalued amount, being its fair value at the date of the revaluation less any subsequent accumulated depreciation and subsequent impairment losses.

Revaluations of land and buildings

In accordance with GRAP 17 the accounting treatment requirement relating to the revaluation of land and buildings is as follows:

Determination of the fair value

The fair value of land and buildings is their market value, determined by appraisal.

An appraisal of the value of an asset is normally undertaken by a member of the valuation profession who holds a recognised and relevant professional qualification.

Frequency of revaluations

Land and buildings will be revalued every 5 years.

Treatment of accumulated depreciation on revaluation

When land and buildings are revalued, any accumulated depreciation at the date of the revaluation will be **eliminated against the gross carrying amount** of the asset and the net amount restated to the revalued amount of the asset.

The amount of the adjustment arising on the elimination of accumulated depreciation forms part of the increase or decrease in carrying amount.

Classes of property

When land and buildings are revalued, the entire class of property to which that asset belongs shall be revalued. In other words, if land is revalued, then all land within that classification must be revalued. If land and buildings within that classification are revalued, then all land and buildings must be revalued.

Accounting treatment of revaluation increases and decreases

Increase in carrying amount

- The increase shall be credited directly to the non-distributable reserve under the heading "Revaluation surplus."
- The increase will only be recognised as revenue (credited to the Statement of Changes in Financial Performance) to the extent that it reverses a revaluation decrease of the same class of assets previously recognised as an expense.

Decrease in carrying amount

- The decrease shall be recognised as an expense.
- The decrease will only be charged directly against any related "Revaluation surplus" to the extent that the decrease does not exceed the amount held in the "Revaluation surplus" in respect of that same class of assets.

The "Revaluation surplus" must be realised (transferred directly to the Accumulated Surplus or Deficits) in part or in whole through use, retirement or disposal of the asset.

Depreciation

All PPE, except land and heritage assets, shall be depreciated.

In accordance with GRAP the requirements and guidance relating to the accounting treatment of depreciation from have been summarised below.

Depreciation method

The CFO shall depreciate all depreciable assets on the straight-line method of depreciation over the assigned useful operating life of the asset in question.

Commencement date

Depreciation should be calculated from the day following the day in which an asset is acquired until the end of the calendar month concerned. However, ADM will calculate depreciation from the beginning of the month in which the asset was acquired.

Useful life

The CFO shall assign a useful life to each depreciable asset recorded on the municipality's asset register. In determining such a useful life the CFO shall adhere to the useful lives set out in the **Appendix 5.1** to this document.

In the case of a fixed asset which is not listed in **Appendix 5.1**, the CFO shall determine a useful life, if necessary in consultation with the HOD who shall control or use the asset in question, and shall be guided in determining such useful life by the likely pattern in which the asset's economic benefits or service potential will be consumed.

Lost, stolen or damaged assets must be fully depreciated when the event occurs.

Review of the useful life

The useful life of an item of PPE shall be reviewed periodically. Where the expectations are significantly different from previous estimates, the depreciation charge for the current and future periods shall be adjusted.

The useful life must be amended where assets are materially impaired, improperly maintained or any event occurs affecting the rate at which economic benefits or service potential is consumed. The additional depreciation expense shall be debited to the department or vote controlling or using the asset in question.

Review of the depreciation method

The depreciation method applied to PPE shall be reviewed periodically and, if there has been a significant change in the expected pattern of economic benefits or service potential from those assets, the method shall be changed to reflect the changed pattern. When such a change in depreciation method is necessary the change shall be accounted for as a change in accounting estimate and the depreciation charge for the current and future periods shall be adjusted.

Accounting treatment

Depreciation shall generally take the form of an expense both calculated and debited on a monthly basis against the appropriate line item in the department or vote in which the asset is used or consumed.

Land and buildings

Land and buildings are dealt with separately for accounting purposes even when they are acquired together. Land normally has an unlimited lifespan and will not be depreciated. Buildings have a limited life and are depreciated.

Impairment losses

The following procedures need to be performed to determine whether a cash-generating asset and a non-cash generating asset are impaired. GRAP 26 (Impairment of assets) should be applied relating to cash-generating assets. GRAP21 should be applied to non-cash generating assets.

Cash-generating assets

GRAP 26 (Impairment of assets) should be applied to determine whether a cash generating asset is impaired.

A cash generating asset (unit) is the smallest identifiable group of assets that generates cash flows that are independent of the cash inflows from other assets or group of assets.

The cash generating asset is impaired if its carrying amount is higher than its recoverable amount.

Recoverable amount

The recoverable amount is the higher of its fair value less costs to sell and its value in use.

- *Fair value less costs to sell:* Amount obtainable in an arm's length transaction less costs of disposal.
- *Value in use:* Discounted future net cash flows from the continuing use and ultimate disposal of the asset.

Frequency of impairment test

An annual impairment test should be performed to determine whether the carrying amount exceeds the recoverable amount by assessing the indicators of impairment at each reporting date.

Reversal of impairment

The reversal of the impairment should be recognised in the Statement of Financial Performance unless the asset is carried at the revalued amount when there are indicators that the asset may no longer be impaired.

Non-cash generating asset

In accordance with GRAP21 guidance relating to instances where non-cash generating assets are impaired is as follows:

The non-cash generating asset is impaired if its carrying amount is higher than its recoverable amount.

The carrying amount shall be reviewed periodically in order to assess whether or not the recoverable amount has declined below the carrying amount.

Accounting treatment

The amount of the reduction shall be recognised as an expense immediately, unless it reverses a previous revaluation in which case it shall be charged to the non-distributable reserve headed "Revaluation Surplus".

Retirements and disposals

In accordance with GRAP 17, PPE shall be eliminated from the Statement of Financial Position on disposal or when the asset is permanently withdrawn from use and no future economic benefits or service potential are expected from its disposal.

Any gains or losses from the retirement or disposal of an item of PPE are calculated as follows:

$$\text{Gain/loss} = \text{Estimated net disposal proceeds} - \text{carrying amount of the asset}$$

The gain or (loss) shall be included in the statement of financial performance as an item of revenue or (expense), whichever is applicable.

PPE retired from active use and held for disposal should be recorded at its carrying amount at the date it is retired from active use. At each reporting date the asset must be tested for impairment and record any impairment loss in terms of **section 0**

HERITAGE ASSETS

Some assets are described as heritage assets because of their cultural, historical or environmental significance, such as historical buildings, monuments, works of art and conservation areas. The following characteristics are usually displayed by heritage assets –

- their intrinsic value is unlikely to be reflected in financial terms based on a market price;

- prohibitions and restrictions may be placed on the disposal thereof;
- they are often irreplaceable and their value increases over time; and
- it may be difficult to estimate their useful lives.

There are some heritage assets with a service potential other than their heritage

value, for example historical buildings used as office accommodation. In such cases,

the heritage assets may be recognised, measured and disclosed on the same basis

as other items of PPE. Heritage assets for which the service potential is limited to

the heritage characteristics need not be recognised in the financial statements.

Disclosure of its existence and physical condition is encouraged.

INVESTMENT PROPERTY

Investment property shall be accounted for in terms of GRAP 16 and shall not be classified as PPE for purposes of preparing the municipality's Statement of Financial Position.

Recognition criteria

Investment property shall be recognised as an asset when and only when:

- (a) it is **probable** that the **future economic benefits** that are associated with the investment property will flow to the entity; and
- (b) the **cost** of the investment property **can be measured reliably**.

Measurement at initial recognition

GRAP 16 states that:

- Investment property shall be measured initially at its cost (including transaction costs).
- The initial cost of a property interest held under a lease and classified as an investment property shall be as prescribed for a finance lease. i.e. the asset shall be recognised at the lower of the fair value of the property and the present value of the minimum lease payments. An equivalent amount shall be recognised as a liability.

Measurement subsequent to initial recognition

All investment property shall be measured at its fair value. Investment property shall not be depreciated, but shall be annually valued on balance sheet date to determine their fair (market) value. Investment assets shall be recorded in the balance sheet at such fair value. Adjustments to the previous year's recorded fair value shall be accounted for as either gains (revenues) or losses (expenses) in the accounting records of the department or service controlling the assets concerned.

A qualified valuer, with knowledge of local conditions and experience in valuing similar types of assets, shall be engaged by the municipality to undertake such valuations.

If the Council of the municipality resolves to construct or develop a property for future use as an investment property, such property shall in every respect be accounted for as an ordinary fixed

asset until it is ready for its intended use – where after it shall be reclassified as an investment asset.

INVENTORY

Recognition of spare parts and servicing equipment

GRAP 17 states that most spare parts and servicing equipment are usually carried as inventory and recognised as an expense as consumed. However, major spare parts and stand-by equipment qualify as PPE when the entity expects to use them during more than one period or when their use is expected to be irregular.

Spare parts and land/property held for sale are accounted for as inventory in terms of GRAP 12 unless the spare parts meet the requirements to be recognised as PPE in terms of GRAP 17.

Depreciation of spare parts and stand-by equipment qualifying as PPE

Depreciation will be over the time period not exceeding the useful life of the related asset.

BIOLOGICAL ASSETS

Accounting for biological assets (living animals or plants) shall take place in accordance with the requirements of GRAP 101 where applicable.

The CFO, in consultation with the head(s) of department concerned, shall ensure that all biological assets, such as livestock and crops, are valued at 30 June each year at fair value less estimated point-of-sales costs. Such valuation shall be undertaken by a recognised valuer in the line of the biological assets concerned.

Any losses on such valuation shall be debited to the department or vote concerned as an operating expense, and any increase in the valuation shall be credited to the department or vote concerned as operating revenue.

If any biological asset is lost, stolen or destroyed, the matter – if material – shall be reported in writing by the HOD concerned in exactly the same manner as though the asset were an ordinary asset.

Records of the details of biological assets shall be kept in a separate section of the asset register or in a separate accounting record altogether and such details shall reflect the information which the CFO, in consultation with the HOD concerned and the internal auditor, deems necessary for accounting and control purposes.

The CFO shall annually insure the municipality's biological assets, in consultation with the HOD's concerned, provided the Council of the municipality considers such insurance desirable and affordable.

DISCLOSURE

Property, plant and equipment

GRAP 17 details the disclosure requirements for accounting purposes relating to PPE. The following aspects need to be disclosed:

- The measurement bases.
- Depreciation method/(s) used.
- Useful lives or depreciation rates.
- Gross carrying amount and accumulated depreciation (aggregated with accumulated impairment losses) at the beginning and end of the period.
- Reconciliation of the carrying amount at the beginning and end of the period showing:
 - additions,
 - disposals,
 - acquisitions through business combinations,
 - increases or decreases during the period resulting from revaluations,
 - reductions in the carrying amount (impairment losses),
 - impairment losses (if any) reversed,
 - depreciation, and
 - other movements.
- Existence and amounts of restrictions on the title for PPE pledged as security for liabilities. The amount of commitments for the acquisition of PPE.
- The accounting policy for estimated costs of restoring the site of PPE.
- When property is stated at revalued amount, the following shall be disclosed:
 - the basis used to revalue property,
 - the effective date of the revaluation,
 - whether an independent valuer was involved,
 - the nature of any indices used to determine replacement cost, and
 - the revaluation surplus, indicating the movement for the period.

Investment property

GRAP 16 details the disclosure requirements for accounting purposes relating to investment property. As a guide, investment property should be disclosed in accordance with the latest Specimen Annual Financial Statements guideline issued by National Treasury.

ACCOUNTING POLICY IMPLEMENTATION GUIDE

FORMAT OF THE ASSET REGISTER

The asset register shall reflect the following information:

- Description of each asset
- Date of acquisition/brought into use
- Unique asset number (barcode)
- Title deed number (for property)
- Erf and portion number (for property)
- Location of asset (e.g. physical address, GPRS co-ordinates and description, unique location number)
- Original cost
- Revalued amount
- Fair value (if no costs are available)
- Last revaluation date of assets subject to revaluation
- Who performed the last valuation
- Accumulated depreciation to the beginning of the current year
- Depreciation charge for the current year
- Accumulated depreciation at year end
- Carrying value of the asset
- Method and rate of depreciation.
- Impairment losses incurred during the financial year (and reversal of such losses, where applicable)
- Department(s) or vote(s) within which the assets will be used
- Source of financing
- Current insurance arrangements
- Use of the asset e.g. to perform basic municipal services
- Nature and duration of assets secured for debt and other encumbrances
- Disposal date/date of retirement from use
- Disposal price (proceeds)
- Responsible official

Investment property shall be recorded in the asset register in the same manner as other assets, but a separate section of the asset register shall be maintained for this purpose.

PPE treated as inventories shall be recorded in the asset register in the same manner as other assets, but a separate section of the asset register shall be maintained for this purpose.

Major spare parts and stand-by equipment should be bar-coded and recorded in the asset register.

An asset shall be capitalised, that is, recorded in the asset register, as soon as it is acquired. If the asset is constructed over a period of time, it shall be recorded as work-in-progress until it is available for use, where after it shall be appropriately classified as an asset.

An asset shall remain in the asset register for as long as it is in physical existence.

CLASSIFICATION OF ASSETS

The CFO must ensure that all assets are, as prescribed by the current standards, classified under the following headings in the asset register.

Property, plant and equipment

PPE are classified as follows in terms of GRAP 17:

Classification	Description	Example
Infrastructure assets	<p>Infrastructure assets are any assets that are part of a network of similar assets.</p> <p>Some assets are commonly described as infrastructure assets. While there is no universally accepted definition of infrastructure assets, these assets usually display some or all of the following characteristics:</p> <p>(a) They are part of a system or network,</p> <p>(b) They are specialised in nature and do not have alternative uses,</p> <p>(c) They are immovable, and/or</p> <p>(d) They may be subject to constraints on disposal.</p>	Roads, water and reticulation schemes, sewerage purification, electricity assets and trunk mains.
Community assets	Community assets are any assets that contribute to the community's well-being.	Parks, libraries and fire stations.
Heritage assets	Heritage assets are culturally significant resources.	Works of art, historical buildings and statues.
Other assets	Other assets are assets utilised in operations except for assets referred to in section 0 .	Plant and equipment, motor vehicles and furniture and fittings. Property classified as investment property.

Housing and township developments, where ADM acts as developers on behalf of Provincial Government, are not under the control of ADM (unless accredited by the provincial department

of housing). Therefore, development costs are expensed. Only the infrastructure (e.g. roads) will be under the control of the municipality and will be capitalised.

The cost of the land for **landfill sites** will be capitalised. However, any future costs required to decommission, restore or rehabilitate will be accounted for in terms of AC 438 Rights to Interests Arising from Decommissioning, Restoration and Environmental Rehabilitation funds.

Investment property

Investment property shall be accounted for in terms of GRAP 16 and shall not be classified as PPE for purposes of preparing the municipality's Statement of Financial Position. Refer to **section0**.

Inventory

Major spare parts and stand-by equipment qualify as PPE when the entity expects to use them during more than one period or when their use is expected to be irregular in terms of GRAP 17Refer to **section0**.

Intangible assets

Identify and classify Intangible Assets (IA) and align the values of the IA to the selected accounting policies for IA, i.e. IA should be carried at fair value or cost minus accumulated depreciation. Intangible Assets should be listed in a separate Intangible Asset Register.

PROPERTY, PLANT AND EQUIPMENT

Components of Cost/Valuation of assets

Deferred payments

Example

ADM purchases an asset costing R100 000 on 1.7.0x which is to be repaid in equal instalments over a 36 month period from 1.8.0x. Assume the following:

- The market related interest rate is 15% per annum, compounded monthly.
- There is no residual value

Answer

Cost of the asset and corresponding liability on 1.7.0x is R80 131

[Using a financial calculator: PMT=100 000/36; i=15/12; n=36; PV=??]

Interest will accrue monthly and the monthly payment will be split between the liability and interest expense e.g. for 31.8.0x

Dr	Lease Liability (balancing figure)	1 776	
Dr	Interest expense (80 131 x 1.25%)	1 002	
Cr	Bank (100 000/36)		2 778

Subsequent expenditure

In accordance with GRAP 17 the requirements relating to subsequent expenditure are as follows:

Recognising subsequent expenditure as an asset

- Subsequent expenditure on PPE is only recognised as an asset when the expenditure improves the condition of the asset, measured over its total life, beyond its most recently assessed standard of performance.

- Examples of improvements that result in increased future economic benefits or service potential include the following:
 - (a) Modification of an item of plant to extend its useful life, including an increase in its capacity,
 - (b) Upgrading machine parts to achieve a substantial improvement in the quality of output, and
 - (c) Rehabilitation of a road enabling a substantial reduction in previously assessed maintenance costs.

Recognising subsequent expenditure as an expense

- Expenditure related to repairs or maintenance of PPE are made to restore or maintain the future economic benefits or service potential that an entity can expect from the most recently assessed standard of performance of the asset.
- Therefore, they are usually recognised as an expense when incurred.
- The cost of servicing or overhauling plant and equipment is usually an expense since it restores, rather than increases, the most recently assessed standard of performance.

Other considerations

GRAP 17 states that:

The **appropriate accounting treatment for expenditure incurred subsequent to the acquisition** of an item of property, plant and equipment **depends on the circumstances**, which were **taken into account** on the **initial measurement and recognition** of the related item of property, plant and equipment **and whether** the subsequent **expenditure is recoverable**. For instance, **when** the **carrying amount** of the item of property, plant and equipment already **takes into account a loss in economic benefits or service potential**, the **subsequent expenditure to restore** the future economic benefits or service potential expected from the asset **is capitalised, provided** that the **carrying amount does not exceed the total economic benefits or service potential** that the entity expects to recover from the continued use and ultimate disposal of the item. This is also the case when the purchase price of an asset already reflects the entity's obligation to incur expenditure in the future, which is necessary to bring the asset to its working condition. An example of this might be the acquisition of a building requiring renovation. In such circumstances, the subsequent expenditure is added to the carrying amount of the asset to the extent that it can be recovered from future use of the asset.

Revaluations of land and buildings

Determination of the fair value

For many assets, the fair value will be readily ascertainable by reference to quoted prices in an active and liquid market. For example, current market prices can usually be obtained for land and non-specialised buildings.

Frequency of revaluations

The frequency of revaluations depends upon the movements in the fair values of land and buildings being revalued. When the fair value of a revalued asset differs materially from its carrying amount, a further revaluation is necessary. Some land and buildings may experience significant and volatile movements in fair value, thus necessitating annual revaluation. Such frequent revaluations are unnecessary for land and buildings with only insignificant movements in fair value. Instead, revaluation every five years may be sufficient.

Treatment of accumulated depreciation on revaluation

Example

ADM purchases an asset costing R100 000 on 1.7.06.

The asset is:

- Depreciated on a straight line basis over 10 years
- Revalued every 4 years

The gross replacement cost on the first date of revaluation (1.7.10) is R250 000.

Answer

1.7.10

Dr	Asset – revaluation	150 000	
	Accumulated depreciation	40 000	
Cr	Asset-cost		100 000
	Revaluation surplus		90 000

Calculations

Carrying amount prior to revaluation

Cost	100 000
Accumulated depreciation (100 000 x 10% x 4 years)	<u>(40 000)</u>

Carrying amount	60 000
Carrying amount after revaluation	
Replacement cost	250 000
Accumulated depreciation (250 000 x 10% x 4 years)	<u>(100 000)</u>
Carrying amount	150 000
Therefore, the revaluation surplus is 90 000 (150 000 – 60 000)	

Classes of property

A class is a grouping of assets of a similar nature or function in an entity's operations. The following are examples of separate classes:

- (a) Land,
- (b) Operational buildings,
- (c) Office buildings,
- (d) Roads,
- (e) Machinery,
- (f) Electricity transmission networks,
- (g) Motor vehicles,
- (h) Furniture and fixtures, and
- (i) Office equipment.

Depreciation

In addition to the definition of depreciation explained in **section 1.3**, depreciation is also understood to be the monetary quantification of the extent to which PPE is used or consumed in the provision of economic benefits or the delivery of services.

Useful life

In accordance with GRAP the following guidance should be referred to when considering the useful life of an asset.

The economic benefits or service potential embodied in an item of property, plant and equipment is consumed by the entity principally through the use of the asset. However, other factors such as technical obsolescence and wear and tear while an asset remains idle often result in the diminution of the economic benefits or service potential that might have been expected to be available from the asset. Consequently, all the following factors need to be considered in determining the useful life of an asset:

- (a) The expected usage of the asset by the entity. Usage is assessed by reference to the asset's expected capacity or physical output,
- (b) The expected physical wear and tear, which depends on operational factors such as the number of shifts for which the asset is to be used and the repair and maintenance program of the entity, and the care and maintenance of the asset while idle,
- (c) Technical obsolescence arising from changes or improvements in production, or from a change in the market demand for the product or service output of the asset, and
- (d) Legal or similar limits on the use of the asset, such as the expiry dates of related leases.

The useful life of an asset is defined in terms of the asset's expected utility to the entity. The asset management policy of an entity may involve the disposal of assets after a specified time or after consumption of a certain proportion of the economic benefits or service potential embodied in the asset. Therefore, the useful life of an asset may be shorter than its economic life. The estimation of the useful life of an item of property, plant and equipment is a matter of judgement based on the experience of the entity with similar assets.

Impairment losses

Indicators of impairment for cash-generating assets

Internal indicators	External indicators
<ul style="list-style-type: none">• Evidence of obsolescence or physical damage• Discontinuance, disposal or restructuring plans	<ul style="list-style-type: none">• Significant decline in the market value• Changes in technological, market, economic or legal environment• Changes in interest rates

• Declining asset performance	• Low market capitalisation
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Indicators of a reversal of the impairment for cash-generating assets

The reversal of impairment may occur due to the following:

Internal indicators	External indicators
<ul style="list-style-type: none"> • Changes in the way the asset is used or expected to be used • Evidence from internal reporting indicates that economic performance of the asset will be better than expected 	<ul style="list-style-type: none"> • Significant increase in market value • Changes in technological, market, economic or legal environment • Changes in interest rates • Market interest rates have decreased

Indicators of impairment for non-cash-generating assets

Internal indicators	External indicators
<ul style="list-style-type: none"> • Evidence is available of physical damage of an asset • significant long-term changes with an adverse effect on the entity have taken place during the period, or are expected to take place in the near future, in the extent to which, or manner in which, an asset is used or is expected to be used. These changes include the asset becoming idle, plans to discontinue or restructure the operation to which an asset belongs, or plans to dispose of an asset before the • a decision to halt the construction of the asset before it is complete or in a usable condition; • evidence is available from internal reporting that indicates that the service performance of an asset is, or will be significantly worse than expected. 	<ul style="list-style-type: none"> • cessation, or near cessation, of the demand or need for services provided by the asset • significant long-term changes with an adverse effect on the entity have taken place during the period or will take place in the near future, in the technological, legal or government policy environment in which the municipality operates

HERITAGE ASSETS

Examples of heritage assets

Include historical buildings and monuments, archaeological sites, conservation areas and nature reserves, and works of art.

Certain characteristics, including the following, are often displayed by heritage assets (although these characteristics are not exclusive to such assets):

- (a) Their value in cultural, environmental, educational and historical terms is unlikely to be fully reflected in a financial value based purely on a market price,
- (b) Legal and/or statutory obligations may impose prohibitions or severe restrictions on disposal by sale,
- (c) They are often irreplaceable and their value may increase over time even if their physical condition deteriorates, and
- (d) It may be difficult to estimate their useful lives, which in some cases could be several hundred years.

Heritage assets with service potential

GRAP 17 states that some heritage assets have service potential other than their heritage value (e.g. a historic building being used for office accommodation). In such instances, they may be recognised and measured on the same basis as other items of PPE. For other heritage assets, their service potential is limited to their heritage characteristics, for example, monuments and ruins. The existence of alternative service potential can affect the choice of measurement base.

GRAP 17 disclosure requirements require entities to make disclosures about recognised assets. Therefore, entities that recognise heritage assets are required to disclose in respect of those assets such matters as:

- (a) the measurement basis used,
- (b) the gross carrying amount,
- (c) the accumulated depreciation at the end of the period, if any, and
- (d) a reconciliation of the carrying amount at the beginning and end of the period showing certain components thereof.

Heritage assets without service potential

Entities may have large holdings of heritage assets that have been acquired over many years and by various means, including purchase, donation, bequest and sequestration. These assets are rarely held for their ability to generate cash inflows, and there may be legal or social obstacles to using them for such purposes.

ASSET MANAGEMENT PROCEDURES

Summary of asset management responsibilities

The table below summarises the departments, specific employee designations and structure's referred to (explicitly or implied) in the various sections.

Department	Corporate Services	Budget & Treasury	All departments	MM	Council
4.2 Budget process	✓	✓	✓		
4.3 Acquisition of assets	✓	✓	✓	✓	
4.4 Disposal of assets	✓	✓	✓	✓	✓
4.5 Departmental transfers of assets	✓	✓	✓		
4.6 Resignations	✓		✓		
4.7 Identification of assets	✓	✓	✓	✓	
4.8 Verification of assets	✓	✓	✓		
4.9 Safekeeping of assets			✓		
4.10 Alienation of assets	✓	✓	✓	✓	✓
4.11 Reporting write-offs of assets		✓	✓		
4.12 Maintenance			✓	✓	
4.13 Private use of municipal assets			✓		
4.14 Replacement norms		✓	✓	✓	
4.15 Insurance of assets		✓	✓	✓	
4.16 Disposal of assets		✓	✓		

Budget process

Each HOD, acting in consultation with the CFO, shall:

- Prepare an annual budget for the acquisition of assets and the maintenance of assets.
- Ensure that reasonable budgetary provision is made annually for the depreciation of all applicable assets controlled or used by the department in question or expected to be so controlled or used during the ensuing financial year.

Acquisition of assets

The process to be followed when assets are acquired shall be in accordance with the Council's Supply Chain Management Policy and Manual, Delegation of Authority Policies and Payment Procedures. This shall apply to all the types of Council's assets as contained in this Policy.

All assets to be purchased should be in terms of the approved budget.

Depending on the amount of the asset to be purchased and after the necessary authorisation has been obtained the following procedure for purchasing an asset must be followed:

- Requisition to be completed and signed by person requesting the asset.
- Quotations must be obtained in terms of the Supply Chain Management Policy.
- Authority in terms of Delegated Powers to Officials must be reflected on the requisition.
 - The bidding process procedures will apply in terms of the MFMA Municipal SCM Regulations and the ADM SCM Policy.
 - The HOD/MM should sign the requisition as authorisation where the asset is acquired within their delegated authority.
- Quotations must be attached to the relevant requisition and submitted to Budget and Treasury Office.
- Budget and Treasury Office: Creditors Section must generate and issue the order.
- For all assets acquired, the HOD should notify the Insurance Claims Clerk on delivery to provide immediate cover. It is the responsibility of the HOD to ensure that the purchased capital asset has been covered for insurance purposes.
- On receipt of the purchased asset, the recipient should inspect the asset and once satisfied endorse the delivery note or invoice and forward it to Budget and Treasury Office.
- The recipient should immediately inform the Accountant: Budget and Treasury Office that the asset has been delivered for the purpose of bar coding.
- The recipient's inventory list should be updated and a signed copy be kept by Budget and Treasury Office.
- The invoice should be endorsed with the bar code number before payment can be made to the supplier.

The Budget and Treasury Office will provide the Budget and Treasury Department with a monthly report on asset movements. The reporting must also apply to the following:

- Donations.
- Additions / Improvements (refers to immovable assets).
- Auctions.
- Loss or damage.
- Transfers.
- Write-offs
- Land sales.

Heads of Departments

HOD's shall ensure:

- At all times that there are enough funds in the budget before approval of any requisitions.
- That the correct vote and descriptions are being used before authorising any requisitions.
- Any item with a value in excess of R500 (five hundred rand), and with an estimated useful life of more than one year, shall be recorded on an inventory register. The inventory register should record all inventory purchases and movements.

Disposal of assets

All assets are to be disposed of in 4 ways, for example:

Asset Management Policy	Link to Supply Chain Management Policy (Disposal Management)
<ul style="list-style-type: none"> • By dumping at a tip site after approval by HOD concerned if the item is damaged beyond repair 	(d) destroying the asset
<ul style="list-style-type: none"> • Public tender for the disposal of property or letting of assets (including unserviceable, redundant or obsolete assets subject to section 14 and 90 of the MFMA) 	(c) selling the asset
<ul style="list-style-type: none"> • Auctioning 	(c) selling the asset
<ul style="list-style-type: none"> • Donation 	(a) transferring the asset to another organ of state in terms of a provision of the Act enabling the transfer of assets (b) transferring the asset to another organ of state at market related value or, when appropriate, free of charge

The Director: Administration in conjunction with the Supply Chain Manager should direct the disposal process.

Municipal Finance Management Act requirements for the disposal of capital assets

The **disposal of capital assets**, in terms of section 14 of Municipal Finance Management Act (No. 56 of 2003), specify the following requirements:

- 1) Capital assets needed to provide the minimum level of basic municipal services may not be disposed of.
- 2) Capital assets (other than those mentioned in 1) may only be disposed of after the municipal council in a meeting open to the public:
 - a. Has decided on reasonable grounds that the asset is not needed to provide the minimum level of basic municipal service, and
 - b. Has considered the fair market value of the asset and the economic and community value to be received in exchange for the asset.
- 3) Any decision made by the municipal council that the specific capital asset is not needed to provide the minimum level of basic municipal service may not be reversed by the municipality after the asset has been disposed of.
- 4) The municipal council may delegate its power to make the decision in 2(a) and (b) for movable capital assets to the MM subject to limits (e.g. R5 000) prescribed by the municipal council.
- 5) Any transfer of ownership (disposal) must be fair, equitable, transparent, competitive and consistent with the supply chain management policy.
- 6) The above does not apply to transfers of capital assets to another municipality, municipal entity, national or provincial organ of state provided that the transfers are in accordance with the prescribed framework.

Disposal procedures

After the necessary authorisation has been obtained, the following procedure for disposing of an asset must be followed:

Disposal procedure	Type of disposal
<ul style="list-style-type: none"> • A staff member identifies the asset(s) to be disposed of (obsolete, redundant, transferred, and other). 	All
<ul style="list-style-type: none"> • HOD concerned approves the status of the item. 	All
<ul style="list-style-type: none"> • A request to dispose of the asset and the proposed method of disposal must be sent to the Disposal Committee. • The Disposal Committee should inspect all redundant items and provide recommendations to Council to approve the disposal. 	All Disposal of unserviceable, redundant, obsolete and damaged assets
<ul style="list-style-type: none"> • The Budget and Treasury Department will table the item as per the recommendations of the Disposal Committee at the 	All

Disposal procedure	Type of disposal
HOD/Working Group meeting for consideration.	
<ul style="list-style-type: none"> • A memorandum must be written by the HOD/Working Group meeting to the MM indicating the status of the item and the proposed method for disposal 	All
<ul style="list-style-type: none"> • An asset disposal form must be filled in and properly signed by the requesting official, HOD, Disposal Committee Chairperson and the MM. 	All
<ul style="list-style-type: none"> • The asset disposal form must be attached to the memorandum and forwarded to Budget and Treasury for processing. 	All
<ul style="list-style-type: none"> • The asset (s) should be taken to the Budget and Treasury Department's safe house for storage. 	All
<ul style="list-style-type: none"> • When the items to be disposed of have been identified, a public notice in the local newspaper is made inviting applications from charity organisations and schools. 	Disposal of redundant and obsolete assets. Disposal by auction or donation.
<ul style="list-style-type: none"> • Once the approval has been received, the asset register will be adjusted accordingly. 	All

Each department / directorate must take the necessary steps to ensure that all its assets to be disposed of are brought to the attention of the Director: Administration.

The useful life of assets will be guided by the asset life as suggested by GRAP standardised set of statements. Refer to **section0**.

Land and Buildings shall be auctioned at the reserved prevailing market prices as indicated by the valuers at the time of disposal.

All computer equipment to be disposed of will be subject to scrutiny by the IT Manager.

Council

The Council shall give fourteen (14) days' notice in the newspaper circulating within its area. Notice shall be both in English and Xhosa. Such notice shall also be affixed to all Notice Boards at the Council's office and website.

Council may resolve to donate any of its assets to organisations / individuals and persons within its area of jurisdiction. It may decide from within itself to establish a committee or delegate the donation function to the Human Resources and Administration Standing Committee to make proposals.

Disposal Committee

The Disposal Committee will be responsible for the following:

- To be a central point for all requests to dispose of assets.
- To evaluate all requests to dispose of assets.

- To prepare a memorandum to the MM indicating the status of the item and the proposed method for disposal.
- To ensure that the asset disposal forms are signed by relevant parties (requesting official, HOD, Chairperson of the Disposal Committee, and the MM)

Departmental transfers of assets

The HOD's shall approve all asset movements, which relate to the transfer of assets from one department to the other.

When a directorate or department transfers an asset or an inventory item interdepartmentally or within its department, the Asset Transfer Form (**section 0**) must be forwarded to the department/location receiving the asset or inventory item. A copy of this form is to be forwarded to the Budget and Treasury Office for the update of the asset register.

Where a department no longer requires the use of an asset it should be transferred to the Budget and Treasury Department's safe house (Whelan Workshop) for storage until it is required by another department.

Resignations

At the resignation of an employee the applicable Director or his/her duly delegated representative must complete the relevant asset form and forward it to the Human Resources Department for their further attention. This form is a statement that the inventory and asset items entrusted to the employee to execute his/her daily duties are in good order and handed in where necessary (refer to **section 0** Asset Clearance Form).

Identification of assets

The following applies relating to the identification of assets:

- The MM is responsible for ensuring that the municipality maintains an asset identification system.
- The fixed asset identification system should operate in conjunction with the asset register.
- The MM in consultation with the Director: Administration and HOD's should prescribe the identification system.
- The identification system should comply with any legal prescriptions and recommendations of the Auditor-General.
- The CFO should ensure that the asset identification system is applied.

Verification of assets

Departmental asset register/listing of assets

The Budget and Treasury Office must distribute to each Department Asset Manager an asset register/listing of all assets for the respective department on a quarterly basis.

Departments

The departments should:

- Perform cyclical counts on assets within their department during the year.
- Perform the annual asset verification of all assets as at 30 June each year within the last two months of the financial year. The asset verification will be facilitated by the Budget and Treasury Office.
- Ensure that the existence of items recorded on the inventory register is verified from time to time, and at least once in every financial year. Any amendments which are made to the inventory register must be retained for audit purposes.

These counts should be coordinated by Department Asset Manager.

Budget and Treasury Office

The CFO and where necessary his/her duly designated official shall:

- Receive from the relevant officials a detailed “outcome report” on the assets verification exercise.
- Ensure that the asset register of the Council is balanced at least annually.

Budget and Treasury Office will facilitate the annual verification of assets.

Safekeeping of assets

Every HOD shall be directly responsible for the physical safekeeping of any asset controlled or used by the department in question.

In exercising this responsibility, every HOD shall adhere to any written directives issued by the MM to the department in question, or generally to all departments, in regard to the control of or safekeeping of the municipality’s assets.

In addition, any visitors to a department should be accompanied by an employee of the department.

Alienation of assets

Every HOD shall report in writing to the Director: Administration on 31 October and 30 April of each financial year on all assets controlled or used by the department concerned which such HOD wishes to alienate by public auction or public tender. The CFO shall thereafter consolidate the requests received from the various departments, and shall promptly report such consolidated information to the Council or the municipal manager of the municipality, as the case may be, recommending the process of alienation to be adopted.

The Council shall delegate to the municipal manager the authority to approve the alienation of any asset with a carrying value less than R5 000 (five thousand rand).

The Council shall ensure that the alienation of any asset with a carrying value equal to or in excess of R5 000 (five thousand rand) takes place in compliance with Section 14 of the MFMA.

Once the assets are alienated, the CFO shall delete the relevant records from the asset register.

If the proceeds of the alienation are less than the carrying value recorded in the asset register, such difference shall be recognised as a loss in the Statement of Financial Performance of the department or vote concerned. If the proceeds of the alienation, on the other hand, are more than the carrying value of the asset concerned, the difference shall be recognised as a gain in the Statement of Financial Performance of the department or vote concerned.

Transfer of assets to other municipalities, municipal entities (whether or not under the municipality's sole or partial control) or other organs of state shall take place in accordance with the above procedures, except that the process of alienation shall be by private treaty.

Reporting write-offs of assets

All losses should be recorded on a standard Asset Write off Form (refer to **section 0**) which shall be used for reporting purposes.

Loss, theft, destruction, or impairment

Every HOD shall ensure that any incident of loss, theft, destruction, or material impairment of any fixed asset controlled or used by the department in question is promptly reported in writing (refer to **section 0**) to the Director of Administration, and – in cases of suspected theft or malicious damage – also to the South African Police Service. The Director of Administration shall promptly report to the CFO in writing the above events.

Other write-offs

A fixed asset even though fully depreciated shall be written off only on the recommendation of the HOD controlling or using the asset concerned, and with the approval of the MM of the municipality.

Each Department / Directorate must keep an accurate record of all asset losses and report (refer to **section 0**) such losses to the Director of Administration.

The Director of Administration shall report to the CFO on 31 October and 30 April of each financial year on any assets which such HOD wishes to have written off, stating in full the reason for such recommendation. The CFO shall consolidate all such reports, and shall

promptly submit a recommendation to the Council of the municipality on the assets to be written off.

The only reasons for writing off assets, other than the alienation of such assets, shall be the loss, theft, and destruction or material impairment of the fixed asset in question.

In every instance where a not fully depreciated fixed asset is written off, the CFO shall immediately debit to such department or vote, as additional depreciation expenses, the full carrying value of the asset concerned.

Maintenance

General maintenance

Every HOD shall be directly responsible for ensuring that ***all assets (other than infrastructure assets which are dealt with below)*** are properly maintained and in a manner which will ensure that such assets attain their useful operating lives.

Maintenance plans

Every HOD shall ensure that a maintenance plan in respect of every new ***infrastructure asset*** with a value of R100 000 (one hundred thousand rand) or more is promptly prepared and submitted to the Council of the municipality for approval.

The MM may direct that the maintenance plan be submitted to the Council prior to any approval for the acquisition or construction of infrastructure asset concerned.

Annual reports should be submitted by the HOD's (controlling or using infrastructure assets) to the Council by July each year on the progress in complying with the maintenance plan. The effect of any non-compliance on the useful operating life of the asset should also be reported.

Deferred maintenance

If there is material variation between the actual maintenance expenses incurred and the expenses reasonably envisaged in the approved maintenance plan, the CFO shall disclose the extent of and possible implications of such deferred maintenance in an appropriate note to the financial statements.

If no such plans have been formulated or are likely to be implemented, the CFO shall re-determine the useful operating life of the fixed asset in question, if necessary in consultation with the HOD controlling or using the asset, and shall recalculate the annual depreciation expense accordingly.

Where maintenance is deferred and results in a change in the useful operating life of the asset, then the statement on Accounting policies, changes in accounting estimates and errors (GRAP 3) should be applied.

Private use of municipal assets

Each department should ensure that the removal of assets from municipal premises is monitored. The standard Asset Removal Form (refer to **section 0** for the form to complete) should be completed and authorised by the HOD each time any asset is removed from municipal premises.

No municipal asset may be used for personal gain or profit.

Replacement norms

The MM, in consultation with the CFO and other HOD's, shall formulate norms and standards for the replacement of all normal operational assets. Such norms and standards shall be incorporated in a formal policy, which shall be submitted to the Council of the municipality for approval. This policy shall cover the replacement of motor vehicles, furniture and fittings, computer equipment, and any other appropriate operational items. Such policy shall also provide for the replacement of assets which are required for service delivery but which have become uneconomical to maintain

Insurance of assets

All insured assets shall be handled in terms of the Municipality's Insurance Policy as agreed with the Insurance Brokers. The MM or designee should ensure that all assets are insured. The CFO should recommend the basis of insurance to be applied to each type of fixed asset (e.g. carrying value or replacement value).

For all assets acquired, the HOD should notify the Insurance Claims clerk on delivery to provide immediate cover. It is the responsibility of the HOD to ensure that the purchased capital asset has been covered for insurance purposes before it is used by the respective department.

The CFO shall annually insure the municipality's biological assets, in consultation with the head(s) of department concerned, provided the Council of the municipality considers such insurance desirable and affordable.

Fleet Management

The management of Fleet Assets (Council's vehicles, plant and earth moving equipment as defined by the Fleet Management Policy) shall be in terms of the "Fleet Management Policy."

Disposal of firearms

The procedures for the legal disposing of firearms in terms of the Firearms Control Act of 2000 are not included in this policy.

Biological assets

If any biological asset is lost, stolen or destroyed, the matter – if material – shall be reported in writing by the HOD concerned in exactly the same manner as though the asset were an ordinary asset.

Records of the details of biological assets shall be kept in a separate section of the asset register or in a separate accounting record altogether and such details shall reflect the information which the CFO, in consultation with the HOD concerned and the internal auditor, deems necessary for accounting and control purposes.

APPENDICES

ASSET USEFUL LIVES

	Asset Life Yrs.		Asset Life Yrs.
INFRASTRUCTURE ASSETS			
ELECTRICITY		GAS	
Power stations	30	Meters	20
Cooling towers	30	Mains	20
Transformer Kiosks	30	Storage tanks	20
Meters	20	Supply/reticulation	20
Load control equipment	20		
Switchgear equipment	20	SEWERAGE	
Supply/reticulation	20	Sewers	20
Mains	20	Outfall sewers	20
		Purification works	20
		Sewerage pumps	15
		Sludge machines	15
ROADS		PEDESTRIAN MALLS	
Motorways	15	Footways	20
Other roads	10	Kerbing	20
Traffic islands	10	Paving	20
Traffic lights	20		
Street lighting	25	AIRPORTS	
Overhead bridges	30	Aprons	20
Storm water drains	20	Runways	20
Bridges, subways & culverts	30		
Car parks	20		
Bus terminals	20		

		Taxiways	20
COMMUNITY ASSETS		Airports/Radio Beacons	20
BUILDINGS		RECREATIONAL FACILITIES	
Ambulance stations	30	Bowling greens	20
Aquariums	30	Tennis courts	20
Beach developments	30	Swimming pools	20
Care centres	30	Golf courses	20
Cemeteries	30	Jukskei pitches	20
Civic theatres	30	Outdoor sports facilities	20
Clinics/Hospitals	30	Organ & Case	20
Community centres	30	Lakes and dams	20
Fire stations	30	Fountains	20
Game Reserves/Rest Camps	30	Floodlighting	20
Indoor sports	30		
Libraries	30	SECURITY MEASURES	
Museums/Art galleries	30	Fencing	3
Parks	30	Security systems	5
Public conveniences/Bathhouses	30	Access control	5
Recreation centres	30		
Stadiums	30	WATER	
Zoos	30	Meters	15
		Mains	20
		Rights	20
		Supply/reticulation	20
		Reservoirs & tanks	20

	Asset Life Yrs.		Asset Life Yrs.
OTHER ASSETS			
BUILDINGS		EMERGENCY EQUIPMENT	
Abattoirs	30	Fire	15
Asphalt plant	30	Ambulances	5-10
Cable stations	30	Fire hoses	5
Caravan parks	30	Emergency lights	5
Cinemas	30		
Compacting stations	30	MOTOR VEHICLES	
Hostels – Public/Tourist	30	Fire engines	20
Hostels – Workers	30	Buses	15
Housing schemes	30	Motor vehicles	5-7
Kilns	30	Motor cycles	3
Laboratories	30	Trucks/bakkies	5-7
Markets	30		
Nurseries	30	AIRCRAFT	
Office buildings	30		15
Old age homes	30	WATERCRAFT	
Quarries	30		15
Tip sites	30	PLANT & EQUIPMENT	
Training centres	30	Graders	10-15
Transport facilities	30	Tractors	10-15
Workshops/depots	30	Mechanical horses	10-15
		Farm equipment	5

OFFICE EQUIPMENT

Computer hardware	5
Computer software	3-5
Office machines	3-5
Air conditioners	5-7

Lawnmowers	2
Compressors	5
Laboratory equipment	5
Radio equipment	5
Firearms	5
Telecommunication equipment	5

FURNITURE AND FITTINGS

Chairs	7-10
Tables/desks	7-10
Cabinets/cupboards	7-10
Miscellaneous	7-10

General	5
Cable cars	15
Irrigation systems	15
Cremators	15
Lathes	15
Milling equipment	15
Conveyors	15
Feeders	15
Tippers	15
Pulverising mills	15

BINS AND CONTAINERS

Household refuse bins	5
Bulk containers	10

AMATHOLE DISTRICT MUNICIPALITY

ASSET DISPOSAL FORM

DATE REQUESTED:



DEPARTMENT:

ASSET BARCODE:

ASSET DESCRIPTION:

ASSET LOCATION:

CLASSIFICATION OF ASSET:

SUGGESTED METHOD OF DISPOSAL:

CONDITION OF ASSET:

REASON FOR REQUEST FOR DISPOSAL:

REQUESTING OFFICIAL:

NAME AND SURNAME:

SIGNATURE:

HOD RECOMMENDATION:

NAME AND SURNAME:

SIGNATURE:

DISPOSAL COMMITTEE APPROVAL (CHAIRPERSON):

NAME AND SURNAME:

SIGNATURE:

MM APPROVAL:

NAME AND SURNAME:

SIGNATURE:

CHANGE UPDATED ON BAUD BY BUDGET AND TREASURY OFFICE:

SPECIMEN ASSET DISPOSAL FORM

SPECIMEN ASSET TRANSFER FORM

AMATHOLE DISTRICT MUNICIPALITY

ASSET TRANSFER FORM



DATE REQUESTED:

ASSET BARCODE:

ASSET DESCRIPTION:

CLASSIFICATION OF ASSET:

REASON FOR TRANSFER:

CONDITION OF ASSET:

<u>CURRENT LOCATION</u>	<u>NEW LOCATION</u>
(Approval for the transfer of the asset)	(Asset is received and the above details are verified)
DEPARTMENT/LOCATION	DEPARTMENT/LOCATION
NAME OF BUILDING	NAME OF BUILDING
FLOOR NUMBER	FLOOR NUMBER

ROOM NUMBER	ROOM NUMBER
ROOM BARCODE	ROOM BARCODE
USER	USER
TRANSFERRING OFFICIAL	RECEIVING OFFICIAL
TRANSFERRING OFFICIAL SIGNATURE	RECEIVING OFFICIAL SIGNATURE
HOD NAME AND SURNAME	HOD NAME AND SURNAME
HOD SIGNATURE	HOD SIGNATURE
DATE TRANSFERRED	DATE RECEIVED

SPECIMEN ASSET CLEARANCE FORM

AMATHOLE DISTRICT MUNICIPALITY



ASSET CLEARANCE FORM

INVENTORY ITEMS:

MOVEABLE ASSETS:

RESIGNING OFFICIAL:

NAME AND SURNAME:

SIGNATURE:

DATE:

HOD:

NAME AND SURNAME:

SIGNATURE:

DATE:

SPECIMEN ASSET WRITE OFF FORM

**AMATHOLE DISTRICT MUNICIPALITY
ASSET WRITE OFF FORM**



DATE REQUESTED:

DEPARTMENT:

ASSET BARCODE:

ASSET DESCRIPTION:

FLOOR NUMBER/ROOM NUMBER:

ASSET LOCATION:

CLASSIFICATION OF ASSET:

**SUGGESTED METHOD OF
DISPOSAL:**

REASON FOR WRITE OFF:

REQUESTED BY:

NAME AND SURNAME:

POSITION:

SIGNATURE:

AUTHORISED BY:

NAME AND SURNAME:

POSITION:

SIGNATURE:

CHANGE UPDATED ON BAUD BY BUDGET AND TREASURY OFFICE:

SPECIMEN ASSET REMOVAL FORM

AMATHOLE DISTRICT MUNICIPALITY

ASSET REMOVAL FORM



DATE REQUESTED:

DATE REMOVED:

DEPARTMENT:

ASSET BARCODE:

**FLOOR NUMBER/ ROOM
NUMBER:**

ASSET DESCRIPTION:

ASSET LOCATION:

CLASSIFICATION OF ASSET:

REASON FOR REMOVAL:

RETURN DATE:

DATE RETURNED:

REQUESTED BY:

NAME AND SURNAME:

POSITION:

SIGNATURE:

DATE:

AUTHORISED BY:

NAME AND SURNAME:

POSITION:

SIGNATURE:

DATE:

SPECIMEN PERSONAL ASSET DECLARATION FORM

AMATHOLE DISTRICT MUNICIPALITY



PERSONAL ASSET DECLARATION FORM

SERIAL NUMBER:

ASSET DESCRIPTION:

NAME OF USER:

ASSET LOCATION:

ROOM/ FLOOR NUMBER:

REASON FOR BRINGING THE ASSET ONTO THE PREMISES:

ESTIMATED REMOVAL DATE:

OWNER DETAILS:

NAME AND SURNAME:

SIGNATURE:

DATE:

DECLARATION: I,the owner agree not hold Amathole District Municipality liable for any theft or damage incurred relating to the use of the abovementioned asset.

DEPARTMENT ASSET MANAGER

NAME AND SURNAME:

SIGNATURE:

DATE:

DECLARATION: I,the Department Asset Manager, agree that Amathole District Municipality is not the owner of the abovementioned asset.

Policy relating to dealing with Infrastructure Investment and Capital Projects

The district municipality does not have its own policy relating to dealing with infrastructure investment and capital projects. The Municipal Infrastructure Grant is a national grant with clear guidelines and criteria for implementation, which the district municipality follows. This grant being the only source of funding for capital projects.

Indigent Policy

1. DEFINITIONS

“**Child - headed household**” means a household where both parents are deceased and where all occupants of property are children of the deceased and are all under the legal age to contract for service and are considered as minors in law by the state;

“**Household**” is defined as a person, or a group of persons, who occupy a common dwelling (or a registered **owner or tenant with children who reside on the same premises**);

“**Indigent**” means any household which is responsible for the payment of municipal services, earning a combined gross income equivalent to or less than two times the Government social grant as prescribed by the National Department of Social Development or in line with the National Indigence Framework issued by the Department of Cooperative Governance and Traditional Affairs (COGTA) who qualify, according to the policy, for rebates/remissions, support or a services subsidy. Examples hereof include pensioners, the unemployed and child-headed families who are unable to fully meet their payment obligations for municipal services.

“**Indigent Management System**” an electronic management system used by Amathole District Municipality for the management of the register of indigent households.

“**Indigent Officer**” an official duly authorized by the Municipality, or an employee of a service provider appointed by the Municipality, who is responsible to ensure that assessments, screening and site visits are undertaken for all indigent applications and renewals.

“**Municipal area**” shall, mean the area in respect of which the Municipality has executive and legislative authority as determined by the constitution and the national legislation and as demarcated by the **Local Government - Municipal Demarcation Act 27** of 1998

“Municipality” means the municipal council of the Amathole District Municipality.

“**Occupier**” in relation to a property, shall mean a person in actual occupation of the property, whether or not that person has a right to occupy the property.

“**Owner**”

- (a) in relation to a property referred to in paragraph (a) of the definition of “property”, shall mean a person in whose name ownership of the property is registered;
- (b) in relation to a right referred to in paragraph (b) of the definition of “property”, shall mean a person in whose name the right is registered;
- (c) in relation to a land tenure right referred to in paragraph (c) of the definition of “property”, shall mean a person in whose name the right is registered or to whom it was granted in terms of legislation; and
- (d) in relation to public service infrastructure of the definition of “property”, shall mean the organ of state which owns or controls that public service infrastructure as envisaged in the definition of “publicly controlled”, provided that a person mentioned below may for the purposes of the Property Rates Act 2004 be regarded by the Municipality as the owner of a property in the following cases:

- (i) a trustee, in the case of a property in a trust, but excluding state trust land;
- (ii) an executor or administrator, in the case of a property in a deceased estate;
- (iii) a trustee or liquidator, in the case of a property in an insolvent estate or in liquidation;
- (iv) a judicial manager, in the case of a property in the estate of a person under judicial management;
- (v) a curator, in the case of a property in the estate of a person under curatorship;
- (vi) a lessee, in the case of a property that is registered in the name of the Municipality and is leased by it; and
- (vii) a buyer, in the case of a property sold by the Municipality and of which possession was given to the buyer pending registration of ownership in the name of such buyer.

“**Premises**” includes any piece of land, the external surface boundaries of which are delineated on –

[a] a general plan or diagram registered in terms of the Land Survey Act, 1997 [Act No. 8 of 1997] or in terms of the Deeds Registries Act, 1937 [Act No. 47 of 1937];

[b] a general plan registered in terms of the Sectional Titles Act, 1986 [Act No. 95 of 1986], and situated within the jurisdiction of the Municipality;

“**Property**” shall mean:

- (e) immovable property registered in the name of a person, including in the case of a sectional title scheme a sectional title unit registered in the name of a person;
- (f) a right registered against immovable property in the name of the person, but excluding a mortgage bond registered against the property;
- (g) a land tenure right registered in the name of a person or granted to a person in terms of legislation;
- (h) public service infrastructure.

2. INTRODUCTION

As a developmental institution, Amathole District Municipality (ADM) needs to commit to supporting measures that assist and empower its community. It is accepted that large sections of the community cannot exist without intervention and it is therefore the duty of the Municipality to support and to ensure that citizens are able to access their constitutional right to have access to a basic level of services.

The Municipality therefore adopts this indigent policy which embodies an indigent support programme not only providing procedures and guidelines for the subsidization of service charges to indigent households in the Amathole District, but also to increase the quality of life of the beneficiaries by assisting them to exit from their indigence.

3. POLICY PRINCIPLES

The following are the guiding principles in implementing the indigent support policy:

- 3.1 The indigent support policy is in accordance with the Local Government Municipal System Act, 32 of 2000, and other amending or related legislation.
- 3.2 Relief will be provided by the Municipality to registered domestic consumers of services as defined in the municipality's Credit Control and Debt Collection Policy.
- 3.3 The Municipality shall ensure that any relief provided is constitutional, practical, fair, equitable and justifiable to avoid alienating any group of households.
- 3.4 Differentiation shall be made between those households who cannot afford to pay for basic services and those who simply do not want to pay for these services.
- 3.5 Indigent support shall be based on a predetermined period or financial year.
- 3.6 The indigent support policy shall prevail as long as funds are available
- 3.7 The Municipality may review and amend the qualification for indigent support annually which may have a bearing on the continued provision of basic services.
- 3.8 The collective or joint gross income of all the occupants a household will be taken into account.

4. POLICY OBJECTIVES

In support of the above principles the objective of this policy will be to ensure the following:

- 4.1 The provision of basic services to the community in a sustainable manner within the financial and administrative capacity of the Municipality;
- 4.2 The financial sustainability of free basic services through the determination of appropriate tariffs that contribute to such sustainability through cross subsidization;
- 4.3 Establishment of a framework for the identification and management of indigent households including a socio-economic analysis where necessary and an exit strategy;
- 4.4 The provision of procedures and guidelines for the subsidization of basic charges and the provision of free basic services to indigent households; and
- 4.5 Co-operative governance with other spheres of government.

5. THE LEGISLATIVE FRAMEWORK

This policy is designed and implemented within the framework of the following legislation:

- The Constitution of the RSA, 1996;
- The Municipal Systems Act, 2000 (Act 32 of 2000);
- The Municipal Finance Management Act, 2003 (Act 56 of 2003);
- The Promotion of Administrative Justice Act, 2000 (Act 3 of 2000);
- The Promotion of Access to Information Act, 2000 (Act 2 of 2000);

6. QUALIFICATION CRITERIA

The qualification criteria for indigent support and the municipal services for which this support is applicable shall be determined by the Municipality from time to time, provided that until the Municipality determines otherwise, the following criteria shall apply:

- 6.1 The applicant must reside within the Amathole District.
- 6.2 The applicant must be in possession of a valid South African identity document.
- 6.3 The combined or joint gross income of all occupants or dependants in a single household which receives services from the Municipality does not exceed two times the government social grant;
- 6.4 The applicant must be the property owner or occupier who receives municipal services and is registered as an account holder on the Municipality's financial system;
- 6.5 Any occupant or resident of the single household referred to above does not own any property in addition to the property in respect of which indigent support is provided.
- 6.6 Such property may not be used for business purposes;
- 6.7 The account of a deceased estate may be subsidised if the surviving spouse or dependants of the deceased, who occupy the property, also apply and qualify for indigent support.
- 6.6 A person applying for indigent support must complete a formal Municipal indigent application form approved by the Municipality.
- 6.7 The grant will take effect from the date of approval of the application.
- 6.8 Proof of unemployment, All Pay pension card or salary advices must be submitted with the application.

- 6.9 The grant period is dependent on the funds available from Government.
- 6.10 The grant is given only if the tenant of municipal property or owner is staying on the premises.
- 6.11 The Equitable Share is only payable in respect of a current account.
- 6.12 The subsidy grant is as annually determined by the Municipality which will be credited towards the current account during the monthly billing run.
- 6.13 Individuals who make themselves guilty of any malpractices will forfeit the payment of the grant. The Municipal Manager shall report such cases to the South African Police Services.
- 6.14 Special care will also be exercised to assist indigent child-headed households.
- 6.15 Indigent subsidies may not be converted to cash, set-off against any other account nor may it be refunded to any consumer.
- 6.16 Water management devices may be installed in the properties of qualifying indigent consumers so as to reduce consumption to affordable levels. This will ensure that consumers do not accumulated services debt that they will not afford to pay.

7. ASSISTANCE PROCEDURES

7.1 Communication

The Municipality shall utilize its communication strategy for purposes of informing and educating communities so that a clear understanding of this policy and its implementation are appreciated. Regular information shall be disseminated through ward committees, community based organizations, direct contact with consumers, and by means of awareness campaigns to eliminate unrealistic expectations both in terms of qualifying for subsidy as well as service delivery to be provided.

7.2 Application / Registration

7.2.1 A person applying for indigent support must complete a formal ADM indigent application form approved by the Municipality. Such forms will be available at approved registration points provided by the Municipality.

7.2.2 Applications must be accompanied by the following:

7.2.2.1 A copy of the applicant's identity document;

7.2.2.2 The latest municipal account;

7.2.2.3 Documentary proof of income or an affidavit declaring the applicant's state of unemployment and / or proof of registration as unemployed;

7.2.2.4 The household collective income must be correctly reflected on the application form requesting indigent support

7.2.2.4 Three months' bank statements (where applicable);

7.2.2.5 Particulars of any other grants received by the account holder;

7.2.2.6 Proof of ownership of business or other properties;

7.2.3 The applicant must consent to the installation of any form of pre-paid meters as a system to limit the consumption of services and to abate the accumulation of debt;

7.2.4 As part of the application, the applicant must be willing to give consent for external scans / background checks which include Registrar of Deeds searches and Credit Bureau checks;

7.2.5 Applicants will be requested to sign and submit a sworn affidavit, to the effect that all information supplied to the Municipality is true and correct.

7.2.6 If the application is approved, the assistance and support given will be valid for a period of 12 months without guarantee of renewal. If a person is found to be indigent, he/she shall be registered on a database linked to the Municipality's debtors system.

7.2.7 The onus is on the applicant/recipient to inform the Municipality of any change in his/her status or personal household circumstances.

7.2.8 The onus remains on the applicant / recipient to re-apply for assistance each year, failing which will render the assistance invalid.

7.2.9 The indigent support will also be rendered invalid in instances where the accountholder has either provided incorrect / misleading information, or failed to inform the Municipality of any change in his / her economic status.

7.3 Assessment & Screening of Applicants.

After the application/registration process all information must be verified by the Indigent Officer or a person approved by the Municipality as follows:

7.3.1 Indigent Management System Check.

The information on the Municipality's Indigent Management System must be checked to determine whether an applicant is already registered within the system as well as to determine dates when these existing applicants should be reviewed.

7.3.2 Data Capture

The indigent registration data must then be captured in an Indigent Management System as per the application form.

7.3.3 Verification – Site Visit

The Indigent Management System must assign an application to a duly appointed official to perform an on-site verification if necessary.

The Indigent Officer must then verify and assess the registration application, and may make recommendations for the acceptance of the application, or for further investigation which may include an external scan.

7.3.4 Verification – External Scans

An external scan of applicants recommended as suitable candidates for indigent support, may be conducted with UIF, SARS, Department of Welfare, or Credit Bureau after the site visitation has been captured.

The information gathered through verification in terms of 7.3.3 and 7.3.4 must be entered into the Indigent Management System within 72 (seventy two) hours after receipt thereof for finalization of the application.

7.4 Recommendation

Once the verification has been completed the Indigent Management System must generate a recommendation based on the information captured in the database. Those applications that qualify for indigent support in accordance with the system are then to be referred to the Indigent Committee for final approval.

7.5 Indigent Committee

7.5.1 An Indigent Committee comprising of designated officials and councillors, must be established for the purpose of consideration and finalization of applications received.

7.5.2 The Indigent Committee should meet at least once per month.

7.5.3 The Indigent Committee must consider each recommended application; assess it in terms of the application and any other knowledge or information which members may have in respect of the applicant.

7.5.4 The Indigent Committee should monitor, in conjunction with ward councillors, ward committees and other persons or organizations it may appoint, the implementation of the indigent support programme, subject to the policy directions of the Municipality and in consultation with the municipal manager;

7.6 Right of appeal

An applicant who feels aggrieved by a decision taken in respect of his or her application may lodge an appeal with the Municipal Manager of the Municipality within 10 (ten) days from the date on which the decision was communicated to the applicant.

8. EXTENT OF INDIGENT ASSISTANCE AND SUPPORT

The extent of the monthly indigent support granted to indigent households will be based on budgetary allocations for a particular financial year and the tariffs determined for each financial year. Within the above framework, the following assistance and support will be granted:

8.1 Water

Each registered indigent household shall receive water fully subsidized to a maximum of 6 kilolitres (kl) per month. The accountholder will be liable for all payments relating to monthly water consumption in excess of 6kl; and the Municipality shall be entitled to restrict water supply to the property where payment obligations are not met.

8.2 Sanitation

Each registered indigent household shall be subsidized for sanitation as provided for in the annual budget as well as the municipal tariff structure adopted by Council.

8.3 Short-term assistance

An indigent person in incidental distress may be assisted for a shorter period not exceeding six months. Incidental distress will mean a person that is:

- Temporarily unemployed.
- Persons who are hospitalized.

Such persons qualify for assistance if they are not in receipt of any assistance from any other source. Indigent people falling within this category will be re-assessed on a three monthly basis to ensure that they still qualify for indigent support.

9. INDIGENT HOUSEHOLDS IN BODY CORPORATES AND RETIREMENT CENTRES

Indigent consumers living in body corporates or retirement centres shall be eligible to qualify for assistance and support in terms of this policy, subject to the following rules and procedures:

9.1 The onus will be on the Board of Trustees/Managing Agent/Chairperson of a Body Corporate (hereinafter referred to as the representative of the Body Corporate or Retirement Centre) to apply to the Municipality, for indigent status to be granted in respect water consumption on behalf of the owners of those units, who meet the criteria and conditions for qualification.

9.2 The onus will be on the unit owner to apply to the Municipality for indigent status to be granted in respect to services charges.

9.3 The representative of the Body Corporate or Retirement Centre, will submit applications to the Chief Financial Officer which applications must be accompanied by a certified copy of the Sectional Title Plan of the Body Corporate or Retirement Centre, which indicates the participation quota for each unit, as registered in the Deeds Office.

9.4 The Programme Officer / Indigent Officer must verify all applications and after consideration by the Indigent Committee he or she must notify:

9.4.1 The representative of the Body Corporate or Retirement Centre whether an application was successful or not, with regard to the water consumption and other service charges;

9.5 The Chief Financial Officer will credit the monthly municipal water account of a Body Corporate or Retirement Centre with water and sewerage charges, the amount of which will be calculated by dividing the total number of kilolitres of water consumed by the Body Corporate by the number of units in the complex, but up to a maximum of 200 litres of water per day for each unit that qualifies for assistance.

9.6 The representative of the Body corporate or Retirement Centre in respect of which monthly water credits are allowed under indigent support, must ensure that such credits are off-set against the monthly levies of the relevant individual units; such representative also being required, once every six months, or at such intervals as may be determined by the Municipality, to provide proof to the Chief Financial Officer: that the monthly levies of poor households which qualify for assistance, have been adjusted by the amounts credited to the account of the Body Corporate or Retirement Centre.

10. PROCESS MANAGEMENT

10.1 Validity period

Validity period of assistance will be for a maximum period of 12 month. Households must re-apply at the end of a 12 months period.

10.2 Death of Registered Applicant

In the event that the approved applicant passes away the heir/s of the property must re-apply for indigent support, provided that the stipulated criteria are met.

10.3 Publication of Register of Indigent Households

Names of indigent beneficiaries must be open for public perusal and comment. Written objections from the public must be referred to the Programme Officer / Indigent Officer who will be responsible for investigating the validity of the complaint and referral to the Indigent Committee for appropriate action.

10.4 Excess Usage of Allocation

If the level of consumption of the indigent household exceeds the consumption level approved by the Municipality, the household will be obliged to pay for the excess consumption on a monthly basis. Such accounts will be subject to the Municipality's credit control and debt collection measures.

10.5 Termination of Indigent Support

Indigent Support will be terminated under the following circumstances:

10.5.1 Death of account-holder.

10.5.2 End of the 12 months cycle, except in the case of pensioners and child-headed households.

10.5.3 Upon sale of the property.

10.5.4 When circumstances in the indigent household have improved in terms of a gross income exceeding two times the government **social** grant.

10.5.5 If the applicant is found to have lied about his/her personal circumstances or has furnished false information regarding indigent status, in which case the following will apply:

10.5.5.1 All arrears will become payable immediately;

10.5.5.2 Stringent credit control measures will apply; and

10.5.5.3 The applicant will not be eligible to apply for indigent support for a period of 2 years.

{ note – this lengthy period is punitive and may contravene S.4(3)(a) and (3)(c) of the Water Services Act 108 of 1997.}

10.6 Audit and review

The Municipality will conduct an audit of the indigent register on a quarterly basis with regard to the information furnished by applicants and possible changes in status, the usage of allocations and debt collection measures applied.

10.7 Exit Programme

Members of households registered as indigent should be prepared to participate in exit programmes coordinated by the Municipality in collaboration with other government departments and the private sector.

As part of its broader poverty reduction programme the Municipality undertakes to provide for the participation and accommodation of indigent persons in its local economic development (LED) initiatives and in the implementation of integrated development programmes where possible.

11. MONITORING AND REPORTING

11.1 The Chief Financial Officer shall report monthly to the Municipal Manager in a suitable format to enable the Municipal Manager to report to Council and other interested parties. Such report shall reflect on:

11.1.1 Number of indigent households applied registered;

11.1.2 Amount of subsidy allocated per service category;

11.1.3 Amount of debt accumulating and debt recovery information (number of customers; default arrangements; growth or diminishing of arrear debtors; ideally divided into local municipal areas, domestic, state, institutional and other such divisions);

11.1.4 Performance of all areas against targets set in the Municipality's performance management system.

11.1.5 Changes in the registered status of indigents.

12. DEBT MANAGEMENT ACTIONS

12.1 Subject to provisions of the Municipality's Credit Control and Debt Collection Policy, no disconnections, or legal action will be instituted against any debtor, who has registered for and been accepted as an indigent for a period of twelve months, or while they still qualify as indigent, and meet all the indigent qualification criteria during this twelve month period.

12.2 However, where indigent consumers fail to utilize water in an economical manner, levels of service may be reduced to avoid situations where indigent consumers accumulate high amounts of debt for municipal services that may be deemed irrecoverable.

13. REVIEW OF THE POLICY

The Amathole District Municipality Indigent Policy shall be reviewed at least once a year.

Budget Implementation and Management Policy

The district municipality does not have a budget implementation and Management Policy. It currently uses the national treasury guidelines.

Tariff Policy

1. PREAMBLE

- 1.1** In line with requirements of Section 74 (1) of the Municipal Systems Act, 32 of 2000, the municipal council of Amathole District Municipality (ADM), must adopt and implement a tariff policy on the levying of fees for municipal services provided by the Municipality itself or by way of service delivery agreements and which complies with the provisions of the Systems Act, the Municipal Finance Management Act and any other applicable legislation.
- 1.2** The Municipality's tariff policy will undergo revision annually and be tabled with the multi – year Annual Tabled Budget to the Council for consideration and approval for public scrutiny and comments.
- 1.3** Comments received by the Municipality on the contents and stipulations of the Policy will be considered by the Council for possible amendment to the draft policy for a final draft to be approved by the Council annually before 31 May.
- 1.4** The adopted Tariff Policy applies to the multi – year Annual Budget of a related year during which the income is based on the principles contained in the Tariff Policy.
- 1.5** Should the principles contained in the Tariff Policy be changed by Council Resolution, an Adjustment Budget will have to be prepared by the Municipality to reflect the resulting effect.

2. OBJECTIVES

- 2.1** To provide a framework in which the Accounting Officer can institute and maintain a tariff policy, which is transparent, cost – effective for the Municipality and is easily understood by all.
- 2.2** This policy outlines the principles to be employed by Amathole District Municipality in the levying of fees for services provided by the Municipality.
- 2.3** These principles have been informed by the vision and mission of Amathole District Municipality, as well as, the Municipal Systems Act (32 of 2000).

2.4 This Policy document is intended to guide the annual setting of tariffs

This Policy document does not make specific tariff proposals. The nature and basis for the differentiation of tariffs is set out in the Schedule of Tariffs.

2.5 Any differentiation must be consistent with the framework set out under the differentiation between different categories of users, debtors, service providers, services, service standards, geographical areas and other matters for tariff purposes as long as the differentiation does not amount to unfair discrimination and must be defined in the Municipal Service By laws.

3. DEFINITIONS

3.1 “Consumer” means;

- a) Any person who occupies property to whom, and in respect of premises thereon, the Council –
 - i) has agreed to provide water services;
 - ii) is actually providing water services;
 - iii) has entered into an agreement with the Council for the provision of services to or on any property;
- b) the owner of any property to which the Council is providing water services;
- c) where water services are provided through a single connection to a number of accommodation units or consumers or occupiers, means the person to whom council agreed to provide such water services; and
- d) any end user who receives water services from the Council or other water services institution.

3.2 “Indigent” means any household which is responsible for the payment of municipal services, earning a combined gross income equivalent to or less than two times the Government social grant as prescribed by the National Department of Social Development or in line with the National Indigence Framework issued by the Department of Co-Operative Governance and Traditional Affairs (COGTA), who qualify, according to the policy, for rebates/remissions, support or a services subsidy. Examples hereof include pensioners, the unemployed and child-headed families who are unable to fully meet their payment obligations for municipal services.

3.3 “Industrial Water” means the use of water for mining, manufacturing, generating electricity, land based transport, construction or any related purpose

3.4 “Municipal area” means the area in respect of which the Municipality has executive and legislative authority as determined by the constitution and the national legislation and as demarcated by the Local Government Municipal Demarcation Act 27 of 1998.

3.5 “Municipal council” means a municipal council as referred to in Section 157 of the Constitution and for this Policy includes a municipal local council and a municipal district council, as the case may be.

3.6 “Municipality” means the municipal council of the Amathole District Municipality.

3.7 “Municipal tariff or tariffs” shall mean a tariff for services which the Municipality may set for the provision of a service to the local community, and may include a surcharge on such service. Tariffs for major services shall mean tariffs set for the supply and consumption or usage of water and sanitation, and minor tariffs shall mean all other tariffs, charges, fees, rentals or fines levied or imposed by the Municipality in respect of other services supplied including services incidental to the provision of the major services.

3.8 “Person” means any natural person, an unincorporated or incorporated body, and includes a voluntary association or trust, and an organ of state as defined in section 239 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)

3.9 “Poor households” means households in the municipal area that cannot afford to pay either the entire tariff charge for the municipal services, or part of it.

3.6 “Property” shall mean:

- (i) immovable property registered in the name of a person, including in the case of a sectional title scheme a sectional title unit registered in the name of a person;
- (j) a right registered against immovable property in the name of the person, but excluding a mortgage bond registered against the property;
- (k) a land tenure right registered in the name of a person or granted to a person in terms of legislation;
- (l) public service infrastructure.

and for purposes of services availability charges, “property” shall be deemed to include any piece of land, the external surface boundaries of which are delineated on –

- (i) a general plan or diagram registered in terms of the Land Survey Act, 8 of 1997, or in terms of the Deeds Registries Act, 1937 (Act No. 47 of 1937);
- (ii) a sectional plan registered in terms of the Sectional Titles Act, 1986 (Act No. 95 of 1986); or
- (iii) a register held by a traditional authority or in accordance with a sworn affidavit made by a traditional authority;

3.7 “ Register”

a) means to record in a register in terms of-

- (i) the Deeds Registries Act, 1937 (Act 47 of 1937); or
- (ii) the Mining Titles Registration Act, (Act 16 of 1967); and

b) includes any other formal act in terms of any other legislation to record–

- (i) a right to use land for or in connection with mining title purposes; or
- (ii) a land tenure right

3.8 “Tariff policy” shall mean a policy on the levying of fees for major and minor services rendered by the Municipality. itself or by way of service delivery agreements, and which complies with the provisions of the Systems Act, the Municipal Finance Management Act and any other applicable legislation.

4. GENERAL PRINCIPLES

4.1 EQUITABILITY

The Municipality will ensure that all users of municipal services are treated equitable in the application of tariffs.

4.2 PAYMENT BY INDIVIDUALS

The amount individual users pay for services should generally be in proportion to their use of that service.

4.3 POOR HOUSEHOLDS

Poor households in the municipal area must have access to at least basic services through:-

- (a) tariffs that cover only maintenance and operating costs.
- (b) special tariffs or life line tariffs for low level of use or consumption of services or for basic levels of services, or
- (c) any other direct or indirect method of subsidization of tariffs for poor households.
- (d) the extent of subsidisation of tariffs for poor households and other categories of users should be fully disclosed.

4.4 REASONABLE COSTS

Tariffs must reflect the cost reasonably associated with rendering the service including capital, operating, maintenance, administration and replacement costs, as well as, interest charges.

4.5 FINANCIAL SUSTAINABILITY

Tariffs must be set at levels that facilitate the financial sustainability of the service, taking into account subsidization from sources other than the service concerned.

4.6 SURCHARGE ON TARIFFS

Provision may be made in appropriate circumstances for a surcharge on the tariff for a service.

4.7 LOCAL ECONOMIC DEVELOPMENT

Provision may be made for the promotion of local economic development through special tariffs for categories of commercial and industrial users.

4.8 EFFICIENCY AND ENVIRONMENTAL OBJECTIVES

The economical, efficient and effective use of resources, the recycling of waste, and other appropriate environmental objectives must be encouraged.

4.9 DROUGHT PROVISIONS

As part of its efforts to address water shortages during periods of drought, the Municipality will implement special tariffs aimed at reducing water consumption levels, especially for consumers who use excessive amounts of water. During drought periods, an additional 25% will therefore

be charged for all consumption levels in excess of 6 kilolitres per month to all consumers in the affected areas.

5. CATEGORISATION

Tariffs may differentiate between different categories of users, debtors, service providers, services, service standards, geographical areas and other matters as long as the differentiation does not amount to unfair discrimination.

The tariff structure of Amathole District Municipality may make provision for the following categories of users, debtors and consumers, properties and geographical areas without limitation thereto:

(a) categories of debtors and consumers-

- i. natural persons and juristic persons;
- ii. business and commercial;
- iii. municipality;
- iv. government;
- v. government institution or entity;
- vi. non profit organizations;
- vii. association or trust;
- viii. community based organizations;

b. categories of users-

- i. Domestic;
- ii. Business and commercial
- iii. industrial;
- iv. institutions such as (Churches, schools, clinics, old age homes, orphanage, sport clubs, museums and other similar);
- v. agriculture;
- vi. rural and peri urban;

- vii. municipal services;
 - viii. government services;
 - ix. public infrastructure;
 - x. special agreements;
 - xi. geographical areas;
 - xii. undeveloped land;

 - xiii. mixed use;
 - xiv. public infrastructure;
 - xv. informal settlements;

 - xvi. Developers
- c. Categories of geographical areas – differentiation based on geographic area may be used if the service provided is at least the basic service and one of the following criteria is met-
- i. the topography must have an impact on the cost of delivering the service;
 - ii. significant capital cost are needed to develop services infrastructure in the area;
 - iii. the Integrated Development Plan of the municipality identifies the area as having strategic development importance;
- d. categories of properties as defined in the Local Government Municipal Property Rates Act 6, (Act 6 of 2004).

6. BY-LAWS TO GIVE EFFECT TO POLICY

In line with Section 75 (1) of the Municipal Systems Act, the Municipality must adopt by-laws to give effect to the implementation and enforcement of the ADM tariff policy.

These by-laws may differentiate between different categories of users, debtors, service providers, services, service standards and geographical areas as long as such differentiation does not amount to unfair discrimination.

In accordance with sections 21(1)(d) and (3)(b)(iii) of the Water Services Act, 108 of 1997, the by-laws shall provide that the determination and structure of tariffs for water services, including water for industrial use and treatment of industrial effluent, shall be set out in tariff resolutions

approved in terms of Section 24(2)(c)(ii) of the Local Government: Municipal Finance Management Act, 56 of 2003.

7. WATER TARIFFS

Because water is a scarce national resource, and the Municipality is committed to the prudent conservation of such resources, the tariff levied for domestic consumption of water shall escalate according to the volume of water consumed. The tariff for domestic consumption shall be based on monthly consumption of zero to 6 kl (for non-indigents), 7kl but not more than 15 kl, 16kl but not more than 25 kl, 26kl but not more than 40 kl, and more than 40kl. Tariffs for non-domestic consumption shall be based on a single charge per kl consumed, irrespective of the volume of consumption concerned.

Tariffs for pre-paid meters shall be the same as the ordinary consumption tariffs levied on the category of consumer concerned, but no availability charge shall be levied on properties where pre-paid meters have been installed. This distinction is made in recognition of the financial advantages which pre-paid metering entail for the services in question.

The categories of water consumers as set out below shall be charged at the applicable tariffs, as approved by the council in each annual budget.

Tariff adjustments shall be effective from 1 July each year.

Subject to such further differentiation as may be made in the tariffs, the general structure of the categories of consumption and charges shall be:

- * All domestic water consumers registered as indigents with the Municipality shall receive free the first 6 (six) kl of water consumed per month. Thereafter a stepped tariff per kl as determined by the council from time to time shall be applicable on metered water consumption, as set out in this policy. This stepped tariff means the tariff payable increases as the monthly volumes of water consumed increase.
- * All other domestic consumers shall be charged for actual water consumption at a stepped tariff per kl as determined by the council from time to time.
- * A basic (availability) charge per month shall be charged for undeveloped erven, where municipal services exist, irrespective of their permitted or intended use.

Consumers will however be responsible for ensuring that local municipality valuation rolls are correctly updated where erven have been consolidated or subdivided and developed as the Municipality will levy the availability charges for erven reflected as vacant on the local municipality valuation rolls.

- * The tariff applicable to domestic consumption of water shall not exceed 75% per kl of the tariff applicable to other consumers.

- * A basic (availability) charge, per developed erf as determined by the council from time to time, shall be charged on all water consumers, except registered indigents, communal standpipe consumers and consumers using prepaid meters.
- A flat rate, per developed erf for non metered consumers is charged at 6kl of deemed consumption, based on the lowest domestic water tariff.
- Undetected Underground Water Leaks – Tariff Rebate;

Rebates shall only be granted in the case of undetected leaks which are underground and not visible to the eye on the property or premises

A rebated tariff which is equal to the second step in the block tariff may be considered by the municipality subject to the following conditions:

The increased water consumption emanating from the leak will be determined .by establishing the difference between the average consumption of the consumer over the same period in the previous year, or if this is not possible, the estimated consumption of a similar consumer in the same geographical area.

The total period over which the rebated water tariff will extend is limited to 3 billing months or 3 billing periods based on actual water consumption..

All water tariff rebate claims will be subject to the claimant producing a registered plumber certificate indicating the date , location, nature and the steps taken to repair the leak..

The municipality reserves the right to inspect the water reticulation and plumbing system before and after the leak is repaired.

The Director Engineering Services of the municipality has delegated authority to approve any such claim at the discretion of the municipality.

A property or premises shall be limited to the approval of two claims in each twelve month period not exceeding 2 years.

The Municipality may also make exceptions to the provisions of the repair of water leaks on the properties or premises of indigent households as well as registered community based organization, or any other low income consumer categories so to as to reduce the level of water losses emanating from such properties. The rendering of this support shall be at the discretion of the Municipality and will be dependent on budget availability.

The Municipality may make certain discretionary exceptions to waive the total cost of the higher consumption emanating from the leak for Indigent households and community based organisations or any other low income consumer categories.

8. SANITATION TARIFFS

The categories of sanitation users as set out below shall be charged per month at the applicable tariff as approved by the council in each annual budget.

Tariff adjustments will be effective from 1 July each year.

Subject to such further differentiation as may be made in the tariffs, the general structure of the categories of usage and charges shall be:

- * A basic (availability) charge per month shall be charged for undeveloped erven, where municipal services exist, irrespective of their permitted or intended use. Consumers will however be responsible for ensuring that local municipality valuation rolls are correctly updated where erven have been consolidated or subdivided and developed as the Municipality will levy the availability charges for erven reflected as vacant on the local municipality valuation rolls.
- * A fixed monthly charge based on the costs of the service shall be charged for domestic users. Registered indigents may receive such relief on this charge as the council deems affordable when approving each annual budget, but on the understanding that such relief shall be the monthly amount billed for this service.
- * A fixed monthly charge based on the costs of the service per sewer point/toilet shall be charged to all other categories of users as differentiated in the Schedule of Tariffs
- * An effluent fee may further be payable by factories and other industrial users where the wastewater emanating from such users requires special purification measures by the Municipality. Such fees shall be based on the toxic content of the wastewater concerned and the costs of the purification
- * For conservancy tank sanitation services the waste collection charges will be as set out in the municipal tariffs and shall cover collection costs per load.

"Charges in the removal or collection of conservancy tank contents shall be set out in the municipal tariffs, and shall be based on –
 - a. the volume removed or collected, taking into consideration the cost of waste water treatment required;
 - b. the distance travelled to effect such removal, calculated from the offices of the Municipality".]

9. MINOR TARIFFS

All minor tariffs shall be approved by the council in each annual budget, and shall, when deemed appropriate by the Municipality, be subsidised by the Levy Replacement Grant and general revenues, particularly when the tariffs will prove uneconomical when charged to cover the cost of the service concerned, or when the cost cannot accurately be determined, or when the tariff is designed purely to regulate rather than finance the use of the particular service or amenity.

All minor tariffs over which the Municipality has full control, and which are not directly related to the cost of a particular service, shall annually be adjusted at least in line with increases in the prevailing consumer price index, unless there are compelling reasons why such adjustment should not be effected.

The following services shall be considered as subsidised services, and the tariffs levied shall cover 50% or as near as possible to 50% of the annual operating expenses budgeted for the service concerned:

- fire levy and availability fees

The following services shall be considered as economic services, and the tariffs levied shall cover 100% or as near as possible to 100% of the budgeted annual operating expenses of the service concerned:

- rentals for the use of municipal halls and other premises (subject to the proviso set out below)
- building plan fee
- water, sanitation, new connection fees
- water meter installation fee for non metered consumers
- photo copies and fees
- clearance certificates
- solid waste tariffs

The following charges and tariffs shall be considered as regulatory or punitive, and shall be determined as appropriate in each annual budget:

- water: restrictions (in respect of arrear accounts), disconnection and reconnection fees
- penalty and other charges imposed in terms of the approved policy on credit control and debt collection
- penalty charges for the submission of dishonoured stale, post-dated or otherwise unacceptable cheques.
- penalty on non-compliance of environmental health inspections.
- administration fee of 2,5% on all card payments in excess of R5 000
- water meter installation fees for non metered consumers

The offences and fines shall be considered as violation of the municipal by laws, and shall be determined in each annual budget.

Market-related rentals shall be levied for the lease of municipal properties.

In the case of rentals for the use of municipal halls and premises, if the Municipal Manager is satisfied that the halls or premises are required for non-profit making purposes and for the provision of a service to the community, the municipal manager may waive 50% of the applicable rental.

The Municipal Manager shall determine whether an indemnity or guarantee must in each instance be lodged for the rental of municipal halls and premises and in so determining shall be guided by the likelihood of the Municipality's sustaining damages as a result of the use of the facilities concerned.

ANNEXURE: LEGAL REQUIREMENTS

SECTION I: WATER SERVICES ACT NO. 108 OF 1997

SECTION 10: NORMS AND STANDARDS FOR TARIFFS

A municipality, in its capacity as a water services institution, must apply a tariff for water services which is not substantially different from any norms and standards which the Minister of Water Affairs and Forestry, with the concurrence of the Minister of Finance, has prescribed in terms of the present Act.

SECTION 21: BY-LAW

A municipality, in its capacity as water services authority, must make by-laws which contain conditions for the provision of water services, and which provide for at least the following (inter-alia):

- the standard of the services;
- the technical conditions of supply, including quality standards, units or standards of measurement, the verification of meters, acceptable limits of error and procedures for the arbitration of disputes relating to the measurement of water services provided;
- the determination and structure of tariffs in accordance with Section 10 of the present Act.

If the Municipality, in its capacity as water services authority, has imposed conditions under which water services are provided, such conditions must be accessible to consumers and potential consumers. If the Municipality, in its capacity as water services authority, provides water for industrial use, or controls a system through which industrial effluent is disposed of, it must make by-laws providing for at least the following:

- the standards of the service;
- the technical conditions of provision and disposal;
- the determination and structure of tariffs.

2.15 Municipal manager’s quality certificate

I, Vuyo Mlokoti, Municipal Manager of Amathole District 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.

Print Name _____

Municipal manager of Amathole District Municipality (DC12)

Signature _____

Date _____