



**Medium-Term Budget**  
**2013/14 - 2015/16**



**Cacadu**  
DISTRICT MUNICIPALITY  
*Province of the Eastern Cape*  
*progress through development*

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**PART 1**

**ANNUAL BUDGET**



# **CHAPTER 1**



## **Mayor's Report**

**BUDGET SPEECH DELIVERED BY THE EXECUTIVE MAYOR OF THE  
CACADU DISTRICT MUNICIPALITY, COUNCILLOR KHUNJUZA  
KEKANA, ON THE PRESENTATION OF THE IDP AND BUDGET FOR  
THE FINANCIAL YEAR 2013/2014 AT A COUNCIL MEETING HELD ON  
29 MAY 2013**

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**Speaker of Council**

**Mayors of local municipalities**

**Members of the Mayoral Committee**

**Honourable Councillors**

**Leaders of all Political Parties**

**Management and staff members**

**Members of the Community**

**Distinguished Guests**

**The Media**

**Ladies and Gentlemen**

## Introduction

Mr Speaker, this budget of Council is aligned to the Cacadu District Municipality's Integrated Development Plan (IDP) with its vision statement:

**"An *innovative and dynamic municipality striving to improve the quality of life for all our communities*** "mission statement and corporate values which are displayed at the end of the speech. The budget reflects the collective determination of the municipality to address with energy the challenges of creating jobs, reducing poverty, building infrastructure and creating an enabling environment for economic growth.

Mr Speaker the budget is an instrument through which we manage and use public funds to improve the quality of life of the people we serve.

The municipality has a very good corporate governance record and has now received six (6) unqualified audit reports in succession. This achievement is due to the teamwork that exists between management, political office bearers and effective corporate governance structures. I am confident that the municipality will achieve a clean audit outcome this year emphasizing that **Cacadu District Municipality is an institution of excellence.**

Mr Speaker, I take pleasure in presenting the budget speech and the Medium Term Revenue and Expenditure Framework for the 2013/14 to 2015/16 financial year.

## Global Economy

There are signs of improvement in the world economy, though the outlook remains troubled. Growth is still muted in the United States and Japan, and much of Europe is in recession. Policy interventions by the major central banks were needed during 2012 to avert new economic and fiscal crises. Yet many advanced economies contracted during the fourth quarter of 2012 and global prospects are expected to improve only marginally, from growth of 3.2 percent in 2012 to 3.5 percent in 2013. Emerging markets, particularly China and India, continue to lead global growth, although at lower rates than before.

High levels of debt are inhibiting progress in many countries. Yet measures to reduce indebtedness have the effect of holding back growth. Unemployment remains high in many countries, yet technological progress continues to reduce demand for labour in many industries. Around the world, inequality is fuelling discontent.

So there are parallels between the global economic discourse and our own challenges. In seeking a pragmatic balance between recovery and consolidation between economic power and social solidarity, between infrastructure investment and human development, between encouraging enterprise and regulating markets – we are grappling with issues that confront many other nations.

### **South Africa's economic outlook**

South Africa's economy has continued to grow, but at a slower rate than projected at the time of the 2012 Budget. GDP growth reached 2.5 percent in 2012 and is expected to grow at 2.7 percent in 2013, rising to 3.8 percent in 2015. Inflation has remained moderate, with consumer prices rising by 5.7 percent in 2012 and is projected to increase by an average of 5.5 percent a year over the period ahead.

However, our trade performance is holding us back. Exports grew by just 1.1 percent in real terms, while imports decreased by 7.2 percent. The deficit on the current account of the balance of payments was 6.1 percent of GDP. This means, in simple terms, that expenditure in the South African economy exceeded the value of production and income by about R190 billion last year. This is partly a consequence of the disruption of mining sector activity and the structural reduction in mineral exports due to lower demand.

Some of the foundations of faster growth are in place. Strong capital investment by the public sector, the addition of electricity-generating capacity, relatively stable inflation and low interest rates will support improved growth rates over the medium term.



But this is not enough. Much more is needed. In particular, a significant increase in private sector investment and competitiveness is needed in the wider economy: agriculture, manufacturing, tourism, communications – every sector has to play its part in expanding trade, investment and job creation.

### **The National Development Plan: a new trajectory**

The NDP, supported by the New Growth Path and other programmes, invites us to look beyond the constraints of the present to the transformation imperatives of the next twenty and thirty years.

These imperatives are already apparent in the realities of the social and economic restructuring that is under way.

- The first reality is our demographic transition – a million of young people leave school every year, and we need a package of reforms that will improve education, training and work opportunities for young people.
- The second is that we are a rapidly urbanising society. This means we need to meet urgent demand for housing, municipal services, schools, clinics, public transport and commercial development, but it also means we have an opportunity to build urban landscape, with effective partnerships between municipalities, local businesses and civic associations.
- A third imperative is economic competitiveness. We need to invest in infrastructure, raise productivity and diversify our economy, to create jobs and raise living standards.
- Improving the quality of education and training is an essential foundation of a more productive and inclusive growth path.
- Stronger links with Africa and other emerging economies are needed.
- We have to adapt to a low-carbon economy, including mobilization of our renewable energy potential.
- Finally there is the social solidarity challenge that cuts across all of these, which is to build a more equal and inclusive economy that bridges our racial and other divides.

These are themes on which the NDP provides clear guidance, not just about strategic goals and objectives, but also about the practical difficulties and choices we face.

### **2012/2013 Integrated Development Plan**

The development objectives, strategies and projects now contained in the IDP and Budget are the result of many consultations that took place in the IDP / Budget Steering and Forum Meetings where stakeholders had the opportunity to influence the various programmes of Council. The development objectives which impact on the nature and scope of strategies and projects adopted are:-

- Infrastructure Development;
- Economic Development;
- Community Services;
- Capacity Building and Support of the LM's; and
- Institutional Development.

The major risks that need to be managed during the next financial year include:

- Managing the relocation of administration to Kirkwood;
- Establishing the Cacadu District Agency
- Establishing revenue generating strategies which should provide additional project funding;
- Ensuring financial sustainability in the long term; and
- Ensuring effective public participation.

### **2013/2014 Budget**

The financial position of the Cacadu District Municipality is still strong, although it has a weak revenue base. The Cacadu District Municipality achieved unqualified audit reports in six (6) consecutive financial years reflecting the drive towards financial management excellence in the Cacadu District Municipality. The application of sound financial management principles for the compilation of the CDM's financial plan is essential and critical to ensure that the District

remains financially viable and that sustainable municipal services are provided economically and equitably. In the 2011/2012 financial year the Cacadu District Municipality achieved a spending of R 153 million of the total operating budget. The overall forecasted financial performance results for the 2012/2013 year reflect a forecasted total spending of R 147 million.

This year (2013/2014) we are tabling an operating budget amounting to R150.9 million which represents a decrease of 15% over the 2012/2013 financial year's adjusted budget. The decrease is mainly due to the reducing conditional grant funds.

The Budget is more than a mere balancing of available revenue to meet expenditure needs. The budget is a policy instrument which seeks to transform our society with huge development needs.

The main challenges experienced during the compilation of the 2013/2013 MTREF can be summarized as follows:

- The ongoing difficulties in the economy and marginal growth in discretionary revenue;
- The need to reprioritize projects and expenditure within the existing resource envelope given the cash flow realities;
- Payroll increases for municipal staff and increased electricity costs that continue to exceed consumer inflation; and
- Affordability of projects.

### **Key IDP Interventions**

Mr Speaker, the Cacadu District Municipality has identified a number of key IDP interventions. These represent flagships programmes that will accelerate the achievement of the principles contained in our Growth and Development Strategy.

### **Improving Relationships with LM's**

- ❖ Strengthening both political and administrative links;
- ❖ Assisting LM's with specialized support;
- ❖ Partnering with Sector Departments to deal with services deliver and institutional challenges;
- ❖ Providing technical assistance and assistance with feasibility studies;
- ❖ Leveraging funding for local service infrastructure of LM's;
- ❖ Implementing Capacity Building Programmes;
- ❖ Exploring and embarking on Shared Service arrangements; and
- ❖ Leveraging on District Strategic Initiatives.

### **Key Challenges and Risks that need to be addressed**

- ❖ The need to have a shared vision of our role in making an impact in the District;
- ❖ Ongoing communication to LM's and stakeholders;
- ❖ Building our relationship with the LM's and the other spheres;
- ❖ Effective support to LM's to turn around the situation at LM's;
- ❖ Attracting conditional grant funding (tapping into Jobs Fund, Rural Development Funds, DBSA); and
- ❖ Implementing structures and systems to play an effective monitoring an evaluation role.

### **Tariffs**

The tariffs and charges were increased by 5.5%

### **Medium Term Operating and Capital Budgets for 2013/2014**

### **Revenue**

Mr Speaker, the total Operating Revenue Budget is estimated at R150.9 million. Revenue derived from Equitable Share of National Revenue and the Levy Replacement Grant for the 2013 / 2014 financial year amounts to R19.2 million and R 55.8 million respectively which has increased by 12% and 3% respectively over the last year. Investment interest and contribution

from the accumulated surplus account amounts to R10.4 million and R 49.9 million respectively. Conditional Grant funding to finance project expenditure, amounts to R8.9 million. It is evident from the details provided in the budget that the municipality is totally dependent on grant funding from the National Treasury and interest earnings to finance its operations.

It is evident that sustainable discretionary revenue amounts to 57% (R85.5 million) of total revenue excluding grants while non-sustainable discretionary revenue in the 2013/2014 budget amounts to 37% (R56.5 million) of total revenue. The conditional grant funding amounts to 5% (R8.9 million) of the total revenue.

### **Expenditure Allocation Per Vote**

The operating expenditure for the 2013/2014 financial year is detailed below:

<b>Expenditure by Vote to be appropriated</b>	<b>Amount R 000</b>	<b>%</b>
Executive and Council	37 558	24.7
Finance and Corporate Service	34 808	23.1
Planning and Development	18 442	12.2
Health	11 754	7.8
Community and Social Services	800	0.5
Housing	994	0.7
Public Safety	24 693	16.4
Sport and Recreation	300	0.2
Waste Management	250	0.2
Roads	5 524	3.7
Water	9 390	6.2
Electricity	125	0.1
Other	6 269	4.2
<b>Total Expenditure by Vote</b>	<b>150 907</b>	<b>100</b>

## **Project Expenditure**

Project expenditure for the 2013/2014 budget amounts to R49.6 million and details are reflected on pages 119 – 121 of the Budget Document. The sources of funding are also indicated.

## **Conclusion**

Mr Speaker, in conclusion I express my heartfelt gratitude to:

- the members of the Mayoral Committee for providing the necessary political oversight during the budget process;
- the municipal manager and departments; and
- the Chief Financial Officer and his budget team as well as officials who have played an important role in the compilation of the budget;

Honourable Speaker I now formally table the 2013/2014 medium term budget and annexures for Council's consideration in terms of Section 24 (1) of the Municipal Finance Management Act.



# **CHAPTER 2**



# **Resolutions**

## **CHAPTER 2**

### **RESOLUTIONS**

#### **Capital Budget**

##### **IT IS RECOMMENDED**

That the annual capital budget of R13.03 million for the year 2013/2014 and the estimates for the two projected outer years 2014/2015 and 2015/2016 for the Cacadu District Municipality are approved as set out in the following schedules:

- Capital budget by vote (**Annexure “E”**)

#### **Operating Budget**

##### **IT IS RECOMMENDED**

That the annual Operating Revenue of R150.9 million and the Operating Expenditure of R150.9 million for the Cacadu District Municipality for the financial year 2013/2014, and the indicatives for the projected medium term period 2014/2015 and 2015/2016 be approved as set out in the following attachments:

The total operating budget by vote for the departments as reflected on Table A3

That the supporting information contained in the 2013/2014 – 2015/2016 Medium Term Revenue and Expenditure Budget document as required in terms of Section 17(3) of the Municipal Finance Management Act (Act 56 of 2003) be considered in conjunction with this report.

#### **Tariffs**

##### **IT IS RECOMMENDED**

That the tariffs and charges as tabled in the Council agenda in **Annexure “F”** be approved for the 2013/2014 financial year.

## **Budget Related Policies**

### **IT IS RECOMMENDED**

That the Virement Policy be amended as follows:

Section 6 (k) - No virements are permitted in the first three months of the financial year without the express agreement of the Municipal Manager.

That the Credit Control and Debt Collection Policy be amended as follows:

Part 9 - Interest may be charged on arrear accounts at the prevailing overdraft rate offered by the municipality's bankers plus 2 (two) percentage points. The charging of interest will be initiated upon the municipal manager's instruction and authorization.

and that the revised and updated Budget Related Policies detailed below, circulated under separate cover be approved:

- Budget policy;
- Banking and Investment Policy;
- Supply Chain Management Policy;
- Virement Policy;
- Credit Control and Debt Collection Policy;
- Revenue By-laws;
- Tariff Policy; and
- Sundry Financial Policies

# **CHAPTER 3**



## **Executive Summary**

## **CHAPTER 3**

### **EXECUTIVE SUMMARY**

The Cacadu District Municipality's projected overall spending envelope for the 2013/2014 Medium Term Budget (MTB) amounts to R150.9 million. Approximately R13 million will be invested in the relocation, capital infrastructure, vehicles, furniture and equipment.

The 2013/2014 MTB has been prepared within the context of a fragile global economy, taking into account the implications of the recovering global economy and rising inflation rates.

Within the recovering global economic environment and the local low-growth scenario, it is expected that the Cacadu District Municipality's revenue base will be adversely affected. The Cacadu District Municipality has also seen a slow increase in its revenue base with the introduction of the Levy Replacement Grant. The demarcation process whereby the District Management Areas (DMA) was incorporated in the local municipal areas has adversely impacted on the CDM's revenue base. The DORA then reflected a decrease in Equitable Share revenue but is steadily increasing. The Levy Replacement Grant increased marginally from R54.2 million in the 2012/2013 to R55.8 million in the 2013/2014 financial year which creates a challenge for CDM to perform its legal mandate together with ensuring financial sustainability in the short and medium term.

The municipality's efforts to improve the quality of life of the communities, was adversely affected by MIG funds no longer being allocated to CDM. The impact of these revenue reductions have forced the municipality to use greater amounts of its accumulated surplus impacting negatively on its financial sustainability in the medium term. It therefore means that more should be done with less, without compromising on essential programmes or services.

In the MFMA Circular No 54, the National Treasury provides some guidelines, taking into account the ongoing constraints on the revenue side, municipalities are made aware that tough decisions will have to be made on the expenditure side and that priority ought to be given to:

- Ensuring that drinking water meets the required quality standards at all times;
- Protecting the poor from the worst impacts of the slow recovery in the labour market;
- Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation;
- Securing the health of their asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance; and
- Expediting spending on capital projects that are funded by conditional grants.

National Treasury advises municipalities to pay special attention to Circular 58 with Circular 66 as follow up, which classifies the following as unnecessary expenditure that needs to be eliminated:

- Excessive sponsorship of music festivals, sporting events, including ticket purchases for Cllrs and officials
- Excessive catering for meetings and other events
- Arranging workshops and events at expensive private venues
- Excessive printing costs
- Luxurious office accommodation and furnishings
- Foreign travel
- Cllr and staff perks such as mayoral cars, notebooks, travel allowances, etc
- Excessive staff in the office of the mayor, i.e. spokespersons and political advisors
- Donations not made in terms of indigent policy
- Costs associated with long-standing staff suspensions
- The use of consultants to perform routine management tasks and
- Payment of excessive fees to consultants

Accordingly, the Cacadu District Municipality's 2013/2014 MTB was guided by the following principles:

- Producing a credible balanced budget;
- Maintaining fiscal stability and financial sustainability;
- Maintaining the commitment to deliver quality services;
- Collectively managing the costs down;
- Identifying alternative funding;
- Reviewing all Cacadu District Municipality's services and programmes for operational efficiencies to improve service levels and delivery;
- Ongoing costs should be funded with ongoing revenues by aligning recurring expenditures with recurring revenues, on a level that can be reasonably sustained and reduce reliance on one-time funding;
- Further managing down general expenditure and contracted services. The choice of a service provider should be based on which service provider can provide the service most effectively at the lowest cost; and
- Maintaining all assets at a level adequate to protect the capital investment and minimise future maintenance and replacement cost.

In addressing the budget pressures, the Cacadu District Municipality will continue to implement cost reduction, mainly by scrutinizing discretionary items, not limited to the following:

- Scaling down the cost of consulting services;
- Paying bills on time so that no late charges are incurred;
- Limiting printing, e.g. budget book, IDP, financial statements and other publications;
- Managing overtime;
- Managing breakaways;
- Managing IT costs (no unnecessary purchases of new laptops, computers, printers, etc);
- Delaying conferences and seminars;
- Re-negotiating some of the contracts where necessary;
- Limiting purchasing of furniture; and
- Limiting office renovations.



The financial position of the Cacadu District Municipality is still strong. The Cacadu District Municipality achieved unqualified audit reports for six continuous years reflecting the drive towards financial management excellence in the Cacadu District Municipality. In the 2011/2012 financial year the Cacadu District Municipality achieved a spending of R155 million of the total capital and operating budget. The overall forecasted financial performance results for the 2012/2013 year however, reflects an expected total operating expenditure (including project expenditure) amounting to R147 million and a calculated operating deficit of R31.4 million.

The Cacadu District Municipality's IDP is the primary point of reference for the MTB. In turn, the IDP is influenced by the support needs in the District. The aim is to align the financial resources to the Cacadu District Municipality's strategy and priorities, as well as continuously looking for efficiencies in all activities and programmes.

The 2013/2014 MTB continues to address the following key IDP interventions:

- Promotion of Economic Development;
- Infrastructure Investments and Infrastructure Maintenance and Planning in the district;
- Capacity Building and Support to local municipalities;
- Provision of Community Services including environmental health services and disaster management services; and
- Institutional Development.

Economists agree that the Eskom Tariff increase and the increase in the cost of fuel are substantial factors and one that will have a negative impact on both inflation and economic growth. There is no doubt that the cost of goods and services will increase and it has therefore been decided to increase tariffs and charges.

In times like these where we are aware that the economic downturn has adversely impacted on households, especially the poorest of the poor households, we need to agree that creating jobs and increasing employment is South Africa's most critical objective.

The Cacadu District Municipality will therefore focus on maximizing its contribution to job creation by:

- Ensuring that service delivery and capital projects use labour intensive methods wherever appropriate;
- Ensuring that service providers use labour intensive approaches;
- Supporting labour intensive LED projects;
- Participating fully in the Extended Public Works Programme.
- Implementing intern programmes to provide young people with on-the-job training.

The challenge for all municipalities in South Africa is to support these government initiatives and to do more within the existing resource envelope.

# **CHAPTER 4**



## **Annual Budget Tables**

## **CHAPTER 4**

### **ANNUAL BUDGET TABLES**

The Cacadu District Municipality's projected overall spending envelope for the 2013/2014 MTB amounts to R150.9 million. Approximately R13 million will be invested in the relocation, infrastructure, vehicles, furniture and equipment items.

#### **Operating Budget**

The Cacadu District Municipality presents an Operating Revenue Budget of R150.9 million for the 2013/2014 financial year. This estimate represents a decrease of 14.6% for revenue over the 2012/2013 financial year. The decrease is predominantly due to the reduction in Conditional Grants allocated for projects and the forecasted under-spending in the 2012/2013 financial year. The decrease in Conditional Grants allocated for projects adversely affects the amount of Interest revenue that can be generated.

The table below sets out the medium-term revenue and expenditure budget for the 2013/2014 – 2015/16 periods.

<b>Details</b>	<b>Forecast Budget 2012/2013 Rm</b>	<b>Budget 2013/2014 Rm</b>	<b>Estimate 2014/2015 Rm</b>	<b>Estimate 2015/2016 Rm</b>
Revenue	115.6	150.9	106.2	111.3
Expenditure	147.0	150.9	106.2	111.3
Surplus (Deficit)	(31.4)	-	-	-

The operating expenditure includes a substantial amount in respect of projects and support programmes summarized below and more fully detailed in **Annexure "A"**.

The Cacadu District Municipality is projecting a balanced budget for 2013/14, 2014/2015 and 2015/2016. Should any surpluses be realized, these will be applied towards the capital infrastructure investment. The municipality's projects and programmes are summarised below.

<b>Projects and Programmes</b>	<b>R'm</b>
Economic Development	15.4
Office of the Mayor	0.2
Infrastructure Services and Planning	28.4
Municipal Manager's office	3.5
Finance and Corporate Services	2.1
<b>Total</b>	<b>49.6</b>

## Financing of Projects & Programmes

Funding Sources	R'm
GRANTS: PROVINCIAL	3.0
GRANTS: NATIONAL	4.4
GRANTS: OTHER	0.5
ACCUMULATED SURPLUS	41.1
SUNDRY CREDITORS	0.6
<b>TOTAL</b>	<b>49.6</b>

### Revenue

The decrease of 14.6% in revenue is mainly as a result of the reduced conditional grants available. The conditional grants generate interest and will contribute to the sustainable discretionary revenue. Also, upon spending the conditional grants, the amount expended raises the corresponding revenue from the conditional grant.

### Tariffs

For the 2013/2014 year the tariffs will increase by 5.5%

### Expenditure

The actual approved budget for 2012/13 financial year including project expenditure amounted to R177 million. The new forecast for the period is R147 million which represents a decrease of 16.9%. This is mainly due to vacant positions and lower spending on project expenditure.

The 2013/2014 budget has been prepared on the basis of budget constraints. However, it is acknowledged that Cacadu District Municipality still needs to fund programmes and continue to invest in its infrastructure projects and support programmes to ensure that service delivery is maintained and remain responsive to the community's needs.

Cacadu District Municipality's budgeted balance sheet shows a continuation of a strong financial position. However, the greater utilization of Accumulated Surplus to finance operating expenditure will adversely affect the financial sustainability in the medium term.

### Cash Position

The cash position is expected to decline in the current financial year primarily because Cacadu District Municipality has less conditional grant income at its disposal, a decline in revenue and projects being funded from Accumulated Surplus. This will result in a decline in the Accumulated Surplus and interest earnings.

## Table A1 - Budget Summary

1. Table A1 is a budget summary and provides a concise overview of Cacadu District Municipality'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 eliminate 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 are;
    - Internally generated funds from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years.

DC10 Cacadu - Table A1 Consolidated Budget Summary

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousands</b>									
<b>Financial Performance</b>									
Property rates	174	367	-	-	-	-	-	-	-
Service charges	240	263	-	-	-	-	-	-	-
Investment revenue	30 818	22 987	17 159	16 924	16 924	15 100	10 400	9 000	7 600
Transfers recognised - operational	284 093	176 353	91 682	105 824	101 579	99 073	89 419	89 992	96 821
Other own revenue	(0)	(3 462)	9 101	30 551	58 486	1 445	51 088	7 180	6 883
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>315 325</b>	<b>196 508</b>	<b>117 942</b>	<b>153 300</b>	<b>176 989</b>	<b>115 618</b>	<b>150 907</b>	<b>106 172</b>	<b>111 304</b>
Employee costs	30 428	26 245	32 981	34 048	46 456	38 367	41 595	44 231	46 875
Remuneration of councillors	4 830	4 900	5 264	6 199	5 338	5 325	5 683	6 053	6 423
Depreciation & asset impairment	4 684	4 500	1 718	1 134	1 135	1 135	2 033	2 033	2 033
Finance charges	110	8	1	-	-	-	-	-	-
Materials and bulk purchases	13	6	-	-	-	-	-	-	-
Transfers and grants	232 432	117 509	33 058	51 040	22 197	19 197	39 553	28 654	29 490
Other expenditure	57 160	58 399	79 993	60 879	101 864	82 962	62 043	25 200	26 483
<b>Total Expenditure</b>	<b>329 657</b>	<b>211 568</b>	<b>153 015</b>	<b>153 299</b>	<b>176 990</b>	<b>146 987</b>	<b>150 907</b>	<b>106 172</b>	<b>111 304</b>
<b>Surplus/(Deficit)</b>	<b>(14 331)</b>	<b>(15 060)</b>	<b>(35 073)</b>	<b>0</b>	<b>(0)</b>	<b>(31 369)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers recognised - capital	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>(14 331)</b>	<b>(15 060)</b>	<b>(35 073)</b>	<b>0</b>	<b>(0)</b>	<b>(31 369)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	<b>(14 331)</b>	<b>(15 060)</b>	<b>(35 073)</b>	<b>0</b>	<b>(0)</b>	<b>(31 369)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital expenditure &amp; funds sources</b>									
<b>Capital expenditure</b>	<b>3 397</b>	<b>7 103</b>	<b>1 864</b>	<b>16 110</b>	<b>21 318</b>	<b>21 318</b>	<b>13 030</b>	<b>10 000</b>	<b>5 000</b>
Transfers recognised - capital	-	-	-	-	-	-	-	-	-
Public contributions & donations	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	3 397	7 103	1 864	16 110	21 318	21 318	13 030	10 000	5 000
<b>Total sources of capital funds</b>	<b>3 397</b>	<b>7 103</b>	<b>1 864</b>	<b>16 110</b>	<b>21 318</b>	<b>21 318</b>	<b>13 030</b>	<b>10 000</b>	<b>5 000</b>
<b>Financial position</b>									
Total current assets	369 618	308 776	270 722	209 405	209 405	204 824	154 912	148 960	143 407
Total non current assets	87 861	82 785	83 133	106 490	111 697	103 316	114 313	122 279	125 246
Total current liabilities	191 147	62 253	46 149	37 307	32 767	32 767	24 017	26 050	28 083
Total non current liabilities	51 267	55 792	54 374	55 770	55 770	54 374	54 374	54 374	54 374
Community wealth/Equity	215 065	273 515	253 332	222 818	232 565	220 998	190 833	190 815	186 195
<b>Cash flows</b>									
Net cash from (used) operating	26 353	(3 044)	-	1 134	(43 902)	(30 234)	(4 009)	(946)	(3 549)
Net cash from (used) investing	(5 496)	(14 569)	-	(16 110)	(21 318)	(21 318)	13 030	10 000	5 000
Net cash from (used) financing	-	-	-	-	-	-	-	-	-
<b>Cash/cash equivalents at the year end</b>	<b>384 310</b>	<b>366 697</b>	<b>366 697</b>	<b>297 486</b>	<b>247 242</b>	<b>260 910</b>	<b>269 931</b>	<b>278 985</b>	<b>280 436</b>
<b>Cash backing/surplus reconciliation</b>									
Cash and investments available	366 704	305 968	268 613	209 405	209 405	204 824	154 912	148 960	143 407
Application of cash and investments	253 657	134 583	117 074	108 077	103 537	102 141	93 391	95 425	97 458
<b>Balance - surplus (shortfall)</b>	<b>113 048</b>	<b>171 385</b>	<b>151 539</b>	<b>101 328</b>	<b>105 868</b>	<b>102 683</b>	<b>61 521</b>	<b>53 536</b>	<b>45 949</b>
<b>Asset management</b>									
Asset register summary (WDV)	87 861	82 785	83 133	106 490	111 697	103 316	114 313	122 279	125 246
Depreciation & asset impairment	4 684	4 500	1 718	1 134	1 135	1 135	2 033	2 033	2 033
Renewal of Existing Assets	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	953	2 455	574	1 242	1 242	686	991	1 044	1 094
<b>Free services</b>									
Cost of Free Basic Services provided	67	72	-	-	-	-	-	-	-
Revenue cost of free services provided	2 610	2 612	-	-	-	-	-	-	-
<b>Households below minimum service level</b>									
Water:	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-



DC10 Cacadu - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>									
<b>REVENUE ITEMS:</b>									
<u>Property rates</u>									
Total Property Rates	174	367							
less Revenue Foregone									
Net Property Rates	174	367	-	-	-	-	-	-	-
<u>Service charges - electricity revenue</u>									
Total Service charges - electricity revenue									
less Revenue Foregone									
Net Service charges - electricity revenue	-	-	-	-	-	-	-	-	-
<u>Service charges - water revenue</u>									
Total Service charges - water revenue	208	227							
less Revenue Foregone									
Net Service charges - water revenue	208	227	-	-	-	-	-	-	-
<u>Service charges - sanitation revenue</u>									
Total Service charges - sanitation revenue	25	29							
less Revenue Foregone									
Net Service charges - sanitation revenue	25	29	-	-	-	-	-	-	-
<u>Service charges - refuse revenue</u>									
Total refuse removal revenue									
Total landfill revenue									
less Revenue Foregone									
Net Service charges - refuse revenue	-	-	-	-	-	-	-	-	-
<u>Other Revenue by source</u>									
Other income	1 078	2 855	7 620	29 406	57 341	320	49 912	5 952	5 553
<b>Total 'Other' Revenue</b>	<b>1 078</b>	<b>2 855</b>	<b>7 620</b>	<b>29 406</b>	<b>57 341</b>	<b>320</b>	<b>49 912</b>	<b>5 952</b>	<b>5 553</b>

<b>EXPENDITURE ITEMS:</b>									
<b>Employee related costs</b>									
Basic Salaries and Wages	20 547	21 944	32 981	28 506	30 903	25 331	29 473	31 378	33 303
Pension and UIF Contributions	1 135	1 184		1 808	1 851	1 889	2 332	2 467	2 611
Medical Aid Contributions	218	292		745	8 607	7 722	5 120	5 393	5 664
Overtime	-	-		-	-	204	-	-	-
Performance Bonus	-	403		-	-	531	1 178	1 254	1 331
Motor Vehicle Allowance	2 043	1 577		2 295	2 074	1 848	1 960	2 087	2 215
Cellphone Allowance	158	144		187	193	158	163	174	184
Housing Allowances	74	68		425	446	102	415	442	469
Other benefits and allowances	4	4		6	1 465	583	955	1 036	1 098
Payments in lieu of leave	554	519		-	-	-	-	-	-
Long service awards	-	109		75	83	-	-	-	-
Post-retirement benefit obligations	5 695	-		-	835	-	-	-	-
<i>sub-total</i>	<b>30 428</b>	<b>26 245</b>	<b>32 981</b>	<b>34 048</b>	<b>46 456</b>	<b>38 367</b>	<b>41 595</b>	<b>44 231</b>	<b>46 875</b>
<b>Less: Employees costs capitalised to PPE</b>									
<b>Total Employee related costs</b>	<b>30 428</b>	<b>26 245</b>	<b>32 981</b>	<b>34 048</b>	<b>46 456</b>	<b>38 367</b>	<b>41 595</b>	<b>44 231</b>	<b>46 875</b>
<b>Contributions recognised - capital</b>									
<i>List contributions by contract</i>									
<b>Total Contributions recognised - capital</b>	-	-	-	-	-	-	-	-	-
<b>Depreciation &amp; asset impairment</b>									
Depreciation of Property, Plant & Equipment	2 902	3 053	1 554	1 134	1 135	1 135	2 033	2 033	2 033
Lease amortisation	-	-		-	-	-	-	-	-
Capital asset impairment	1 783	1 447	165	-	-	-	-	-	-
Depreciation resulting from revaluation of PPE	-	-		-	-	-	-	-	-
<b>Total Depreciation &amp; asset impairment</b>	<b>4 684</b>	<b>4 500</b>	<b>1 718</b>	<b>1 134</b>	<b>1 135</b>	<b>1 135</b>	<b>2 033</b>	<b>2 033</b>	<b>2 033</b>
<b>Bulk purchases</b>									
Electricity Bulk Purchases	-	-		-	-	-	-	-	-
Water Bulk Purchases	13	6	-	-	-	-	-	-	-
<b>Total bulk purchases</b>	<b>13</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers and grants</b>									
Cash transfers and grants	232 432	117 509	33 058	51 040	22 197	19 197	39 553	28 654	29 490
Non-cash transfers and grants	-	-	-	-	-	-	-	-	-
<b>Total transfers and grants</b>	<b>232 432</b>	<b>117 509</b>	<b>33 058</b>	<b>51 040</b>	<b>22 197</b>	<b>19 197</b>	<b>39 553</b>	<b>28 654</b>	<b>29 490</b>
<b>Contracted services</b>									
<i>Information Technology</i>	979	1 115	1 202	1 500	1 500	1 500	1 650	2 500	2 700
<i>Security and Cleaning</i>	724	711	722	860	860	820	950	998	1 047
<i>Performance Management</i>	-	-	-	20	20	15	20	21	22
<i>Internal Audit</i>	532	499	546	700	1 200	1 200	1 250	1 314	1 381
<i>Consultant Fees</i>	938	916	204	1 125	1 125	890	1 150	1 208	1 268
<i>sub-total</i>	<b>3 173</b>	<b>3 242</b>	<b>2 674</b>	<b>4 205</b>	<b>4 705</b>	<b>4 425</b>	<b>5 020</b>	<b>6 041</b>	<b>6 418</b>
<b>Allocations to organs of state:</b>									
Electricity	-	-		-	-	-	-	-	-
Water	-	-		-	-	-	-	-	-
Sanitation	-	-		-	-	-	-	-	-
Other	-	-		-	-	-	-	-	-
<b>Total contracted services</b>	<b>3 173</b>	<b>3 242</b>	<b>2 674</b>	<b>4 205</b>	<b>4 705</b>	<b>4 425</b>	<b>5 020</b>	<b>6 041</b>	<b>6 418</b>

<u>Other Expenditure By Type</u>									
Collection costs	25	11	1	-	-	-	-	-	-
Contributions to 'other' provisions	-	-	-	-	-	-	-	-	-
Consultant fees	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-
General expenses	54 543	55 077	54 521	56 211	96 696	78 075	57 023	19 159	20 065
List Other Expenditure by Type									
<b>Total 'Other' Expenditure</b>	<b>54 568</b>	<b>55 088</b>	<b>54 522</b>	<b>56 211</b>	<b>96 696</b>	<b>78 075</b>	<b>57 023</b>	<b>19 159</b>	<b>20 065</b>

<u>by Expenditure Item</u>									
Employee related costs									
Other materials									
Contracted Services									
Other Expenditure	953	2 455	574	1 242	1 242	686	991	1 044	1 094
<b>Total Repairs and Maintenance Expenditure</b>	<b>953</b>	<b>2 455</b>	<b>574</b>	<b>1 242</b>	<b>1 242</b>	<b>686</b>	<b>991</b>	<b>1 044</b>	<b>1 094</b>

check                    -                    -                    -                    -                    -                    -                    -                    -                    -

DC10 Cacadu - Supporting Table SA2 Consolidated Matrix Financial Performance Budget (revenue source/expenditure type & dept.)

R thousand	Description	Vote 1 - Executive and council	Vote 2 - Finance and Corporate Services	Vote 3 - Planning and Infrastructure development	Vote 4 - Health	Vote 5 - Community Services	Vote 6 - Housing	Vote 7 - Public Safety	Vote 8 - Sport and Recreation	Vote 9 - Waste Management	Vote 10 - Roads	Vote 11 - Water	Vote 12 - Electricity	Vote 13 - Other	Vote 14 -	Vote 15 -	Total
	<b>Revenue By Source</b>																
	Property rates																
	Property rates - penalties & collection charges																
	Service charges - electricity revenue																
	Service charges - water revenue																
	Service charges - sanitation revenue																
	Service charges - refuse revenue																
	Service charges - other																
	Rental of facilities and equipment		1 150														1 150
	Interest earned - external investments		10 400														10 400
	Interest earned - outstanding debtors																
	Dividends received																
	Fines																
	Licences and permits																
	Agency services		27														27
	Other revenue	1 971	2 122	18 830	682	512	600	11 144		250	1 871	6 800	125	5 095			50 002
	Transfers recognised - operational	5 260	77 351	1 551	-	288	-			-	3 030	1 849	-	-			89 328
	Gains on disposal of PPE																
	<b>Total Revenue (excluding capital transfers and contri</b>	<b>7 231</b>	<b>91 049</b>	<b>20 381</b>	<b>682</b>	<b>800</b>	<b>600</b>	<b>11 144</b>	<b>-</b>	<b>250</b>	<b>4 901</b>	<b>8 649</b>	<b>125</b>	<b>5 095</b>	<b>-</b>	<b>-</b>	<b>150 907</b>
	<b>Expenditure By Type</b>																
	Employee related costs	9 902	18 204	6 096	1 671		361	5 009			585	668		1 019			43 515
	Remuneration of councillors	5 683															5 683
	Debt impairment																
	Depreciation & asset impairment	378	905	219	45			475			1	1		10			2 033
	Finance charges																
	Bulk purchases																
	Other materials																
	Contracted services	20	4 050	530				400						20			5 020
	Transfers and grants	1 165	25	1 551	8 500	288	633	13 000		250	3 030	1 849		725			30 133
	Other expenditure	8 394	13 338	20 350	1 538	512		5 809	300		1 908	6 872	125	4 495			64 523
	Loss on disposal of PPE																
	<b>Total Expenditure</b>	<b>25 540</b>	<b>36 522</b>	<b>28 746</b>	<b>11 754</b>	<b>800</b>	<b>994</b>	<b>24 693</b>	<b>300</b>	<b>250</b>	<b>5 524</b>	<b>9 390</b>	<b>125</b>	<b>6 269</b>	<b>-</b>	<b>-</b>	<b>150 907</b>
	<b>Surplus/(Deficit)</b>	<b>(18 310)</b>	<b>54 527</b>	<b>(8 365)</b>	<b>(11 072)</b>	<b>-</b>	<b>(394)</b>	<b>(13 548)</b>	<b>(300)</b>	<b>-</b>	<b>(623)</b>	<b>(741)</b>	<b>-</b>	<b>(1 174)</b>	<b>-</b>	<b>-</b>	<b>-</b>
	Transfers recognised - capital																
	Contributions recognised - capital																
	Contributed assets																
	<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>(18 310)</b>	<b>54 527</b>	<b>(8 365)</b>	<b>(11 072)</b>	<b>-</b>	<b>(394)</b>	<b>(13 548)</b>	<b>(300)</b>	<b>-</b>	<b>(623)</b>	<b>(741)</b>	<b>-</b>	<b>(1 174)</b>	<b>-</b>	<b>-</b>	<b>-</b>

**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 enable the National Treasury to compile a complete set of government reports.

DC10 Cacadu - Table A2 Consolidated Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Revenue - Standard</b>									
<i>Governance and administration</i>	101 113	96 901	96 716	100 220	108 550	96 293	97 929	98 487	102 505
Executive and council	2 240	6 804	23 579	8 650	14 326	5 858	7 231	6 119	6 350
Budget and treasury office	94 532	91 750	67 250	84 595	86 035	82 771	87 613	89 549	93 233
Corporate services	4 341	(1 654)	5 887	6 975	8 189	7 664	3 086	2 819	2 922
<i>Community and public safety</i>	44 676	29 715	6 284	10 532	17 838	6 956	13 577	5 575	6 599
Community and social services	16	1 808	3 826	6 132	7 756	6 956	800	-	-
Sport and recreation	1 057	-	1 036	-	162	-	-	-	-
Public safety	4 700	4 086	1 000	3 400	7 620	-	11 494	4 576	2 200
Housing	1 210	1 151	439	1 000	1 000	-	600	-	-
Health	37 693	22 670	(16)	-	1 300	-	682	999	4 399
<i>Economic and environmental services</i>	158 369	49 619	8 888	25 066	34 771	5 870	25 282	2 110	2 200
Planning and development	15 640	7 453	3 997	16 753	22 889	1 057	20 381	-	-
Road transport	142 729	42 166	4 891	8 313	11 861	4 813	4 901	2 110	2 200
Environmental protection	-	-	-	-	20	-	-	-	-
<i>Trading services</i>	9 815	20 273	6 053	15 599	13 289	6 499	9 024	-	-
Electricity	54	205	1 125	1 600	1 600	1 000	125	-	-
Water	9 665	19 949	4 443	13 999	10 988	5 499	8 649	-	-
Waste water management	-	-	-	-	-	-	-	-	-
Waste management	96	119	486	-	702	-	250	-	-
<i>Other</i>	1 353	-	-	1 883	2 541	-	5 095	-	-
<b>Total Revenue - Standard</b>	<b>315 325</b>	<b>196 508</b>	<b>117 942</b>	<b>153 300</b>	<b>176 989</b>	<b>115 618</b>	<b>150 907</b>	<b>106 172</b>	<b>111 304</b>
<b>Expenditure - Standard</b>									
<i>Governance and administration</i>	68 186	69 100	83 837	68 123	76 175	65 972	62 062	59 428	62 665
Executive and council	40 271	40 777	32 050	33 151	38 384	33 362	27 254	24 819	26 175
Budget and treasury office	7 086	5 948	41 792	19 764	22 098	19 410	17 722	16 524	17 387
Corporate services	20 828	22 376	9 995	15 208	15 694	13 201	17 086	18 085	19 103
<i>Community and public safety</i>	59 310	51 091	30 213	33 682	41 079	35 473	38 541	31 608	32 672
Community and social services	541	1 908	3 865	6 132	7 756	6 956	800	-	-
Sport and recreation	2 170	993	1 036	300	462	462	300	300	300
Public safety	10 165	13 889	14 477	15 684	19 926	16 147	24 693	19 094	19 496
Housing	1 694	1 151	-	1 245	1 262	647	994	420	446
Health	44 739	33 150	10 835	10 322	11 672	11 262	11 754	11 793	12 430
<i>Economic and environmental services</i>	172 919	62 881	23 522	30 753	40 600	29 355	34 270	13 099	13 808
Planning and development	24 986	17 794	16 525	21 416	27 699	19 839	28 746	10 324	10 902
Road transport	147 933	45 087	6 997	9 337	12 901	9 516	5 524	2 774	2 905
Environmental protection	-	-	-	-	-	-	-	-	-
<i>Trading services</i>	19 905	24 548	10 435	15 864	13 581	12 095	9 765	790	838
Electricity	4 854	274	1 125	900	1 185	1 060	125	-	-
Water	15 043	24 266	8 823	14 964	11 695	10 584	9 390	790	838
Waste water management	-	-	-	-	-	-	-	-	-
Waste management	8	9	487	-	702	452	250	-	-
<i>Other</i>	9 338	3 947	5 008	4 878	5 555	4 091	6 269	1 248	1 322
<b>Total Expenditure - Standard</b>	<b>329 657</b>	<b>211 568</b>	<b>153 015</b>	<b>153 299</b>	<b>176 990</b>	<b>146 987</b>	<b>150 907</b>	<b>106 172</b>	<b>111 304</b>
<b>Surplus/(Deficit) for the year</b>	<b>(14 331)</b>	<b>(15 060)</b>	<b>(35 073)</b>	<b>0</b>	<b>(0)</b>	<b>(31 369)</b>	<b>-</b>	<b>-</b>	<b>-</b>



DC10 Cacadu - Table A2 Consolidated Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Revenue - Standard</b>									
<i>Municipal governance and administration</i>	101 113	96 901	96 716	100 220	108 550	96 293	97 929	98 487	102 505
Executive and council	2 240	6 804	23 579	8 650	14 326	5 858	7 231	6 119	6 350
<i>Mayor and Council</i>	(139)	2 631	22 249	3 764	5 329	4 404	4 816	5 185	5 383
<i>Municipal Manager</i>	2 379	4 174	1 329	4 886	8 997	1 454	2 415	934	967
Budget and treasury office	94 532	91 750	67 250	84 595	86 035	82 771	87 613	89 549	93 233
Corporate services	4 341	(1 654)	5 887	6 975	8 189	7 664	3 086	2 819	2 922
<i>Human Resources</i>	239	201	215	345	715	325	308	278	280
<i>Information Technology</i>	-	5	-	-	100	-	100	100	100
<i>Property Services</i>	284	(6 090)	1 210	1 120	1 120	1 100	1 150	1 200	1 300
<i>Other Admin</i>	3 818	4 231	4 462	5 510	6 254	6 239	1 528	1 241	1 242
<i>Community and public safety</i>	44 676	29 715	6 284	10 532	17 838	6 956	13 577	5 575	6 599
Community and social services	16	1 808	3 826	6 132	7 756	6 956	800	-	-
<i>Libraries and Archives</i>	-	1 808	3 826	6 132	7 756	6 956	800	-	-
<i>Museums &amp; Art Galleries etc</i>	-	-	-	-	-	-	-	-	-
<i>Community halls and Facilities</i>	-	-	-	-	-	-	-	-	-
<i>Cemeteries &amp; Crematoriums</i>	16	0	-	-	-	-	-	-	-
<i>Child Care</i>	-	-	-	-	-	-	-	-	-
<i>Aged Care</i>	-	-	-	-	-	-	-	-	-
<i>Other Community</i>	-	-	-	-	-	-	-	-	-
<i>Other Social</i>	-	-	-	-	-	-	-	-	-
Sport and recreation	1 057	-	1 036	-	162	-	-	-	-
Public safety	4 700	4 086	1 000	3 400	7 620	-	11 494	4 576	2 200
<i>Police</i>	-	-	-	-	-	-	-	-	-
<i>Fire</i>	2 541	374	-	1 000	4 800	-	-	-	-
<i>Civil Defence</i>	-	-	-	-	-	-	-	-	-
<i>Street Lighting</i>	-	-	-	-	-	-	-	-	-
<i>Other</i>	2 158	3 712	1 000	2 400	2 820	-	11 494	4 576	2 200
Housing	1 210	1 151	439	1 000	1 000	-	600	-	-
Health	37 693	22 670	(16)	-	1 300	-	682	999	4 399
<i>Clinics</i>	37 693	22 670	(16)	-	1 300	-	400	-	-
<i>Ambulance</i>	-	-	-	-	-	-	-	-	-
<i>Other</i>	-	-	-	-	-	-	282	999	4 399
<i>Economic and environmental services</i>	158 369	49 619	8 888	25 066	34 771	5 870	25 282	2 110	2 200
Planning and development	15 640	7 453	3 997	16 753	22 889	1 057	20 381	-	-
<i>Economic Development/Planning</i>	8 633	2 508	2 859	4 253	8 336	50	10 781	-	-
<i>Town Planning/Building enforcement</i>	7 007	4 946	1 138	12 500	14 553	1 007	9 600	-	-
<i>Licensing &amp; Regulation</i>	-	-	-	-	-	-	-	-	-
Road transport	142 729	42 166	4 891	8 313	11 861	4 813	4 901	2 110	2 200
<i>Roads</i>	142 729	42 166	4 891	8 313	11 861	4 813	4 901	2 110	2 200
<i>Public Buses</i>	-	-	-	-	-	-	-	-	-
<i>Parking Garages</i>	-	-	-	-	-	-	-	-	-
<i>Vehicle Licensing and Testing</i>	-	-	-	-	-	-	-	-	-
<i>Other</i>	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	-	-	20	-	-	-	-
<i>Pollution Control</i>	-	-	-	-	-	-	-	-	-
<i>Biodiversity &amp; Landscape</i>	-	-	-	-	-	-	-	-	-
<i>Other</i>	-	-	-	-	20	-	-	-	-
<i>Trading services</i>	9 815	20 273	6 053	15 599	13 289	6 499	9 024	-	-
Electricity	54	205	1 125	1 600	1 600	1 000	125	-	-
<i>Electricity Distribution</i>	-	-	1 125	1 600	1 600	1 000	125	-	-
<i>Electricity Generation</i>	54	205	-	-	-	-	-	-	-
Water	9 665	19 949	4 443	13 999	10 988	5 499	8 649	-	-
<i>Water Distribution</i>	9 665	19 949	4 443	13 999	10 988	5 499	8 649	-	-
<i>Water Storage</i>	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-
<i>Sewerage</i>	-	-	-	-	-	-	-	-	-
<i>Storm Water Management</i>	-	-	-	-	-	-	-	-	-
<i>Public Toilets</i>	-	-	-	-	-	-	-	-	-
Waste management	96	119	486	-	702	-	250	-	-
<i>Solid Waste</i>	96	119	486	-	702	-	250	-	-
<i>Other</i>	1 353	-	-	1 883	2 541	-	5 095	-	-
<i>Air Transport</i>	-	-	-	-	-	-	-	-	-
<i>Abattoirs</i>	-	-	-	-	-	-	-	-	-
<i>Tourism</i>	1 353	-	-	1 883	2 541	-	5 095	-	-
<i>Forestry</i>	-	-	-	-	-	-	-	-	-
<i>Markets</i>	-	-	-	-	-	-	-	-	-
<b>Total Revenue - Standard</b>	<b>315 325</b>	<b>196 508</b>	<b>117 942</b>	<b>153 300</b>	<b>176 989</b>	<b>115 618</b>	<b>150 907</b>	<b>106 172</b>	<b>111 304</b>

<b>Expenditure - Standard</b>									
<b>Municipal governance and administration</b>	<b>68 186</b>	<b>69 100</b>	<b>83 837</b>	<b>68 123</b>	<b>76 175</b>	<b>65 972</b>	<b>62 062</b>	<b>59 428</b>	<b>62 665</b>
Executive and council	40 271	40 777	32 050	33 151	38 384	33 362	27 254	24 819	26 175
Mayor and Council	22 499	19 583	15 484	14 234	15 205	13 546	17 411	16 126	17 021
Municipal Manager	17 772	21 193	16 565	18 917	23 180	19 816	9 844	8 693	9 155
Budget and treasury office	7 086	5 948	41 792	19 764	22 098	19 410	17 722	16 524	17 387
Corporate services	20 828	22 376	9 995	15 208	15 694	13 201	17 086	18 085	19 103
Human Resources	3 048	3 413	1 929	2 059	2 268	1 968	2 458	2 523	2 660
Information Technology	1 956	2 167	2 133	2 898	3 010	2 789	3 150	4 085	4 369
Property Services	69	384	797	1 295	1 295	936	1 593	1 646	1 699
Other Admin	15 755	16 412	5 136	8 955	9 121	7 508	9 885	9 832	10 376
<b>Community and public safety</b>	<b>59 310</b>	<b>51 091</b>	<b>30 213</b>	<b>33 682</b>	<b>41 079</b>	<b>35 473</b>	<b>38 541</b>	<b>31 608</b>	<b>32 672</b>
Community and social services	541	1 908	3 865	6 132	7 756	6 956	800	-	-
Libraries and Archives	460	1 808	3 803	6 132	7 756	6 956	800	-	-
Museums & Art Galleries etc	-	-	-	-	-	-	-	-	-
Community halls and Facilities	-	-	-	-	-	-	-	-	-
Cemeteries & Crematoriums	81	100	62	-	-	-	-	-	-
Child Care	-	-	-	-	-	-	-	-	-
Aged Care	-	-	-	-	-	-	-	-	-
Other Community	-	-	-	-	-	-	-	-	-
Other Social	-	-	-	-	-	-	-	-	-
Sport and recreation	2 170	993	1 036	300	462	462	300	300	300
Public safety	10 165	13 889	14 477	15 684	19 926	16 147	24 693	19 094	19 496
Police	-	-	-	-	-	-	-	-	-
Fire	4 692	6 277	9 875	9 287	13 095	9 807	-	-	-
Civil Defence	-	-	-	-	-	-	-	-	-
Street Lighting	-	-	-	-	-	-	-	-	-
Other	5 473	7 612	4 602	6 397	6 832	6 340	24 693	19 094	19 496
Housing	1 694	1 151	-	1 245	1 262	647	994	420	446
Health	44 739	33 150	10 835	10 322	11 672	11 262	11 754	11 793	12 430
Clinics	44 739	33 150	1 361	-	1 300	1 200	100	-	-
Ambulance	-	-	-	-	-	-	-	-	-
Other	-	-	9 473	10 322	10 372	10 062	11 654	11 793	12 430
<b>Economic and environmental services</b>	<b>172 919</b>	<b>62 881</b>	<b>23 522</b>	<b>30 753</b>	<b>40 600</b>	<b>29 355</b>	<b>34 270</b>	<b>13 099</b>	<b>13 808</b>
Planning and development	24 986	17 794	16 525	21 416	27 699	19 839	28 746	10 324	10 902
Economic Development/Planning	11 867	5 646	4 581	5 444	9 547	7 929	13 892	4 752	5 013
Town Planning/Building enforcement	13 119	12 148	11 943	15 972	18 152	11 909	14 854	5 573	5 890
Licensing & Regulation	-	-	-	-	-	-	-	-	-
Road transport	147 933	45 087	6 997	9 337	12 901	9 516	5 524	2 774	2 905
Roads	147 933	45 087	6 997	9 337	12 901	9 516	5 524	2 774	2 905
Public Buses	-	-	-	-	-	-	-	-	-
Parking Garages	-	-	-	-	-	-	-	-	-
Vehicle Licensing and Testing	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	-	-	-	-	-	-	-
Pollution Control	-	-	-	-	-	-	-	-	-
Biodiversity & Landscape	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Trading services</b>	<b>19 905</b>	<b>24 548</b>	<b>10 435</b>	<b>15 864</b>	<b>13 581</b>	<b>12 095</b>	<b>9 785</b>	<b>790</b>	<b>838</b>
Electricity	4 854	274	1 125	900	1 185	1 060	125	-	-
Electricity Distribution	-	-	1 125	900	1 185	1 060	125	-	-
Electricity Generation	4 854	274	-	-	-	-	-	-	-
Water	15 043	24 266	8 823	14 964	11 695	10 584	9 390	790	838
Water Distribution	15 043	24 266	8 823	14 964	11 695	10 584	9 390	790	838
Water Storage	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-	-
Storm Water Management	-	-	-	-	-	-	-	-	-
Public Toilets	-	-	-	-	-	-	-	-	-
Waste management	8	9	487	-	702	452	250	-	-
Solid Waste	8	9	487	-	702	452	250	-	-
<b>Other</b>	<b>9 338</b>	<b>3 947</b>	<b>5 008</b>	<b>4 878</b>	<b>5 555</b>	<b>4 091</b>	<b>6 269</b>	<b>1 248</b>	<b>1 322</b>
Air Transport	-	-	-	-	-	-	-	-	-
Abattoirs	-	-	-	-	-	-	-	-	-
Tourism	9 338	3 947	5 008	4 878	5 555	4 091	6 269	1 248	1 322
Forestry	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
<b>Total Expenditure - Standard</b>	<b>329 657</b>	<b>211 568</b>	<b>153 015</b>	<b>153 299</b>	<b>176 990</b>	<b>146 987</b>	<b>150 907</b>	<b>106 172</b>	<b>111 304</b>
Surplus/(Deficit) for the year	(14 331)	(15 060)	(35 073)	0	(0)	(31 369)	-	-	-

**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 Cacadu District Municipality.

DC10 Cacadu - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>									
<b>Revenue by Vote</b>									
Vote 1 - Executive and council	4 339	5 982	8 344	8 650	14 326	5 858	9 161	6 119	6 350
Vote 2 - Finance and Corporate Services	97 585	97 302	77 379	91 570	94 224	90 435	91 049	92 368	96 155
Vote 3 - Planning and Infrastructure development	13 453	7 453	3 997	16 753	22 889	1 057	18 451	-	-
Vote 4 - Health	39 003	22 670	-	-	1 320	-	682	999	4 399
Vote 5 - Community Services	81	1 808	13 613	6 132	7 756	6 956	800	-	-
Vote 6 - Housing	1 210	1 151	104	1 000	1 000	-	600	-	-
Vote 7 - Public Safety	4 700	3 003	1 000	3 400	7 620	-	11 144	4 576	2 200
Vote 8 - Sport and Recreation	1 057	-	2 072	-	162	-	-	-	-
Vote 9 - Waste Management	96	119	974	-	702	-	250	-	-
Vote 10 - Roads	142 729	41 166	4 891	8 313	11 861	4 813	4 901	2 110	2 200
Vote 11 - Water	9 665	15 649	4 443	13 999	10 988	5 499	8 649	-	-
Vote 12 - Electricity	54	205	1 125	1 600	1 600	1 000	125	-	-
Vote 13 - Other	1 353	-	-	1 883	2 541	-	5 095	-	-
Vote 14 -	-	-	-	-	-	-	-	-	-
Vote 15 -	-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>	<b>315 325</b>	<b>196 508</b>	<b>117 942</b>	<b>153 300</b>	<b>176 989</b>	<b>115 618</b>	<b>150 907</b>	<b>106 172</b>	<b>111 304</b>
<b>Expenditure by Vote to be appropriated</b>									
Vote 1 - Executive and council	37 854	45 154	29 274	32 701	37 935	33 012	37 559	30 900	32 586
Vote 2 - Finance and Corporate Services	27 189	28 297	53 314	34 229	37 037	31 889	34 808	34 609	36 489
Vote 3 - Planning and Infrastructure development	23 558	17 788	17 406	22 609	28 903	20 910	18 442	4 243	4 492
Vote 4 - Health	44 832	33 150	10 835	10 322	11 672	11 262	11 754	11 793	12 430
Vote 5 - Community Services	81	1 908	3 803	6 132	7 756	6 956	800	-	-
Vote 6 - Housing	1 694	1 151	439	1 245	1 262	647	994	420	446
Vote 7 - Public Safety	10 165	13 889	14 477	15 684	19 926	16 147	24 693	19 094	19 496
Vote 8 - Sport and Recreation	2 170	993	1 036	300	462	462	300	300	300
Vote 9 - Waste Management	8	9	487	-	702	452	250	-	-
Vote 10 - Roads	147 933	45 087	6 997	9 337	12 901	9 516	5 524	2 774	2 905
Vote 11 - Water	19 982	19 922	8 823	14 964	11 695	10 584	9 390	790	838
Vote 12 - Electricity	4 854	274	1 117	900	1 185	1 060	125	-	-
Vote 13 - Other	9 337	3 947	5 008	4 878	5 555	4 091	6 269	1 248	1 322
Vote 14 -	-	-	-	-	-	-	-	-	-
Vote 15 -	-	-	-	-	-	-	-	-	-
<b>Total Expenditure by Vote</b>	<b>329 657</b>	<b>211 568</b>	<b>153 015</b>	<b>153 299</b>	<b>176 990</b>	<b>146 987</b>	<b>150 907</b>	<b>106 172</b>	<b>111 304</b>
<b>Surplus/(Deficit) for the year</b>	<b>(14 331)</b>	<b>(15 060)</b>	<b>(35 073)</b>	<b>0</b>	<b>(0)</b>	<b>(31 369)</b>	<b>-</b>	<b>-</b>	<b>-</b>

DC10 Cacadu - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
R thousand									
<b>Revenue by Vote</b>									
Vote 1 - Executive and council	4 339	5 982	8 344	8 650	14 326	5 858	9 161	6 119	6 350
1.1 - Council's expenses	1 946	1 808	7 015	3 764	5 129	4 404	4 816	5 185	5 383
1.2 - Office of the speaker	-	-	-	-	-	-	-	-	-
1.3 - Office of the municipal manager	176	-	-	-	-	-	-	-	-
1.4 - Capacity building	932	3 094	1 243	1 140	1 816	1 179	1 165	934	967
1.5 - Performance management	432	1 077	86	50	220	95	300	-	-
1.6 - Mayoral committee	15	-	-	-	200	-	-	-	-
1.7 - Management - Finance and Corporate Services	87	-	-	-	-	-	-	-	-
1.8 - Management - Economic Development	-	-	-	-	-	-	-	-	-
1.9 - Management - Planning and Infr Development	703	1	-	3 696	6 781	-	1 930	-	-
1.10 - Other	49	1	-	-	180	180	950	-	-
Vote 2 - Finance and Corporate Services	97 585	97 302	77 379	91 570	94 224	90 435	91 049	92 368	96 155
2.1 - Financial Accounting Division	1 240	549	577	-	820	-	1 725	-	-
2.2 - Revenue Collection	91 288	91 196	70 915	84 595	64 635	82 771	81 396	84 164	87 585
2.3 - Payroll Administration	30	33	21	25	25	25	27	28	30
2.4 - Information Technology	-	5	-	-	100	-	100	100	100
2.5 - Pensioners Expenditure - Roadworks	3 233	3 214	3 756	3 545	3 545	3 545	3 631	3 810	4 003
2.6 - Security and Cleaning	-	-	-	-	-	-	-	-	-
2.7 - Finance Management and Support	532	905	666	1 250	1 250	1 250	1 250	1 250	1 250
2.8 - Public Relations	5	1	22	-	-	-	-	-	-
2.9 - People Management	209	168	194	320	690	300	282	250	250
2.10 - Other	1 049	1 231	1 228	1 835	23 159	2 544	2 639	2 766	2 937
Vote 3 - Planning and Infrastructure development	13 453	7 453	3 997	16 753	22 889	1 057	18 451	-	-
3.1 - GIS Specialist	543	-	-	-	-	-	-	-	-
3.2 - HOD - Planning Unit	-	-	-	-	-	-	-	-	-
3.3 - Project Management	1 021	3 406	1 138	10 000	11 183	1 007	8 500	-	-
3.4 - Local Economic Development	7 633	2 508	2 859	4 253	8 336	50	8 851	-	-
3.5 - Planning Unit	4 256	1 540	-	2 500	3 370	-	1 100	-	-
3.6 - Trade and Investment	-	-	-	-	-	-	-	-	-
3.7 - Planning and Infra - Admin Support	-	-	-	-	-	-	-	-	-
Vote 4 - Health	39 003	22 670	-	-	1 320	-	682	999	4 399
4.1 - Primary Health Care	38 751	22 190	-	-	-	-	-	-	-
4.2 - Environmental Health	252	168	-	-	20	-	282	999	4 399
4.3 - Environmental Health Management	-	-	-	-	-	-	-	-	-
4.4 - Clinics	-	312	-	-	1 300	-	400	-	-
Vote 5 - Community Services	81	1 808	13 613	6 132	7 756	6 956	800	-	-
5.1 - Cemeteries - Other	81	-	-	-	-	-	-	-	-
5.2 - Libraries	-	1 808	13 613	6 132	7 756	6 956	800	-	-
Vote 6 - Housing	1 210	1 151	104	1 000	1 000	-	600	-	-
6.1 - Housing Coordinator	1 203	1 143	104	1 000	1 000	-	600	-	-
6.2 - Housing Rietbron	7	8	-	-	-	-	-	-	-
Vote 7 - Public Safety	4 700	3 003	1 000	3 400	7 620	-	11 144	4 576	2 200
7.1 - Disaster Management	2 158	2 629	1 000	2 400	2 820	-	-	-	-
7.2 - Fire Services	2 541	374	-	1 000	4 800	-	11 144	4 576	2 200
Vote 8 - Sport and Recreation	1 057	-	2 072	-	162	-	-	-	-
8.1 - Sport grounds	1 057	-	2 072	-	162	-	-	-	-
8.2 - 2010 World Cup	-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management	96	119	974	-	702	-	250	-	-
9.1 - Sanitation and Refuse - Rietbron	96	119	974	-	702	-	-	-	-
9.2 - Solid Waste	-	-	-	-	-	-	250	-	-
9.3 - Waste Water	-	-	-	-	-	-	-	-	-
Vote 10 - Roads	142 729	41 166	4 891	8 313	11 861	4 813	4 901	2 110	2 200
10.1 - Roads and Transport	142 729	41 166	4 891	8 313	11 861	4 813	4 901	2 110	2 200
10.2 - Roads - Rietbron roads streets and public places	-	-	-	-	-	-	-	-	-
10.3 - Roads - Rietbron	-	-	-	-	-	-	-	-	-
Vote 11 - Water	9 665	15 649	4 443	13 999	10 988	5 499	8 649	-	-
11.1 - Water Services Authority	9 518	15 477	4 443	13 999	10 988	5 499	8 649	-	-
11.2 - Water - Rietbron	146	172	-	-	-	-	-	-	-
Vote 12 - Electricity	54	205	1 125	1 600	1 600	1 000	125	-	-
12.1 - Electricity - Other	54	205	1 125	1 600	1 600	1 000	125	-	-
12.2 - Electricity - Rietbron	-	-	-	-	-	-	-	-	-
12.3 - Streetlights - Rietbron	-	-	-	-	-	-	-	-	-
Vote 13 - Other	1 353	-	-	1 883	2 541	-	5 095	-	-
13.1 - Tourism, Promotion and Development	1 353	-	-	1 883	2 541	-	5 095	-	-
<b>Total Revenue by Vote</b>	<b>315 325</b>	<b>196 508</b>	<b>117 942</b>	<b>153 300</b>	<b>176 989</b>	<b>115 618</b>	<b>150 907</b>	<b>106 172</b>	<b>111 304</b>

DC10 Cacadu - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Expenditure by Vote</b>									
<b>Vote 1 - Executive and council</b>	<b>37 854</b>	<b>45 154</b>	<b>29 274</b>	<b>32 701</b>	<b>37 935</b>	<b>33 012</b>	<b>37 559</b>	<b>30 900</b>	<b>32 586</b>
1.1 - Council's expenses	13 157	18 465	4 589	4 240	4 647	3 716	6 002	4 216	4 442
1.2 - Office of the speaker	1 267	1 521	1 558	1 732	1 879	1 720	1 666	1 588	1 680
1.3 - Office of the municipal manager	2 133	2 157	2 428	2 048	2 075	2 057	2 120	2 249	2 378
1.4 - Capacity building	2 260	3 855	1 976	1 947	2 634	2 301	2 003	1 824	1 910
1.5 - Performance management	1 092	1 887	631	1 404	1 588	973	971	715	758
1.6 - Mayoral committee	4 013	3 967	4 498	5 012	5 297	4 776	5 564	5 896	6 226
1.7 - Management - Finance and Corporate Services	1 282	1 297	1 433	1 613	1 637	1 545	1 714	1 821	1 928
1.8 - Management - Economic Development	2 664	5 021	5 166	5 676	8 791	7 305	8 295	3 958	4 172
1.9 - Management - Planning and Infr Development	5 116	1 765	1 399	2 100	2 124	1 519	2 009	2 124	2 239
1.10 - Other	4 870	5 219	5 596	6 930	7 261	7 100	7 216	6 511	6 854
<b>Vote 2 - Finance and Corporate Services</b>	<b>27 189</b>	<b>28 297</b>	<b>53 314</b>	<b>34 229</b>	<b>37 037</b>	<b>31 889</b>	<b>34 808</b>	<b>34 609</b>	<b>36 489</b>
2.1 - Financial Accounting Division	3 283	3 446	11 040	6 993	7 834	5 891	7 030	5 251	5 523
2.2 - Revenue Collection	1 410	720	23 491	1 211	1 262	1 221	881	937	994
2.3 - Payroll Administration	673	732	762	11	-	-	-	-	-
2.4 - Information Technology	1 956	2 167	2 133	2 898	3 010	2 789	3 150	4 085	4 369
2.5 - Pensioners Expenditure - Roadworks	3 240	3 214	3 867	3 545	3 545	3 240	3 631	3 810	4 003
2.6 - Security and Cleaning	1 083	1 046	1 103	1 302	1 314	1 177	1 381	1 458	1 536
2.7 - Finance Management and Support	536	915	716	2 044	2 085	1 295	2 031	2 162	2 293
2.8 - Public Relations	1 807	2 517	1 807	2 301	2 307	2 216	2 903	2 427	2 551
2.9 - People Management	1 882	2 045	1 921	2 048	2 268	1 968	2 458	2 523	2 660
2.10 - Other	11 318	11 494	6 475	11 876	13 413	12 092	11 344	11 957	12 562
<b>Vote 3 - Planning and Infrastructure development</b>	<b>23 558</b>	<b>17 788</b>	<b>17 406</b>	<b>22 609</b>	<b>28 903</b>	<b>20 910</b>	<b>18 442</b>	<b>4 243</b>	<b>4 492</b>
3.1 - GIS Specialist	851	626	348	436	443	395	462	491	521
3.2 - HOD - Planning Unit	693	526	90	736	806	117	97	103	109
3.3 - Project Management	1 869	4 801	10 126	11 472	12 721	8 354	9 942	1 533	1 622
3.4 - Local Economic Development	11 867	5 646	4 581	4 947	9 040	7 979	5 597	794	841
3.5 - Planning Unit	7 702	5 523	1 583	3 729	4 582	3 344	2 343	1 322	1 399
3.6 - Trade and Investment	-	-	-	547	558	-	-	-	-
3.7 - Planning and Infra - Admin Support	577	666	678	743	754	721	-	-	-
<b>Vote 4 - Health</b>	<b>44 832</b>	<b>33 150</b>	<b>10 835</b>	<b>10 322</b>	<b>11 672</b>	<b>11 262</b>	<b>11 754</b>	<b>11 793</b>	<b>12 430</b>
4.1 - Primary Health Care	35 924	22 190	-	-	-	-	-	-	-
4.2 - Environmental Health	7 695	8 388	8 932	9 745	9 785	9 491	10 982	11 080	11 676
4.3 - Environmental Health Management	735	512	542	577	587	571	673	714	754
4.4 - Clinics	478	2 060	1 361	-	1 300	1 200	100	-	-
<b>Vote 5 - Community Services</b>	<b>81</b>	<b>1 908</b>	<b>3 803</b>	<b>6 132</b>	<b>7 756</b>	<b>6 956</b>	<b>800</b>	<b>-</b>	<b>-</b>
5.1 - Cemeteries - Other	81	100	-	-	-	-	-	-	-
5.2 - Libraries	-	1 808	3 803	6 132	7 756	6 956	800	-	-
<b>Vote 6 - Housing</b>	<b>1 694</b>	<b>1 151</b>	<b>439</b>	<b>1 245</b>	<b>1 262</b>	<b>647</b>	<b>994</b>	<b>420</b>	<b>446</b>
6.1 - Housing Coordinator	1 689	1 145	439	1 245	1 262	647	994	420	446
6.2 - Housing Rietbron	5	6	-	-	-	-	-	-	-
<b>Vote 7 - Public Safety</b>	<b>10 165</b>	<b>13 889</b>	<b>14 477</b>	<b>15 684</b>	<b>19 926</b>	<b>16 147</b>	<b>24 693</b>	<b>19 094</b>	<b>19 496</b>
7.1 - Disaster Management	5 473	7 612	4 602	6 397	6 832	6 340	7 589	7 922	8 255
7.2 - Fire Services	4 692	6 277	9 875	9 287	13 095	9 807	17 104	11 173	11 241
<b>Vote 8 - Sport and Recreation</b>	<b>2 170</b>	<b>993</b>	<b>1 036</b>	<b>300</b>	<b>462</b>	<b>462</b>	<b>300</b>	<b>300</b>	<b>300</b>
8.1 - Sport grounds	2 143	993	1 036	300	462	462	300	300	300
8.2 - 2010 World Cup	26	-	-	-	-	-	-	-	-
<b>Vote 9 - Waste Management</b>	<b>8</b>	<b>9</b>	<b>487</b>	<b>-</b>	<b>702</b>	<b>452</b>	<b>250</b>	<b>-</b>	<b>-</b>
9.1 - Sanitation and Refuse - Rietbron	8	9	-	-	-	-	-	-	-
9.2 - Solid Waste	-	-	487	-	702	452	250	-	-
9.3 - Waste Water	-	-	-	-	-	-	-	-	-
<b>Vote 10 - Roads</b>	<b>147 933</b>	<b>45 087</b>	<b>6 997</b>	<b>9 337</b>	<b>12 901</b>	<b>9 516</b>	<b>5 524</b>	<b>2 774</b>	<b>2 905</b>
10.1 - Roads and Transport	147 402	44 211	6 970	9 337	12 901	9 516	5 524	2 774	2 905
10.2 - Roads - Rietbron roads streets and public places	507	877	27	-	-	-	-	-	-
10.3 - Roads - Rietbron	24	-	-	-	-	-	-	-	-
<b>Vote 11 - Water</b>	<b>19 982</b>	<b>19 922</b>	<b>8 823</b>	<b>14 964</b>	<b>11 695</b>	<b>10 584</b>	<b>9 390</b>	<b>790</b>	<b>838</b>
11.1 - Water Services Authority	19 932	19 823	8 823	14 964	11 695	10 584	9 390	790	838
11.2 - Water - Rietbron	50	99	-	-	-	-	-	-	-
<b>Vote 12 - Electricity</b>	<b>4 854</b>	<b>274</b>	<b>1 117</b>	<b>900</b>	<b>1 185</b>	<b>1 060</b>	<b>125</b>	<b>-</b>	<b>-</b>
12.1 - Electricity - Other	4 769	205	1 117	900	1 185	1 060	125	-	-
12.2 - Electricity - Rietbron	43	43	-	-	-	-	-	-	-
12.3 - Streetlights - Rietbron	42	26	-	-	-	-	-	-	-
<b>Vote 13 - Other</b>	<b>9 337</b>	<b>3 947</b>	<b>5 008</b>	<b>4 878</b>	<b>5 555</b>	<b>4 091</b>	<b>6 269</b>	<b>1 248</b>	<b>1 322</b>
13.1 - Tourism, Promotion and Development	9 337	3 947	5 008	4 878	5 555	4 091	6 269	1 248	1 322
<b>Total Expenditure by Vote</b>	<b>329 657</b>	<b>211 568</b>	<b>153 015</b>	<b>153 299</b>	<b>176 990</b>	<b>146 987</b>	<b>150 907</b>	<b>106 172</b>	<b>111 304</b>
<b>Surplus/(Deficit) for the year</b>	<b>(14 331)</b>	<b>(15 060)</b>	<b>(35 073)</b>	<b>0</b>	<b>(0)</b>	<b>(31 369)</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

1. Total revenue is R150.9 million in 2013/14 and drops to R106.2 million in 2014/15 and then it escalates to R111.3 million by 2015/16.
2. Transfers recognised – operating; includes the local government equitable share and other operating grants from national and provincial government.

DC10 Cacadu - Table A4 Consolidated Budgeted Financial Performance (revenue and expenditure)

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>									
<b>Revenue By Source</b>									
Property rates	174	367	-	-	-	-	-	-	-
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-
Service charges - water revenue	208	227	-	-	-	-	-	-	-
Service charges - sanitation revenue	25	29	-	-	-	-	-	-	-
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-
Service charges - other	7	7	-	-	-	-	-	-	-
Rental of facilities and equipment	991	1 115	1 107	1 120	1 120	1 100	1 150	1 200	1 300
Interest earned - external investments	30 818	22 987	17 159	16 924	16 924	15 100	10 400	9 000	7 600
Interest earned - outstanding debtors									
Dividends received									
Fines									
Licences and permits									
Agency services	30	33	21	25	25	25	27	28	30
Transfers recognised - operational	284 093	176 353	91 682	105 824	101 579	99 073	89 419	89 992	96 821
Other revenue	1 078	2 855	7 620	29 406	57 341	320	49 912	5 952	5 553
Gains on disposal of PPE	(2 099)	(7 466)	353						
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>315 325</b>	<b>196 508</b>	<b>117 942</b>	<b>153 300</b>	<b>176 989</b>	<b>115 618</b>	<b>150 907</b>	<b>106 172</b>	<b>111 304</b>
<b>Expenditure By Type</b>									
Employee related costs	30 428	26 245	32 981	34 048	46 456	38 367	41 595	44 231	46 875
Remuneration of councillors	4 830	4 900	5 264	6 199	5 338	5 325	5 683	6 053	6 423
Debt impairment	(582)	69	22 797	463	463	463	-	-	-
Depreciation & asset impairment	4 684	4 500	1 718	1 134	1 135	1 135	2 033	2 033	2 033
Finance charges	110	8	1	-	-	-	-	-	-
Bulk purchases	13	6	-	-	-	-	-	-	-
Other materials	-	-	-	-	-	-	-	-	-
Contracted services	3 173	3 242	2 674	4 205	4 705	4 425	5 020	6 041	6 418
Transfers and grants	232 432	117 509	33 058	51 040	22 197	19 197	39 553	28 654	29 490
Other expenditure	54 568	55 088	54 522	56 211	96 696	78 075	57 023	19 159	20 065
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>329 657</b>	<b>211 568</b>	<b>153 015</b>	<b>153 299</b>	<b>176 990</b>	<b>146 987</b>	<b>150 907</b>	<b>106 172</b>	<b>111 304</b>
<b>Surplus/(Deficit)</b>	<b>(14 331)</b>	<b>(15 060)</b>	<b>(35 073)</b>	<b>0</b>	<b>(0)</b>	<b>(31 369)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers recognised - capital									
Contributions recognised - capital	-	-	-	-	-	-	-	-	-
Contributed assets									
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>(14 331)</b>	<b>(15 060)</b>	<b>(35 073)</b>	<b>0</b>	<b>(0)</b>	<b>(31 369)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Taxation									
<b>Surplus/(Deficit) after taxation</b>	<b>(14 331)</b>	<b>(15 060)</b>	<b>(35 073)</b>	<b>0</b>	<b>(0)</b>	<b>(31 369)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Attributable to minorities									
<b>Surplus/(Deficit) attributable to municipality</b>	<b>(14 331)</b>	<b>(15 060)</b>	<b>(35 073)</b>	<b>0</b>	<b>(0)</b>	<b>(31 369)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Share of surplus/ (deficit) of associate									
<b>Surplus/(Deficit) for the year</b>	<b>(14 331)</b>	<b>(15 060)</b>	<b>(35 073)</b>	<b>0</b>	<b>(0)</b>	<b>(31 369)</b>	<b>-</b>	<b>-</b>	<b>-</b>



**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. R10 million of the total R13 million has been allocated to the relocation of the Cacadu District Municipality office. Another R15 million is budgeted on the two outer years.

DC10 Cacadu - Table A5 Consolidated Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>									
<b>Capital expenditure - Vote</b>									
<b>Multi-year expenditure to be appropriated</b>									
Vote 1 - Executive and council	-	-	-	10 000	15 000	15 000	10 000	10 000	5 000
Vote 2 - Finance and Corporate Services	-	-	-	2 000	2 000	2 000	-	-	-
Vote 3 - Planning and Infrastructure development	-	-	-	-	-	-	-	-	-
Vote 4 - Health	-	-	-	-	-	-	-	-	-
Vote 5 - Community Services	-	-	-	-	-	-	-	-	-
Vote 6 - Housing	-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety	-	-	-	-	-	-	-	-	-
Vote 8 - Sport and Recreation	-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management	-	-	-	-	-	-	-	-	-
Vote 10 - Roads	-	-	-	-	-	-	-	-	-
Vote 11 - Water	-	-	-	-	-	-	-	-	-
Vote 12 - Electricity	-	-	-	-	-	-	-	-	-
Vote 13 - Other	-	-	-	-	-	-	-	-	-
Vote 14 -	-	-	-	-	-	-	-	-	-
Vote 15 -	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12 000</b>	<b>17 000</b>	<b>17 000</b>	<b>10 000</b>	<b>10 000</b>	<b>5 000</b>
<b>Single-year expenditure to be appropriated</b>									
Vote 1 - Executive and council	237	1 718	691	1 996	1 996	1 996	795	-	-
Vote 2 - Finance and Corporate Services	1 388	1 896	667	1 057	1 064	1 064	1 321	-	-
Vote 3 - Planning and Infrastructure development	611	1 609	418	-	1	1	43	-	-
Vote 4 - Health	534	920	-	-	-	-	760	-	-
Vote 5 - Community Services	-	-	-	-	-	-	-	-	-
Vote 6 - Housing	9	-	-	-	-	-	-	-	-
Vote 7 - Public Safety	618	960	88	1 057	1 257	1 257	104	-	-
Vote 8 - Sport and Recreation	-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management	-	-	-	-	-	-	-	-	-
Vote 10 - Roads	-	-	-	-	-	-	-	-	-
Vote 11 - Water	-	-	-	-	-	-	-	-	-
Vote 12 - Electricity	-	-	-	-	-	-	-	-	-
Vote 13 - Other	-	-	-	-	-	-	8	-	-
Vote 14 -	-	-	-	-	-	-	-	-	-
Vote 15 -	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>	<b>3 397</b>	<b>7 103</b>	<b>1 864</b>	<b>4 110</b>	<b>4 318</b>	<b>4 318</b>	<b>3 030</b>	<b>-</b>	<b>-</b>
<b>Total Capital Expenditure - Vote</b>	<b>3 397</b>	<b>7 103</b>	<b>1 864</b>	<b>16 110</b>	<b>21 318</b>	<b>21 318</b>	<b>13 030</b>	<b>10 000</b>	<b>5 000</b>
<b>Capital Expenditure - Standard</b>									
<b>Governance and administration</b>	<b>1 625</b>	<b>3 614</b>	<b>1 358</b>	<b>15 053</b>	<b>20 060</b>	<b>20 060</b>	<b>12 115</b>	<b>10 000</b>	<b>5 000</b>
Executive and council	237	1 718	691	11 996	16 996	16 996	10 689	10 000	5 000
Budget and treasury office	1 388	1 390	647	2 921	2 928	2 928	1 135	-	-
Corporate services	-	506	20	136	136	136	291	-	-
<b>Community and public safety</b>	<b>1 161</b>	<b>1 880</b>	<b>88</b>	<b>1 057</b>	<b>1 257</b>	<b>1 257</b>	<b>864</b>	<b>-</b>	<b>-</b>
Community and social services	-	-	-	-	-	-	-	-	-
Sport and recreation	-	-	-	-	-	-	-	-	-
Public safety	618	960	88	1 057	1 257	1 257	104	-	-
Housing	9	-	-	-	-	-	-	-	-
Health	534	920	-	-	-	-	760	-	-
<b>Economic and environmental services</b>	<b>611</b>	<b>1 609</b>	<b>418</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>43</b>	<b>-</b>	<b>-</b>
Planning and development	611	1 609	418	-	1	1	43	-	-
Road transport	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	-	-	-	-	-	-	-
<b>Trading services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Electricity	-	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-
<b>Other</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8</b>	<b>-</b>	<b>-</b>
<b>Total Capital Expenditure - Standard</b>	<b>3 397</b>	<b>7 103</b>	<b>1 864</b>	<b>16 110</b>	<b>21 318</b>	<b>21 318</b>	<b>13 030</b>	<b>10 000</b>	<b>5 000</b>
<b>Funded by:</b>									
National Government	-	-	-	-	-	-	-	-	-
Provincial Government	-	-	-	-	-	-	-	-	-
District Municipality	-	-	-	-	-	-	-	-	-
Other transfers and grants	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	-	-	-	-	-	-	-	-	-
Public contributions & donations	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	3 397	7 103	1 864	16 110	21 318	21 318	13 030	10 000	5 000
<b>Total Capital Funding</b>	<b>3 397</b>	<b>7 103</b>	<b>1 864</b>	<b>16 110</b>	<b>21 318</b>	<b>21 318</b>	<b>13 030</b>	<b>10 000</b>	<b>5 000</b>

DC10 Gacadu - Table A5 Consolidated Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>									
<b>Capital expenditure - Municipal Vote</b>									
<b>Multi-year expenditure appropriation</b>									
<b>Vote 1 - Executive and council</b>	-	-	-	10 000	15 000	15 000	10 000	10 000	5 000
1.1 - Council's expenses							-	-	-
1.2 - Office of the speaker							-	-	-
1.3 - Office of the municipal manager				10 000	15 000	15 000	10 000	10 000	5 000
1.4 - Capacity building							-	-	-
1.5 - Performance management							-	-	-
1.6 - Mayoral committee							-	-	-
1.7 - Management - Finance and Corporate Services							-	-	-
1.8 - Management - Economic Development							-	-	-
1.9 - Management - Planning and Infr Development							-	-	-
1.10 - Other							-	-	-
<b>Vote 2 - Finance and Corporate Services</b>	-	-	-	2 000	2 000	2 000	-	-	-
2.1 - Financial Accounting Division							-	-	-
2.2 - Revenue Collection							-	-	-
2.3 - Payroll Administration							-	-	-
2.4 - Information Technology							-	-	-
2.5 - Pensioners Expenditure - Roadworks							-	-	-
2.6 - Security and Cleaning							-	-	-
2.7 - Finance Management and Support							-	-	-
2.8 - Public Relations							-	-	-
2.9 - People Management							-	-	-
2.10 - Other				2 000	2 000	2 000	-	-	-
<b>Vote 3 - Planning and Infrastructure development</b>	-	-	-	-	-	-	-	-	-
3.1 - GIS Specialist							-	-	-
3.2 - HOD - Planning Unit							-	-	-
3.3 - Project Management							-	-	-
3.4 - Local Economic Development							-	-	-
3.5 - Planning Unit							-	-	-
3.6 - Trade and Investment							-	-	-
3.7 - Planning and Infra - Admin Support							-	-	-
<b>Vote 4 - Health</b>	-	-	-	-	-	-	-	-	-
4.1 - Primary Health Care							-	-	-
4.2 - Environmental Health							-	-	-
4.3 - Environmental Health Management							-	-	-
4.4 - Clinics							-	-	-
<b>Vote 5 - Community Services</b>	-	-	-	-	-	-	-	-	-
5.1 - Cemeteries - Other							-	-	-
5.2 - Libraries							-	-	-
<b>Vote 6 - Housing</b>	-	-	-	-	-	-	-	-	-
6.1 - Housing Coordinator							-	-	-
6.2 - Housing Rietbron							-	-	-
<b>Vote 7 - Public Safety</b>	-	-	-	-	-	-	-	-	-
7.1 - Disaster Management							-	-	-
7.2 - Fire Services							-	-	-
<b>Vote 8 - Sport and Recreation</b>	-	-	-	-	-	-	-	-	-
8.1 - Sport grounds							-	-	-
8.2 - 2010 World Cup							-	-	-
<b>Vote 9 - Waste Management</b>	-	-	-	-	-	-	-	-	-
9.1 - Sanitation and Refuse - Rietbron							-	-	-
9.2 - Solid Waste							-	-	-
9.3 - Waste Water							-	-	-
<b>Vote 10 - Roads</b>	-	-	-	-	-	-	-	-	-
10.1 - Roads and Transport							-	-	-
10.2 - Roads - Rietbron roads streets and public places							-	-	-
10.3 - Roads - Rietbron							-	-	-
<b>Vote 11 - Water</b>	-	-	-	-	-	-	-	-	-
11.1 - Water Services Authority							-	-	-
11.2 - Water - Rietbron							-	-	-
<b>Vote 12 - Electricity</b>	-	-	-	-	-	-	-	-	-
12.1 - Electricity - Other							-	-	-
12.2 - Electricity - Rietbron							-	-	-
12.3 - Streetlights - Rietbron							-	-	-
<b>Vote 13 - Other</b>	-	-	-	-	-	-	-	-	-
13.1 - Tourism, Promotion and Development							-	-	-
<b>Capital multi-year expenditure sub-total</b>	-	-	-	12 000	17 000	17 000	10 000	10 000	5 000

## 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 A6 is supported by an extensive table of notes (SA3) which provides 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 non current;
  - Changes in net assets; and
  - Reserves

DC10 Cacadu - Table A6 Consolidated Budgeted Financial Position

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>									
<b>ASSETS</b>									
<b>Current assets</b>									
Cash									
Call investment deposits	366 704	305 968	268 613	209 405	209 405	204 824	154 912	148 960	143 407
Consumer debtors	2 913	2 808	2 109	-	-	-	-	-	-
Other debtors									
Current portion of long-term receivables									
Inventory									
<b>Total current assets</b>	<b>369 618</b>	<b>308 776</b>	<b>270 722</b>	<b>209 405</b>	<b>209 405</b>	<b>204 824</b>	<b>154 912</b>	<b>148 960</b>	<b>143 407</b>
<b>Non current assets</b>									
Long-term receivables									
Investments									
Investment property	13 171	14 254	14 526	14 526	14 526	14 526	14 526	14 526	14 526
Investment in Associate									
Property, plant and equipment	74 604	68 445	68 520	91 878	97 084	88 703	99 700	107 667	110 634
Agricultural									
Biological									
Intangible	87	87	87	87	87	87	87	87	87
Other non-current assets									
<b>Total non current assets</b>	<b>87 861</b>	<b>82 785</b>	<b>83 133</b>	<b>106 490</b>	<b>111 697</b>	<b>103 316</b>	<b>114 313</b>	<b>122 279</b>	<b>125 246</b>
<b>TOTAL ASSETS</b>	<b>457 479</b>	<b>391 561</b>	<b>353 855</b>	<b>315 895</b>	<b>321 102</b>	<b>308 139</b>	<b>269 225</b>	<b>271 240</b>	<b>268 653</b>
<b>LIABILITIES</b>									
<b>Current liabilities</b>									
Bank overdraft									
Borrowing	87	22	-	-	-	-	-	-	-
Consumer deposits									
Trade and other payables	191 059	62 231	46 149	37 307	32 767	32 767	24 017	26 050	28 083
Provisions									
<b>Total current liabilities</b>	<b>191 147</b>	<b>62 253</b>	<b>46 149</b>	<b>37 307</b>	<b>32 767</b>	<b>32 767</b>	<b>24 017</b>	<b>26 050</b>	<b>28 083</b>
<b>Non current liabilities</b>									
Borrowing	109	22	-	-	-	-	-	-	-
Provisions	51 158	55 770	54 374	55 770	55 770	54 374	54 374	54 374	54 374
<b>Total non current liabilities</b>	<b>51 267</b>	<b>55 792</b>	<b>54 374</b>	<b>55 770</b>	<b>55 770</b>	<b>54 374</b>	<b>54 374</b>	<b>54 374</b>	<b>54 374</b>
<b>TOTAL LIABILITIES</b>	<b>242 414</b>	<b>118 046</b>	<b>100 523</b>	<b>93 077</b>	<b>88 537</b>	<b>87 141</b>	<b>78 391</b>	<b>80 425</b>	<b>82 458</b>
<b>NET ASSETS</b>	<b>215 065</b>	<b>273 515</b>	<b>253 332</b>	<b>222 818</b>	<b>232 565</b>	<b>220 998</b>	<b>190 833</b>	<b>190 815</b>	<b>186 195</b>
<b>COMMUNITY WEALTH/EQUITY</b>									
Accumulated Surplus/(Deficit)	140 327	195 208	175 561	144 511	154 258	143 227	113 062	113 044	108 424
Reserves	74 738	78 307	77 771	78 307	78 307	77 771	77 771	77 771	77 771
Minorities' interests									
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	<b>215 065</b>	<b>273 515</b>	<b>253 332</b>	<b>222 818</b>	<b>232 565</b>	<b>220 998</b>	<b>190 833</b>	<b>190 815</b>	<b>186 195</b>

DC10 Cacadu - Supporting Table SA3 Supporting detail to 'Budgeted Financial Position'

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>									
<b>ASSETS</b>									
<b>Call investment deposits</b>									
Call deposits < 90 days	21 005	4 588	6	4 588	4 588	6	6	6	6
Other current investments > 90 days	345 700	301 380	268 607	204 817	204 817	204 817	154 906	148 954	143 401
<b>Total Call investment deposits</b>	<b>366 704</b>	<b>305 968</b>	<b>268 613</b>	<b>209 405</b>	<b>209 405</b>	<b>204 824</b>	<b>154 912</b>	<b>148 960</b>	<b>143 407</b>
<b>Consumer debtors</b>									
Consumer debtors	14 294	14 126	34 260	-	-	-	-	-	-
Less: Provision for debt impairment	(11 381)	(11 319)	(32 151)	-	-	-	-	-	-
<b>Total Consumer debtors</b>	<b>2 913</b>	<b>2 808</b>	<b>2 109</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Debt Impairment provision</b>									
Balance at the beginning of the year	12 921	11 382	11 319	-	-	-	-	-	-
Contributions to the provision	(1 539)	(63)	22 016	-	-	-	-	-	-
Bad debts written off	-	-	(1 184)	-	-	-	-	-	-
<b>Balance at end of year</b>	<b>11 382</b>	<b>11 319</b>	<b>32 151</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Property, plant and equipment (PPE)</b>									
PPE at cost/valuation (excl. finance leases)	101 697	92 640	88 585	93 012	98 219	109 903	122 933	132 933	137 933
Leases recognised as PPE	-	-	-	-	-	-	-	-	-
Less: Accumulated depreciation	27 094	24 195	20 064	1 134	1 135	21 199	23 232	25 266	27 299
<b>Total Property, plant and equipment (PPE)</b>	<b>74 604</b>	<b>68 445</b>	<b>68 520</b>	<b>91 878</b>	<b>97 084</b>	<b>88 703</b>	<b>99 700</b>	<b>107 667</b>	<b>110 634</b>
<b>LIABILITIES</b>									
<b>Current liabilities - Borrowing</b>									
Short term loans (other than bank overdraft)	-	-	-	-	-	-	-	-	-
Current portion of long-term liabilities	87	22	-	-	-	-	-	-	-
<b>Total Current liabilities - Borrowing</b>	<b>87</b>	<b>22</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Trade and other payables</b>									
Trade and other creditors	27 891	19 797	17 013	21 984	21 984	21 984	24 017	26 050	28 083
Unspent conditional transfers	167 521	46 823	30 687	15 323	10 783	10 783	-	-	-
VAT	(4 352)	(4 389)	(1 551)	-	-	-	-	-	-
<b>Total Trade and other payables</b>	<b>191 059</b>	<b>62 231</b>	<b>46 149</b>	<b>37 307</b>	<b>32 767</b>	<b>32 767</b>	<b>24 017</b>	<b>26 050</b>	<b>28 083</b>
<b>Non current liabilities - Borrowing</b>									
Borrowing	-	-	-	-	-	-	-	-	-
Finance leases (including PPP asset element)	109	22	-	-	-	-	-	-	-
<b>Total Non current liabilities - Borrowing</b>	<b>109</b>	<b>22</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Provisions - non-current</b>									
Retirement benefits	51 158	55 770	54 374	55 770	55 770	54 374	54 374	54 374	54 374
List other major provision items									
Refuse landfill site rehabilitation									
Other									
<b>Total Provisions - non-current</b>	<b>51 158</b>	<b>55 770</b>	<b>54 374</b>	<b>55 770</b>	<b>55 770</b>	<b>54 374</b>	<b>54 374</b>	<b>54 374</b>	<b>54 374</b>
<b>CHANGES IN NET ASSETS</b>									
<b>Accumulated Surplus/(Deficit)</b>									
Accumulated Surplus/(Deficit) - opening balance	150 055	211 127	210 635	144 511	154 258	174 596	113 062	113 044	108 424
GRAP adjustments	4 603	(858)	-				-	-	-
Restated balance	154 658	210 269	210 635	144 511	154 258	174 596	113 062	113 044	108 424
Surplus/(Deficit)	(14 331)	(15 060)	(35 073)	0	(0)	(31 369)	-	-	-
Appropriations to Reserves									
Transfers from Reserves									
Depreciation offsets									
Other adjustments									
<b>Accumulated Surplus/(Deficit)</b>	<b>140 327</b>	<b>195 208</b>	<b>175 561</b>	<b>144 511</b>	<b>154 258</b>	<b>143 227</b>	<b>113 062</b>	<b>113 044</b>	<b>108 424</b>
<b>Reserves</b>									
Housing Development Fund									
Capital replacement									
Self-insurance									
Other reserves									
Revaluation	74 738	78 307	77 771	78 307	78 307	77 771	77 771	77 771	77 771
<b>Total Reserves</b>	<b>74 738</b>	<b>78 307</b>	<b>77 771</b>	<b>78 307</b>	<b>78 307</b>	<b>77 771</b>	<b>77 771</b>	<b>77 771</b>	<b>77 771</b>
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	<b>215 065</b>	<b>273 515</b>	<b>253 332</b>	<b>222 818</b>	<b>232 565</b>	<b>220 998</b>	<b>190 833</b>	<b>190 815</b>	<b>186 195</b>

Total capital expenditure includes expenditure on nationally significant priorities:

Provision of basic services									
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### **Explanatory notes to Table A7 - Budgeted Cash Flow Statement**

1. The budgeted cash flow statement is the first measurement in determining if the budget is funded.
2. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.

DC10 Cacadu - Table A7 Consolidated Budgeted Cash Flows

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>									
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>									
<b>Receipts</b>									
Ratepayers and other	2 513	4 634		29 891	29 891	1 445	51 088	7 180	6 883
Government - operating	383 403	246 487		106 484	106 484	99 073	89 419	89 992	96 821
Government - capital	-	-		-	-	-	-	-	-
Interest	30 818	22 987		16 924	16 924	15 100	10 400	9 000	7 600
Dividends	-	-		-	-	-	-	-	-
<b>Payments</b>									
Suppliers and employees	(101 276)	(96 857)		(114 425)	(126 833)	(53 797)	(65 773)	(17 126)	(18 031)
Finance charges	(110)	(8)		-	-	-	-	-	-
Transfers and Grants	(288 995)	(180 287)		(37 740)	(70 368)	(92 055)	(89 143)	(89 992)	(96 821)
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	<b>26 353</b>	<b>(3 044)</b>	<b>-</b>	<b>1 134</b>	<b>(43 902)</b>	<b>(30 234)</b>	<b>(4 009)</b>	<b>(946)</b>	<b>(3 549)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>									
<b>Receipts</b>									
Proceeds on disposal of PPE	(2 099)	(7 466)		-	-	-	-	-	-
Decrease (Increase) in non-current debtors	-	-		-	-	-	-	-	-
Decrease (increase) other non-current receivables	-	-		-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-		-	-	-	-	-	-
<b>Payments</b>									
Capital assets	(3 397)	(7 103)		(16 110)	(21 318)	(21 318)	13 030	10 000	5 000
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	<b>(5 496)</b>	<b>(14 569)</b>	<b>-</b>	<b>(16 110)</b>	<b>(21 318)</b>	<b>(21 318)</b>	<b>13 030</b>	<b>10 000</b>	<b>5 000</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>									
<b>Receipts</b>									
Short term loans									
Borrowing long term/refinancing									
Increase (decrease) in consumer deposits									
<b>Payments</b>									
Repayment of borrowing									
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	<b>20 857</b>	<b>(17 613)</b>	<b>-</b>	<b>(14 976)</b>	<b>(65 220)</b>	<b>(51 552)</b>	<b>9 021</b>	<b>9 054</b>	<b>1 452</b>
Cash/cash equivalents at the year begin:	363 453	384 310	366 697	312 462	312 462	312 462	260 910	269 931	278 985
Cash/cash equivalents at the year end:	384 310	366 697	366 697	297 486	247 242	260 910	269 931	278 985	280 436



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

1. The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 – Funding a Municipal Budget.
2. In essence the table evaluates the funding levels of the budget by firstly forecasting the cash and investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist.

DC10 Cacadu - Table A8 Consolidated Cash backed reserves/accumulated surplus reconciliation

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>									
<b>Cash and Investments available</b>									
Cash/cash equivalents at the year end	384 310	366 697	366 697	297 486	247 242	260 910	269 931	278 985	280 436
Other current investments > 90 days	(17 606)	(60 729)	(98 083)	(88 081)	(37 837)	(56 087)	(115 019)	(130 024)	(137 029)
Non current assets - Investments	-	-	-	-	-	-	-	-	-
<b>Cash and investments available:</b>	<b>366 704</b>	<b>305 968</b>	<b>268 613</b>	<b>209 405</b>	<b>209 405</b>	<b>204 824</b>	<b>154 912</b>	<b>148 960</b>	<b>143 407</b>
<b>Application of cash and investments</b>									
Unspent conditional transfers	167 521	46 823	30 687	15 323	10 783	10 783	-	-	-
Unspent borrowing	-	-	-	-	-	-	-	-	-
Statutory requirements	-	-	-	-	-	-	-	-	-
Other working capital requirements	24 978	16 989	17 013	21 984	21 984	21 984	24 017	26 050	28 083
Other provisions	-	-	-	-	-	-	-	-	-
Long term investments committed	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	61 158	70 770	69 374	70 770	70 770	69 374	69 374	69 374	69 374
<b>Total Application of cash and Investments:</b>	<b>253 657</b>	<b>134 583</b>	<b>117 074</b>	<b>108 077</b>	<b>103 537</b>	<b>102 141</b>	<b>93 391</b>	<b>95 425</b>	<b>97 458</b>
<b>Surplus(shortfall)</b>	<b>113 048</b>	<b>171 385</b>	<b>151 539</b>	<b>101 328</b>	<b>105 868</b>	<b>102 683</b>	<b>61 521</b>	<b>53 536</b>	<b>45 949</b>

## **Explanatory notes to Table A10 - Basic Service Delivery Measurement**

1. Table A10 provides an overview of service delivery levels, including backlogs (below minimum service level), for each of the main services.
2. Cacadu District Municipality served the DMA area, which subsequently was transferred to the local municipalities, as from 01 July 2011.

DC10 Cacadu - Table A10 Consolidated basic service delivery measurement

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Household service targets</b>									
<b>Water:</b>									
Piped water inside dwelling									
Piped water inside yard (but not in dwelling)									
Using public tap (at least min.service level)									
Other water supply (at least min.service level)									
<i>Minimum Service Level and Above sub-total</i>	-	-	-	-	-	-	-	-	-
Using public tap (< min.service level)									
Other water supply (< min.service level)									
No water supply									
<i>Below Minimum Service Level sub-total</i>	-	-	-	-	-	-	-	-	-
Total number of households	-	-	-	-	-	-	-	-	-
<b>Sanitation/sewerage:</b>									
Flush toilet (connected to sewerage)									
Flush toilet (with septic tank)									
Chemical toilet									
Pit toilet (ventilated)									
Other toilet provisions (> min.service level)									
<i>Minimum Service Level and Above sub-total</i>	-	-	-	-	-	-	-	-	-
Bucket toilet									
Other toilet provisions (< min.service level)									
No toilet provisions									
<i>Below Minimum Service Level sub-total</i>	-	-	-	-	-	-	-	-	-
Total number of households	-	-	-	-	-	-	-	-	-
<b>Energy:</b>									
Electricity (at least min.service level)									
Electricity - prepaid (min.service level)									
<i>Minimum Service Level and Above sub-total</i>	-	-	-	-	-	-	-	-	-
Electricity (< min.service level)									
Electricity - prepaid (< min. service level)									
Other energy sources									
<i>Below Minimum Service Level sub-total</i>	-	-	-	-	-	-	-	-	-
Total number of households	-	-	-	-	-	-	-	-	-
<b>Refuse:</b>									
Removed at least once a week									
<i>Minimum Service Level and Above sub-total</i>	-	-	-	-	-	-	-	-	-
Removed less frequently than once a week									
Using communal refuse dump									
Using own refuse dump									
Other rubbish disposal									
No rubbish disposal									
<i>Below Minimum Service Level sub-total</i>	-	-	-	-	-	-	-	-	-
Total number of households	-	-	-	-	-	-	-	-	-
<b>Households receiving Free Basic Service</b>									
Water (6 k litres per household per month)									
Sanitation (free minimum level service)									
Electricity/other energy (50kwh per household per month)									
Refuse (removed at least once a week)									
<b>Cost of Free Basic Services provided (R'000)</b>									
Water (6 kilolitres per household per month)	16	17							
Sanitation (free sanitation service)									
Electricity/other energy (50kwh per household per month)	51	55							
Refuse (removed once a week)									
Total cost of FBS provided (minimum social package)	67	72	-	-	-	-	-	-	-
<b>Highest level of free service provided</b>									
Property rates (R value threshold)	15	15							
Water (kilolitres per household per month)	6	6							
Sanitation (kilolitres per household per month)									
Sanitation (Rand per household per month)									
Electricity (kwh per household per month)	50	50							
Refuse (average litres per week)									
<b>Revenue cost of free services provided (R'000)</b>									
Property rates (R15 000 threshold rebate)	4	4							
Property rates (other exemptions, reductions and rebates)	2 539	2 536							
Water	16	17							
Sanitation									
Electricity/other energy	51	55							
Refuse									
Municipal Housing - rental rebates									
Housing - top structure subsidies									
Other									
Total revenue cost of free services provided (total social package)	2 610	2 612	-	-	-	-	-	-	-

# **PART 2**

# **SUPPORTING DOCUMENTATION**

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# **CHAPTER 5**



## **Overview Of The Annual Budget Process**

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## **CHAPTER 5**

### **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 and senior officials of the municipality meeting under the chairpersonship of the MMC for 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;
- that there is proper alignment between the policy and service delivery priorities set out in the CDM'S 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.

### **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 2012) a time schedule that sets out the process to prepare the new IDP and the budget.

The Mayor tabled in Council the required IDP and budget time schedule in August 2012. Key dates applicable to the process were:

- |   |            |   |
|---|------------|---|
| • | 08/03/2013 | Budget Steering Committee meeting       |
| • | 13/03/2013 | Mayco to approve draft budget           |
| • | 27/03/2013 | Council to approve draft budget         |
| • | 01/04/2013 | Public participation process            |
| • | 17/05/2013 | Public participation ends               |
| • | 20/05/2013 | Special Mayco to approve final budget   |
| • | 29/05/2013 | Special council to approve final budget |
| • | 01/06/2013 | Submit to Treasury                      |

There were no deviations from the key dates set out in the Budget Time Schedule tabled in Council.

## **IDP and Service Delivery and Budget Implementation Plan**

The CDM IDP is its principal strategic planning instrument, 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 applicable to the new 5-year IDP included the following key processes and deliverables:

- Registration of local municipality and community needs;
- Compilation of departmental business plans including key performance indicators and targets;
- Financial planning and budgeting process;
- Public participation process;
- Compilation of the SDBIP, and
- Review of the performance management and monitoring processes.

The IDP has been taken into a business and financial planning process leading up to the new 5-year IDP which commenced with the 2012/2013 MTREF and is reviewed annually. The business planning process has been refined to align the IDP to the key national and provincial priorities and current economic circumstances.

With the compilation of the new 5-year IDP, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the performance against the previous 5-year 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.

## **Financial Modelling and Key Planning Drivers**

As part of the compilation of the 2013/14 MTREF, extensive financial modelling was undertaken to ensure affordability and long-term financial sustainability. The following key factors and planning strategies have informed the compilation of the 2013/14 MTREF:

- Dependence on grant funding
- Dependence on interest income
- Consequences of the utilisation of the accumulated surplus
- Policy priorities and strategic objectives
- Economic climate and trends (i.e. inflation, Eskom increases, household debt)
- Performance trends
- The approved 2012/13 adjustments budget and performance against the SDBIP
- Cash Flow Management Strategy
- Investment possibilities
- Improved and sustainable service delivery.

In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 51, 54, 58 and 66 has been taken into consideration in the planning and prioritisation process.



## **Community Consultation**

The draft 2013/14 MTREF as tabled before Council on 27 March 2012 for community consultation was published on the municipality's website, and hard copies were made available in the District, municipal notice boards and various libraries. The opportunity to give electronic feedback was also communicated on the CDM website.

All documents in the appropriate format (electronic and printed) were 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.

Submissions received during the community consultation process and additional information regarding revenue and expenditure and individual capital projects were addressed, and where relevant considered as part of the finalisation of the 2013/14 MTREF. Feedback and responses to the submissions received are available on request.

# **CHAPTER 6**



## **Overview Of Alignment Of The Annual Budget With The IDP**

## **CHAPTER 6**

### **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 CDM, 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 CDM strategically complies with the key national and provincial priorities.

The aim of this revision cycle was to develop and coordinate a coherent plan to improve the quality of life for all the people living in the area, also reflecting issues of national and provincial importance. One of the key objectives is therefore to ensure that there exists alignment between national and provincial priorities, policies and strategies and the CDM response to these requirements.

The ten Strategic Priorities are conceptualized and summarized as follows

1. Speeding up growth and transforming the economy to create decent work and sustainable livelihoods
2. Massive program to build economic and social infrastructure
3. Comprehensive rural development strategy linked to land and agrarian reform and food security
4. Strengthen the skills and human resource base
5. Improve the health profile of all South Africans
6. Intensify the fight against crime and corruption
7. Build cohesive, caring and sustainable communities

8. Pursuing African advancement and enhanced international cooperation
9. Sustainable Resource Management and Use
10. Building a developmental state including improvement of public services and strengthening democratic institutions

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. The following table highlights the IDP's five strategic objectives for the 2013/14 MTREF and further planning refinements that have directly informed the compilation of the budget:

### **IDP Strategic Objectives**

<b>2012/13 Financial Year</b>	<b>2012/13 MTREF</b>
1. Municipal transformation and organisation development	1. Municipal transformation and organisation development
2. Basic service delivery	2. Basic service delivery
3. Local Economic Development	3. Local Economic Development
4. Municipal Financial viability and Management	4. Municipal Financial viability and Management
5. Good Governance and Public Participation	5. Good Governance and Public Participation

In order to ensure integrated and focused service delivery between all spheres of government it was important for the CDM to align its budget priorities with that of national and provincial government. All spheres of government place a high priority on infrastructure development, economic development and job creation, efficient service delivery, poverty alleviation and building sound institutional arrangements.

Local 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 can be summarised as follows against the five strategic objectives:

1. Infrastructure Investment
2. Capacity Building and Support
3. Economic Development
4. Community Services
5. Institutional Development

The 2013/14 MTREF has therefore been directly informed by the new IDP process and the following tables provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

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

DC10 Cacadu - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
R thousand											
CAPACITY BUILDING AND SUPPORT TO LM'S			137 555	119 180	85 724	95 524	100 067	96 293	99 379	98 487	102 505
COMMUNITY SERVICES			6 466	6 453	16 685	9 532	16 858	6 956	13 227	5 575	6 599
ECONOMIC DEVELOPMENT			9 985	2 508	2 859	9 833	17 658	50	15 876	-	-
INFRASTRUCTURE INVESTMENTS			161 319	68 368	12 674	38 411	42 406	12 318	22 425	2 110	2 200
Allocations to other priorities											
Total Revenue (excluding capital transfers and contributions)			315 325	196 508	117 942	153 300	176 989	115 618	150 907	106 172	111 304

DC10 Cacadu - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
R1 thousand											
CAPACITY BUILDING AND SUPPORT TO LMS			96 772	83 173	82 587	56 813	61 535	53 620	62 062	59 428	62 665
COMMUNITY SERVICES			22 956	29 922	30 151	35 521	43 092	38 004	37 547	31 188	32 226
ECONOMIC DEVELOPMENT			23 859	14 614	9 590	16 047	23 943	19 376	20 161	6 000	6 334
INFRASTRUCTURE INVESTMENTS			186 069	83 860	30 688	44 918	48 420	35 987	31 137	9 557	10 079
Allocations to other priorities											
Total Expenditure			329 657	211 568	153 015	153 299	176 990	146 987	150 907	106 172	111 304

DC10 Cacadu - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
R thousand											
Not linked to IDP strategic objectives due to the nature of the entity - no Infrastructural assets		A	3 397	7 103	1 864	16 110	21 318	21 318	13 030	10 000	5 000
		B									
		C									
		D									
		E									
		F									
		G									
		H									
		I									
		J									
		K									
		L									
		M									
		N									
		O									
		P									
Allocations to other priorities											
Total Capital Expenditure			3 397	7 103	1 864	16 110	21 318	21 318	13 030	10 000	5 000



DC10 Cacadu - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Vote 1 - vote name</b>		See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP
Function 1 - (name)										
Sub-function 1 - (name)										
<i>Insert measure/s description</i>										
Sub-function 2 - (name)										
<i>Insert measure/s description</i>										
Sub-function 3 - (name)										
<i>Insert measure/s description</i>										
Function 2 - (name)										
Sub-function 1 - (name)										
<i>Insert measure/s description</i>										
Sub-function 2 - (name)										
<i>Insert measure/s description</i>										
Sub-function 3 - (name)										
<i>Insert measure/s description</i>										
<b>Vote 2 - vote name</b>										
Function 1 - (name)										
Sub-function 1 - (name)										
<i>Insert measure/s description</i>										
Sub-function 2 - (name)										
<i>Insert measure/s description</i>										
Sub-function 3 - (name)										
<i>Insert measure/s description</i>										
Function 2 - (name)										
Sub-function 1 - (name)										
<i>Insert measure/s description</i>										
Sub-function 2 - (name)										
<i>Insert measure/s description</i>										
Sub-function 3 - (name)										
<i>Insert measure/s description</i>										
<b>Vote 3 - vote name</b>										
Function 1 - (name)										
Sub-function 1 - (name)										
<i>Insert measure/s description</i>										
Sub-function 2 - (name)										
<i>Insert measure/s description</i>										
Sub-function 3 - (name)										
<i>Insert measure/s description</i>										
Function 2 - (name)										
Sub-function 1 - (name)										
<i>Insert measure/s description</i>										
Sub-function 2 - (name)										
<i>Insert measure/s description</i>										
Sub-function 3 - (name)										
<i>Insert measure/s description</i>										
And so on for the rest of the Votes										

1. Include a measurable performance objective for each revenue source (within a relevant function) and each vote (MFMA s17(3)(b))
2. Include all Basic Services performance targets from 'Basic Service Delivery' to ensure Table SA7 represents all strategic responsibilities
3. Only include prior year comparative information for individual measures where relevant activity occurred in that year/s

# **CHAPTER 7**



## **Measurable Performance Objectives & Indicators**

## **CHAPTER 7**

### **MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS**

The measurable performance indicators of the Cacadu District Municipality are detailed in the following:

- \* **Annexure “B”**: Mandatory Performance Measures
- \* **Annexure “C”**: Annual Performance Objectives by Vote – operational measures
- \* **Annexure “D”**: Revenue by Source

DC10 Cacadu - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Borrowing Management</b>										
Credit Rating										
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Safety of Capital</b>										
Gearing	Long Term Borrowing/ Funds & Reserves	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Liquidity</b>										
Current Ratio	Current assets/current liabilities	1.9	5.0	5.9	5.6	6.4	6.3	6.5	5.7	5.1
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	1.9	5.0	5.9	5.6	6.4	6.3	6.5	5.7	5.1
Liquidity Ratio	Monetary Assets/Current Liabilities	1.9	4.9	5.8	5.6	6.4	6.3	6.5	5.7	5.1
<b>Revenue Management</b>										
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing %		100.0%	100.0%	0.0%	97.8%	51.1%	0.0%	100.0%	100.0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)			100.0%	100.0%	0.0%	97.8%	51.1%	0.0%	100.0%	100.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	0.9%	1.4%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old									
<b>Creditors Management</b>										
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA' s 65(e))									
Creditors to Cash and Investments		7.3%	5.4%	4.6%	7.4%	8.9%	8.4%	8.9%	9.3%	10.0%
<b>Other Indicators</b>										
Electricity Distribution Losses (2)	Total Volume Losses (kW)									
	Total Cost of Losses (Rand '000)									
Water Distribution Losses (2)	Total Volume Losses (kℓ)									
	Total Cost of Losses (Rand '000)									
Employee costs	Employee costs/(Total Revenue - capital revenue)	9.6%	13.4%	28.0%	22.2%	26.2%	33.2%	27.6%	41.7%	42.1%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	9.6%	17.4%	32.4%	28.9%	29.3%	37.8%	31.3%	47.4%	47.9%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	0.3%	1.2%	0.5%	0.8%	0.7%	0.6%	0.7%	1.0%	1.0%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	1.5%	2.3%	1.5%	0.7%	0.6%	1.0%	1.3%	1.9%	1.8%
<b>IDP regulation financial viability indicators</b>										
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	1.4	-	1.6	2.8	2.8	2.8	6.8	2.1	1.9
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	207.3%	160.8%	190.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	15.8	25.3	37.1	30.1	25.2	31.6	28.3	36.1	34.6

DC10 Cacadu Supporting Table SA10 Funding measurement

Description	MFMA section	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Funding measures</b>										
Cash/cash equivalents at the year end - R'000	18(1)b	384 310	366 697	366 697	297 486	247 242	260 910	269 931	278 985	280 436
Cash + investments at the yr end less applications - R'000	18(1)b	113 048	171 385	151 539	101 328	105 868	102 683	61 521	53 536	45 949
Cash year end/monthly employee/supplier payments	18(1)b	15.8	25.3	37.1	30.1	25.2	31.6	28.3	36.1	34.6
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	(14 331)	(15 060)	(35 073)	0	(0)	(31 369)	-	-	-
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	N.A.	46.2%	(106.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	100.0%	100.0%	0.0%	97.8%	51.1%	100.0%	100.0%	100.0%	100.0%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	(41.4%)	4.0%	2058.8%	41.3%	41.3%	42.0%	0.0%	0.0%	0.0%
Capital payments % of capital expenditure	18(1)c,19	100.0%	100.0%	0.0%	100.0%	100.0%	100.0%	(100.0%)	(100.0%)	(100.0%)
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	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%
Current consumer debtors % change - incr(decr)	18(1)a	N.A.	(3.6%)	(24.9%)	(100.0%)	0.0%	0.0%	0.0%	0.0%	0.0%
Long term receivables % change - incr(decr)	18(1)a	N.A.	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
R&M % of Property Plant & Equipment	20(1)(vi)	1.3%	3.6%	0.8%	1.4%	1.3%	0.8%	1.0%	1.0%	1.0%
Asset renewal % of capital budget	20(1)(vi)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

# **CHAPTER 8**



## **Overview Of Budget- Related Policies**

## **CHAPTER 8**

### **OVERVIEW OF BUDGET-RELATED POLICIES**

Budgeting is central to the process of prioritizing for service delivery and the management of the functions of Council. The Cacadu District Municipality's budgeting process is guided and governed by relevant legislation regulations and budget related policies.

The following budget-related policies were reviewed as part of the budget planning process:

- Banking and Investment Policy;
- Budget Policy;
- Supply Chain Management Policy;
- Virement Policy;
- Credit Control and Debt Collection;
- Tariff Policy;
- Revenue By-Laws; and
- Sundry Financial Policies

Due to a few minor changes to budget related policies in 2012/2013, the policies were revised and adopted in the previous year. These policies remain intact, other than the following:

#### **Virement Policy**

Section 28 (2) of the MFMA requires that a municipality have a policy dealing transferring budgeted funds from one line item number to another

The Cacadu District Municipality's Virement Policy is developed within the framework of the MFMA. There was however a need to revise the policy.

#### **Credit Control and Debt Collection Policy**

Municipalities are required in terms of section 100 of the Municipal Systems Act to have a policy dealing with the implementation of credit control and debt collection.

The Cacadu District Municipality's Credit Control and Debt Collection Policy is developed within the framework of the MFMA. There was however a need to revise the policy.

It is therefore necessary to recommend that the council adopt the revised Budget Related Policies:

- Virement Policy;
- Credit Control and Debt Collection Policy

# **CHAPTER 9**



## **Overview Of Budget Assumptions**

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## **CHAPTER 9**

### **OVERVIEW OF BUDGET ASSUMPTIONS**

The 2013/14 – 2015/16 Medium Term Budget has been prepared in a less volatile global and local economic market which hopefully will result in realistic and accurate budget assumptions and a credible budget.

#### **Global Economic Trends**

Growth of the world economy has weakened considerably during 2012 and is expected to remain subdued in the coming two years, according to the United Nations in its latest issue of the World Economic Situation and Prospects 2013 (WESP). The global economy is expected to grow at 2.4 per cent in 2013 and 3.2 per cent in 2014; a significant downgrade from the UN's forecast of half a year ago.

This pace of growth will be far from sufficient to overcome the continued jobs crisis that many countries are still facing. With existing policies and growth trends, it may take at least another five years for Europe and the United States to make up for the job losses caused by the Great Recession of 2008-2009.

Weaknesses in the major developed economies are at the root of the global economic slowdown. The WESP report stresses that most of them, but particularly those in Europe, are trapped in a vicious cycle of high unemployment, financial sector fragility, heightened sovereign risks, fiscal austerity and low growth. Several European economies and the euro zone as a whole are already in recession, and euro zone unemployment increased further to a record high of almost 12 per cent this year. Also, the US economy slowed significantly during 2012 and growth is expected to remain meager at 1.7 per cent in 2013. Deflationary conditions continue to prevail in Japan.

The economic woes in Europe, Japan and the United States are spilling over to developing countries through weaker demand for their exports and heightened volatility in capital flows and commodity prices. The larger developing economies also face home-grown problems, however, with some (including China) facing much weakened investment demand because of financing constraints in some sectors of the economy and excess production capacity elsewhere. Most low-income countries have held up relatively well so far, but are now also facing intensified adverse spillover effects from the slowdown in both developed and major middle-income countries.

The prospects for the next two years continue to be challenging, fraught with major uncertainties and risks slanted towards the downside. Rob Vos, the UN's team leader for the report, warned: "A worsening of the euro area crisis, the 'fiscal cliff' in the United States and a hard landing in China could cause a new global recession. Each of these risks could cause global output losses of between 1 and 3 per cent."

## **Policy changes needed**

The UN report further assesses that present policy stances fall short of what is needed to spur economic recovery and address the jobs crisis. While policy efforts have been significant, especially in the euro zone, in trying to redress sovereign debt distress, the combination of fiscal austerity and expansionary monetary policies has had mixed success so far in calming financial markets and even less so in strengthening economic growth and job creation.

It is essential to change course in fiscal policy, the UN report says, and shift the focus from short-term consolidation to robust economic growth with medium to long-term fiscal sustainability. Premature fiscal austerity should be avoided and, while necessary, fiscal consolidation should focus on medium-term, rather than short-term adjustment.

The report stresses that the reorientation of fiscal policies should be internationally coordinated and aligned with structural policies that support direct job creation and green growth. It further recommends that monetary policies be better coordinated internationally and regulatory reforms of financial sectors be accelerated in order to stem exchange rate and capital flow volatility, which pose risks to the economic prospects of developing countries. There is also a need to secure sufficient development assistance to help the poorest nations accelerate progress towards poverty reduction goals and invest in sustainable development.

Observing that development aid is declining, the UN report notes that fiscal austerity in donor countries is not only detrimental to their own economic recovery, but certainly should not come at the expense of the development efforts of the poorest nations.

## **Africa**

Economies in Africa are forecast to see a slight moderation in output growth in 2013 to 4.8 per cent, down from 5.0 per cent in 2012, according to the WESP report. Major factors underpinning this continued growth trajectory include the strong performance of oil-exporting countries, continued fiscal spending on infrastructure projects, and expanding economic ties with Asian economies. However, Africa remains plagued by numerous challenges, including armed conflicts in various parts of the region. Growth of income per capita will continue, but at a pace considered insufficient to accelerate poverty reduction.

## **Socio Economic Trends in the District – Background and Basic Demographic**

Stats SA today released Census 2011 results, showing that the country's population grew to 51.8 million people. The Census of 2001 put South Africa's population at 44.8 million people, and the 2011 Census returned a count of 51.8 million. The difference in the population numbers between 2001 and 2011 is seven million and represents a 15.5% population increase over the last decade.

Census 2011 puts the country's average age at 25, an indicator that South Africa, albeit getting slightly older compared to the two previous censuses, continues to have a youthful population. The average age according to the 1996 and 2001 census was 22 and 23

respectively. The country has a relatively youthful population, and just over a third of the population was under the age of 15.

The Census 2011 was the third national population and housing count in post-apartheid South Africa. The exercise saw 156 000 field staff employed last year to count more than 14.6 million households.

In line with global trends, South Africa's sex ratio was skewed in favour of women; there were two million more females in the country than men. The 2011 census recorded 27 million females. "This means that on average, South Africa had a sex ratio of 95 (95 males per 100 females).

Meanwhile, South Africa's average household income increased nominally by 113% in 2011 compared to the last census in 2001. The average household income for black Africans was R60 613 while whites were highest at R365 134.

In real terms, the consumer price index (CPI) indicates that income should have increased by 77,5% during this period to have stayed in line with inflation. Therefore income grew above inflation thus suggesting standards of living have improved.

### **District Economy**

Local municipalities are:

Makana (Grahamstown);  
Ndlambe (Port Alfred, Alexandria);  
Sunday's River Valley, (Kirkwood, Addo);  
Blue Crane Route (Pearston, Somerset East, Cookhouse);  
Camdeboo (Graaf-Reinet, Aberdeen);  
Ikwezi (Jansenville, Kliplaat); Baviaans (Willowmore, Steytlerville);  
Kou-Kamma (Kareedouw, Tsitsikamma);  
Kouga (Humansdorp, Jeffrey's Bay, St Francis Bay).

Cacadu covers the rural western areas of the province. At 58,242 square kilometres, it is the largest of the six districts. The district forms the rural hinterland beyond Port Elizabeth. The coastal belt is a temperate, winter-rainfall area, with rains of 500 to 700 mm per annum and above. The beautiful Tsitsikamma and Baviaans Parks lie in the extreme west of the district, close to the Western Cape. The interior is mostly dry Karoo and grasslands composed of large commercial farms and vast expanses. The historic town of Graaf-Reinet is an important centre in the north of the district. Despite the arid interior, the Sundays and Fish Rivers support extensive irrigated farming and are fed by water from the Orange River under the Fish River Transfer Scheme. Grahamstown, in the east, is home to Rhodes University and the National Arts Festival.

This rural district has a population of about 390,000, with a low population density of seven people per square kilometre. The district has a substantial coloured population (36% of the population), with Africans in the majority (52%) and a higher proportion of whites (11%) than other districts.

Cacadu ranks as a third largest economy of the province, with 9% of provincial value added. Agriculture dominates the district's economy, contributing 28% of all value added and 41% of formal employment. Small-stock farming predominates in the dry Karoo interior. This is the centre of wool and mohair farming in the Eastern Cape, providing a high proportion of world mohair production. Karoo mutton is known for its high quality and is also exported. Cattle and dairy farming are strong in the areas around Grahamstown, Cookhouse, Alexandria and Humansdorp. The Langkloof valley is home to deciduous fruit production of apples and pears. Major citrus farming areas are irrigated from the Sundays and Fish Rivers. Deciduous and citrus fruit is exported through Port Elizabeth. Commercial forestry is present around Tsitsikamma and Grahamstown. A small fishing industry operates from St Francis, centred on rock lobster.

The biggest employer is agriculture (32.4%). Manufacturing, centred on agro-processing, is a relatively small sector, providing 10% of value added and 7% of employment. Food and dairy processing and furniture production are present in the larger towns of Grahamstown and Humansdorp. Small businesses and craft co-operatives in the small towns of the Karoo produce wool and mohair garments, mostly hand-knitted. Tourism is well established in Cacadu and the district has established its own network of tourism routes. Tourism attractions include the well-known Tsitsikamma, Baviaans and Addo National Parks and the coastal resorts of Jeffrey's Bay and Port Alfred. Farm tourism is beginning to develop in the Karoo, and Graaf-Reinet is visited for its history and architecture. Many of the place names in the far south of the district have Khoi and San roots. The Khoisan Cultural Village at Tsitsikamma is the first of many planned attractions to reflect this heritage. Government services play a significant role in the economy, providing 28% of value and 23% of formal employment.

## OPPORTUNITIES

- **Livestock:** Small-stock farming (sheep and goats) in the Karoo can be expanded through farm worker enterprises and to provide wool, mohair and meat for processing. Cattle farming can be developed through mixed farming with game. The commercial dairy industry has its base in the district and is a source for growth.
- **Crops:** Irrigation can be expanded in the Fish and Sundays River catchments by increasing water transferred from the Orange River, giving opportunities for further citrus production and high value horticultural production (vegetables, flowers, exotics). Sugar beet is being developed in the Fish River Valley between Cookhouse and Cradock.
- **Forestry** can be expanded to a limited extent in the Tsitsikamma and the areas around Grahamstown, but potential lies more in wood products and links to furniture.
- **Fishing:** A small fishing fleet operating from St Francis Bay and Port Alfred may have limited opportunities to expand with new quota allocations to the province. Potential lies more in aquaculture.
- **Food processing** is currently centred on the strong local dairy industry with room for further expansion. Canning and bottling of deciduous and citrus fruits and fruit juices is a major opportunity.
- **Wool and mohair** can provide the raw material for a growing apparel and garments industry, growing initially from the existing small weavers and craft co-operatives, but diversifying into high-value hand knitted fashion items.

- Furniture has high potential with existing forestry in Tsitsikamma and Grahamstown. High-value custom-made hand-crafted furniture will have higher potential and can develop local employment, with limited opportunities for hardwood furniture.
- Leather and leather goods are already a small local industry, with a base in Grahamstown. The potential lies in high-value fashion leather goods and clothing, automotive seat leather and in exotic hides and skins. As livestock revives, the industry can expand.
- Tourism has massive potential for growth. The Addo and Baviaans Parks and the Fish River reserve are expanding, and will increase the attraction of game reserves in the district. A strong base in beach, marina and sports tourism, including surfing, can be developed further. The district has many diverse attractions and has already established tourism to link up and promote tourism.

The average growth rate of the Cacadu District is estimated at 1.1%, which is higher than the Provincial growth rate, estimated at 0.3% and slightly lower than the National growth rate of 1.2%. There has been a significant decrease in the growth rate of the District between 1996 (2.6%) to 2007 (1.1%).

There is a correlation between the concentration of people and population growth trends, with Makana, Kouga & Ndlambe experiencing the most significant increases between 1996 and 2007. Camdeboo and Sundays River Valley have also experienced increases over this period. Locally, internal migration trends are predominantly towards the more affluent centres of Makana, Kouga and Ndlambe, presumably by people in search of improved economic opportunities.

Migration trends increase the number of people seeking employment, demand for housing and other associated services in more secure economic areas. Living in larger cities permits individuals and families to take advantage of the opportunities of proximity, diversity, and marketplace competition. Rural migrants are attracted by the possibilities that larger cities can offer, but can find themselves in informal settlements and experience extreme poverty. Migration trends need to be studied and formulated as a planned phenomenon to prevent urban sprawl and the perpetuation of impoverishment. The Medium Term Spatial Framework (MTSF) stipulates that effective and efficient urban management and development should provide employment and economic growth opportunities. Statistical trends of migration within the Cacadu area should be used to influence the Spatial Development Frameworks of affected local municipalities to ensure that correct measures are in place to accommodate an anticipated influx.

### **The Cacadu District Municipality's Progress Development Indicators**

There has been progress on improving the standards of living in the district. The improvement in the Human Development Index between 1996 and 2007 has been significant.

The HDI in Cacadu has specific spatial and social characteristics. Those municipalities with an urban bias display a stronger Human Development Index (HDI) demonstrating that human development was higher in urban rather than rural areas. These LMs include:

- Camdeboo (0.58)
- Makana (0.58)
- Ndlambe (0.58)
- Kouga (0.64)

The reduction in poverty and improvement in living standards can be attributed to steady economic growth over the same period. The problem with unemployment especially in the rural areas is a challenge and is the main reason many people live in poverty. Although social grants have provided a safety net for some people, it is not enough to ensure people live above the poverty line.

According to STATS SA, South Africa's unemployment rate has declined from 23.1% in 2008 to 21.9% April 2009. The unemployment rate in Cacadu also declined between 2006 (32.1 %) and 2007 (31.4%). The Cacadu unemployment rate however remains substantially higher than the South African average. The rate of unemployment in Cacadu can be compared to other African Countries of Cameroon and Equatorial Guinea both of whom hold an unemployment rate of 30%. According to the GID, the unemployment rate has increased from 28.9% in 1996 to 31.4% in 2007.

Unemployment in Cacadu is coupled with slow job growth. Cacadu specific industries are limited with little expansion and or revitalization plans. This situation has resulted in the obvious increase in the number of job seekers. The increasing numbers of unemployed residents erodes the private income source of service provision and increases the demand for social services.

An economy with high unemployment is not utilising all of the labour resources available to it and is thus operating below its productive potential. Such an economy could have higher outputs if all of the available workforce were gainfully employed in industrious enterprises.

The MTSF calls specifically for efforts to be taken to identify and enhance existing economic opportunities in the interests of work creation and sustainable livelihoods.

The current situation in Cacadu requires:

- The mobilisation of existing industries to increase production or add value to existing products;
- The investigation and establishment of new or alternative production industries;
- Labour to become skilled in providing the services required by existing industries;
- A drive to establish and support gainful self-employment; and
- The establishment of a committed work ethic.

Long term unemployment has negative effects beyond impoverishment and social dependency of the jobless. These include:

- During a long period of unemployment, workers can lose their skills, causing a loss of human capital;
- Being unemployed can also reduce the life expectancy of workers by approximately 7 years; and

- High unemployment can encourage xenophobia as workers fear that foreigners could occupy available positions

### **Summary of Budget Assumptions**

The global and national economic outlook has improved and higher growth rates are expected over the medium term. This impact positively on collection rates of municipalities. The current harsh economic conditions are hard for both the businesses and households which have impacted negatively on the payment for municipal services.

The table hereafter gives a summary of the assumptions used to prepare the medium term budget.

Supporting Table: Social, Economic and Demographic Statistics and Assumptions

Description of Indicator	2010/2011	2011/2012	2012/2013	2013/2014	2013/2014
<b>Demographics</b>					
Population (Stats SA 2001)	388 210	388 210			
<b>Economic</b>					
Inflation / inflation outlook (CPIX)	4,3	6,1	6,6	5,5	5,5
Interest rate – borrowing	N/A	N/A	N/A	N/A	N/A
Interest rate – investment	6	7	6	6	6
Remuneration increases	8	6	5	5	6.95
<b>Collection Rates</b>					
Property tax / services charges					
Rental of facilities & equipment					
Interest – external investments					
Interest – debtors					
Revenue from agency services					



# **CHAPTER 10**



## **Overview of Budget Funding**

## **CHAPTER 10**

### **OVERVIEW OF BUDGET FUNDING**

#### **Review of past performance**

#### **Operating expenditure**

The overall financial performance results for the 2012/2013 financial year forecasts an operating deficit of R31.4 million. Included in this forecasted deficit are amounts of Accumulated Surplus allocated to projects, based on budget principles and procedures. This is therefore a budgeted deficit and not a real deficit which can only be calculated after the financial year end.

A summarized extract of the statement of financial performance is as follows:

<b>Details</b>	<b>Forecasted Actuals 2012/2013</b>
Revenue	115.6
Expenditure	147.0
Operating Deficit	(31.4)

Expenditure exceeds Revenue by an amount of R31.4 million.

### **BUDGET STRATEGIES**

The Municipality's budget reflects the strategic outcomes embodied in the IDP and related strategic policies. Such a focus represents a shift away from detailed line-item budgeting that tend to focus on inputs. The budget that the Council will consider is at a high level vote, enabling the accounting officer to oversee the implementation and management of the budget in accordance with appropriate policies and internal controls through regular monthly, quarterly and half yearly reports (sections 71, 52 and 72) to Council on financial and outcome performance. The Service Delivery Budget Implementation Plan (SDBIP) linked to the IDP and Budget is also tabled today which will enable performance measurement as agreed in performance contracts of senior officials.

### **FINANCIAL CHALLENGES AND CONSTRAINTS**

Since its levy base was reduced by 94% in 2000 with the establishment of the Nelson Mandela Metropolitan Municipality, the CDM has become dependent on its interest earnings to fund its operating expenditure.

The CDM still faces two main financial challenges:

- either increasing its discretionary revenue base or reducing its operating expenditure in order to become less dependent on interest earnings and contributions from the accumulated surpluses to balance its budget; and
- Achieving long term financial sustainability.

In the dynamic local government environment there are significant challenges for municipalities to meet legislative requirements, particularly in the areas of governance and the MFMA. The CDM's efforts to comply with the MFMA Accounting Standards for municipalities and audit opinion are a good example. In order to meet these ever increasing obligations, new skills, systems, additional financial resources and personnel are required.

Over the last few years, staff numbers have steadily increased, partly as a result of these compliance requirements and partly because of additional functions to be performed. The increased payroll costs have been funded from interest earnings, equitable share and the Levy Replacement Grant.

Unfortunately, the Equitable Share of national revenue is inadequate, which has forced the CDM to become even more reliant on interest earnings and accumulated surplus to finance operating expenditure. The CDM's Equitable Share Grant increased by a mere 4%, whilst payroll costs increased by 6.9%. The municipality's effort to balance the budget, to achieve financial sustainability in the medium term remains a challenge.

While CDM expected the equitable share to increase in line with additional functions, this did not materialize.

The CDM believes that it cannot credibly promote its district or successfully lobby for funds from other sources unless it demonstrates that it:

- Can plan and manage strategically; and
- Can prioritize and spend funds efficiently on development programmes.

In respect of the first, it believes that its new approach to strategic planning through its spatial development framework is a step in the right direction.

In order to achieve the second, the CDM needs to do two things:

- Complete projects in a timely manner and on budget; and
- Identify ways of increasing its productivity and reducing its operating expenditure to a level which can be funded within its sustainable discretionary funding envelope.

The medium-term budget for the next three years was prepared within the context of government's macro-economic framework as well as NT guidelines.

## 2.2 Main Sources of Revenue

The Municipality's main sources of sustainable own discretionary revenue over the medium term will be Equitable Share, which includes the Levy Replacement Grant and will amount to R75.1 million for the 2013/2014 financial year. The allocations for the outer years are R80.3 million and R86.8 million respectively, which represents an increase of 6.9% and 8.1% respectively. The review of the local government fiscal framework by NT has had a significant impact on the CDM's revenue budget with the phasing out of RSC levies; the municipality is now exclusively dependent on grant funding to finance its operations.

The estimated income from our main sources of discretionary revenue for the 2012/2013 financial year amounts to R86.4 million, this excludes other Income.

These are:

Income Source	Forecast 2012/2013	Budget 2013/2014	Increase/ Decrease
	R	R	%
Interest on Investments	15.1	10.4	(31)
Equitable Share	17.1	19.2	12.2
Levy Replacement Grant	54.2	55.8	3.0
Total	86.4	85.4	(2.0)

### Financial Sustainability

Financial sustainability can be defined as government's ability to manage its finances so it can meet its spending commitments, both now and in the future. It ensures future generations of taxpayers do not face an unmanageable tax burden for government services provided to the current generation.

Indicators which could provide evidence of unsustainable or sustainable financial practices can be classified into:

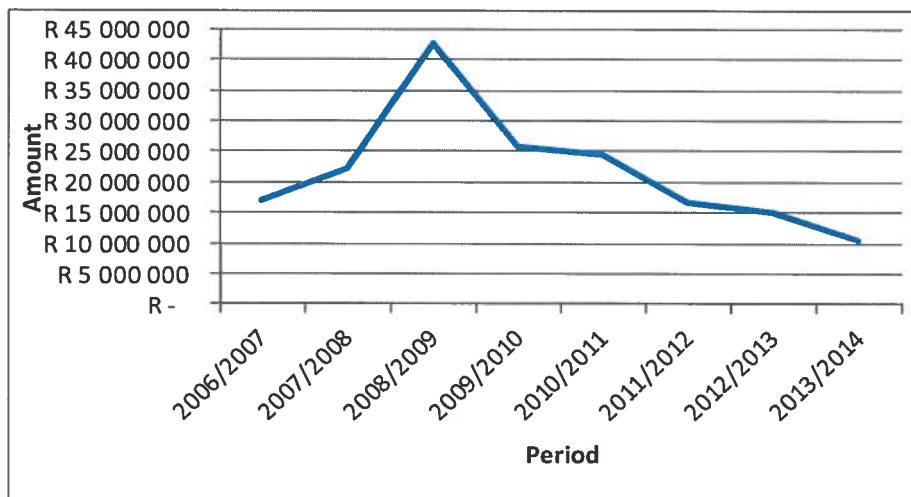
- Income generating efforts;
- Efficiently delivered services that are appropriate to needs;
- Short term and long term financial obligations; and
- Ability to maintain, renew and upgrade assets.

The CDM has struggled to perform its legal mandate because of its inadequate revenue base. Due to the fact that it had its tax base significantly reduced since the abolishment of RSC levies; it is now totally dependent on national government grants to finance its operating expenditure. Since 2002, in spite of a limited revenue base, additional functions such as fire fighting services, environmental health as well as onerous legislative compliance requirements which have placed enormous demands on the institution, which resulted in the increase in its staff establishment to respond to the additional responsibilities, it nevertheless

managed to make a significant contribution to the improvement of the quality of life of the inhabitants in the district.

In order to respond to these challenges, the municipality had to adopt a pragmatic approach to ensure that it is able to continue providing services and add value in the district. Over a number of years it has been able to maintain reserve funds (Capital Replacement Reserve), which have recently been transferred to the Accumulated Surplus Account. It has only been possible to maintain service standards through the use of interest on investments to finance operating expenditure. In the 2013/14 Operating Budget it is estimated that an amount of R10.4 million will be used to finance operating expenditure. This represents 12.2% of available discretionary sources of revenue. The interest income has been based on an average interest rate of 6% being earned in the 2012/13 financial year. Interest rates are being reduced and currently money invested earns an average of 5.5 % interest. Detailed below is a graph which gives an indication of how interest earnings have been used to balance the budget.

### Growth in the use of interest to finance Operating Expenditure



Although there are concerns that this financing approach is not sustainable in the long term, the municipality has no other funding option at this stage in its history. It is obvious that the municipality would be ineffective if it had to reduce its expenditure and its staff establishment within the limits of available discretionary resources excluding interest income.

National Treasury has advised that it will continue to compensate district municipalities through the Levy Replacement Grant (LRG).

Reforms will however be made to the Levy Replacement Grant in future to make it more reflective of the extent of service delivery responsibilities of the municipality rather than historical RSC levy collection rates. This is very good news for the Cacadu District, as grants to the municipality have been calculated on a low baseline amount. Revisions to the local government fiscal framework are being considered, including determining appropriate funding for district municipalities, which will be informed by the outcomes of the COGTA White Paper policy review.

Until that process has been finalized, it is evident that the current funding approach will have to be maintained to ensure that service provision is not disrupted or compromised.

It is, however, incumbent on the management and political representatives to ensure that the utilization of unsustainable revenue sources to finance operating expenditure is undertaken in a responsible manner and that a capping is placed on the utilization of the accumulated surplus until a clearer picture emerges of future district municipality's revenue sources.

### **Capital expenditure**

Capital expenditure for the 2013/2014 financial year is detailed in **Annexure "E"**.

### **Funding sources**

The capital expenditure will be funded from Accumulated Surpluses. In 2013/2014 financial year, approximately R13 million will be financed from Accumulated surpluses.

### **Funding arrangements and strategies**

The Cacadu District Municipality has numerous funding options available, both short term and long term financing that are in line with the MFMA. The Cacadu District Municipality Budget and Treasury Office (BTO) continuously analyses current and available financing arrangements, with an aim of identifying best financing mix. The BTO also monitors that the funding mix is in line with prudent indicators such as the revenue-to-debt ratio.

### **Short term funding**

Section 45 of MFMA guides short-term borrowing of municipalities. Liquidity management is of paramount significance in a robust risk management framework. Due to a weak tax base Cacadu District Municipality does not use loan funding to finance capital expenditure.

### **Investments**

Investments for the Cacadu District Municipality are done in accordance with and adherence to the Municipal Investment Regulation of the MFMA, Cacadu District Municipality's Investments Policy and other relevant legislation. Cash flow forecast and liquidity needs by the Cacadu District Municipality provides guidance for the type of investments employed and tenor thereof. The investments are made with primary regard for the risk profile and appetite of the investment, liquidity needs of the Cacadu District Municipality and the return on investments.

The BTO is obliged to invest all the Cacadu District Municipality's funds within approved limits with counter parties' approval by Council. Due to high liquidity needs of the Cacadu District Municipality, the investment portfolio constitutes mainly of money market instruments. The BTO continuously analyses the market for good investment opportunities relative to appropriate benchmarks and market conditions.

### Measures of financial performance

- Current ratio shall not be less than 1 %
- Debt revenue shall be limited to 25%
- Salaries to operating not more than 30%
- Cost coverage ratio should cover at least one month.

The table below reflects the projected ratio's of the Cacadu District Municipality.

	Bench- mark	2010/11	2011/12	2012/13
Current Ratio	2:1	2:1	2:1	2:1
Salaries as a % of Operating Expenditure (excl. Grants)	30%	29.1%	29.5%	30.0%

### Current ratio

- Current ratio measures the ability of the Cacadu District Municipality to pay its current liabilities out of the current assets. The industry usually looks for a ratio of 2:1; however the acceptable current ratio is 1:1 for municipalities.
- The current ratio is above 1:1 which means that the Cacadu District Municipality will be able to meet its short term obligation if the trend continues.
- The ratio needs to be given utmost attention and the Cacadu District Municipality will have to create cash through the operating account (minimise costs) to maintain liquidity.

### Salaries ratio

Employee costs represent 26.1% of the total expenditure including project expenditure for the 2012/13 financial year. It should however be pointed out that the payroll costs as a percentage of the discretionary revenue is 44%

### Ratio analysis

The current debt to revenue ratio need to be maintained going forward. The financial plan tries not to place more pressure on those ratios that are stretched (current ratios) and projects improved financial ratios in the outer financial years.

The level of capital investment and infrastructure projects in the outer years depends on (cash) surpluses and the financial plan is utilizing these (cash) surpluses towards capital infrastructure investments and soft support and capacity building programmes.

## **Challenges**

The Cacadu District Municipality is facing the following challenges:

- Dependence on grant funding;
- Collectively managing the cost down (doing more with less);
- Reviewing all Cacadu District Municipality's services and programs for operational efficiencies to improve service levels and delivery;
- Exploring opportunities for cost saving (shared services); and
- Exploring Management and Renewals Strategy.
- Additional function such as Environment Health services and Fire Fighting services and decreasing Equitable of national revenues.

## **Financial Risks**

The financial risks include:

- Changes in economic variables like inflation, petrol price, etc;
- Current economic downscale and the impact on payment levels and grant funding;
- Unemployment trends; and
- Global financial instability.

The Cacadu District Municipality's financial viability has been planned through financial modeling over five (5) years, the focus being on its financial performance, financial position and the cash flow statement. The plan is based on a number of assumptions. The assumptions have been developed to reflect a sustainable financial position over a planned period and to ensure that there is sufficient capacity to fund operating and capital expenditure. The plan seeks to address short-term and to achieve long-term financial stability while maintaining user charges/tariffs within reasonable levels.

The long-term financial plan has taken a conservative approach in projecting the Cacadu District Municipality's financial position in the outer years. A Sustainability Assessment Report was first tabled in a council meeting held on 26 August 2009.

This report clearly identified the risks of current funding strategies and gave advice with regard to avoiding future cash flow problems in the medium term.

## **Statement of tariff setting and revenue strategies**

The MFMA requires annual budgets of municipalities to be funded by realistically anticipated revenue to be collected, based on the collection level to date and the actual revenue collected in previous financial years.

The Cacadu District Municipality annually reviews the tariffs to ascertain whether they are still capable of producing the required revenue envelope, taking note of the prevailing trends. This process of tariff setting takes place within the framework of the Cacadu District Municipality's Tariff Policy, which is based on social, economic and financial principles.



While the Cacadu District Municipality is committed to maintain tariff increases within the forecasted inflation, increases above inflation are applied to some services (mainly major trading services) due to budgetary requirements aimed at sustaining service provision.

For the 2013/14 financial year tariff increases for the major services were driven by the following broad considerations:

- The projected electricity and fuel levy increases;
- The deteriorated economic outlook; and
- The impact of inflation and other cost increases.

Informed by the aforementioned considerations, the Cacadu District Municipality will increase tariffs for its services

The scheduled of tariffs and charges is attached as **Annexure “F”**.

# **CHAPTER 11**



## **Expenditure On Allocations And Grant Programme**

**DC10 Cacadu - Supporting Table SA18 Transfers and grant receipts**

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>RECEIPTS:</b>									
<b>Operating Transfers and Grants</b>									
<b>National Government:</b>	217 127	135 591	69 260	91 814	92 064	82 009	80 511	84 632	91 198
Local Government Equitable Share	13 968	18 294	14 591	17 118	17 118	17 118	19 258	22 831	27 849
RSC Levy Replacement	49 678	51 093	52 629	54 207	54 207	54 207	55 833	57 507	58 932
Finance Management	1 488	1 184	1 250	1 250	1 250	1 250	1 250	1 250	1 250
Municipal Systems Improvement	932	507	790	1 140	1 390	946	890	934	967
Restructuring grant	-	-	-	-	-	-	-	-	-
Municipal Infrastructure Grant	151 061	64 514	-	18 099	18 099	8 487	-	-	-
Other transfers/grants [insert description]				-	-	-	3 280	2 110	2 200
<b>Provincial Government:</b>	52 577	34 550	13 960	6 243	6 243	5 205	8 082	5 360	5 623
Health subsidy	38 751	22 190	-	-	-	-	-	-	-
Housing	1 203	940	-	-	-	-	-	-	-
Disaster Management	4 695	4 086	1 000	1 000	1 000	-	-	-	-
Pensioners	3 233	3 248	3 742	4 243	4 243	4 205	5 105	5 360	5 623
Other transfers/grants [insert description]	4 695	4 086	9 219	1 000	1 000	1 000	2 977	-	-
<b>District Municipality:</b>	-	-	-	-	-	-	-	-	-
[insert description]									
<b>Other grant providers:</b>	1 517	2 245	1 418	-	-	-	551	-	-
Development Bank of South Africa	1 517	2 245	1 418	-	-	-	551	-	-
<b>Total Operating Transfers and Grants</b>	271 221	172 386	84 638	98 056	98 306	87 214	89 143	89 992	96 821
<b>Capital Transfers and Grants</b>									
<b>National Government:</b>	-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]									
<b>Provincial Government:</b>	-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]									
<b>District Municipality:</b>	-	-	-	-	-	-	-	-	-
[insert description]									
<b>Other grant providers:</b>	-	-	-	-	-	-	-	-	-
Development Bank of So									
<b>Total Capital Transfers and Grants</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>	271 221	172 386	84 638	98 056	98 306	87 214	89 143	89 992	96 821

DC10 Cacadu - Supporting Table SA19 Expenditure on transfers and grant programme

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>EXPENDITURE:</b>									
<b>Operating expenditure of Transfers and Grants</b>									
National Government:	93 417	92 726	78 017	80 114	78 974	79 021	80 511	84 632	91 198
Local Government Equitable Share	13 968	18 294	14 591	17 118	17 118	17 118	19 258	22 831	27 849
RSC Levy Replacement	49 678	51 093	52 629	54 207	54 207	54 207	55 833	57 507	58 932
Finance Management	1 406	1 228	1 250	1 250	1 250	1 250	1 250	1 250	1 250
Municipal Systems Improvement	932	507	779	1 140			890	934	967
Restructuring grant	2 727	-	-						
Municipal Infrastructure Grant	24 707	21 605	8 768						
Other sundry grants				6 399	6 399	6 446	3 280	2 110	2 200
Provincial Government:	193 071	84 963	14 401	17 960	17 960	13 034	8 082	5 360	5 623
Health subsidy									
Housing	1 203	143	-						
Disaster Management	3 850	3 165	1 234	1 000	1 000	-	-	-	-
Pensioners	9 210	8 317	3 742	7 992	7 992	4 949	5 105	5 360	5 623
Other sundry grants	178 808	73 337	9 426	8 968	8 968	8 085	2 977	-	-
District Municipality: <i>[insert description]</i>	-	-	-	-	-	-	-	-	-
Other grant providers: <i>Development Bank of South Africa</i>	2 508	2 599	1 202	-	-	-	551	-	-
	2 508	2 599	1 202	-	-	-	551	-	-
<b>Total operating expenditure of Transfers and Grants:</b>	<b>288 995</b>	<b>180 287</b>	<b>93 619</b>	<b>98 074</b>	<b>96 934</b>	<b>92 055</b>	<b>89 143</b>	<b>89 992</b>	<b>96 821</b>
<b>Capital expenditure of Transfers and Grants</b>									
National Government:	-	-	-	-	-	-	-	-	-
Other capital transfers/grants <i>[insert desc]</i>									
Provincial Government:	-	-	-	-	-	-	-	-	-
Other capital transfers/grants <i>[insert description]</i>									
District Municipality: <i>[insert description]</i>	-	-	-	-	-	-	-	-	-
Other grant providers: <i>Development Bank of So</i>	-	-	-	-	-	-	-	-	-
<b>Total capital expenditure of Transfers and Grants</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENDITURE OF TRANSFERS AND GRANTS</b>	<b>288 995</b>	<b>180 287</b>	<b>93 619</b>	<b>98 074</b>	<b>96 934</b>	<b>92 055</b>	<b>89 143</b>	<b>89 992</b>	<b>96 821</b>

DC10 Cacadu - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Operating transfers and grants:</b>									
<b>National Government:</b>									
Balance unspent at beginning of the year	101 209	65 686	11 516	36 127	31 632	31 632	275	-	-
Current year receipts	320 515	21 298	69 260	70 334	70 584	67 717	80 511	84 632	91 198
<b>Conditions met - transferred to revenue</b>	<b>356 038</b>	<b>69 918</b>	<b>75 771</b>	<b>87 864</b>	<b>83 619</b>	<b>99 073</b>	<b>80 786</b>	<b>84 632</b>	<b>91 198</b>
Conditions still to be met - transferred to liabilities	65 686	17 066	5 004	18 597	18 597	275			
<b>Provincial Government:</b>									
Balance unspent at beginning of the year	(23 317)	101 351	26 130	26 049	26 049	2 977	2 977	-	-
Current year receipts	50 100	31 889	13 960	14 633	14 633	-	5 105	5 360	5 623
<b>Conditions met - transferred to revenue</b>	<b>(74 568)</b>	<b>103 567</b>	<b>14 407</b>	<b>17 960</b>	<b>17 960</b>	<b>-</b>	<b>8 082</b>	<b>5 360</b>	<b>5 623</b>
Conditions still to be met - transferred to liabilities	101 351	29 673	25 683	22 722	22 722	2 977			
<b>District Municipality:</b>									
Balance unspent at beginning of the year									
Current year receipts									
<b>Conditions met - transferred to revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Conditions still to be met - transferred to liabilities									
<b>Other grant providers:</b>									
Balance unspent at beginning of the year	1 187	484	85	-	-	-	-	-	-
Current year receipts	1 919	2 468	1 418				551		
<b>Conditions met - transferred to revenue</b>	<b>2 622</b>	<b>2 868</b>	<b>1 503</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>551</b>	<b>-</b>	<b>-</b>
Conditions still to be met - transferred to liabilities	484	84	-						
<b>Total operating transfers and grants revenue</b>	<b>284 093</b>	<b>176 353</b>	<b>91 682</b>	<b>105 824</b>	<b>101 579</b>	<b>99 073</b>	<b>89 419</b>	<b>89 992</b>	<b>96 821</b>
<b>Total operating transfers and grants - CTBM</b>	<b>167 521</b>	<b>46 823</b>	<b>30 687</b>	<b>41 318</b>	<b>41 318</b>	<b>3 252</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital transfers and grants:</b>									
<b>National Government:</b>									
Balance unspent at beginning of the year									
Current year receipts									
<b>Conditions met - transferred to revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Conditions still to be met - transferred to liabilities									
<b>Provincial Government:</b>									
Balance unspent at beginning of the year									
Current year receipts									
<b>Conditions met - transferred to revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Conditions still to be met - transferred to liabilities									
<b>District Municipality:</b>									
Balance unspent at beginning of the year									
Current year receipts									
<b>Conditions met - transferred to revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Conditions still to be met - transferred to liabilities									
<b>Other grant providers:</b>									
Balance unspent at beginning of the year									
Current year receipts									
<b>Conditions met - transferred to revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Conditions still to be met - transferred to liabilities									
<b>Total capital transfers and grants revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total capital transfers and grants - CTBM</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL TRANSFERS AND GRANTS REVENUE</b>	<b>284 093</b>	<b>176 353</b>	<b>91 682</b>	<b>105 824</b>	<b>101 579</b>	<b>99 073</b>	<b>89 419</b>	<b>89 992</b>	<b>96 821</b>
<b>TOTAL TRANSFERS AND GRANTS - CTBM</b>	<b>167 521</b>	<b>46 823</b>	<b>30 687</b>	<b>41 318</b>	<b>41 318</b>	<b>3 252</b>	<b>-</b>	<b>-</b>	<b>-</b>

# **CHAPTER 12**



## **Allocation And Grants Made By The Municipality**

DC10 Cacadu - Supporting Table SA21 Transfers and grants made by the municipality

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>									
<b>Cash Transfers to other municipalities</b>									
<i>Environmental Health Subsidy</i>	6 479	6 442	7 086	7 800	7 800	7 800	8 500	9 000	9 500
<i>Fire Services</i>			7 328	5 500	10 000	7 000	13 000	10 000	10 000
<b>Total Cash Transfers To Municipalities:</b>	<b>6 479</b>	<b>6 442</b>	<b>14 414</b>	<b>13 300</b>	<b>17 800</b>	<b>14 800</b>	<b>21 500</b>	<b>19 000</b>	<b>19 500</b>
<b>Cash Transfers to Entities/Other External Mechanisms</b>									
<i>Development Agency</i>	800	864	1 148	-	100	100	4 000	-	-
<i>Grant operating expenditure</i>	225 153	110 203	17 496	37 740	4 297	4 297	14 053	9 654	9 990
<b>Total Cash Transfers To Entities/Ems'</b>	<b>225 953</b>	<b>111 067</b>	<b>18 644</b>	<b>37 740</b>	<b>4 397</b>	<b>4 397</b>	<b>18 053</b>	<b>9 654</b>	<b>9 990</b>
<b>Cash Transfers to other Organs of State</b>									
<i>Environmental Health Subsidy</i>									
<b>Total Cash Transfers To Other Organs Of State:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash Transfers to Organisations</b>									
<i>Environmental Health Subsidy</i>									
<b>Total Cash Transfers To Organisations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash Transfers to Groups of Individuals</b>									
<i>Environmental Health Subsidy</i>									
<b>Total Cash Transfers To Groups Of Individuals:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL CASH TRANSFERS AND GRANTS</b>	<b>232 432</b>	<b>117 509</b>	<b>33 058</b>	<b>51 040</b>	<b>22 197</b>	<b>19 197</b>	<b>39 553</b>	<b>28 654</b>	<b>29 490</b>
<b>Non-Cash Transfers to other municipalities</b>									
<i>Insert description</i>									
<b>Total Non-Cash Transfers To Municipalities:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Cash Transfers to Entities/Other External Mechanisms</b>									
<i>Environmental Health Subsidy</i>									
<b>Total Non-Cash Transfers To Entities/Ems'</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Cash Transfers to other Organs of State</b>									
<i>Environmental Health Subsidy</i>									
<b>Total Non-Cash Transfers To Other Organs Of State:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Cash Grants to Organisations</b>									
<i>Environmental Health Subsidy</i>									
<b>Total Non-Cash Grants To Organisations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Groups of Individuals</b>									
<i>Environmental Health Subsidy</i>									
<b>Total Non-Cash Grants To Groups Of Individuals:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL NON-CASH TRANSFERS AND GRANTS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL TRANSFERS AND GRANTS</b>	<b>232 432</b>	<b>117 509</b>	<b>33 058</b>	<b>51 040</b>	<b>22 197</b>	<b>19 197</b>	<b>39 553</b>	<b>28 654</b>	<b>29 490</b>

# **CHAPTER 13**



## **Councillor and Board Members Allowances and Employee Benefits**



DC10 Cacadu - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration R thousand	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
	A	B	C	D	E	F	G	H	I
<b>Councillors (Political Office Bearers plus Other)</b>									
Basic Salaries and Wages	3 177	3 264	3 509	5 245	3 761	3 755	4 012	4 273	4 533
Pension and UIF Contributions	-	-	-	-	-	-	-	-	-
Medical Aid Contributions	-	-	-	-	-	-	-	-	-
Motor Vehicle Allowance	1 115	1 149	1 468	1 230	1 248	1 249	1 322	1 408	1 494
Cellphone Allowance	185	191	210	220	224	221	237	252	268
Housing Allowances	-	-	-	-	-	-	-	-	-
Other benefits and allowances	63	79	76	104	106	101	112	120	128
<b>Sub Total - Councillors</b>	<b>4 540</b>	<b>4 683</b>	<b>5 264</b>	<b>6 799</b>	<b>5 338</b>	<b>5 325</b>	<b>5 683</b>	<b>6 053</b>	<b>6 423</b>
% increase		3.1%	12.4%	29.2%	(21.5%)	(0.2%)	6.7%	6.5%	6.1%
<b>Senior Managers of the Municipality</b>									
Basic Salaries and Wages	-	2 684	4 462	3 024	4 338	3 978	3 131	3 335	3 538
Pension and UIF Contributions	-	283	417	277	441	357	315	335	355
Medical Aid Contributions	-	35	79	-	-	39	-	-	-
Overtime	-	-	-	-	-	-	-	-	-
Performance Bonus	-	-	179	-	289	110	242	258	274
Motor Vehicle Allowance	616	263	656	564	564	564	564	601	637
Cellphone Allowance	-	25	25	25	25	25	25	27	28
Housing Allowances	-	-	25	-	20	13	-	-	-
Other benefits and allowances	-	216	155	227	136	85	57	60	64
Payments in lieu of leave	7	79	239	73	-	-	-	-	-
Long service awards	-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	-	-	-	-	-	-	-	-	-
<b>Sub Total - Senior Managers of Municipality</b>	<b>623</b>	<b>3 585</b>	<b>6 237</b>	<b>4 190</b>	<b>5 813</b>	<b>5 170</b>	<b>4 334</b>	<b>4 616</b>	<b>4 897</b>
% increase		475.4%	74.0%	(32.8%)	38.7%	(11.1%)	(16.2%)	6.5%	6.1%
<b>Other Municipal Staff</b>									
Basic Salaries and Wages	21 573	22 105	19 181	27 622	26 565	21 354	26 341	28 044	29 765
Pension and UIF Contributions	733	786	1 381	1 241	1 410	1 532	2 018	2 132	2 256
Medical Aid Contributions	218	292	3 301	745	8 546	7 683	5 120	5 393	5 664
Overtime	-	311	-	-	-	204	-	-	-
Performance Bonus	128	418	296	277	659	420	936	997	1 057
Motor Vehicle Allowance	1 224	1 020	977	1 212	1 510	1 284	1 396	1 487	1 577
Cellphone Allowance	130	128	130	162	168	133	138	147	156
Housing Allowances	74	68	87	425	425	89	415	442	469
Other benefits and allowances	648	758	699	723	1 359	498	898	975	1 033
Payments in lieu of leave	-	-	-	-	-	-	-	-	-
Long service awards	166	143	56	450	-	-	-	-	-
Post-retirement benefit obligations	-	-	-	-	-	-	-	-	-
<b>Sub Total - Other Municipal Staff</b>	<b>24 893</b>	<b>25 718</b>	<b>26 420</b>	<b>32 858</b>	<b>40 642</b>	<b>33 197</b>	<b>37 261</b>	<b>39 616</b>	<b>41 978</b>
% increase		3.3%	2.7%	24.4%	23.7%	(18.3%)	12.2%	6.3%	6.0%
<b>Total Parent Municipality</b>	<b>30 056</b>	<b>33 986</b>	<b>37 921</b>	<b>43 847</b>	<b>51 794</b>	<b>43 692</b>	<b>47 278</b>	<b>50 284</b>	<b>53 298</b>
		13.1%	11.6%	15.6%	18.1%	(15.6%)	8.2%	6.4%	6.0%
<b>Board Members of Entities</b>									
Basic Salaries and Wages	-	-	-	-	-	-	-	-	-
Pension and UIF Contributions	-	-	-	-	-	-	-	-	-
Medical Aid Contributions	-	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-	-
Performance Bonus	-	-	-	-	-	-	-	-	-
Motor Vehicle Allowance	-	-	-	-	-	-	-	-	-
Cellphone Allowance	187	196	215	226	-	-	-	-	-
Housing Allowances	-	-	-	-	-	-	-	-	-
Other benefits and allowances	66	93	109	270	-	-	-	-	-
Board Fees	-	-	-	-	-	-	-	-	-
Payments in lieu of leave	-	-	-	-	-	-	-	-	-
Long service awards	-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	-	-	-	-	-	-	-	-	-
<b>Sub Total - Board Members of Entities</b>	<b>253</b>	<b>289</b>	<b>324</b>	<b>496</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
% increase		14.1%	12.1%	53.0%	(100.0%)	-	-	-	-
<b>Senior Managers of Entities</b>									
Basic Salaries and Wages	-	-	-	-	-	-	-	-	-
Pension and UIF Contributions	-	-	-	-	-	-	-	-	-
Medical Aid Contributions	-	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-	-
Performance Bonus	-	-	-	-	-	-	-	-	-
Motor Vehicle Allowance	-	-	-	-	-	-	-	-	-
Cellphone Allowance	-	-	-	-	-	-	-	-	-
Housing Allowances	-	-	-	-	-	-	-	-	-
Other benefits and allowances	-	-	-	-	-	-	-	-	-
Payments in lieu of leave	-	-	-	-	-	-	-	-	-
Long service awards	-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	-	-	-	-	-	-	-	-	-

Sub Total - Senior Managers of Entities	-	-	-	-	-	-	-	-	-
% increase	-	-	-	-	-	-	-	-	-
<b>Other Staff of Entities</b>									
Basic Salaries and Wages									
Pension and UIF Contributions									
Medical Aid Contributions									
Overtime									
Performance Bonus									
Motor Vehicle Allowance									
Cellphone Allowance									
Housing Allowances									
Other benefits and allowances									
Payments in lieu of leave									
Long service awards									
Post-retirement benefit obligations									
Sub Total - Other Staff of Entities	-	-	-	-	-	-	-	-	-
% increase	-	-	-	-	-	-	-	-	-
<b>Total Municipal Entities</b>	<b>253</b>	<b>289</b>	<b>324</b>	<b>496</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL SALARY, ALLOWANCES &amp; BENEFITS</b>	<b>30 309</b>	<b>34 275</b>	<b>38 245</b>	<b>44 343</b>	<b>51 794</b>	<b>43 692</b>	<b>47 278</b>	<b>50 284</b>	<b>53 298</b>
% increase		13.1%	11.8%	15.9%	16.8%	(15.6%)	8.2%	6.4%	6.0%
<b>TOTAL MANAGERS AND STAFF</b>	<b>25 516</b>	<b>29 303</b>	<b>32 657</b>	<b>37 048</b>	<b>46 455</b>	<b>38 367</b>	<b>41 595</b>	<b>44 231</b>	<b>46 875</b>

DC10 Cacadu - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

Disclosure of Salaries, Allowances & Benefits 1.	No.	Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum			1.				2.
<b><u>Councillors</u></b>							
Speaker		430 100	-	174 800			604 900
Chief Whip							-
Executive Mayor		537 700	-	233 500			771 200
Deputy Executive Mayor							-
Executive Committee		2 016 200	-	827 300			2 843 500
Total for all other councillors		1 027 500	-	434 600			1 462 100
<b>Total Councillors</b>	<b>-</b>	<b>4 011 500</b>	<b>-</b>	<b>1 670 200</b>			<b>5 681 700</b>
<b><u>Senior Managers of the Municipality</u></b>							
Municipal Manager (MM)		846 200	109 800	185 200	67 600		1 208 800
Chief Finance Officer		744 000	97 800	175 500	60 200		1 077 500
Director Infrastructure		849 700	-	164 800	60 000		1 074 500
Director Economic Development		691 500	88 300	139 000	54 400		973 200
							-
							-
<i>List of each official with packages &gt;= senior manager</i>							-
							-
							-
							-
							-
							-
							-
							-
							-
							-
<b>Total Senior Managers of the Municipality</b>	<b>-</b>	<b>3 131 400</b>	<b>295 900</b>	<b>664 500</b>	<b>242 200</b>		<b>4 334 000</b>
<b><u>A Heading for Each Entity</u></b>							
List each member of board by designation							-
							-
							-
							-
							-
							-
							-
							-
							-
							-
							-
<b>Total for municipal entities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>
<b>TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION</b>	<b>-</b>	<b>7 142 900</b>	<b>295 900</b>	<b>2 334 700</b>	<b>242 200</b>		<b>10 015 700</b>

DC10 Cacadu - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers Number	2011/12			Current Year 2012/13			Budget Year 2013/14		
	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
<b>Municipal Council and Boards of Municipal Entities</b>									
Councillors (Political Office Bearers plus Other Councillors)	27	-	27	27	-	27	30	-	30
Board Members of municipal entities							-		
<b>Municipal employees</b>									
Municipal Manager and Senior Managers	4	-	4	4	-	4	4	-	4
Other Managers	16	-	16	16	-	16	16	-	16
Professionals	12	4	8	12	4	9	16	5	11
<i>Finance</i>	3	1	2	3	1	3	7	4	3
<i>Spatial/town planning</i>									
<i>Information Technology</i>							3	1	2
<i>Roads</i>									
<i>Electricity</i>									
<i>Water</i>									
<i>Sanitation</i>									
<i>Refuse</i>									
<i>Other</i>	9	3	6	9	3	6	6	-	6
Technicians	7	3	4	7	3	4	6	-	6
<i>Finance</i>	5	3	2	5	3	2			
<i>Spatial/town planning</i>	1	-	1	1	-	1	1	-	1
<i>Information Technology</i>	1	-	1	1	-	1			
<i>Roads</i>									
<i>Electricity</i>									
<i>Water</i>									
<i>Sanitation</i>									
<i>Refuse</i>									
<i>Other</i>							5	-	5
Clerks (Clerical and administrative)	26	7	19	26	7	19	56	25	31
Service and sales workers	19	7	12	19	7	12	4	2	2
Skilled agricultural and fishery workers							-	-	-
Craft and related trades							-	-	-
Plant and Machine Operators							-	-	-
Elementary Occupations	11	-	11	11	-	11	-	-	-
<b>TOTAL PERSONNEL NUMBERS</b>	<b>122</b>	<b>21</b>	<b>101</b>	<b>122</b>	<b>21</b>	<b>102</b>	<b>132</b>	<b>32</b>	<b>100</b>
<b>% Increase</b>				-	-	1.0%	8.2%	52.4%	(2.0%)
<b>Total municipal employees headcount</b>									
Finance personnel headcount									
Human Resources personnel headcount									

# **CHAPTER 14**



## **Monthly Targets For Revenue, Expenditure And Cash Flow**

DC10 Cacadu - Supporting Table SA25 Consolidated budgeted monthly revenue and expenditure

R thousand	Description	Budget Year 2013/14												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	
	<b>Revenue By Source</b>																
	Property rates																
	Property rates - penalties & collection charges																
	Service charges - electricity revenue																
	Service charges - water revenue																
	Service charges - sanitation revenue																
	Service charges - refuse revenue																
	Service charges - other																
	Rental of facilities and equipment	96	96	96	96	96	96	96	96	96	96	96	96	96	1 200	1 300	
	Interest earned - external investments	866	866	866	866	866	866	866	866	866	866	866	866	866	9 000	7 600	
	Interest earned - outstanding debtors																
	Dividends received																
	Fines																
	Licences and permits																
	Agency services	2	2	2	2	2	2	2	2	2	2	2	2	2	27	28	
	Transfers recognised - operational	24 838	1 500	870	1 194	1 194	24 838	1 194	1 194	1 194	24 838	1 194	1 194	24 838	89 992	96 821	
	Other revenue	3 149	3 149	5 298	3 149	3 149	5 298	3 149	3 149	3 149	5 298	3 149	3 149	5 298	5 952	5 553	
	Gains on disposal of PPE																
	<b>Total Revenue (excluding capital transfers and contributions)</b>	28 951	5 613	7 132	5 307	5 307	31 100	5 307	5 307	5 307	7 456	28 951	5 307	15 170	106 172	111 304	
	<b>Expenditure By Type</b>																
	Employee related costs	3 602	3 602	3 602	3 602	3 602	3 602	3 602	3 602	3 602	3 602	3 602	3 602	3 602	44 231	46 875	
	Remuneration of councillors	474	474	474	474	474	474	474	474	474	474	474	474	474	6 053	6 423	
	Debt impairment																
	Depreciation & asset impairment	169	169	169	169	169	169	169	169	169	169	169	169	170	2 033	2 033	
	Finance charges																
	Bulk purchases																
	Other materials																
	Contracted services	336	336	503	336	336	503	336	336	336	503	336	336	336	6 041	6 418	
	Transfers and grants	2 198	1 758	2 110	2 198	1 758	2 110	2 198	1 758	2 110	2 198	1 758	1 758	17 400	28 654	29 490	
	Other expenditure	5 227	6 272	3 345	5 227	6 272	3 345	5 227	6 272	3 345	5 227	6 272	6 272	992	19 159	20 065	
	Loss on disposal of PPE																
	<b>Total Expenditure</b>	12 005	12 611	10 203	12 005	14 412	10 203	12 005	12 611	10 203	12 005	12 611	12 611	20 035	106 172	111 304	
	<b>Surplus/(Deficit)</b>	16 946	(6 998)	(3 071)	(6 698)	(9 105)	20 897	(6 698)	(7 304)	(2 747)	16 946	(4 865)					
	Transfers recognised - capital																
	Contributions recognised - capital																
	Contributed assets																
	<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	16 946	(6 998)	(3 071)	(6 698)	(9 105)	20 897	(6 698)	(7 304)	(2 747)	16 946	(4 865)					
	Taxation																
	Attributable to minorities																
	Share of surplus/(deficit) of associate																
	<b>Surplus/(Deficit)</b>	16 946	(6 998)	(3 071)	(6 698)	(9 105)	20 897	(6 698)	(7 304)	(2 747)	16 946	(4 865)					

DC10 Cacadu - Supporting Table SA26 Consolidated budgeted monthly revenue and expenditure (municipal vote)

Description	Budget Year 2013/14												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
	R thousand														
<b>Revenue by Vote</b>															
Vote 1 - Executive and council	718	718	838	718	718	838	717	717	837	717	717	908	9 161	6 119	6 350
Vote 2 - Finance and Corporate Services	5 752	5 752	11 249	5 752	5 752	11 249	5 752	5 752	11 249	5 752	5 752	11 287	91 049	92 368	96 155
Vote 3 - Planning and Infrastructure development	1 153	1 153	2 306	1 153	1 153	2 306	1 153	1 153	2 306	1 153	1 153	2 309	18 451	-	-
Vote 4 - Health	57	57	57	57	57	57	57	57	57	57	57	58	682	999	4 399
Vote 5 - Community Services	66	66	66	66	66	66	66	66	66	66	66	74	800	-	-
Vote 6 - Housing						300						300	600	-	-
Vote 7 - Public Safety	696	696	1 625	696	696	1 625	696	696	1 625	696	696	701	11 144	4 576	2 200
Vote 8 - Sport and Recreation															
Vote 9 - Waste Management															
Vote 10 - Roads	425	425	425	425	425	425	250	500	500	500	200	152	4 901	2 110	2 200
Vote 11 - Water	541	541	1 081	541	541	1 081	541	541	1 081	541	541	1 081	8 649	-	-
Vote 12 - Electricity			125										125	-	-
Vote 13 - Other	318	318	637	318	318	637	318	318	637	318	318	637	5 095	-	-
Vote 14 -															
Vote 15 -															
<b>Total Revenue by Vote</b>	9 726	9 726	18 409	9 726	9 726	18 584	10 049	9 799	18 358	9 799	9 500	17 506	150 907	106 172	111 304
<b>Expenditure by Vote to be appropriated</b>															
Vote 1 - Executive and council	3 129	3 129	3 129	3 129	3 129	3 129	3 129	3 129	3 129	3 129	3 129	3 140	37 559	30 900	32 586
Vote 2 - Finance and Corporate Services	2 912	2 912	2 912	2 912	2 912	2 912	2 912	2 912	2 912	2 912	2 912	2 778	34 808	34 609	36 489
Vote 3 - Planning and Infrastructure development	1 220	1 220	2 898	1 220	1 220	2 898	1 220	1 219	2 898	1 219	629	581	18 442	4 243	4 492
Vote 4 - Health	734	734	1 469	734	734	1 469	734	734	1 469	734	734	1 473	11 754	11 793	12 430
Vote 5 - Community Services	66	66	66	66	66	66	66	66	66	66	66	74	800	-	-
Vote 6 - Housing	-	-	-	-	-	-	166	166	166	166	166	165	994	420	446
Vote 7 - Public Safety	1 543	1 543	3 087	1 543	1 543	3 087	1 543	1 543	3 087	1 543	1 543	3 087	24 693	19 094	19 496
Vote 8 - Sport and Recreation						300							300	300	300
Vote 9 - Waste Management													250	-	-
Vote 10 - Roads	345	345	690	345	345	690	250	345	690	345	345	694	5 524	2 774	2 905
Vote 11 - Water	610	610	1 220	610	610	1 220	610	610	1 220	610	610	853	9 390	790	838
Vote 12 - Electricity							125						125	-	-
Vote 13 - Other	392	392	784	392	392	784	392	392	784	392	392	784	6 269	1 248	1 322
Vote 14 -															
Vote 15 -															
<b>Total Expenditure by Vote</b>	10 951	10 951	16 253	10 951	10 951	16 553	11 492	11 116	16 419	11 116	10 526	13 627	150 907	106 172	111 304
<b>Surplus/(Deficit) before assoc.</b>	(1 226)	(1 226)	2 156	(1 226)	(1 226)	2 031	(1 443)	(1 317)	1 939	(1 317)	(1 026)	3 879	-	-	-
Taxation															
Attributable to minorities															
Share of surplus/ (deficit) of associate															
<b>Surplus/(Deficit)</b>	(1 226)	(1 226)	2 156	(1 226)	(1 226)	2 031	(1 443)	(1 317)	1 939	(1 317)	(1 026)	3 879	-	-	-

DC10 Cacadu - Supporting Table SA27 Consolidated budgeted monthly revenue and expenditure (standard classification)

Description	Budget Year 2013/14												Medium Term Revenue and Expenditure Framework			
													Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	
	July	August	Sept.	October	November	December	January	February	March	April	May	June				
<b>Revenue - Standard</b>	6 348	6 348	11 846	6 348	6 348	11 846	6 348	6 348	11 846	6 348	6 348	11 605	97 929	98 487	102 505	
Governance and administration	597	597	597	597	597	597	597	597	597	597	597	668	7 231	6 119	6 350	
Executive and council	5 498	5 498	10 995	5 498	5 498	10 995	5 498	5 498	10 995	5 498	5 498	10 645	87 613	89 549	93 233	
Budget and treasury office	254	254	254	254	254	254	254	254	254	254	292	3 086	2 819	2 819	2 922	
Corporate services	935	935	1 748	935	935	2 048	935	935	1 748	935	551	13 577	5 575	6 599	6 599	
Community and public safety	66	66	66	66	66	66	66	66	66	66	74	800	800	800	800	
Community and social services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Sport and recreation	813	813	1 625	813	813	1 625	813	813	1 625	813	119	11 494	11 494	4 576	2 200	
Public safety	57	57	57	57	57	57	57	57	57	57	58	682	682	999	4 399	
Housing	1 275	1 275	2 550	1 275	1 275	2 550	1 275	1 275	2 550	1 275	4 933	25 282	25 282	2 110	2 200	
Health	1 275	1 275	2 550	1 275	1 275	2 550	1 275	1 275	2 550	1 275	2 531	20 381	20 381	-	-	
Economic and environmental services	-	-	-	-	-	-	-	-	-	-	2 402	4 901	4 901	2 110	2 200	
Planning and development	541	541	1 081	541	541	1 081	541	541	1 081	541	1 081	9 024	9 024	-	-	
Road transport	541	541	1 081	541	541	1 081	541	541	1 081	541	125	8 649	8 649	-	-	
Environmental protection	318	318	637	318	318	637	318	318	637	318	250	250	250	-	-	
Trading services	9 418	9 418	17 987	9 418	9 418	18 162	10 167	9 917	18 362	9 917	18 807	150 907	150 907	106 172	111 304	
Electricity	5 248	5 248	10 496	5 248	5 248	10 496	5 248	5 248	10 496	5 248	10 496	5 248	5 248	5 248	5 248	
Waste water management	2 271	2 271	4 542	2 271	2 271	4 542	2 271	2 271	4 542	2 271	2 271	2 271	2 271	2 271	2 271	
Waste management	1 501	1 501	3 002	1 501	1 501	3 002	1 501	1 501	3 002	1 501	1 501	1 501	1 501	1 501	1 501	
Other	2 344	2 344	4 688	2 344	2 344	4 688	2 344	2 344	4 688	2 344	2 344	2 344	2 344	2 344	2 344	
<b>Total Revenue - Standard</b>	9 418	9 418	17 987	9 418	9 418	18 162	10 167	9 917	18 362	9 917	18 807	150 907	150 907	106 172	111 304	
<b>Expenditure - Standard</b>	5 248	5 248	10 496	5 248	5 248	10 496	5 248	5 248	10 496	5 248	5 248	5 248	5 248	5 248	5 248	
Governance and administration	2 271	2 271	4 542	2 271	2 271	4 542	2 271	2 271	4 542	2 271	2 271	2 271	2 271	2 271	2 271	
Executive and council	1 501	1 501	3 002	1 501	1 501	3 002	1 501	1 501	3 002	1 501	1 501	1 501	1 501	1 501	1 501	
Budget and treasury office	1 476	1 476	2 952	1 476	1 476	2 952	1 476	1 476	2 952	1 476	1 476	1 476	1 476	1 476	1 476	
Corporate services	2 344	2 344	4 688	2 344	2 344	4 688	2 344	2 344	4 688	2 344	2 344	2 344	2 344	2 344	2 344	
Community and public safety	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	
Community and social services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Sport and recreation	1 543	1 543	3 087	1 543	1 543	3 087	1 543	1 543	3 087	1 543	1 543	1 543	1 543	1 543	1 543	
Public safety	734	734	1 469	734	734	1 469	734	734	1 469	734	734	734	734	734	734	
Housing	2 024	2 024	4 048	2 024	2 024	4 048	2 024	2 024	4 048	2 024	2 024	2 024	2 024	2 024	2 024	
Health	1 679	1 679	3 358	1 679	1 679	3 358	1 679	1 679	3 358	1 679	1 679	1 679	1 679	1 679	1 679	
Economic and environmental services	345	345	690	345	345	690	345	345	690	345	345	345	345	345	345	
Planning and development	610	610	1 220	610	610	1 220	610	610	1 220	610	610	610	610	610	610	
Road transport	610	610	1 220	610	610	1 220	610	610	1 220	610	610	610	610	610	610	
Environmental protection	392	392	784	392	392	784	392	392	784	392	392	392	392	392	392	
Trading services	610	610	1 220	610	610	1 220	610	610	1 220	610	610	610	610	610	610	
Electricity	610	610	1 220	610	610	1 220	610	610	1 220	610	610	610	610	610	610	
Water	392	392	784	392	392	784	392	392	784	392	392	392	392	392	392	
Waste water management	10 618	10 618	21 236	10 618	10 618	21 236	10 618	10 618	21 236	10 618	10 618	10 618	10 618	10 618	10 618	
Waste management	392	392	784	392	392	784	392	392	784	392	392	392	392	392	392	
Other	10 618	10 618	21 236	10 618	10 618	21 236	10 618	10 618	21 236	10 618	10 618	10 618	10 618	10 618	10 618	
<b>Total Expenditure - Standard</b>	(1 200)	(1 200)	66	(1 200)	(1 200)	1 941	(991)	(866)	2 275	(866)	(866)	4 107	150 907	106 172	111 304	
<b>Surplus/(Deficit) before assoc.</b>	(1 200)	(1 200)	66	(1 200)	(1 200)	1 941	(991)	(866)	2 275	(866)	(866)	4 107	150 907	106 172	111 304	
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Surplus/(Deficit)</b>	(1 200)	(1 200)	66	(1 200)	(1 200)	1 941	(991)	(866)	2 275	(866)	(866)	4 107	150 907	106 172	111 304	



DC10 Cacadu - Supporting Table SA28 Consolidated budgeted monthly capital expenditure (municipal vote)

R thousand	Description	Budget Year 2013/14												Medium Term Revenue and Expenditure Framework						
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16				
	<b>Multi-year expenditure to be appropriated</b>	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833	10 000	10 000	5 000	
	Vote 1 - Executive and council																			
	Vote 2 - Finance and Corporate Services																			
	Vote 3 - Planning and Infrastructure development																			
	Vote 4 - Health																			
	Vote 5 - Community Services																			
	Vote 6 - Housing																			
	Vote 7 - Public Safety																			
	Vote 8 - Sport and Recreation																			
	Vote 9 - Waste Management																			
	Vote 10 - Roads																			
	Vote 11 - Water																			
	Vote 12 - Electricity																			
	Vote 13 - Other																			
	Vote 14 -																			
	Vote 15 -																			
	<b>Capital multi-year expenditure sub-total</b>	833	833	833	833	833	833	833	833	833	833	833	833	833	833	837	10 000	10 000	5 000	
	<b>Single-year expenditure to be appropriated</b>																			
	Vote 1 - Executive and council	66	66	66	66	66	66	66	66	66	66	66	66	66	66	69	795	-	-	-
	Vote 2 - Finance and Corporate Services	110	110	110	110	110	110	110	110	110	110	110	110	110	110	111	1 321	-	-	-
	Vote 3 - Planning and Infrastructure development	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	43	-	-	-
	Vote 4 - Health				200	500											760	-	-	-
	Vote 5 - Community Services																			
	Vote 6 - Housing																			
	Vote 7 - Public Safety	8	8	8	8	8	8	8	8	8	8	8	8	8	16	104	-	-	-	-
	Vote 8 - Sport and Recreation																			
	Vote 9 - Waste Management																			
	Vote 10 - Roads																			
	Vote 11 - Water																			
	Vote 12 - Electricity																			
	Vote 13 - Other																			
	Vote 14 -																			
	Vote 15 -																			
	<b>Capital single-year expenditure sub-total</b>	188	188	188	396	688	188	248	188	188	188	188	188	188	200	3 030	-	-	-	
	<b>Total Capital Expenditure</b>	1 021	1 021	1 021	1 229	1 521	1 021	1 081	1 021	1 021	1 021	1 021	1 021	1 021	1 037	13 030	10 000	5 000		

DC10 Cacadu - Supporting Table SA29 Consolidated budgeted monthly capital expenditure (standard classification)

R thousand	Description	Budget Year 2013/14												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	
	<b>Capital Expenditure - Standard</b>																
	<b>Governance and administration</b>	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	1 015	12 115	10 000	5 000	
	Executive and council	895	895	895	895	895	895	895	895	895	895	895	895	10 689	10 000	5 000	
	Budget and treasury office	95	95	95	95	95	95	95	95	95	95	95	95	1 135	-	-	
	Corporate services	25	25	25	25	25	25	25	25	25	25	25	25	291	-	-	
	<b>Community and public safety</b>	8	8	8	208	508	8	8	8	8	8	8	8	864	-	-	
	Community and social services																
	Sport and recreation	8	8	8	8	8	8	8	8	8	8	8	8	104	-	-	
	Public safety																
	Housing																
	Health				200	500		60						760	-	-	
	<b>Economic and environmental services</b>	4	4	4	4	4	4	4	4	4	4	4	4	43	-	-	
	Planning and development	4	4	4	4	4	4	4	4	4	4	4	4	43	-	-	
	Road transport																
	Environmental protection																
	<b>Trading services</b>																
	Electricity																
	Water																
	Waste water management																
	Waste management																
	<b>Other</b>				8									8			
	<b>Total Capital Expenditure - Standard</b>	<b>1 027</b>	<b>1 027</b>	<b>1 027</b>	<b>1 235</b>	<b>1 527</b>	<b>1 027</b>	<b>1 087</b>	<b>1 027</b>	<b>1 027</b>	<b>1 027</b>	<b>1 027</b>	<b>1 027</b>	<b>13 030</b>	<b>10 000</b>	<b>5 000</b>	

MONTHLY CASH FLOWS	Budget Year 2013/14												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Cash Receipts By Source</b>													1		
Property rates															
Property rates - penalties & collection charges															
Service charges - electricity revenue															
Service charges - water revenue															
Service charges - sanitation revenue															
Service charges - refuse revenue															
Service charges - other															
Rental of facilities and equipment	96	96	96	96	96	96	96	96	96	96	96	96	1 150	1 200	1 300
Interest earned - external investments	866	866	866	866	866	866	866	866	866	866	866	874	10 400	9 000	7 600
Interest earned - outstanding debtors															
Dividends received															
Fines															
Licences and permits															
Agency services	2	2	2	2	2	2	2	2	2	2	2	1	27	28	30
Transfer receipts - operational	24 838	1 500	870	1 194	1 194	24 838	1 194	1 194	1 194	24 838	1 194	5 370	89 419	89 992	96 821
Other revenue	3 149	3 149	5 298	3 149	3 149	5 298	3 149	3 149	3 149	5 298	3 149	8 828	49 912	5 952	5 553
<b>Cash Receipts by Source</b>	<b>28 951</b>	<b>5 613</b>	<b>7 132</b>	<b>5 307</b>	<b>5 307</b>	<b>31 100</b>	<b>5 307</b>	<b>5 307</b>	<b>5 307</b>	<b>28 951</b>	<b>5 307</b>	<b>15 170</b>	<b>150 907</b>	<b>106 172</b>	<b>111 304</b>
<b>Other Cash Flows by Source</b>															
Transfer receipts - capital															
Contributions recognised - capital & Contributed assets															
Proceeds on disposal of PPE															
Short term loans															
Borrowing long term financing															
Increase (decrease) in consumer deposits															
Decrease (increase) in non-current debtors															
Decrease (increase) other non-current receivables															
Decrease (increase) in non-current investments															
<b>Total Cash Receipts by Source</b>	<b>28 951</b>	<b>5 613</b>	<b>7 132</b>	<b>5 307</b>	<b>5 307</b>	<b>31 100</b>	<b>5 307</b>	<b>5 307</b>	<b>5 307</b>	<b>28 951</b>	<b>5 307</b>	<b>15 170</b>	<b>150 907</b>	<b>106 172</b>	<b>111 304</b>
<b>Cash Payments by Type</b>															
Employee related costs	3 200	3 200	3 200	3 200	3 200	3 200	3 200	3 200	3 200	3 200	3 200	3 200	41 595	44 231	46 875
Remuneration of councillors	474	474	474	474	474	474	474	474	474	474	474	473	5 683	6 053	6 423
Finance charges															
Bulk purchases - Electricity															
Bulk purchases - Water & Sewer															
Other materials															
Contracted services	336	336	503	336	336	503	336	336	336	503	336	825	5 020	6 041	6 418
Transfers and grants - other municipalities	2 472	2 472	4 944	2 472	2 472	4 944	2 472	2 472	2 472	4 944	2 472	4 945	39 553	28 654	29 690
Transfers and grants - other															
Other expenditure	5 227	6 272	3 345	5 227	6 272	3 345	5 227	6 272	5 227	3 345	6 272	992	57 023	19 159	20 065
<b>Cash Payments by Type</b>	<b>11 708</b>	<b>12 753</b>	<b>12 466</b>	<b>11 708</b>	<b>15 953</b>	<b>12 466</b>	<b>11 708</b>	<b>12 753</b>	<b>11 708</b>	<b>12 753</b>	<b>10 434</b>	<b>10 434</b>	<b>148 874</b>	<b>104 139</b>	<b>109 271</b>
<b>Other Cash Flows/Payments by Type</b>															
Capital assets															
Repayment of borrowing															
Other Cash Flows/Payments															
<b>Total Cash Payments by Type</b>	<b>12 827</b>	<b>13 872</b>	<b>13 585</b>	<b>12 827</b>	<b>17 072</b>	<b>13 585</b>	<b>12 827</b>	<b>13 872</b>	<b>12 827</b>	<b>13 872</b>	<b>11 155</b>	<b>11 155</b>	<b>161 904</b>	<b>114 139</b>	<b>114 271</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>16 124</b>	<b>(8 259)</b>	<b>(6 453)</b>	<b>(7 520)</b>	<b>(11 765)</b>	<b>(7 520)</b>	<b>(7 520)</b>	<b>(8 565)</b>	<b>(6 129)</b>	<b>16 124</b>	<b>(8 565)</b>	<b>4 015</b>	<b>(10 997)</b>	<b>(7 967)</b>	<b>(2 967)</b>
Cash/cash equivalents at the monthly/year begin:	260 910	277 034	268 775	262 322	254 802	243 038	260 552	253 033	244 468	238 339	254 463	245 898	260 910	249 913	241 947
Cash/cash equivalents at the monthly/year end:	277 034	268 775	262 322	254 802	243 038	260 552	253 033	244 468	238 339	254 463	245 898	249 913	249 913	241 947	238 980

# **CHAPTER 15**



## **Annual Budgets & SDBIP: Internal Departments**

**CHAPTER 15**

**ANNUAL BUDGETS AND SDBIP – INTERNAL DEPARTMENTS**

(For information refer **Annexure “G”**)

# **CHAPTER 16**



## **Contracts having Future Budgetary Implications**

DC10 Cacadu - Supporting Table SA33 Contracts having future budgetary implications

Description	Preceding Years	Current Year 2012/13	2013/14 Medium Term Revenue & Expenditure Framework			Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Total Contract Value
			Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16								
<b>R thousand</b>	<b>Total</b>	<b>Original Budget</b>											
<u>Parent Municipality:</u>			The Municipality does not have any contracts with future financial obligations beyond the three years covered by the MTREF										
<u>Revenue Obligation By Contract</u>													
Contract 1													
Contract 2													
Contract 3 etc													
<b>Total Operating Revenue Implication</b>													
<u>Expenditure Obligation By Contract</u>													
Contract 1													
Contract 2													
Contract 3 etc													
<b>Total Operating Expenditure Implication</b>													
<u>Capital Expenditure Obligation By Contract</u>													
Contract 1													
Contract 2													
Contract 3 etc													
<b>Total Capital Expenditure Implication</b>													
<b>Total Parent Expenditure Implication</b>													
<u>Entities:</u>													
<u>Revenue Obligation By Contract</u>													
Contract 1													
Contract 2													
Contract 3 etc													
<b>Total Operating Revenue Implication</b>													
<u>Expenditure Obligation By Contract</u>													
Contract 1													
Contract 2													
Contract 3 etc													
<b>Total Operating Expenditure Implication</b>													
<u>Capital Expenditure Obligation By Contract</u>													
Contract 1													
Contract 2													
Contract 3 etc													
<b>Total Capital Expenditure Implication</b>													
<b>Total Entity Expenditure Implication</b>													

# **CHAPTER 17**



## **Capital Expenditure Details**



## **CHAPTER 17**

### **CAPITAL EXPENDITURE DETAILS**

(For more information refer **Annexure “E”**)

## **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. Cacadu District Municipality does not meet these recommendations, because it does not have infrastructural assets.

DC10 Cacadu - Table A9 Consolidated Asset Management

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
R thousand									
<b>CAPITAL EXPENDITURE</b>									
<b>Total New Assets</b>	3 397	7 103	1 864	16 110	21 318	21 318	13 030	10 000	5 000
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-	-	-
Community	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Other assets	3 397	7 103	1 864	16 110	21 318	21 318	13 030	10 000	5 000
Agricultural Assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Intangibles	-	-	-	-	-	-	-	-	-
<b>Total Renewal of Existing Assets</b>	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-	-	-
Community	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Other assets	-	-	-	-	-	-	-	-	-
Agricultural Assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Intangibles	-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure</b>	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-	-	-
Community	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Other assets	3 397	7 103	1 864	16 110	21 318	21 318	13 030	10 000	5 000
Agricultural Assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Intangibles	-	-	-	-	-	-	-	-	-
<b>TOTAL CAPITAL EXPENDITURE - Asset class</b>	<b>3 397</b>	<b>7 103</b>	<b>1 864</b>	<b>16 110</b>	<b>21 318</b>	<b>21 318</b>	<b>13 030</b>	<b>10 000</b>	<b>5 000</b>
<b>ASSET REGISTER SUMMARY - PPE (WDV)</b>									
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-	-	-
Community	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Investment properties	13 171	14 254	14 526	14 526	14 526	14 526	14 526	14 526	14 526
Other assets	74 604	68 445	68 520	91 878	97 084	88 703	99 700	107 667	110 634
Agricultural Assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Intangibles	87	87	87	87	87	87	87	87	87
<b>TOTAL ASSET REGISTER SUMMARY - PPE (WDV)</b>	<b>87 861</b>	<b>82 785</b>	<b>83 133</b>	<b>106 490</b>	<b>111 697</b>	<b>103 316</b>	<b>114 313</b>	<b>122 279</b>	<b>125 246</b>
<b>EXPENDITURE OTHER ITEMS</b>									
<b>Depreciation &amp; asset impairment</b>	<b>4 684</b>	<b>4 500</b>	<b>1 718</b>	<b>1 134</b>	<b>1 135</b>	<b>1 135</b>	<b>2 033</b>	<b>2 033</b>	<b>2 033</b>
<b>Repairs and Maintenance by Asset Class</b>	<b>953</b>	<b>2 455</b>	<b>574</b>	<b>1 242</b>	<b>1 242</b>	<b>686</b>	<b>991</b>	<b>1 044</b>	<b>1 094</b>
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-	-	-
Community	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Other assets	953	2 455	574	1 242	1 242	686	991	1 044	1 094
<b>TOTAL EXPENDITURE OTHER ITEMS</b>	<b>5 637</b>	<b>6 955</b>	<b>2 292</b>	<b>2 376</b>	<b>2 377</b>	<b>1 822</b>	<b>3 024</b>	<b>3 077</b>	<b>3 127</b>
<i>Renewal of Existing Assets as % of total capex</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>
<i>Renewal of Existing Assets as % of deprecn"</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>
<i>R&amp;M as a % of PPE</i>	<i>1.3%</i>	<i>3.6%</i>	<i>0.8%</i>	<i>1.4%</i>	<i>1.3%</i>	<i>0.8%</i>	<i>1.0%</i>	<i>1.0%</i>	<i>1.0%</i>
<i>Renewal and R&amp;M as a % of PPE</i>	<i>1.0%</i>	<i>3.0%</i>	<i>1.0%</i>	<i>1.0%</i>	<i>1.0%</i>	<i>1.0%</i>	<i>1.0%</i>	<i>1.0%</i>	<i>1.0%</i>

## DC10 Cacadu - Supporting Table SA34a Consolidated capital expenditure on new assets by asset class

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>									
<b>Capital expenditure on new assets by Asset Class/Sub-class</b>									
<b>Infrastructure</b>	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Roads, Pavements & Bridges									
Storm water									
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Generation									
Transmission & Reticulation									
Street Lighting									
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Dams & Reservoirs									
Water purification									
Reticulation									
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Reticulation									
Sewerage purification									
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Waste Management									
Transportation									
Gas									
Other									
<b>Community</b>	-	-	-	-	-	-	-	-	-
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									
<b>Heritage assets</b>	-	-	-	-	-	-	-	-	-
Buildings									
Other									
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Housing development									
Other									
<b>Other assets</b>	3 397	7 103	1 864	16 110	21 318	21 318	13 030	10 000	5 000
General vehicles	1 781	1 300	532	2 300	2 500	2 500	1 100	-	-
Specialised vehicles	110	250	451	-	-	-	-	-	-
Plant & equipment									
Computers - hardware/equipment									
Furniture and other office equipment	1 506	5 553	881	3 810	3 818	3 818	1 930	-	-
Abattoirs									
Markets									
Civic Land and Buildings									
Other Buildings				10 000	15 000	15 000	10 000	10 000	5 000
Other Land									
Surplus Assets - (Investment or Inventory)									
Other									
<b>Agricultural assets</b>	-	-	-	-	-	-	-	-	-
List sub-class									
<b>Biological assets</b>	-	-	-	-	-	-	-	-	-
List sub-class									
<b>Intangibles</b>	-	-	-	-	-	-	-	-	-
Computers - software & programming									
Other (list sub-class)									
<b>Total Capital Expenditure on new assets</b>	<b>3 397</b>	<b>7 103</b>	<b>1 864</b>	<b>16 110</b>	<b>21 318</b>	<b>21 318</b>	<b>13 030</b>	<b>10 000</b>	<b>5 000</b>
<b>Specialised vehicles</b>	<b>110</b>	<b>250</b>	<b>451</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Refuse									
Fire									
Conservancy									
Ambulances	110	250	451						

DC10 Cacadu - Supporting Table SA34b Consolidated capital expenditure on existing assets by asset class

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>									
<b>Capital expenditure on renewal of existing assets by Asset Class/Sub-class</b>									
<b>Infrastructure</b>	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Roads, Pavements & Bridges									
Storm water									
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Generation									
Transmission & Reticulation									
Street Lighting									
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Dams & Reservoirs									
Water purification									
Reticulation									
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Reticulation									
Sewerage purification									
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Waste Management									
Transportation									
Gas									
Other									
<b>Community</b>	-	-	-	-	-	-	-	-	-
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									
<b>Heritage assets</b>	-	-	-	-	-	-	-	-	-
Buildings									
Other									
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Housing development									
Other									
<b>Other assets</b>	-	-	-	-	-	-	-	-	-
General vehicles									
Specialised vehicles	-	-	-	-	-	-	-	-	-
Plant & equipment									
Computers - hardware/equipment									
Furniture and other office equipment									
Abattoirs									
Markets									
Civic Land and Buildings									
Other Buildings									
Other Land									
Surplus Assets - (Investment or Inventory)									
Other									
<b>Agricultural assets</b>	-	-	-	-	-	-	-	-	-
List sub-class									
<b>Biological assets</b>	-	-	-	-	-	-	-	-	-
List sub-class									
<b>Intangibles</b>	-	-	-	-	-	-	-	-	-
Computers - software & programming									
Other (list sub-class)									
<b>Total Capital Expenditure on renewal of existing assets</b>	-	-	-	-	-	-	-	-	-

<b>Specialised vehicles</b>	-	-	-	-	-	-	-	-	-
Refuse									
Fire									
Conservancy									
Ambulances									
<i>Renewal of Existing Assets as % of total capex</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Renewal of Existing Assets as % of deprecn"</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

# **CHAPTER 18**



## **Legislative Compliance Status**

## **CHAPTER 18**

### **LEGISLATIVE COMPLIANCE STATUS**

The promulgation of the Municipal Finance Management Act (The Act) has brought in proficiency and control measures to local government in terms of budgeting, monitoring and accounting on public funds. The Act and budget regulations have had a profound effect on local government operations that required transformation in financial discipline and planning processes. The budget preparation for 2013/2014 complies with these key requirements.

The Act and regulations have created clear reporting standards for local government that conforms to international standards. In addition to providing for improved reporting by local government, the Act stipulates that new accounting and financial standards must be complied with. The Cacadu District Municipality's electronic reporting to National Treasury has also been complied with and has also improved over time. The monthly and quarterly returns to National Treasury have been in most instances submitted on time.

In accordance with the provisions of the Act, Cacadu District Municipality has an approved Supply Chain Management Policy, which was extensively consulted on. The policy is intended to regulate the supply chain management environment within the district. Required resources (human, financial and otherwise) have been allocated to the Supply Chain Management section to enhance capacity.

The reform agenda set out through the Municipal Finance Management Act provides new accounting standards, which includes national standards such as Generally Recognised Accounting Practice (GRAP). The above mentioned accounting practice has been adhered to during the development of the budget.

The Cacadu District Municipality's consolidated financial statements were prepared to comply with GRAP.

When preparing the budget, the Cacadu District Municipality has complied with the requirements of the MFMA Budget Regulations and circulars which requires the municipality to draft the budget in a specific format and which specifies the contents of the budget.



# **CHAPTER 19**



## **Details of Budgets per Department**

## **CHAPTER 19**

### **SUMMARY OF EXPENDITURE BUDGETS PER DEPARTMENT: 2013/14**

<b>DEPARTMENT</b>	<b>AMOUNT R'000</b>	<b>%</b>
Infrastructure Development & Planning	68 683	46%
Finance & Corporate Services	34 808	23%
Economic Development	20 161	13%
Office of the Mayor	17 411	11%
Office of the Municipal Manager	9 844	7%
<b>Total</b>	<b>147 200</b>	<b>100%</b>

# **CHAPTER 20**



## **Municipal Entity Budget Information**

## EXECUTIVE SUMMARY

The Cacadu Development Agency's projected overall spending envelope for the 2013/2014 Medium Term Budget (MTB) amounts to R4.01 million. Approximately R75 000 million will be invested into furniture and equipment.

The 2013/2014 MTB is the 1<sup>st</sup> budget of the Agency and has been prepared within the context of an Agency that is in the process of being established.

### Background to establishing the Cacadu Development Agency

The district has experienced a period of sluggish economic and demographic growth. Major challenges have included a period of consistent agricultural decline, the large geographic extent and sparse population of the district, aggravated by migration to larger urban nodes, growing inequality and poverty and municipal capacity. There are a number of objective factors that suggest that much stronger growth, than has occurred over the past decade, is possible.

In response to this latent growth potential, the Development Bank of Southern Africa initiated the Rural Economic Development Initiative. The Cacadu Rural Economic Development Initiative (REDI) is a partnership between Cacadu District Municipality, the Development Bank of Southern Africa (DBSA) and other major stakeholders in the region aimed at identifying and unlocking economic potential to realize the latent economic growth potential of the district. The idea is to build a strong strategic relationship between the municipality and local and regional stakeholders aimed at catalysing economic turn-around.

Areas of intervention include (a) agri-innovation primarily in the areas of agro-processing, aquaculture, natural fibre beneficiation, renewable energy and agri-tourism and (b) strategy and institutional development, including, *inter alia*, assessment of infrastructure investment requirements and related financing and funding models for local municipalities and ultimately the revision of the district's Economic Growth and Development Strategy coupled with the development of an investment prospectus and related investment strategies.

Over the years a number of studies have been undertaken to determine the economic and social needs of the Cacadu District Municipality. These documents have been perused and assessed and certain conclusions were drawn. The District Municipality's Integrated Development Plan (IDP) was also reviewed.

A municipal entity needs to complement and not duplicate the work of the Municipality. It needs to have a specific focus that is unlikely to be attended to in the everyday work of the Municipality. The entity's functions and activities must complement those of the Municipality, and as such, the entity must work in close relationship with the municipality's functional departments. In particular interactions with departments responsible for planning and economic development are important.

It must serve as a specialised and professional agency managing economic development within the geographic area of the Municipality. International and South African experience

have highlighted the roles that such entities and development agencies can fulfil in the development of an area.

Although municipalities in South Africa have well developed integrated development programmes and often well-developed economic strategies, these programmes and strategies really find their way into the implementation domain. A number of factors can be attributed to this situation. These factors are:

- Necessary and unnecessary beauracracy;
- Lack of urgency amongst municipal officials;
- Lack of a private sector approach;
- Lack of experience amongst municipal officials;
- Lack of administrative skills;
- Lack of private sector buy-in; and
- The perception of corruption and incompetence.

An integrated implementation strategy is required and it is unlikely that such an implementation strategy will be implemented within the local government parameters.

Most of the challenges around sustainable development relates to the fact that the practices of institutional coordination, cooperation and collaboration, formal and informal, private and public government and non government does not function well and often leads to a state of paralyses with implementation suffering in the process.

A development agency provides an excellent conduit to serve as an implementation institution between a municipality, implementing certain aspects of the IDP, but also appealing to the private sector to respond with private sector investment. Development agencies are able to bring new skills, a wide array of experiences, and a sense of leadership to development challenges in many areas.

The staff members that are normally employed by a development agency are unlikely to apply for positions within their judicial municipality.

### **Roles, Responsibilities and mandate of the Cacadu Development Agency**

An overall objective of the Cacadu District Development Agency will be to generate sustainable economic growth through agriculture and tourism and achieve social, economic and political transformation to the benefit of the whole Cacadu region. Such a development agency must therefore initiate, promote and manage private and public, economic, social, cultural, environmental, agricultural and infrastructure programmes, transforming certain areas within the Cacadu District in competitive places.

Such competitive places, created through infrastructure investment, will become 'the breeding ground' for private sector investment.

A holistic development approach to economic growth and development is necessary to link the macro- and micro-economy. A combination of catalytic projects to drive economic growth at a macro level and related local beneficiation activities focussed on creating opportunities for SMEs is recommended.

The primary role of the district development agency should be to unlock the socio-economic developmental potential of the district through effective partnerships between government, the private sector and higher education institutions that harness and coordinate available resources of the triple helix.

The agency should be a dedicated champion tasked to leverage public and private resources to promote development based on latent potential which offer investment, employment, socio-economic and environmental conservation and restoration opportunities.

The district development agency will be specifically tasked with at least the following key performance areas:

- To act as an agent for and on behalf of the parent municipality(ies) for the purposes of facilitating economic, social and environmental policies and projects (sometimes as identified by or agreed with the municipality);
- To initiate, identify and implement high impact economic development projects
- To generate sustainable economic growth as well as social transformation to the benefit communities within the district;
- To promote productive partnerships and cooperation between relevant stakeholders on area/regional-based initiatives;
- To manage the spatial organization of the area, in a socially efficient manner, particularly through the use of public land and targeted private projects.
- To acquire, own and manage land and buildings, and/or rights to land and buildings, to be used for economic and social development purposes.
- To facilitate a business environment conducive to private sector investment, and leveraging of public and private sector resources for economic development
- To contribute to integrating the region / district into domestic and international markets

It is important to note that a development agency should pursue independence for its budget in terms of its operations, but that the capital budget will always be proved by the local, provincial or national government.

The establishment of a development agency along these lines will ensure that there is a degree of urgency, independence and autonomy that any income generated is held within the development agency and that it will implement a strategy sanctioned by the municipality.

## **Conclusion**

The 2013/14 budget has therefore been prepared taking the above roles and responsibilities into account. Being the 1<sup>st</sup> year of operation, the Agency's outer year budgets will be directly influenced by the outcomes of the 2013/14 financial year.

**Cacadu Development Agency - Table D1 Budget Summary**

Description	2009/10	2010/11	2011/12	Current Year 2012/13			Medium Term Revenue and Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousands</b>									
<b>Financial Performance</b>									
Property rates	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-
Investment revenue	-	-	-	-	-	-	85	90	95
Transfers recognised - operational	-	-	-	-	-	-	-	-	-
Other own revenue	-	-	-	-	-	-	4 000	4 200	4 400
<b>Total Revenue (excluding capital transfers and contributions)</b>	-	-	-	-	-	-	<b>4 085</b>	<b>4 290</b>	<b>4 495</b>
Employee costs	-	-	-	-	-	-	1 788	1 904	2 025
Remuneration of Board Members	-	-	-	-	-	-	141	148	156
Depreciation and debt impairment	-	-	-	-	-	-	-	-	-
Finance charges	-	-	-	-	-	-	-	-	-
Materials and bulk purchases	-	-	-	-	-	-	-	-	-
Transfers and grants	-	-	-	-	-	-	-	-	-
Other expenditure	-	-	-	-	-	-	2 081	2 238	2 314
<b>Total Expenditure</b>	-	-	-	-	-	-	<b>4 010</b>	<b>4 290</b>	<b>4 495</b>
<b>Surplus/(Deficit)</b>	-	-	-	-	-	-	<b>75</b>	-	-
Transfers recognised - capital	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	-	-	-	-	-	-	<b>75</b>	-	-
Taxation	-	-	-	-	-	-	-	-	-
<b>Surplus/ (Deficit) for the year</b>	-	-	-	-	-	-	<b>75</b>	-	-
<b>Capital expenditure &amp; funds sources</b>									
<b>Capital expenditure</b>	-	-	-	-	-	-	<b>75</b>	-	-
Transfers recognised - capital	-	-	-	-	-	-	75	-	-
Public contributions & donations	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funds</b>	-	-	-	-	-	-	<b>75</b>	-	-
<b>Financial position</b>									
Total current assets	-	-	-	-	-	-	150	160	170
Total non current assets	-	-	-	-	-	-	150	125	100
Total current liabilities	-	-	-	-	-	-	60	65	70
Total non current liabilities	-	-	-	-	-	-	-	-	-
Community wealth/Equity	-	-	-	-	-	-	240	220	200
<b>Cash flows</b>									
Net cash from (used) operating	-	-	-	-	-	-	225	10	10
Net cash from (used) investing	-	-	-	-	-	-	(75)	-	-
Net cash from (used) financing	-	-	-	-	-	-	-	-	-
<b>Cash/cash equivalents at the year end</b>	-	-	-	-	-	-	<b>150</b>	<b>160</b>	<b>170</b>



Cacadu Development Agency - Table D2 Budgeted Financial Performance (revenue and expenditure)

Description	2009/10	2010/11	2011/12	Current Year 2012/13			Medium Term Revenue and Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousands</b>									
<b>Revenue by Source</b>									
Property rates	-	-	-	-	-	-	-	-	-
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-
Service charges - other	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	-	-	-	-	-	-	-	-	-
Interest earned - external investments	-	-	-	-	-	-	85	90	95
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-
Licences and permits	-	-	-	-	-	-	-	-	-
Agency services	-	-	-	-	-	-	-	-	-
Transfers recognised - operational	-	-	-	-	-	-	-	-	-
Other revenue	-	-	-	-	-	-	4 000	4 200	4 400
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-
<b>Total Revenue (excluding capital transfers and contributions)</b>	-	-	-	-	-	-	<b>4 085</b>	<b>4 290</b>	<b>4 495</b>
<b>Expenditure By Type</b>									
Employee related costs	-	-	-	-	-	-	1 788	1 904	2 025
Remuneration of Directors	-	-	-	-	-	-	141	148	156
Debt impairment	-	-	-	-	-	-	-	-	-
Collection costs	-	-	-	-	-	-	-	-	-
Depreciation & asset impairment	-	-	-	-	-	-	25	25	25
Finance charges	-	-	-	-	-	-	-	-	-
Bulk purchases	-	-	-	-	-	-	-	-	-
Other materials	-	-	-	-	-	-	-	-	-
Contracted services	-	-	-	-	-	-	-	-	-
Transfers and grants	-	-	-	-	-	-	-	-	-
Other expenditure	-	-	-	-	-	-	2 056	2 213	2 289
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	-	-	-	-	-	-	<b>4 010</b>	<b>4 290</b>	<b>4 495</b>
<b>Surplus/(Deficit)</b>	-	-	-	-	-	-	<b>75</b>	-	-
Transfers recognised - capital	-	-	-	-	-	-	-	-	-
Contributions recognised - capital	-	-	-	-	-	-	-	-	-
Contributions of PPE	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	-	-	-	-	-	-	<b>75</b>	-	-
Taxation	-	-	-	-	-	-	-	-	-
<b>Surplus/ (Deficit) for the year</b>	-	-	-	-	-	-	<b>75</b>	-	-

Cacadu Development Agency - Table D3 Capital Budget by vote and funding

Vote Description	2009/10	2010/11	2011/12	Current Year 2012/13			Medium Term Revenue and Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousands</b>									
<b>Multi-Year expenditure</b>									
<i>Insert programme/projects description</i>									
<b>Capital multi-year expenditure sub-total</b>	-	-	-	-	-	-	-	-	-
<b>Single Year expenditure</b>									
<i>Insert single year budgets and indicative estimates</i>									
Computer equipment	-	-	-	-	-	-	45	-	-
Computer software	-	-	-	-	-	-	20	-	-
Furniture and fittings	-	-	-	-	-	-	10	-	-
<b>Capital single-year expenditure sub-total</b>	-	-	-	-	-	-	75	-	-
<b>Total Capital Expenditure</b>	-	-	-	-	-	-	75	-	-
<b>Funded by:</b>									
National Government									
Provincial Government									
Parent Municipality	-	-	-	-	-	-	75	-	-
District Municipality									
Transfers recognised - capital	-	-	-	-	-	-	75	-	-
Public contributions & donations									
Borrowing									
Internally generated funds									
<b>Total Capital Funding</b>	-	-	-	-	-	-	75	-	-

Cacadu Development Agency - Table D4 Budgeted Financial Position

Description	2009/10	2010/11	2011/12	Current Year 2012/13			Medium Term Revenue and Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousands</b>									
<b>ASSETS</b>									
<b>Current assets</b>									
Cash	-	-	-	-	-	-	150	160	170
Call investment deposits	-	-	-	-	-	-	-	-	-
Consumer debtors	-	-	-	-	-	-	-	-	-
Other debtors	-	-	-	-	-	-	-	-	-
Current portion of long-term receivables	-	-	-	-	-	-	-	-	-
Inventory	-	-	-	-	-	-	-	-	-
<b>Total current assets</b>	-	-	-	-	-	-	150	160	170
<b>Non current assets</b>									
Long-term receivables	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-
Investment property	-	-	-	-	-	-	-	-	-
Property, plant and equipment	-	-	-	-	-	-	130	110	90
Agricultural assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	20	15	10
<b>Total non current assets</b>	-	-	-	-	-	-	150	125	100
<b>TOTAL ASSETS</b>	-	-	-	-	-	-	300	285	270
<b>LIABILITIES</b>									
<b>Current liabilities</b>									
Bank overdraft	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Consumer deposits	-	-	-	-	-	-	-	-	-
Trade and other payables	-	-	-	-	-	-	60	65	70
Provisions	-	-	-	-	-	-	-	-	-
<b>Total current liabilities</b>	-	-	-	-	-	-	60	65	70
<b>Non current liabilities</b>									
Borrowing	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-
<b>Total non current liabilities</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL LIABILITIES</b>	-	-	-	-	-	-	60	65	70
<b>NET ASSETS</b>	-	-	-	-	-	-	240	220	200
<b>COMMUNITY WEALTH/EQUITY</b>									
Accumulated Surplus/(Deficit)	-	-	-	-	-	-	240	220	200
Reserves	-	-	-	-	-	-	-	-	-
Share capital	-	-	-	-	-	-	-	-	-
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	-	-	-	-	-	-	240	220	200

Cacadu Development Agency - Table D5 Budgeted Cash Flow

Description	2009/10	2010/11	2011/12	Current Year 2012/13			Medium Term Revenue and Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousands</b>									
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>									
<b>Receipts</b>									
Ratepayers and other	-	-	-	-	-	-	-	-	-
Government - operating	-	-	-	-	-	-	3 925	4 200	4 400
Government - capital	-	-	-	-	-	-	75	-	-
Interest	-	-	-	-	-	-	85	90	95
Dividends	-	-	-	-	-	-	-	-	-
<b>Payments</b>									
Suppliers and employees	-	-	-	-	-	-	(3 860)	(4 280)	(4 485)
Finance charges	-	-	-	-	-	-	-	-	-
Dividends paid	-	-	-	-	-	-	-	-	-
Transfers and Grants	-	-	-	-	-	-	-	-	-
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	-	-	-	-	-	-	225	10	10
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>									
<b>Receipts</b>									
Proceeds on disposal of PPE	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current debtors	-	-	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-
<b>Payments</b>									
Capital assets	-	-	-	-	-	-	(75)	-	-
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	-	-	-	-	-	-	(75)	-	-
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>									
<b>Receipts</b>									
Short term loans	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-
<b>Payments</b>									
Repayment of borrowing	-	-	-	-	-	-	-	-	-
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	-	-	-	-	-	-	-	-	-
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	-	-	-	-	-	-	150	10	10
Cash/cash equivalents at the year begin.	-	-	-	-	-	-	-	150	160
Cash/cash equivalents at the year end.	-	-	-	-	-	-	150	160	170

**Cacadu Development Agency - Supporting Table SD1 Measurable performance targets**

Performance target description	Unit of measurement	2009/10	2010/11	2011/12	Current Year 2012/13			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Refer to Performance Objectives										

Cacadu Development Agency - Supporting Table SD2 Financial and non-financial indicators

Description of indicator	Basis of calculation	2009/10	2010/11	2011/12	Current Year 2012/13			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Borrowing Management</b>										
Borrowing to Asset Ratio	Total Long-term Borrowing/ Total Assets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital Charges to Operating Expenditure	Finance charges & Depreciation / Operating Expenditure	0%	0%	0%	0%	0%	0%	0%	0%	0%
Borrowed funding of capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Safety of Capital</b>										
Debt to Equity	Loans, Accounts Payable, Overdraft & Tax Provision / Funds & Reserves	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	29.5%	35.0%
Gearing	Long Term Borrowing / Funds & Reserves	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Liquidity</b>										
Current Ratio	Current assets / current liabilities	0.00	0.00	0.00	0.00	0.00	0.00	2.50	2.46	2.43
Current Ratio adjusted for debtors	Current assets/current liabilities less debtors > 90 days	0.00	0.00	0.00	0.00	0.00	0.00	2.50	2.46	2.43
Liquidity Ratio	Monetary Assets / Current Liabilities	0.00	0.00	0.00	0.00	0.00	0.00	2.50	2.46	2.43
<b>Revenue Management</b>										
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts / Last 12 Mths Billing		0%	0%	0%	0%	0%	0%	0%	0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	0%	0%	0%	0%	0%	0%	0%	0%	0%
Longstanding Debtors Reduction Due To Recovery	Debtors > 12 Mths Recovered / Total Debtors > 12 Months Old									
<b>Creditors Management</b>										
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA s 65(e))									
<b>Funding of Provisions</b>										
Percentage Of Provisions Not Funded	Unfunded Provisions/Total Provisions									
<b>Other indicators</b>										
Electricity Distribution Losses	% Volume (Total units purchased + generated less total units sold)/Total units purchased + generated									
Water Distribution Losses	% Volume (Total units purchased + own source less total units sold)/Total units purchased + own source									
Employee costs	Employee costs/Total Revenue - capital revenue	0.0%	0.0%	0.0%	0%	0%	0%	44%	44%	45%
Repairs & Maintenance	R&M/Total Revenue - capital revenue	0.0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
Interest & Depreciation	I&D/Total Revenue - capital revenue	0.0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
<b>Financial viability indicators</b>										
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year									
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	0%						0.1	0.1	0.1

Cacadu Development Agency - Supporting Table SD3 Budgeted Investment Portfolio

Investments by maturity		Budget Year 2013/14							
Name of institution & Investment ID	Period of investment		Type of investment	Expiry date of Investment	Market value		Interest		
	Months				Begin	End	Fully accrued	Yield %	
R thousands									
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
					-	-	-		

Cacadu Development Agency - Supporting Table SD4 Board member allowances and staff benefits

Summary of Employee and Board Member remuneration	2009/10	2010/11	2011/12	Current Year 2012/13			Medium Term Revenue and Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
	A	B	C	D	E	F	G	H	I
<b>R thousands</b>									
<b>Remuneration</b>									
<b>Board Members of Entities</b>									
Basic Salaries	-	-	-	-	-	-	-	-	-
Pension Contributions	-	-	-	-	-	-	-	-	-
Medical Aid Contributions	-	-	-	-	-	-	-	-	-
Motor vehicle allowance	-	-	-	-	-	-	-	-	-
Cell phone allowance	-	-	-	-	-	-	-	-	-
Housing allowance	-	-	-	-	-	-	-	-	-
Other benefits and allowances	-	-	-	-	-	-	-	-	-
In-kind benefits	-	-	-	-	-	-	-	-	-
Board Fees	-	-	-	-	-	-	141	148	156
<b>Sub Total - Board Members of Entities</b>	-	-	-	-	-	-	141	148	156
<b>% Increase</b>							#DIV/0!	0	5.4%
<b>Senior Managers of Entities</b>									
Basic Salaries	-	-	-	-	-	-	1 080	1 150	1 220
Pension Contributions	-	-	-	-	-	-	-	-	-
Medical Aid Contributions	-	-	-	-	-	-	-	-	-
Motor vehicle allowance	-	-	-	-	-	-	-	-	-
Cell phone allowance	-	-	-	-	-	-	-	-	-
Housing allowance	-	-	-	-	-	-	-	-	-
Performance Bonus	-	-	-	-	-	-	-	-	-
Other benefits or allowances	-	-	-	-	-	-	61	67	72
In-kind benefits	-	-	-	-	-	-	-	-	-
<b>Sub Total - Senior Managers of Entities</b>	-	-	-	-	-	-	1 141	1 217	1 292
<b>% Increase</b>							#DIV/0!	0	6.2%
<b>Other Staff of Entities</b>									
Basic Salaries	-	-	-	-	-	-	585	620	660
Pension Contributions	-	-	-	-	-	-	-	-	-
Medical Aid Contributions	-	-	-	-	-	-	-	-	-
Motor vehicle allowance	-	-	-	-	-	-	-	-	-
Cell phone allowance	-	-	-	-	-	-	-	-	-
Housing allowance	-	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-	-
Performance Bonus	-	-	-	-	-	-	-	-	-
Other benefits or allowances	-	-	-	-	-	-	62	67	73
In-kind benefits	-	-	-	-	-	-	-	-	-
<b>Sub Total - Other Staff of Entities</b>	-	-	-	-	-	-	647	687	733
<b>% Increase</b>							#DIV/0!	0	6.7%
<b>Total Municipal Entities remuneration</b>	-	-	-	-	-	-	1 929	2 052	2 181



Cacadu Development Agency - Supporting Table SD5 Summary of personnel numbers

Number	Summary of Personnel Numbers	2011/12			Current Year 2012/13			Budget Year 2013/14		
		Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
	<b>Municipal Council and Boards of Municipal Entities</b>									
	Councillors (Political Office Bearers plus Other Councillors)	-	-	-	-	-	-	-	-	-
	Board Members of municipal entities	-	-	-	2	-	2	5	-	5
	<b>Municipal entity employees</b>									
	CEO and Senior Managers	-	-	-	-	-	-	1	-	1
	Other Managers	-	-	-	-	-	-	1	-	1
	Professionals	-	-	-	-	-	-	1	-	1
	Finance	-	-	-	-	-	-	1	-	1
	Spatial/town planning	-	-	-	-	-	-	-	-	-
	Information Technology	-	-	-	-	-	-	-	-	-
	Roads	-	-	-	-	-	-	-	-	-
	Electricity	-	-	-	-	-	-	-	-	-
	Water	-	-	-	-	-	-	-	-	-
	Sanitation	-	-	-	-	-	-	-	-	-
	Refuse	-	-	-	-	-	-	-	-	-
	Other	-	-	-	-	-	-	-	-	-
	Technicians	-	-	-	-	-	-	-	-	-
	Finance	-	-	-	-	-	-	-	-	-
	Spatial/town planning	-	-	-	-	-	-	-	-	-
	Information Technology	-	-	-	-	-	-	-	-	-
	Roads	-	-	-	-	-	-	-	-	-
	Electricity	-	-	-	-	-	-	-	-	-
	Water	-	-	-	-	-	-	-	-	-
	Sanitation	-	-	-	-	-	-	-	-	-
	Refuse	-	-	-	-	-	-	-	-	-
	Other	-	-	-	-	-	-	1	-	1
	Clerks (Clerical and administrative)	-	-	-	-	-	-	-	-	-
	Service and sales workers	-	-	-	-	-	-	-	-	-
	Skilled agricultural and fishery workers	-	-	-	-	-	-	-	-	-
	Craft and related trades	-	-	-	-	-	-	-	-	-
	Plant and Machine Operators	-	-	-	-	-	-	-	-	-
	Elementary Occupations	-	-	-	-	-	-	-	-	-
	<b>Total Personnel Numbers</b>	-	-	-	2	-	2	9	-	9
	% increase							350.0%	(100.0%)	
	<b>Total entity employees headcount</b>									
	Finance personnel headcount									
	Human Resources personnel headcount									

Cacadu Development Agency - Supporting Table SD6 Budgeted monthly cash and revenue/expenditure

Description	Budget Year 2013/14												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousands</b>															
Revenue By Source															
Service charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other revenue	4 000	13	12	11	10	9	8	7	6	5	4	3	4 085	4 290	4 495
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>4 000</b>	<b>13</b>	<b>12</b>	<b>11</b>	<b>10</b>	<b>9</b>	<b>8</b>	<b>7</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>4 085</b>	<b>4 290</b>	<b>4 495</b>
Expenditure By Type															
Employee related costs	149	149	149	149	149	149	149	149	149	149	149	149	1 788	1 904	2 025
Remuneration of Board Members	24	24	24	24	24	24	24	24	24	24	24	24	141	148	156
Debt impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Collection costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation & asset impairment	2	2	2	2	2	2	2	2	2	2	2	3	25	25	25
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure	142	142	142	142	142	142	142	142	142	259	259	260	2 056	2 213	2 289
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>317</b>	<b>293</b>	<b>317</b>	<b>293</b>	<b>317</b>	<b>293</b>	<b>317</b>	<b>293</b>	<b>317</b>	<b>410</b>	<b>434</b>	<b>412</b>	<b>4 010</b>	<b>4 290</b>	<b>4 495</b>
Capital expenditure															
Capital assets	75	-	-	-	-	-	-	-	-	-	-	-	75	-	-
<b>Total capital expenditure</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75</b>	<b>-</b>	<b>-</b>
Cash flow															
Ratepayers and other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants	4 000	-	-	-	-	-	-	-	-	-	-	-	4 000	4 200	4 400
Interest	-	13	12	11	10	9	8	7	6	5	4	3	85	90	95
Suppliers, employees and other	(292)	(292)	(292)	(292)	(292)	(292)	(292)	(292)	(292)	(409)	(409)	(414)	(3 860)	(4 280)	(4 485)
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	<b>3 708</b>	<b>(279)</b>	<b>(280)</b>	<b>(281)</b>	<b>(282)</b>	<b>(283)</b>	<b>(284)</b>	<b>(285)</b>	<b>(286)</b>	<b>(404)</b>	<b>(405)</b>	<b>(411)</b>	<b>225</b>	<b>10</b>	<b>10</b>
Decrease (increase) other non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital assets	(75)	-	-	-	-	-	-	-	-	-	-	-	(75)	-	-
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	<b>(75)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(404)</b>	<b>(405)</b>	<b>-</b>	<b>(75)</b>	<b>-</b>	<b>-</b>
Borrowing long term/refinancing/short term	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>3 633</b>	<b>(279)</b>	<b>(280)</b>	<b>(281)</b>	<b>(282)</b>	<b>(283)</b>	<b>(284)</b>	<b>(285)</b>	<b>(286)</b>	<b>(404)</b>	<b>(405)</b>	<b>(411)</b>	<b>150</b>	<b>10</b>	<b>10</b>

Cacadu Development Agency - Supporting Table SD7a Capital expenditure on new assets by asset class

Description	2009/10	2010/11	2011/12	Current Year 2012/13			Medium Term Revenue and Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousands</b>									
<b>Capital expenditure on new assets by asset category</b>									
<b>Infrastructure</b>	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Roads, Pavements & Bridges	-	-	-	-	-	-	-	-	-
Storm water	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Generation	-	-	-	-	-	-	-	-	-
Transmission & Reticulation	-	-	-	-	-	-	-	-	-
Street Lighting	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Dams & Reservoirs	-	-	-	-	-	-	-	-	-
Water purification	-	-	-	-	-	-	-	-	-
Reticulation	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Reticulation	-	-	-	-	-	-	-	-	-
Sewerage purification	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Waste Management	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Gas	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Community</b>	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-
<b>Heritage assets</b>	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Housing development	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Other assets</b>	-	-	-	-	-	-	55	-	-
General vehicles	-	-	-	-	-	-	-	-	-
Specialised vehicles	-	-	-	-	-	-	-	-	-
Plant & equipment	-	-	-	-	-	-	-	-	-
Computers - hardware/equipment	-	-	-	-	-	-	45	-	-
Furniture and other office equipment	-	-	-	-	-	-	10	-	-
Abattoirs	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Civic Land and Buildings	-	-	-	-	-	-	-	-	-
Other Buildings	-	-	-	-	-	-	-	-	-
Other Land	-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Agricultural assets</b>	-	-	-	-	-	-	-	-	-
List sub-class	-	-	-	-	-	-	-	-	-
<b>Biological assets</b>	-	-	-	-	-	-	-	-	-
List sub-class	-	-	-	-	-	-	-	-	-
<b>Intangibles</b>	-	-	-	-	-	-	20	-	-
Computers - software & programming	-	-	-	-	-	-	20	-	-
Other (list sub-class)	-	-	-	-	-	-	-	-	-
<b>Total capital expenditure on new assets</b>	-	-	-	-	-	-	75	-	-

Cacadu Development Agency - Supporting Table SD7b Capital expenditure on renewal of existing assets by asset class

Description	2009/10	2010/11	2011/12	Current Year 2012/13			Medium Term Revenue and Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousands</b>									
<b>Capital expenditure on renewal of existing assets by asset category</b>									
<b>Infrastructure</b>	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Roads, Pavements & Bridges	-	-	-	-	-	-	-	-	-
Storm water	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Generation	-	-	-	-	-	-	-	-	-
Transmission & Reticulation	-	-	-	-	-	-	-	-	-
Street Lighting	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Dams & Reservoirs	-	-	-	-	-	-	-	-	-
Water purification	-	-	-	-	-	-	-	-	-
Reticulation	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Reticulation	-	-	-	-	-	-	-	-	-
Sewerage purification	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Waste Management	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Gas	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Community</b>	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-
<b>Heritage assets</b>	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Housing development	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Other assets</b>	-	-	-	-	-	-	-	-	-
General vehicles	-	-	-	-	-	-	-	-	-
Specialised vehicles	-	-	-	-	-	-	-	-	-
Plant & equipment	-	-	-	-	-	-	-	-	-
Computers - hardware/equipment	-	-	-	-	-	-	-	-	-
Furniture and other office equipment	-	-	-	-	-	-	-	-	-
Abattoirs	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Civic Land and Buildings	-	-	-	-	-	-	-	-	-
Other Buildings	-	-	-	-	-	-	-	-	-
Other Land	-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Agricultural assets</b>	-	-	-	-	-	-	-	-	-
List sub-class	-	-	-	-	-	-	-	-	-
<b>Biological assets</b>	-	-	-	-	-	-	-	-	-
List sub-class	-	-	-	-	-	-	-	-	-
<b>Intangibles</b>	-	-	-	-	-	-	-	-	-
Computers - software & programming	-	-	-	-	-	-	-	-	-
Other (list sub-class)	-	-	-	-	-	-	-	-	-
<b>Total capital expenditure on renewal of existing assets</b>	-	-	-	-	-	-	-	-	-
<b>Specialised vehicles</b>	-	-	-	-	-	-	-	-	-
Refuse	-	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-	-
Conservancy	-	-	-	-	-	-	-	-	-
Ambulances	-	-	-	-	-	-	-	-	-

Cacadu Development Agency - Supporting Table SD7c Expenditure on repairs and maintenance by asset class

Description	2009/10	2010/11	2011/12	Current Year 2012/13			Medium Term Revenue and Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousands</b>									
<b>Expenditure on repairs and maintenance by asset category</b>									
<b>Infrastructure</b>	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Roads, Pavements & Bridges	-	-	-	-	-	-	-	-	-
Storm water	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Generation	-	-	-	-	-	-	-	-	-
Transmission & Reticulation	-	-	-	-	-	-	-	-	-
Street Lighting	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Dams & Reservoirs	-	-	-	-	-	-	-	-	-
Water purification	-	-	-	-	-	-	-	-	-
Reticulation	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Reticulation	-	-	-	-	-	-	-	-	-
Sewerage purification	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Waste Management	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Gas	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Community</b>	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-
<b>Heritage assets</b>	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Housing development	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Other assets</b>	-	-	-	-	-	-	23	23	23
General vehicles	-	-	-	-	-	-	-	-	-
Specialised vehicles	-	-	-	-	-	-	-	-	-
Plant & equipment	-	-	-	-	-	-	-	-	-
Computers - hardware/equipment	-	-	-	-	-	-	20	20	20
Furniture and other office equipment	-	-	-	-	-	-	3	3	3
Abattoirs	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Civic Land and Buildings	-	-	-	-	-	-	-	-	-
Other Buildings	-	-	-	-	-	-	-	-	-
Other Land	-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Agricultural assets</b>	-	-	-	-	-	-	-	-	-
List sub-class	-	-	-	-	-	-	-	-	-
<b>Biological assets</b>	-	-	-	-	-	-	-	-	-
List sub-class	-	-	-	-	-	-	-	-	-
<b>Intangibles</b>	-	-	-	-	-	-	2	3	4
Computers - software & programming	-	-	-	-	-	-	2	3	4
Other (list sub-class)	-	-	-	-	-	-	-	-	-
<b>Total expenditure on repairs and maintenance</b>	-	-	-	-	-	-	25	26	27
<b>Specialised vehicles</b>	-	-	-	-	-	-	-	-	-
Refuse	-	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-	-
Conservancy	-	-	-	-	-	-	-	-	-
Ambulances	-	-	-	-	-	-	-	-	-

Cacadu Development Agency - Supporting Table SD8 Future financial implications of the capital expenditure budget

Vote Description	Medium Term Revenue and Expenditure Framework			Forecasts			
	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Present value
<b>R thousands</b>							
<b>Capital expenditure</b>							
<i>List program summary</i>							
<b>Total capital expenditure</b>	-	-	-	-	-	-	-
<b>Future operational costs by vote</b>							
<i>Summarise future operational costs by program</i>							
<b>Total future operational costs</b>	-	-	-	-	-	-	-
<b>Future revenue by source</b>							
<i>Summarise future revenue implications by revenue source</i>							
<b>Total future revenue</b>	-	-	-	-	-	-	-
<b>Net Financial Implications</b>	-	-	-	-	-	-	-

Cacadu Development Agency - Supporting Table SD9 Detailed capital budget

Municipal Vote/Capital project  R thousands	Program/Project description	Project number	IDP Goal Code 3	Asset Class 2	Asset Sub-Class 2	Total Project Estimate	2012/13		Medium Term Revenue and Expenditure Framework			Project information					
							Audited Outcome	Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	Ward location	New or renewal				
	<i>Summarise capital projects grouped by program Include major projects separately</i>																
<b>Total Capital expenditure</b>																	

Cacadu Development Agency - Supporting Table SD10 Long term contracts

Description	Preceding Years	Current Year 2012/13	Medium Term Revenue and Expenditure Framework			Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Total Contract Value
			Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16								
R thousands	Total	Original Budget											
<u>Revenue Obligation By Contract - Operating</u>													
Contract 1													-
Contract 2													-
Contract 3 etc													-
<b>Total Operating Revenue Implication</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<u>Expenditure Obligation By Contract - Operating</u>													
Contract 1													-
Contract 2													-
Contract 3 etc													-
<b>Total Operating Expenditure Implication</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<u>Expenditure Obligation By Contract - Capital</u>													
Contract 1													-
Contract 2													-
Contract 3 etc													-
<b>Total Capital Expenditure Implication</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure Implication</b>	-	-	-	-	-	-	-	-	-	-	-	-	-



**Cacadu Development Agency - Supporting Table SD11 External mechanisms**

External mechanism	Period of agreement 1	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2
Name of organisation	Years/months			
R thousands				
				-

## **PERFORMANCE OBJECTIVES 2013/14**

This annexure seeks to outline the performance objectives of the Cacadu Development Agency for the period 1 February 2013 – 30 June 2014.

Performance objectives will be reviewed annually, based on the annual business plan of the Cacadu Development Agency.

### **1. OPERATIONS**

Cacadu Development Agency will be responsible for at least the following operations-related performance objectives:

#### **1.1 Appointment of personnel:**

The Board of Directors must appoint a suitable Chief Executive Officer (CEO) within 3 months of the commencement of CDA (1 February 2013). Subsequently, the CEO will appoint the necessary personnel as determined by the Board of Directors of CDA.

CDM will assist CDA in the recruitment process through the provision of required services.

*Deliverable:*

##### **1.1.1 Appointment of CEO.**

## **1.2 Development of Business Plan:**

The business plan must:

- Set key financial and non-financial performance objectives and measurement criteria as agreed with CDM
- Be consistent with the budget and Integrated Development Plan of CDM
- Be consistent with any service delivery agreement or other agreement between CDA and CDM
- Reflect actual and potential liabilities and commitments, including particulars of any proposed borrowing of money during the period to which the plan relates

*Deliverables:*

- 1.2.1 Development of a multi-year business plan within 6 months of the appointment of the CEO.
- 1.2.2 Development of the 2014/15 business plan within one year of the appointment of the CEO.

## **1.3 Development of Budget:**

*Deliverable:*

- 1.3.1 Development of capital and operational budget for the 2013/14 CDA financial year and submission of budget within 100 days of before the start of the financial year.

## **1.4 Reporting:**

*Deliverable:*

- 1.4.1 Preparation and submission of monthly progress reports, based on the agreed upon performance objectives, as outlined in this annexure.

These reports must be submitted by the Board of Directors to CDM within seven working days of the end of each month commencing on 1 July 2013.

## **1.5 Brand development and positioning**

*Deliverable:*

- 1.5.1 Develop a brand for CDA and determine a brand positioning and related marketing strategy

## **2. PROGRAMME MANAGEMENT**

Cacadu Development Agency will be responsible for at least the following programme management-related performance objectives:

### **2.1 Stakeholder management and mobilisation:**

CDA will create confidence, sound relationships and strong social capital as a foundation for development progress.

*Deliverables:*

- 2.1.1 Interaction with relevant stakeholders within 6 months

### **2.2 Identification of economic opportunities and infrastructural constraints to economic development**

CDA will build a portfolio of high impact strategic projects that have the potential to leverage significant private and public sector investment. Economic opportunities should be identified, *inter alia*, through studies and through stakeholder engagement.

The development of a portfolio of projects has been initiated by the Rural Economic Development Initiative (REDI). This should serve as the basis for building a portfolio.

*Deliverable:*

- 2.2.1 Development of an economic development opportunities database, as initiated by REDI

**2.3 Determination of business cases for high impact projects**

Determination of business case for feasible high impact strategic projects by conducting a feasibility study and / or developing a business plan

*Deliverables:*

- 2.3.1 CDA must implement the two high impact projects identified by CDM as feasible through REDI:
- Waste to energy; and
  - Tourism infrastructure in the Baviaanskloof World Heritage Site.

**2.4 Funding mobilisation**

CDA will identify potential public and private sector funding sources and prepare and submit funding applications for projects that are best suited to the mandate of respective potential funders.

*Deliverables:*

- 2.4.1 Develop and maintain a database of all potential public and private sector funders; and
- 2.4.2 Prepare and submit at least four funding applications in the period 1 February 2013 – 30 June 2014.

**DC10 Cacadu - Supporting Table SA31 Aggregated entity budget**

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R million</b>									
<b>Financial Performance</b>									
Property rates									
Service charges									
Investment revenue							0	0	0
Transfers recognised - operational							4	4	4
Other own revenue									
Contributions recognised - capital & contributed assets									
<b>Total Revenue (excluding capital transfers and contrib</b>	-	-	-	-	-	-	4	4	4
Employee costs							2	2	2
Remuneration of Board Members							0	0	0
Depreciation & asset impairment							0	0	0
Finance charges									
Materials and bulk purchases									
Transfers and grants									
Other expenditure							2	2	2
<b>Total Expenditure</b>	-	-	-	-	-	-	4	4	4
<b>Surplus/(Deficit)</b>	-	-	-	-	-	-	0	-	-
<b>Capital expenditure &amp; funds sources</b>									
<b>Capital expenditure</b>									
Transfers recognised - operational							0	-	-
Public contributions & donations									
Borrowing									
Internally generated funds									
<b>Total sources</b>	-	-	-	-	-	-	0	-	-
<b>Financial position</b>									
Total current assets							0	0	0
Total non current assets							0	0	0
Total current liabilities							0	0	0
Total non current liabilities							-	-	-
Equity							0	0	0
<b>Cash flows</b>									
Net cash from (used) operating							0	0	0
Net cash from (used) investing							(0)	-	-
Net cash from (used) financing							-	-	-
<b>Cash/cash equivalents at the year end</b>							0	0	0

# **CHAPTER 21**



## **Performance Contracts of Senior Managers**

## **CHAPTER 21**

### **PERFORMANCE CONTRACTS OF SENIOR MANAGERS**

The measurable performance indicators and the respective contracts of the Cacadu District Municipality's senior managers are detailed in the following:

- \* **Annexure "H"**: Municipal Manager
- \* **Annexure "I"**: Director: Planning and Infrastructure Services
- \* **Annexure "J"**: Director: Economic Development
- \* **Annexure "K"**: Director: Finance and Corporate Services



# **CHAPTER 22**



## **Other Supporting Documentation**

DC10 Casadi - Supporting Table SA9 Social, economic and demographic statistics and assumptions

Description of economic indicator	Ref	Basis of calculation	1996 Census	2001 Census	2007 Survey	2009/10		2010/11		2011/12		Current Year 2012/13		2013/14 Medium Term Revenue Framework	
						Outcome	Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Budget Year 2013/14	Budget Year 2014/15	
<b>Demographics</b>															
Population				883											
Females aged 5 - 14				131											
Males aged 5 - 14				129											
Females aged 15 - 34				116											
Males aged 15 - 34				99											
Unemployment				125											
<b>Monthly household income (no. of households)</b>	1, 12														
No income				64											
R1 - R1 600				10											
R1 601 - R3 200				45											
R3 201 - R6 400															
R6 401 - R12 800															
R12 801 - R25 600															
R25 601 - R51 200															
R52 201 - R102 400															
R102 401 - R204 800					8 638										
R204 801 - R409 600					509										
R409 601 - R819 200					189										
> R819 200															
<b>Poverty profiles (no. of households)</b>															
< R2 060 per household per month	13														
Insert description	2														
<b>Household demographics (000)</b>															
Number of people in municipal area															
Number of poor people in municipal area															
Number of households in municipal area															
Number of poor households in municipal area															
Definition of poor household (R per month)															
<b>Housing statistics</b>	3														
Formal															
Informal															
Total number of households	4														
Dwellings provided by municipality															
Dwellings provided by provincials															
Dwellings provided by private sector	5														
Total new housing dwellings															
<b>Economic</b>	6														
Inflation/inflation outlook (CPI)															
Interest rate - borrowing															
Interest rate - investment															
Remuneration increases															
Consumption growth (electricity)															
Consumption growth (water)															
<b>Collection rates</b>	7														
Property tax/service charges															
Rental of facilities & equipment															
Interest - external investments															
Interest - debtors															
Revenue from agency services															

Detail on the provision of municipal services for A10

Total municipal services	Ref	Household service targets (000)	2009/10	2010/11	2011/12	Current Year 2012/13		2013/14 Medium Term Revenue Framework	
						Outcome	Outcome	Full Year Forecast	Budget Year 2013/14
		Water							
		Piped water made dwelling							
		Piped water made yard (but not in dwelling)							

DC10 Cacadu - Supporting Table SA11 Property rates summary

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Valuation:</b>									
Date of valuation:	2008/07/01								
Financial year valuation used	2009/10	2009/10							
Municipal by-laws s6 in place? (Y/N)	Yes	Yes							
Municipal/assistant valuer appointed? (Y/N)									
Municipal partnership s38 used? (Y/N)	Yes	Yes							
No. of assistant valuers (FTE)									
No. of data collectors (FTE)									
No. of internal valuers (FTE)									
No. of external valuers (FTE)									
No. of additional valuers (FTE)									
Valuation appeal board established? (Y/N)	Yes								
Implementation time of new valuation roll (mths)	12								
No. of properties	2 323	2 323							
No. of sectional title values									
No. of unreasonably difficult properties s7(2)									
No. of supplementary valuations									
No. of valuation roll amendments									
No. of objections by rate payers	1								
No. of appeals by rate payers									
No. of successful objections									
No. of successful objections > 10%									
Supplementary valuation	1	1							
Public service infrastructure value (Rm)	4	4							
Municipality owned property value (Rm)									
<b>Valuation reductions:</b>									
Valuation reductions-public infrastructure (Rm)									
Valuation reductions-nature reserves/park (Rm)									
Valuation reductions-mineral rights (Rm)									
Valuation reductions-R15,000 threshold (Rm)	1	1							
Valuation reductions-public worship (Rm)	2	2							
Valuation reductions-other (Rm)	919	919							
<b>Total valuation reductions:</b>	<b>922</b>	<b>922</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Total value used for rating (Rm)									
Total land value (Rm)									
Total value of improvements (Rm)									
Total market value (Rm)	943	943							
<b>Rating:</b>									
Residential rate used to determine rate for other categories? (Y/N)	No	No							
Differential rates used? (Y/N)	No	No							
Limit on annual rate increase (s20)? (Y/N)	No	No							
Special rating area used? (Y/N)	No	No							
Phasing-in properties s21 (number)	Yes	Yes							
Rates policy accompanying budget? (Y/N)	Yes	Yes							
Fixed amount minimum value (R'000)									
Non-residential prescribed ratio s19? (%)									
<b>Rate revenue:</b>									
Rate revenue budget (R'000)	174	365							
Rate revenue expected to collect (R'000)	174	365							
Expected cash collection rate (%)	100.0%	100.0%							
Special rating areas (R'000)									
Rebates, exemptions - indigent (R'000)									
Rebates, exemptions - pensioners (R'000)									
Rebates, exemptions - bona fide farm. (R'000)									
Rebates, exemptions - other (R'000)									
Phase-in reductions/discounts (R'000)									
<b>Total rebates,exemptns,eductns,discs (R'000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

DC:10 Cacadu - Supporting Table SA12a Property rates by category (current year)

Description	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(n) (note 1)	Protect Areas	National Monuments	Public benefit organs.	Mining Props.	
<p><b>Current Year 2012/13</b></p> <p><b>Valuation:</b></p> <p>No. of sectional title property values</p> <p>No. of unreasonably difficult properties s7(2)</p> <p>No. of supplementary valuations</p> <p>Supplementary valuation (Rm)</p> <p>No. of valuation roll amendments</p> <p>No. of objections by rate-payers</p> <p>No. of appeals by rate-payers</p> <p>No. of appeals by rate-payers finalised</p> <p>No. of successful objections</p> <p>No. of successful objections &gt; 10%</p> <p>Estimated no. of properties not valued</p> <p>Years since last valuation (select)</p> <p>Frequency of valuation (select)</p> <p>Method of valuation used (select)</p> <p>Base of valuation (select)</p> <p>Phasing-in properties s21 (number)</p> <p>Combination of rating types used? (Y/N)</p> <p>Fiat rate used? (Y/N)</p> <p>Is balance rated by uniform rate/variable rate?</p> <p><b>Valuation reductions:</b></p> <p>Valuation reductions-public infrastructure (Rm)</p> <p>Valuation reductions-nature reserves/park (Rm)</p> <p>Valuation reductions-mineral rights (Rm)</p> <p>Valuation reductions-R15,000 threshold (Rm)</p> <p>Valuation reductions-public worship (Rm)</p> <p>Valuation reductions-other (Rm)</p> <p><b>Total valuation reductions:</b></p> <p>Total value used for rating (Rm)</p> <p>Total land value (Rm)</p> <p>Total value of improvements (Rm)</p> <p>Total market value (Rm)</p> <p><b>Rating:</b></p> <p>Average rate</p> <p>Rate revenue budget (R '000)</p> <p>Rate revenue expected to collect (R'000)</p> <p>Expected cash collection rate (%)</p> <p>Special rating areas (R'000)</p> <p>Rebates, exemptions - indigent (R'000)</p> <p>Rebates, exemptions - pensioners (R'000)</p> <p>Rebates, exemptions - bona fide farm. (R'000)</p> <p>Rebates, exemptions - other (R'000)</p> <p>Phase-in reductions/discounis (R'000)</p> <p><b>Total rebates, exemptions, reductions, discs (R'000)</b></p>	<p>The District Municipality do not collect rates as there is no demarcated area allocated to the District. This schedule is therefore not applicable</p>																

DC:10 Cacadu - Supporting Table SA12b Property rates by category (budget year)

Description	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(n) (note 1)	Protect. Areas	National Monuments	Public benefit organs.	Mining Props.
<b>Budget Year 2013/14</b>																
<b>Valuation:</b>	The District Municipality do not collect rates as there is no demarcated area allocated to the District. This schedule is therefore not applicable															
No. of properties																
No. of sectional title property values																
No. of unreasonably difficult properties s7(2)																
No. of supplementary valuations																
Supplementary valuation (Rm)																
No. of valuation roll amendments																
No. of objections by rate-payers																
No. of appeals by rate-payers																
No. of appeals by rate-payers finalised																
No. of successful objections																
No. of successful objections > 10%																
Estimated no. of properties not valued																
Years since last valuation (select)																
Frequency of valuation (select)																
Method of valuation used (select)																
Base of valuation (select)																
Phasing-in properties s21 (number)																
Combination of rating types used? (Y/N)																
Flat rate used? (Y/N)																
Is balance rated by uniform rate/variable rate?																
<b>Valuation reductions:</b>																
Valuation reductions-public infrastructure (Rm)																
Valuation reductions-nature reserves/park (Rm)																
Valuation reductions-mineral rights (Rm)																
Valuation reductions-R15,000 threshold (Rm)																
Valuation reductions-public worship (Rm)																
Valuation reductions-other (Rm)																
<b>Total valuation reductions:</b>																
Total value used for rating (Rm)																
Total land value (Rm)																
Total value of improvements (Rm)																
Total market value (Rm)																
<b>Rating:</b>																
Average rate																
Rate revenue budget (R'000)																
Rate revenue expected to collect (R'000)																
Expected cash collection rate (%)																
Special rating areas (R'000)																
Rebates, exemptions - indigent (R'000)																
Rebates, exemptions - pensioners (R'000)																
Rebates, exemptions - bona fide farm (R'000)																
Rebates, exemptions - other (R'000)																
Phase-in reductions/discouts (R'000)																
<b>Total rebates, exemptions, reductions, discs (R'000)</b>																

DC10 Cacadu - Supporting Table SA13a Service Tariffs by category

Description	Provide description of tariff structure where appropriate	2009/10	2010/11	2011/12	Current Year 2012/13	2013/14 Medium Term Revenue & Expenditure Framework		
						Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Property rates (rate in the Rand)</b>								
Residential properties		0	0					
Residential properties - vacant land		0	0					
Formal/informal settlements	n/a							
Small holdings		0	0					
Farm properties - used		0	0					
Farm properties - not used		0	0					
Industrial properties		0	0					
Business and commercial properties		0	0					
Communal land - residential	n/a							
Communal land - small holdings	n/a							
Communal land - farm property	n/a							
Communal land - business and commercial	n/a							
Communal land - other	n/a							
State-owned properties		0	0					
Municipal properties	n/a							
Public service infrastructure		0	0					
Privately owned towns serviced by the owner	n/a							
State trust land	n/a							
Restitution and redistribution properties	n/a							
Protected areas	n/a							
National monuments properties	n/a							
<b>Exemptions, reductions and rebates (Rands)</b>								
<i>Residential properties</i>								
R15 000 threshold rebate		15 000	15 000	15 000	15 000	15 000	15 000	15 000
General residential rebate	n/a							
Indigent rebate or exemption		1	1					
Pensioners/social grants rebate or exemption		1	1					
Temporary relief rebate or exemption	n/a							
Bona fide farmers rebate or exemption		0	0					
<i>Other rebates or exemptions</i>								
<b>Water tariffs</b>								
<i>Domestic</i>								
Basic charge/ fixed fee (Rands/month)		12	13					
Service point - vacant land (Rands/month)	n/a							
Water usage - flat rate tariff (c/k)		210	227					
Water usage - life line tariff	n/a							
Water usage - Block 1 (c/k)	n/a							
Water usage - Block 2 (c/k)	n/a							
Water usage - Block 3 (c/k)	n/a							
Water usage - Block 4 (c/k)	n/a							
<i>Other</i>								
<b>Waste water tariffs</b>								
<i>Domestic</i>								
Basic charge/ fixed fee (Rands/month)		21	23					
Service point - vacant land (Rands/month)	n/a							
Waste water - flat rate tariff (c/k)	n/a							
Volumetric charge - Block 1 (c/k)	n/a							
Volumetric charge - Block 2 (c/k)	n/a							
Volumetric charge - Block 3 (c/k)	n/a							
Volumetric charge - Block 4 (c/k)	n/a							
<i>Other</i>								
<b>Electricity tariffs</b>								
<i>Domestic</i>								
Basic charge/ fixed fee (Rands/month)	n/a							
Service point - vacant land (Rands/month)	n/a							
FBE		50kWh	50kWh					
Life-line tariff - meter	n/a							
Life-line tariff - prepaid	n/a							
Flat rate tariff - meter (c/kwh)	n/a							
Flat rate tariff - prepaid (c/kwh)	n/a							
Meter - IBT Block 1 (c/kwh)	n/a							
Meter - IBT Block 2 (c/kwh)	n/a							
Meter - IBT Block 3 (c/kwh)	n/a							
Meter - IBT Block 4 (c/kwh)	n/a							
Meter - IBT Block 5 (c/kwh)	n/a							
Prepaid - IBT Block 1 (c/kwh)	n/a							
Prepaid - IBT Block 2 (c/kwh)	n/a							
Prepaid - IBT Block 3 (c/kwh)	n/a							
Prepaid - IBT Block 4 (c/kwh)	n/a							
Prepaid - IBT Block 5 (c/kwh)	n/a							
<i>Other</i>								
<b>Waste management tariffs</b>								
<i>Domestic</i>								
Street cleaning charge	n/a							
Basic charge/ fixed fee		6	7					
80l bin - once a week	n/a							
250l bin - once a week	n/a							

DC10 Cacadu - Supporting Table SA13b Service Tariffs by category - explanatory

Description	Provide description of tariff structure where appropriate	2009/10	2010/11	2011/12	Current Year 2012/13	2013/14 Medium Term Revenue & Expenditure Framework		
						Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Exemptions, reductions and rebates (Rands)</b>								
<i>[Insert lines as applicable]</i>								
The District Municipality do not collect rates and taxes as there is no demarcated area allocated to the District. This schedule is therefore not applicable								
<b>Water tariffs</b>								
<i>[Insert blocks as applicable]</i>								
	(fill in thresholds)							
	(fill in thresholds)							
	(fill in thresholds)							
	(fill in thresholds)							
	(fill in thresholds)							
	(fill in thresholds)							
	(fill in thresholds)							
	(fill in thresholds)							
	(fill in thresholds)							
<b>Waste water tariffs</b>								
<i>[Insert blocks as applicable]</i>								
	(fill in structure)							
	(fill in structure)							
	(fill in structure)							
	(fill in structure)							
	(fill in structure)							
	(fill in structure)							
	(fill in structure)							
	(fill in structure)							
<b>Electricity tariffs</b>								
<i>[Insert blocks as applicable]</i>								
	(fill in thresholds)							
	(fill in thresholds)							
	(fill in thresholds)							
	(fill in thresholds)							
	(fill in thresholds)							
	(fill in thresholds)							
	(fill in thresholds)							
	(fill in thresholds)							
	(fill in thresholds)							
	(fill in thresholds)							

DC10 Cacadu - Supporting Table SA14 Household bills

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework			
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14 % incr.	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Rand/cent</b>										
<b>Monthly Account for Household - 'Middle Income Range'</b>										
Rates and services charges:										
Property rates	72.50	78.30								
Electricity: Basic levy										
Electricity: Consumption										
Water: Basic levy	10.89	11.76								
Water: Consumption	63.00	68.04								
Sanitation	18.51	19.99								
Refuse removal	5.61	6.05								
Other										
sub-total	170.51	184.14	-	-	-	-	-	-	-	-
VAT on Services										
Total large household bill:	170.51	184.14	-	-	-	-	-	-	-	-
% Increase/-decrease		8.0%	(100.0%)	-	-	-	-	-	-	-
<b>Monthly Account for Household - 'Affordable Range'</b>										
Rates and services charges:										
Property rates	43.50	46.98								
Electricity: Basic levy										
Electricity: Consumption										
Water: Basic levy	10.89	11.76								
Water: Consumption	52.50	56.70								
Sanitation	18.51	19.99								
Refuse removal	5.61	6.05								
Other										
sub-total	131.01	141.48	-	-	-	-	-	-	-	-
VAT on Services										
Total small household bill:	131.01	141.48	-	-	-	-	-	-	-	-
% Increase/-decrease		8.0%	(100.0%)	-	-	-	-	-	-	-
<b>Monthly Account for Household - 'Indigent' Household receiving free basic services</b>										
Rates and services charges:										
Property rates										
Electricity: Basic levy										
Electricity: Consumption										
Water: Basic levy	10.89	11.76								
Water: Consumption										
Sanitation										
Refuse removal	18.51	19.99								
Other	5.61	6.05								
sub-total	35.01	37.80	-	-	-	-	-	-	-	-
VAT on Services										
Total small household bill:	35.01	37.80	-	-	-	-	-	-	-	-
% Increase/-decrease		8.0%	(100.0%)	-	-	-	-	-	-	-



DC10 Cacadu - Supporting Table SA15 Investment particulars by type

Investment type	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>									
<b>Parent municipality</b>									
Securities - National Government									
Listed Corporate Bonds									
Deposits - Bank	366 704	305 968	268 613	209 405	209 405	204 824	154 912	148 960	143 407
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									
<b>Municipality sub-total</b>	<b>366 704</b>	<b>305 968</b>	<b>268 613</b>	<b>209 405</b>	<b>209 405</b>	<b>204 824</b>	<b>154 912</b>	<b>148 960</b>	<b>143 407</b>
<b>Entities</b>									
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									
<b>Entities sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Consolidated total:</b>	<b>366 704</b>	<b>305 968</b>	<b>268 613</b>	<b>209 405</b>	<b>209 405</b>	<b>204 824</b>	<b>154 912</b>	<b>148 960</b>	<b>143 407</b>

DC10 Cacadu - Supporting Table SA16 investment particulars by maturity

Investments by Maturity	Period of Investment		Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate 3.	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Monetary value	Interest to be realised
	Yrs/Months										
<b>Parent municipality</b>											
ABSA Bank	Various	Fixed Deposit	No	Fixed	Various				Various	35 697	2 397
Standard Bank	Various	Fixed Deposit	No	Fixed	Various				Various	39 065	2 623
Nedcor	Various	Fixed Deposit	No	Fixed	Various				Various	36 371	2 442
First Rand	Various	Fixed Deposit	No	Fixed	Various				Various	34 350	2 306
Investec	Various	Fixed Deposit	No	Fixed	Various				Various	9 429	633
<b>Municipality sub-total</b>										<b>154 912</b>	<b>10 400</b>
<b>Entities</b>											
<b>Entities sub-total</b>										<b>-</b>	<b>-</b>
<b>TOTAL INVESTMENTS AND INTEREST</b>										<b>154 912</b>	<b>10 400</b>

DC10 Cacadu - Supporting Table SA17 Borrowing

Borrowing - Categorized by type	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>									
<b>Parent municipality</b>									
Long-Term Loans (annuity/reducing balance)									
Long-Term Loans (non-annuity)									
Local registered stock									
Instalment Credit									
Financial Leases	109	22	-						
PPP liabilities									
Finance Granted By Cap Equipment Supplier									
Marketable Bonds									
Non-Marketable Bonds									
Bankers Acceptances									
Financial derivatives									
Other Securities									
<b>Municipality sub-total</b>	<b>109</b>	<b>22</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Entities</b>									
Long-Term Loans (annuity/reducing balance)									
Long-Term Loans (non-annuity)									
Local registered stock									
Instalment Credit									
Financial Leases									
PPP liabilities									
Finance Granted By Cap Equipment Supplier									
Marketable Bonds									
Non-Marketable Bonds									
Bankers Acceptances									
Financial derivatives									
Other Securities									
<b>Entities sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Borrowing</b>	<b>109</b>	<b>22</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Unspent Borrowing - Categorized by type</b>									
<b>Parent municipality</b>									
Long-Term Loans (annuity/reducing balance)									
Long-Term Loans (non-annuity)									
Local registered stock									
Instalment Credit									
Financial Leases									
PPP liabilities									
Finance Granted By Cap Equipment Supplier									
Marketable Bonds									
Non-Marketable Bonds									
Bankers Acceptances									
Financial derivatives									
Other Securities									
<b>Municipality sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Entities</b>									
Long-Term Loans (annuity/reducing balance)									
Long-Term Loans (non-annuity)									
Local registered stock									
Instalment Credit									
Financial Leases									
PPP liabilities									
Finance Granted By Cap Equipment Supplier									
Marketable Bonds									
Non-Marketable Bonds									
Bankers Acceptances									
Financial derivatives									
Other Securities									
<b>Entities sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Unspent Borrowing</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

DC10 Cacadu - Supporting Table SA32 List of external mechanisms

External mechanism  Name of organisation	Yrs/ Mths	Period of agreement 1.  Number	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2.  R thousand
Impumelelo Computers	Yrs	3	Financial System Support	30 June 2013	1 500
KPMG	Yrs	5	Internal Audit Services	30 June 2014	1 200
Roman Protection Solutions	Yrs	3	Security Services	28 February 2015	550
Lukhona Catering Construction & Cleaning	Yrs	3	Cleaning Services	30 June 2014	400
AON	Yrs	3	Insurance Brokerage services	30 June 2013	650

DC10 Cacadu - Supporting Table SA34c Consolidated repairs and maintenance by asset class

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>									
<b>Repairs and maintenance expenditure by Asset Class/Sub-class</b>									
<b>Infrastructure</b>	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Roads, Pavements & Bridges	-	-	-	-	-	-	-	-	-
Storm water	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Generation	-	-	-	-	-	-	-	-	-
Transmission & Reticulation	-	-	-	-	-	-	-	-	-
Street Lighting	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Dams & Reservoirs	-	-	-	-	-	-	-	-	-
Water purification	-	-	-	-	-	-	-	-	-
Reticulation	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Reticulation	-	-	-	-	-	-	-	-	-
Sewerage purification	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Waste Management	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Gas	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Community</b>	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-
<b>Heritage assets</b>	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Housing development	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Other assets</b>	953	2 455	574	1 242	1 242	686	991	1 044	1 094
General vehicles	54	40	-	21	21	21	50	53	56
Specialised vehicles	-	-	-	-	-	-	-	-	-
Plant & equipment	(56)	426	266	231	231	188	258	274	287
Computers - hardware/equipment	106	182	48	181	181	37	139	143	146
Furniture and other office equipment	7	63	41	55	55	41	45	49	53
Abattoirs	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Civic Land and Buildings	-	-	-	-	-	-	-	-	-
Other Buildings	434	1 669	219	755	755	400	500	526	552
Other Land	93	75	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)	-	-	-	-	-	-	-	-	-
Other	315	-	-	-	-	-	-	-	-
<b>Agricultural assets</b>	-	-	-	-	-	-	-	-	-
List sub-class	-	-	-	-	-	-	-	-	-
<b>Biological assets</b>	-	-	-	-	-	-	-	-	-
List sub-class	-	-	-	-	-	-	-	-	-
<b>Intangibles</b>	-	-	-	-	-	-	-	-	-
Computers - software & programming	-	-	-	-	-	-	-	-	-
Other (not sub-class)	-	-	-	-	-	-	-	-	-
<b>Total Repairs and Maintenance Expenditure</b>	<b>953</b>	<b>2 455</b>	<b>574</b>	<b>1 242</b>	<b>1 242</b>	<b>686</b>	<b>991</b>	<b>1 044</b>	<b>1 094</b>

<b>Specialised vehicles</b>	-	-	-	-	-	-	-	-	-
Refuse									
Fire									
Conservancy									
Ambulances									
<i>R&amp;M as a % of PPE</i>	1.3%	3.6%	0.8%	1.4%	1.3%	0.8%	1.0%	1.0%	1.0%
<i>R&amp;M as % Operating Expenditure</i>	0.3%	1.2%	0.4%	0.8%	0.7%	0.5%	0.7%	1.0%	1.0%

DC10 Cacadu - Supporting Table SA34d Consolidated Depreciation by asset class

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>									
<b>Depreciation by Asset Class/Sub-class</b>									
<b>Infrastructure</b>	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Roads, Pavements & Bridges	-	-	-	-	-	-	-	-	-
Storm water	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Generation	-	-	-	-	-	-	-	-	-
Transmission & Reticulation	-	-	-	-	-	-	-	-	-
Street Lighting	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Dams & Reservoirs	-	-	-	-	-	-	-	-	-
Water purification	-	-	-	-	-	-	-	-	-
Reticulation	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Reticulation	-	-	-	-	-	-	-	-	-
Sewerage purification	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Waste Management	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Gas	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Community</b>	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-
<b>Heritage assets</b>	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Housing development	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Other assets</b>	4 684	4 500	1 710	1 134	1 135	1 135	2 033	2 033	2 033
General vehicles	1 709	1 821	552	421	421	421	1 220	1 220	1 220
Specialised vehicles	-	-	-	-	-	-	-	-	-
Plant & equipment	730	1 153	661	169	170	170	468	468	468
Computers - hardware/equipment	-	-	-	-	-	-	-	-	-
Furniture and other office equipment	-	-	-	-	-	-	-	-	-
Abattoirs	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Civic Land and Buildings	-	-	-	-	-	-	-	-	-
Other Buildings	2 246	1 526	505	544	544	544	346	346	346
Other Land	-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or inventory)	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Agricultural assets</b>	-	-	-	-	-	-	-	-	-
List sub-class	-	-	-	-	-	-	-	-	-
<b>Biological assets</b>	-	-	-	-	-	-	-	-	-
List sub-class	-	-	-	-	-	-	-	-	-

<b>Intangibles</b>	-	-	-	-	-	-	-	-	-
Computers - software & programming									
Other (first sub-class)									
<b>Total Depreciation</b>	<b>4 684</b>	<b>4 500</b>	<b>1 718</b>	<b>1 134</b>	<b>1 135</b>	<b>1 135</b>	<b>2 033</b>	<b>2 033</b>	<b>2 033</b>

<b>Specialized vehicles</b>	-	-	-	-	-	-	-	-	-
Refusa									
Fire									
Conservancy									
Ambulances									



DC10 Cacadu - Supporting Table SA35 Consolidated future financial implications of the capital budget

Vote Description	2013/14 Medium Term Revenue & Expenditure Framework			Forecasts			
	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Present value
<b>R thousand</b>							
<b>Capital expenditure</b>							
Vote 1 - Executive and council	10 795	10 000	5 000				
Vote 2 - Finance and Corporate Services	1 321	-	-				
Vote 3 - Planning and Infrastructure development	43	-	-				
Vote 4 - Health	760	-	-				
Vote 5 - Community Services	-	-	-				
Vote 6 - Housing	-	-	-				
Vote 7 - Public Safety	104	-	-				
Vote 8 - Sport and Recreation	-	-	-				
Vote 9 - Waste Management	-	-	-				
Vote 10 - Roads	-	-	-				
Vote 11 - Water	-	-	-				
Vote 12 - Electricity	-	-	-				
Vote 13 - Other	8	-	-				
Vote 14 -	-	-	-				
Vote 15 -	-	-	-				
<i>List entity summary if applicable</i>							
<b>Total Capital Expenditure</b>	<b>13 030</b>	<b>10 000</b>	<b>5 000</b>	-	-	-	-
<b>Future operational costs by vote</b>							
Vote 1 - Executive and council							
Vote 2 - Finance and Corporate Services							
Vote 3 - Planning and Infrastructure development							
Vote 4 - Health							
Vote 5 - Community Services							
Vote 6 - Housing							
Vote 7 - Public Safety							
Vote 8 - Sport and Recreation							
Vote 9 - Waste Management							
Vote 10 - Roads							
Vote 11 - Water							
Vote 12 - Electricity							
Vote 13 - Other							
Vote 14 -							
Vote 15 -							
<i>List entity summary if applicable</i>							
<b>Total future operational costs</b>	-	-	-	-	-	-	-
<b>Future revenue by source</b>							
Property rates							
Property rates - penalties & collection charges							
Service charges - electricity revenue							
Service charges - water revenue							
Service charges - sanitation revenue							
Service charges - refuse revenue							
Service charges - other							
Rental of facilities and equipment							
<i>List other revenues sources if applicable</i>							
<i>List entity summary if applicable</i>							
<b>Total future revenue</b>	-	-	-	-	-	-	-
<b>Net Financial Implications</b>	<b>13 030</b>	<b>10 000</b>	<b>5 000</b>	-	-	-	-

DC10 Cacadu - Supporting Table SA36 Consolidated detailed capital budget

Municipal Vote/Capital project R thousand	Program/Project description	Project number	IDP Goal code	Individually Approved (Year/No)	Asset Class	Asset Sub-Class	GPS co-ordinates	Total Project Estimate	Prior year outcomes		2013/14 Medium Term Revenue & Expenditure Framework			Project Information	
									Audited Outcome 2011/12	Current Year 2012/13 Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	Ward location	New or renewal
	Parent municipality: List all capital projects grouped by Municipal Vote								1 864		13 030	10 000	5 000		
	The District Municipality does not have any Capital Projects which would result in the capitalisation of Infrastructural assets. All assets budgeted for is for operational use and is categorised as PPE														
	Parent Capital expenditure										13 030	10 000	5 000		
	Entities: List all capital projects grouped by Entity														
	Entity A Water project A														
	Entity B Electricity project B														
	Entity Capital expenditure														
	Total Capital expenditure								1 864		13 030	10 000	5 000		

DC10 Cacadu - Supporting Table SA37 Consolidated projects delayed from previous financial year/s

Municipal Vote/Capital project	Ref.	Project name	Project number	Asset Class 3	Asset Sub-Class 3	GPS co-ordinates 4	Previous target year to complete Year	Current Year 2012/13		2013/14 Medium Term Revenue & Expenditure Framework			
								Original Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	
R thousand Parent municipality: List all capital projects grouped by Municipal Vote	1,2			Examples	Examples								
Entities: List all capital projects grouped by Municipal Entity Entity Name Project name													

The District Municipality does not have any Capital Projects which would result in the capitalisation of infrastructural assets. All assets budgeted for is for operational use and is categorised as PPE

# **ANNEXURES**

PROJECTS	AMOUNTS	FUNDING SOURCE
<b><u>OFFICE OF THE MAYOR</u></b>		
MORAL REGENERATION	100 000	Accumulated Surplus
IMBIZOS AND OUTREACH	70 000	Accumulated Surplus
	<b><u>170 000</u></b>	
<b><u>OFFICE OF THE MUNICIPAL MANAGER</u></b>		
<b>PERFORMANCE MANAGEMENT</b>		
PMS SUPPORT TO LM'S	300 000	Accumulated Surplus
	<b><u>300 000</u></b>	
<b>CAPACITY BUILDING</b>		
POLICIES	75 000	Grant - MSIG
MSIG - GOOD GOVERNANCE PH3	200 000	Grant - MSIG
NT MINIMUM COMPETENCIES	490 000	Grant - MSIG
ELECTRONIC RECORDS MANAGEMENT SYSTEM	400 000	Grant - MSIG
	<b><u>1 165 000</u></b>	
<b>SPECIAL PROJECT UNIT - YOUTH, GENDER AND DISABLED</b>		
COMMEMORATION DAY CELEBRATION	200 000	Accumulated Surplus
DISABILITY EMPOWERMENT	200 000	Accumulated Surplus
WOMEN EMPOWERMENT	300 000	Accumulated Surplus
YOUTH DEVELOPMENT	250 000	Accumulated Surplus
	<b><u>950 000</u></b>	
<b>LIBRARIES</b>		
LIBRARIES	512 000	Accumulated Surplus
LIBRARIES	288 000	Grant - Library
	<b><u>800 000</u></b>	
<b>HIV/AIDS</b>		
IMPLEMENTATION OF THE HIV/AIDS PLAN	300 000	Accumulated Surplus
	<b><u>300 000</u></b>	
<b>TOTAL OFFICE OF THE MUNICIPAL MANAGER</b>	<b><u>3 515 000</u></b>	
<b><u>DEPARTMENT: PLANNING AND DEVELOPMENT</u></b>		
<b>PLANNING UNIT</b>		
CONSTRUCTION OF SIDEWALKS AND WALKWAYS	600 000	Accumulated Surplus
TECHNICAL TOWN PLANNING ASSISTANCE	500 000	Accumulated Surplus
	<b><u>1 100 000</u></b>	
<b>PROJECT MANAGEMENT</b>		
ERADICATION OF BUCKETS - LM'S	2 500 000	Accumulated Surplus
RIETBRON EPWP ROADS & STORMWATER	4 000 000	Accumulated Surplus
RIETBRON EPWP ROADS & STORMWATER	1 000 000	Grant - EPWP
	<b><u>6 500 000</u></b>	

**ENVIRONMENTAL HEALTH**

FEASIBILITY STUDIES FOR SOLID WASTE SITES	250 000	Accumulated Surplus
	<u>250 000</u>	

**HOUSING COORDINATOR**

HOUSING TRANSFER AND BENEFICIARY	400 000	Sundry Creditors
INFR DMA: ALIENATION	200 000	Sundry Creditors
	<u>600 000</u>	

**FIRE SERVICE - HEAD OFFICE**

CONTRIBUTION TO MUNICIPALITIES	3 000 000	Accumulated Surplus
RESTORATION OF FIRE HYDRANT DISTRICT WIDE	3 000 000	Accumulated Surplus
	<u>6 000 000</u>	

**TRANSPORT, ROADS & CAPACITY BUILDING**

SOMERSET EAST ROADS AND STORMWATER	150 000	Accumulated Surplus
INTER CITY BUS TERMINAL	1 128 418	Grant - Road and Transport Grant
INTER CITY BUS TERMINAL	1 720 788	Accumulated Surplus
RRAMS PROJECT	1 902 000	RRAMS Grant
	<u>4 901 206</u>	

**WASTE MANAGEMENT**

VIP LATRINES IN THE DMA	250 000	Accumulated Surplus
	<u>250 000</u>	

**WATER DISTRIBUTION**

JANSENVILLE WATER TREATMENT WORKS	400 000	Accumulated Surplus
NIEU-BETHESDA WATER TREATMENT	1 848 939	Grant
NIEU-BETHESDA WATER TREATMENT	6 000 000	Accumulated Surplus
WSA/WSP MODEL REVIEW / CAPACITY ASSESSMENT	400 000	Accumulated Surplus
	<u>8 648 939</u>	

**ELECTICITY DISTRIBUTION**

RIETBRON ELECTRIFICATION	125 000	Accumulated Surplus
	<u>125 000</u>	

**CLINICS**

JANSENVILLE MOBILE WOLWEFONTEIN	100 000	Accumulated Surplus
	<u>100 000</u>	

**TOTAL DEPARTMENT: PLANNING & DEVELOPMENT**28 475 145**DEPARTMENT : ECONOMIC DEVELOPMENT****MANAGEMENT**

TRADE AND INVESTMENT PROMOTION	1 380 000	Accumulated Surplus
DISTRICT DEVELOPMENT AGENCY	4 000 000	Accumulated Surplus
LEDI PROJECTS	550 000	Accumulated Surplus
	<u>5 930 000</u>	

**LOCAL ECONOMIC DEVELOPMENT**

DISTRICT CRAFT HUB DEVELOPMENT SUPPORT	250 000	Accumulated Surplus
AGRICULTURAL SUPPORT	2 150 000	Accumulated Surplus
LED DISTRICT SUPPORT	600 000	Accumulated Surplus
CDM SMME SUPPORT PROGRAMME	1 200 000	Accumulated Surplus
PELLET FACTORY IN RIETBRON	100 000	Accumulated Surplus
REDI PROGRAMME	550 515	Grant - DBSA
	<b>4 850 515</b>	

**TOURISM PROMOTION & DEVELOPMENT**

DESTINATION AND SUB-BRANDING SIGNAGE	400 000	Accumulated Surplus
SUPPORT TO LOCAL TOURISM ORGANISATIONS	600 000	Accumulated Surplus
TOURISM EDUCATION AND AWARENESS	500 000	Accumulated Surplus
TOURISM MARKETING	2 000 000	Accumulated Surplus
TOURISM MONTH ACTIVITIES	120 000	Accumulated Surplus
TOURISM INFRASTRUCTURE INVESTMENT	1 000 000	Accumulated Surplus
	<b>4 620 000</b>	

**TOTAL DEPARTMENT: ECONOMIC DEVELOPMENT** **15 400 515**

**DEPARTMENT: FINANCE AND CORPORATE SERVICES****FINANCIAL ACCOUNTING DIVISION**

GRAP PROJECTS	400 000	Accumulated Surplus
SUPPORT TO LM'S FOR IMPROVING AUDIT OUTCOMES	1 650 000	Accumulated Surplus
	<b>2 050 000</b>	

**PENSIONERS EXPENDITURE**

LONG TERM MEDICAL LIABILITIES	25 000	Grant - FMG
	<b>25 000</b>	

**TOTAL FINANCE & CORPORATE SERVICES** **2 075 000**

**TOTAL PROJECT BUDGET** **49 635 660**

**SUMMARY OF FUNDING**

<b>GRANTS:</b>	
NATIONAL	4 380 000
PROVISIONAL	2 977 357
OTHER	550 515
ACCUMULATED SURPLUS	41 127 788
SUNDRY CREDITORS	600 000
<b>TOTAL FUNDING / PROJECT BUDGET</b>	<b>49 635 660</b>

**Annexure "B"**  
**Mandatory Performance Measures 2012/13**

Mandatory Measure	CDM
% of households with access to basic level of water	97%*
% of households with access to basic level of sanitation	83%*
% of households with access to basic level of electricity	NA
% of households with access to basic level of solid waste removal	96%*
% of households earning less than R1100 per monthly with access to free basic services	Not measured*
% of municipality's capital budget actually spent on capital projects identified in the IDP	100%
Number of jobs created through the municipality's local economic development initiatives including capital projects	100 permanent 300 temporary
Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality approved employment equity plan	12 out of 16 (75%)
% of a municipality's budget actually spent on implementing its workplace skills plan	0.1%
Debt Coverage: Total operating revenue received – operating grants divided by debt servicing payments	NA
Service debtors to revenue: Total outstanding debtors divided by annual revenue actually received for services	NA
Cost coverage: Cash available and investments at 30 June, 2008 divided by monthly fixed operating expenditure	44,35

**Reporting measure only, not measured as performance as autonomy is with respective Local Municipalities**



Annexure "C"

ANNUAL PERFORMANCE OBJECTIVES BY VOTE – OPERATIONAL MEASURES

Vote	GFS Function	Objective	Key Performance Indicator
Executive Mayor	Executive and Council	<ul style="list-style-type: none"> <li>Oversight of council operations and exercise delegated authority</li> </ul>	<ul style="list-style-type: none"> <li>100% of planned Council meetings held</li> </ul>
Municipal Manager	Executive and Council	<ul style="list-style-type: none"> <li>Ensure the institution is managed in an effective and efficient manner*</li> </ul>	<ul style="list-style-type: none"> <li>100% of SDBIP (operational and capital projects) implemented.</li> </ul>
	Finance and Administration	<ul style="list-style-type: none"> <li>Ensure that the Municipality complies with Legislation applicable to it*</li> <li>Budgetary control of operating income and expenditure*</li> <li>Ensure that CDM is active within the district in which it serves</li> <li>Compliance with OHASA</li> <li>Ensure that capacity of the District is given priority</li> </ul>	<ul style="list-style-type: none"> <li>Zero incidence of repeat exception reports from Internal Audit (excl. those pre-identified as multiple year implementation programmes)</li> <li>Existence of a disaster Management Plan</li> <li>Income and expenditure variance not to exceed 10%</li> <li>Completion of an investigation into a relocation to Kirkwood</li> <li>Completion of the quarterly safety checklist</li> <li>Maintenance of the CDM Capacity building strategy</li> </ul>
	Planning and Development	<ul style="list-style-type: none"> <li>Market CDM to attract tourism, trade and investment</li> </ul>	<ul style="list-style-type: none"> <li>Annual communication plan in place</li> </ul>
	Performance Management	<ul style="list-style-type: none"> <li>Support the implementation of the IDP through the performance management of the institution and its workforce*</li> </ul>	<ul style="list-style-type: none"> <li>100% of CDM employees under the PMS</li> </ul>
Planning and Infrastructure Development	Planning and Development	<ul style="list-style-type: none"> <li>Ensure that development occurs in the most logical way possible and in a manner that is in line with the adopted SDF principles</li> </ul>	<ul style="list-style-type: none"> <li>100% Projects prioritized and funded in accordance with the SDF principles</li> </ul>
Economic Development	Planning and Development	<ul style="list-style-type: none"> <li>Ensure that the growth and development agreement is implemented and used as the basis for cooperative district-wide development*</li> </ul>	<ul style="list-style-type: none"> <li>Monitor monetary commitments from social partners as per the GDS agreement</li> </ul>

Vote	GFS Function	Objective	Key Performance Indicator (2010/11)
Finance and Corporate Services	Finance and Administration	<ul style="list-style-type: none"> <li>• Compilation of budget and financial statements</li> <li>• Ensure that Council finances are well managed</li> <li>• Ensure HR issues are effectively dealt with</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of financial statements to OAG on or before 31 August</li> <li>• Annual approved budget</li> <li>• 100% Financial obligations required by MFMA adhered to in accordance with National Treasury MFMA implementation priorities</li> <li>• 100% job descriptions in place</li> <li>• Recruitment process completed within 8 weeks</li> <li>• Training takes place in accordance with the skills development plan.*</li> <li>• 100% disciplinary hearings organized within 15 working days after service of notice of misconduct.</li> </ul>
	Executive and Council	<ul style="list-style-type: none"> <li>• Ensure decision makers receive information</li> </ul>	<ul style="list-style-type: none"> <li>• 100% council agendas delivered prior to 5 days of meeting</li> </ul>

\* Indicator supported and implemented across all Votes

**Annexure “D”**

**Revenue by Source**

<b>Source</b>	<b>Performance Measure</b>	<b>Performance Target</b>
Other income	% of sundry income collected	100 %
Rental of facilities & Equipment	% of fees received	100 %
Interest earned - external investments	Average rate of return/ prime rate	70 %
Interest earned – outstanding debtors	Average rate of return/ prime rate	102 %
Settlement discounts	% of settlement discounts negotiated	1 %
Contributions – other municipalities	% of contributions recovered (if applicable)	100%
Government Grants and Subsidies	% of Grants received	100%
Contribution: Surplus account	% of cash backed surplus utilized	80%

**Note:** All other income sources are determined by National and Provincial Departments and as promulgated by DORA Act.

## CACADU DISTRICT MUNICIPALITY

## CAPITAL BUDGET 2013/2014

Department/Division	Asset Type	Qty	Unit Cost	Total cost	Funding Source
<b>EXECUTIVE AND COUNCIL - GFS</b>					
<b>OFFICE OF THE MUNICIPAL MANAGER</b>					
<b>MANAGEMENT</b>					
Computers	Office equipment	2	12 000	24 000	Accumulated surplus
Colour Printer	Office equipment	1	8 000	8 000	Accumulated surplus
Relocation - new offices	Land and Buildings	1	10 000 000	10 000 000	Accumulated surplus
				10 032 000	
<b>TOTAL VOTE : OFFICE OF MUNICIPAL MANAGER</b>				10 032 000	
<b>TOTAL - EXECUTIVE AND COUNCIL - GFS</b>				<b>10 032 000</b>	
<b>DEPARTMENT : FINANCE AND CORPORATE SERVICES</b>					
<b>FINANCE AND ADMINISTRATION - GFS</b>					
<b>CORPORATE SERVICES</b>					
<b>MANAGEMENT</b>					
Boardroom chairs	Office equipment	16	1 500	24 000	Accumulated surplus
Boardroom table	Office equipment	1	10 000	10 000	Accumulated surplus
Shredding machine	Office equipment	1	3 000	3 000	Accumulated surplus
Fridge	Office equipment	1	5 000	5 000	Accumulated surplus
Coffee table	Office equipment	1	2 500	2 500	Accumulated surplus
Trolleys	Office equipment	5	2 000	10 000	Accumulated surplus
2 Seater couches	Office equipment	2	5 000	10 000	Accumulated surplus
				64 500	
<b>AUXILIARY SERVICES</b>					
Printers	Office equipment	4	8 000	32 000	Accumulated surplus
Laminating machine	Office equipment	1	2 000	2 000	Accumulated surplus
Binding machine	Office equipment	1	60 000	60 000	Accumulated surplus
Scanner	Office equipment	1	1 500	1 500	Accumulated surplus
Steel Cabinet with wheels	Office equipment	2	5 000	10 000	Accumulated surplus
				105 500	

<b>PEOPLE MANAGEMENT</b>					
Laptop	Office equipment	1	12 000	12 000	Accumulated surplus
Printer	Office equipment	1	8 000	8 000	Accumulated surplus
Airconditioner	Office equipment	2	8 000	16 000	Accumulated surplus
Desks	Office equipment	2	15 000	30 000	Accumulated surplus
Chairs	Office equipment	2	3 000	6 000	Accumulated profits
				72 000	
<b>SECRETARIAT</b>					
Desk	Office equipment	1	15 000	15 000	Accumulated surplus
Highback Chair	Office equipment	1	4 000	4 000	Accumulated surplus
Visitors Chairs	Office equipment	2	2 000	4 000	Accumulated surplus
Colour Printer	Office equipment	3	8 000	24 000	Accumulated surplus
Scanner	Office equipment	1	2 000	2 000	Accumulated surplus
				49 000	
<b>TOTAL : CORPORATE SERVICES</b>				291 000	
<b>FINANCE</b>					
<b>FINANCIAL ACCOUNTING DIVISION</b>					
Printer	Office equipment	2	4 000	8 000	Accumulated surplus
Laptop	Office equipment	1	12 000	12 000	Accumulated surplus
				20 000	
<b>ASSET MANAGEMENT</b>					
Desk	Office equipment	1	15 000	15 000	Accumulated surplus
Laptop	Office equipment	1	12 000	12 000	Accumulated surplus
Swivel Chair	Office equipment	1	4 000	4 000	Accumulated surplus
				31 000	
<b>PROCUREMENT</b>					
Swivel Chair	Office equipment	1	4 000	4 000	Accumulated surplus
				4 000	
<b>REVENUE COLLECTION</b>					
Swivel chair	Office equipment	1	4 000	4 000	Accumulated surplus
Calculator with tally roll	Office equipment	1	1 000	1 000	Accumulated surplus
				5 000	
<b>CREDITORS</b>					
Swivel Chairs	Office equipment	2	4 000	8 000	Accumulated surplus
Calculator with tally roll	Office equipment	1	1 000	1 000	Accumulated surplus
				9 000	

<b>FINANCIAL MANAGEMENT AND SUPPORT</b>					
Laptops	Office equipment	2	12 000	24 000	Accumulated surplus
Swivel chair	Office equipment	3	4 000	12 000	Accumulated surplus
				36 000	
<b>TOTAL : FINANCE</b>				105 000	
<b>INFORMATION TECHNOLOGY</b>					
Swivel chair	Office equipment	3	4 000	12 000	Accumulated surplus
Visitors chair	Office equipment	4	2 000	8 000	Accumulated surplus
Computers	Office equipment	5	12 000	60 000	Accumulated surplus
Laptops	Office equipment	3	12 000	36 000	Accumulated surplus
IT Infrastructure	Office equipment	1	100 000	100 000	Accumulated surplus
PABX System	Office equipment	1	650 000	650 000	Accumulated surplus
Cheque Printer	Office equipment	1	20 000	20 000	Accumulated surplus
<b>TOTAL : INFORMATION TECHNOLOGY</b>				886 000	
<b>PROPERTY SERVICES</b>					
<b>ESTATES</b>					
Airconditioners	Office equipment	8	18 000	144 000	Accumulated surplus
<b>TOTAL: PROPERTY SERVICES</b>				144 000	
<b>TOTAL VOTE : DEPARTMENT : FINANCE AND CORPORATE SERVICE</b>				1 426 000	
<b>TOTAL : FINANCE AND ADMINISTRATION - GFS</b>				1 426 000	
<b>DEPARTMENT : PLANNING AND INFRASTRUCTURE DEVELOPMENT</b>					
<b>PLANNING AND DEVELOPMENT - GFS</b>					
<b>PLANNING UNIT</b>					
Laptops	Office equipment	2	12 000	24 000	Accumulated surplus
Printer	Office equipment	1	8 000	8 000	Accumulated surplus
GPS	Office equipment	1	3 000	3 000	Accumulated surplus
				35 000	
<b>TOTAL : PLANNING AND DEVELOPMENT - GFS</b>				35 000	
<b>PUBLIC SAFETY - GFS</b>					
<b>DISASTER MANAGEMENT</b>					
Copy/Printer/Fax/Scan M	Office equipment	3	10 000	30 000	Accumulated surplus
Airconditioner	Office equipment	1	18 000	18 000	Accumulated surplus
Laptops	Office equipment	3	12 000	36 000	Accumulated surplus
Computer	Office equipment	1	12 000	12 000	Accumulated surplus
Printer	Office equipment	1	8 000	8 000	Accumulated surplus
				104 000	

<b>ENVIRONMENTAL HEALTH</b>					
Laptops	Office equipment	5	12 000	60 000	Accumulated surplus
Sedan	Vehicle	1	200 000	200 000	Accumulated surplus
Single Cab	Vehicle	2	250 000	500 000	Accumulated surplus
				760 000	
<b>TOTAL : PUBLIC SAFETY - GFS</b>				<b>864 000</b>	
<b>TOTAL VOTE : DEPARTMENT : PLANNING AND INFRASTRUCTURE DEVELOPMENT</b>				<b>899 000</b>	
<b>DEPARTMENT : ECONOMIC DEVELOPMENT MANAGEMENT</b>					
Foyer Enhancement	Office equipment	1	200 000	200 000	Accumulated surplus
Filing Cabinet	Office equipment	1	6 000	6 000	Accumulated surplus
Fridge	Office equipment	1	5 000	5 000	Accumulated surplus
Microwave	Office equipment	1	1 000	1 000	Accumulated surplus
Airconditioner	Office equipment	2	8 000	16 000	Accumulated surplus
Double Cab	Vehicles	1	400 000	400 000	Accumulated surplus
Recorder	Office equipment	1	10 000	10 000	Accumulated surplus
Desk	Office equipment	1	15 000	15 000	Accumulated surplus
Swivell Chair	Office equipment	1	4 000	4 000	Accumulated surplus
				657 000	
<b>LOCAL ECONOMIC DEVELOPMENT</b>					
Cordless Printer	Office equipment	1	8 000	8 000	Accumulated surplus
				8 000	
<b>TOURISM</b>					
Colour Printer	Office equipment	1	8 000	8 000	Accumulated surplus
				8 000	
<b>TOTAL VOTE : DEPARTMENT : ECONOMIC DEVELOPMENT</b>				<b>673 000</b>	
<b>TOTAL : ECONOMIC DEVELOPMENT - GFS</b>				<b>673 000</b>	
<b>Total Capital Budget</b>				<b>13 030 000</b>	
<b>FUNDING OF CAPITAL BUDGET</b>					
CDM - Accumulated Profits				13 030 000	
				<b>13 030 000</b>	

**TARIFFS 2013/2014**

**FINANCE AND ADMINISTRATION**

**1. AGREEMENTS**

1.1 Framing Agreements - Standard, per agreement	b	each		R 61.81
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**2. COMPUTERISED INFORMATION**

2.1 Computer Prints - per eyeline page	b	each		R 3.09
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2.2 Address labels (self stick ) - per eyeline page	b	each		R 6.18
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2.4 Computer Disks

2.4.1 Basic service fee	b	each		R 236.00
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2.4.2 Price per record (Inclusive of the price of the floppy disk)	b	each		R 0.30
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**3 FAXES**

4.1 Cost of transmitting fax - per page	b	each		R 1.12
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4.2 Cost of receiving fax - per page	b	each		R 1.12
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**4 INTEREST RATE**

4.1 Standard Rate of Interest means a rate of interest which is two percent higher than the rate of interest payable by a Council to its bank in respect of an overdraft	a			
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**5 SEARCH AND INSPECTION FEES**

Furnishing of information to the Public (P.N. 705/1985 d.d.)

Subject to the provisions of any law, any person applying to the Council for information from any records kept by the Council shall be furnished with such information upon payment of the under-mentioned fees provided that if such person is the owner of the property in respect of which the information is applied for, he shall be exempt from the payment of such fees:-

1. In respect of the search of any Index to any account not in a service register	b	each		R 9.83
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2. In respect of the search of any Index to an account in a service register (water, sanitation, sewage, miscellaneous debts etc.)	b	each		R 9.83
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3. For the inspection of any deed, document or diagram or any details relating thereto	b	each		R 9.83
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4. For the supply of any certificate of valuation or of the outstanding charges against property, except certificates referred to in Section 96 of Ordinance No. 2 of 1974 and Ordinance No. 18 of 1976	b	each		R 77.26
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5. In respect of any search for information where a fee for such search has not been prescribed by (1), (2) or (3) above	b	each		R 49.17
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<b>6 PHOTOCOPIES</b>				
	A3	b	each	R 1.27
	A4	b	each	R 0.98
<b>7 PARKING</b>				
9.11 <u>Private (Staff)</u>				
	9.1.1 Standard Bank	b	each	R 49.17
<b>8 OTHER</b>				
Tariffs as detailed in Government Gazette No. 7224 Volume 428; No 22125 dated 9 March, 2001				
<b>9 ESTATES</b>				
	9.1 Rental - Internal	b	per m <sup>2</sup>	R 59.00
	9.2 Rental - External (Standard Bank building)	b	per m <sup>2</sup>	R 56.19
<b>10 TENDER DOCUMENTS</b>				
	10.1 Tender document Administration Fee	b	each	R 75.00
<b>11 CERTIFICATES</b>				
	11.1 Clearance certificates	b	each	R 35.12
	11.2 Valuation certificates	b		R 35.12
	a Tarriff exempt from VAT			
	b Tarriff is standard rated and VAT inclusive			
<b>COMPUTER GENERATED PLANS</b>				
<b>1 Paper</b>				
	1.1 Plotter prints: A0	b	each	R 33.71
	1.2 Plotter prints: A1	b	each	R 23.89
	1.3 A3 (cut sheets)	b	each	R 11.24
	1.4 A4 prints Laser & Colour	b	each	R 7.03
<b>2 Film</b>				
	2.1 A4 Plotter Film	b	each	R 9.83
	2.2 A4 Overhead Transparencies	b	each	R 21.07
	2.3 A1 Plotter Film	b	each	R 44.96
<b>3 <u>Extract of digital Data to disc (1,44 MB) first disc</u></b>				
	First Disc	b	each	R 309.05
	Second disc and thereafter	b	each	R 77.26
<b>4 <u>Search and Inspection Fees</u></b>				
	4.1 Furnishing mapping information	b	per hour	R 77.26
	b Tarriff is standard rated and VAT inclusive			
<b>ENVIRONMENTAL HEALTH</b>				
<b>1</b>	<b><u>Certiifacte of Acceptability</u></b>	b	each	R 63.22
	b Tarriff is standard rated and VAT inclusive			
<b>PROMOTION OF ACCESS TO INFORMATION ACT</b>				
Part ii of Notice 187 in the Government Gazette on 1 November 2006				
<b>1</b>	The fee for a copy of the manual as contemplated in regulation 5(c) is <u>R0.60</u> for every photocopy of an A4-size page or part thereof.			

2 The fees for reproduction referred to in regulation 7(1) are as follows:

a)	For every photocopy of an A4-size page or part thereof	b	R 0.85
b)	For every photocopy of an A4-size page or part thereof held on a computer or in electronic or machine-readable form	b	R 0.57
c)	For a copy in a computer-readable form on -		
	i) stiffer disc	b	R 7.03
	ii) compact disc	b	R 56.19
d)	i) For a transcription of visual images, or an A4-size page or part thereof	b	R 29.16
	ii) For a copy of visual images	b	R 84.29
e)	i) For a transcript of an audio record, or an A4-size page or part thereof	b	R 16.86
	ii) For a copy of an audio record	b	R 23.89

3 The request fee payable by every requester, other than a personal requester, referred to in regulation 7(2) is

4 The access fees payable by a requester referred to in regulation 7(3) are as follows:

(1) a)	For every photocopy of an A4-size page or part thereof	b	R 0.85
b)	For every printed copy of an A4-size page or part thereof held on a computer or in electronic or machine-readable form	b	R 0.57
c)	For a copy in a computer-readable form on -		
	i) stiffer disc	b	R 7.03
	ii) compact disc	b	R 56.19
d)	i) For a transcription of visual images, or an A4-size page or part thereof	b	R 30.90
	ii) For a copy of visual images	b	R 84.29
e)	i) For a transcript of an audio record, or an A4-size page or part thereof	b	R 16.86
	ii) For a copy of an audio record	b	R 23.89
f)	To search for and prepare the record for disclosure, <u>R15.00</u> for each hour or part of an hour, excluding the first hour, reasonably required for such search and preparation.		

(2) For purposes of section 22(2) of the Act, the following applies:

- a) Six hours as the hours to be exceeded before a deposit is payable; and
- b) one third of the access fee is payable as a deposit by the requester.

(3) The actual postage is payable when a copy of a record must be posted to a requester.

- b) Tariff is standard rated and VAT inclusive

## CACADU DISTRICT MUNICIPALITY: DRAFT SERVICE DELIVERY &amp; BUDGET IMPLEMENTATION PLAN 2013/14

## ANNEXURE G

Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2013/14	Department	GFS	2013/14 Account Number	2013/14 R's	Draft Performance Milestones					
									30 Sep 2013 Target	31 Dec 2013 Target	31 Mar 2014 Target	30 Jun 2014 Target		
<b>DEVELOPMENT PRIORITY 1: INFRASTRUCTURE INVESTMENT</b>														
To provide support to LMs on planning and implementation of bulk water supply projects, contributing to the reduction of the backlog to 5% by 2017	Implementation of water projects as mandated by LMs	Jansenville Water Conservation and Demand Management	Installation of 24 Zone Meters in Jansenville	24 Zone Meters installed	Planning and Infrastructure Services	Water	0115876119 (Grant) 0115878295 (Surplus)	R 400 000	Contractor on site	100% complete	NA	NA	NA	
	Upgrading of Nieu Bethesda Waste Water Treatment Works	Upgrade and increase the capacity of the Waste Water Treatment Works for the community of Nieu-Bethesda	Appointment of the Contractor	Appointment of the Contractor	Planning and Infrastructure Services	Sanitation	115878276	R 7 848 000	Contractor appointed	Contractor on site	50% completed	100% completed	100% completed	
	Eradication of Buckets in Makana	EIA's completed for the purpose to eradicate Bucket-system in Makana	EIA's completed	EIA's completed	Planning and Infrastructure Services	Sanitation	120278282	R 2 500 000	EIA process initiated	EIA complete	Appoint contractor	50% Construction completed	50% Construction completed	
To support LMs in ensuring that all sanitation projects as mandated by LMs to decent sanitation by 2017	Implementation of sanitation projects as mandated by LMs	Old dry toilet systems in the former DMA	Demolishing of old dry toilet systems in the former DMA	100% demolish of dry toilet system	Planning and Infrastructure Services	Sanitation		R 250 000	Service Provider appointed	Project complete	NA	NA	NA	
Ensure that WSA/WSP function is correctly placed by 2015	WSA/WSP Review	WSA/WSP Model Review / Capacity Assessment	Assessment of WSA function in all 9 LMs	WSA Assessment complete in 9 LMs	Planning and Infrastructure Services	Water	115878273	R 400 000	50% progress	100% progress of project	NA	NA	NA	
To promote integration between spatial planning and transportation planning to achieve sustainable human settlements	Implementation of transportation projects	Construction of Sidewalks and Walkways	1 km of Sidewalks and walkways constructed in Krakeel in Koukamma	500m of Sidewalks and walkways constructed in Krakeel in Koukamma	Planning and Infrastructure Services	Roads	115278274	R 600 000	Contractor on site	50% complete	100% complete	NA	NA	
		Construction of a Inter-city Bus-terminal in Graaff Reinet	Provision of Inter-City Bus Terminal in Graaff Reinet	50% Construction of Bus-terminal Complete	Planning and Infrastructure Services	Road Transport	0115476145 (Grant) 0115478255 (Surplus)	1128418 1720788	Contractor on site	25% complete	50% completed	100% completed	100% completed	
To provide roads infrastructure from basic service to a higher level in key strategic areas for at least 10 km's per annum over 5 years	Develop CIPs Comprehensive Infrastructure Plans	Paving of Rietbron Roads & Stormwater Infrastructure (EPWP Project)	Upgrade of Rietbron Roads & Stormwater Infrastructure	500m of internal access roads paved, and 80 work opportunities created	Planning and Infrastructure Services	Roads	120278261	R 5 000 000	25% of construction completed	50% of construction completed	75% of construction completed	100% of construction completed	100% of construction completed	
		Rehabilitation of Somerset East Roads and Stormwater Infrastructure (Paving of Streets and Upgrade of Stormwater Drainage - Phase 2	Streets paved and storm water drainage complete in Somerset East (Phase 2)	Phase 2 completed	Planning and Infrastructure Services	Roads	115478277	R 1 000 000	80% Phase 2 of project completed	Project complete	NA	NA	NA	
		Rural Roads Asset Management System (RRAMS)	To be determined	To be determined	Planning and Infrastructure Services	Roads	To be determined	R 1 902 000	To be determined	To be determined	To be determined	To be determined	To be determined	

Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2013/14	Department	GFS	2013/14 Account Number	2013/14 R's	Draft Performance Milestones												
									30 Sep 2013 Target	31 Dec 2013 Target	31 Mar 2014 Target	30 Jun 2014 Target									
									To provide support on cleanliness of the towns and townships and to mitigate health risks posed by each landfill site in all the 9 LMs by 2017	Implementation of the Waste Management Plan	Licensing of Solid Waste Sites for Kou-kamma, Ndlambe and Kouga	Legal Waste sites Licensed for Kou-kamma, Ndlambe and Kouga achieved	9 Legal Waste sites Licensed and completed for Kou-kamma, Ndlambe and Kouga	Planning and Infrastructure Services	Health	119278268	R 250 000	Service Provider appointed	35% complete	70% complete	100% completed
									<b>DEVELOPMENT PRIORITY 2: CAPACITY BUILDING AND SUPPORT TO LMS</b>												
									To improve effectiveness in municipal financial management	Improve corporate governance systems both in the district and LMs	GRAP Implementation	Provision of assistance to 5 LMs in respect to GRAP compliance (Financial Statements) (Phase 1)	Provide assistance through 1 training workshops held in GRAP compliance and by making available financial management support to deal with issues raised in the LM's AG's management letter	Finance & Corporate Services	Finance and Admin	105578214	R 2 000 000	Improved Financial Management process, policies, procedures and internal controls	Improved Financial Management process, policies, procedures and internal controls	Improved Financial Management process, policies, procedures and internal controls and GRAP training	Improved Financial Management process, policies, procedures and internal controls and GRAP training
Building in-house capacity in LM so that they can perform their functions and stabilise institutional systems	Improve corporate governance systems both in the district and LMs	Implementation of Financial Management and Compliance Improvement Plan	Financial Management and Compliance Improvement Plan	Review CDM's financial policies and implement controls and improve legislative compliance	Finance & Corporate Services	Finance and Admin	105578207	R 700 000	Improved Financial Management process, policies, procedures and internal controls Implementation of FMIP	Improved Financial Management process, policies, procedures and internal controls Implementation of FMIP	Improved Financial Management process, policies, procedures and internal controls Implementation of FMIP	Improved Financial Management process, policies, procedures and internal controls Implementation of FMIP									
		National Treasury Minimum Competencies Training (To be finalised with Finance)	National Treasury Minimum Competencies Training (To be finalised with Finance)	To be determined	Municipal Manager's Office	Municipal Manager's Other	102876149	R 270 000	To be determined	To be determined	To be determined	To be determined									
		Review of municipal by laws	Review of By Laws at BCR	Reviewed by laws at BCR	Municipal Manager's Office	Municipal Manager's Other	102876116	R 200 000	Signed MoU/SLA with BCR LM and audit report on by laws that need to be reviewed and developed	Review and development of policies.	Review and development of policies.	Project Complete									
		MSIG: Good Governance Survey 3 LMs	To conduct GGS at Makana, Ndlambe and Kouga	GGS at Makana, Ndlambe and Kouga	Municipal Manager's Office	Municipal Manager's Other	102876153	R 200 000	Planning	GGS field work commenced and focus groups completed in all 3 LMs	Report to CDM council and LMs' councils	Project Complete									
		Support to Ndlambe and Ikwazi LM: IT Infrastructure for Council Chamber	Support to Ndlambe and Ikwazi LM: IT Infrastructure for Council Chamber	Completion of ICT Support to Ndlambe	Municipal Manager's Office	Municipal Manager's Other	Other	R 400 000	Planning	25% completed	50% completed	100% completed									

Draft Performance Milestones												
Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2013/14	Department	GFS	2013/14 Account Number	2013/14 R's	30 Sep 2013 Target	31 Dec 2013 Target	31 Mar 2014 Target	30 Jun 2014 Target
To assist Municipalities to achieve and sustain clean audits by 2014 and annually thereafter.	Improve corporate governance systems both in the district and LMs.	Implementation of CDM Performance Management Tool at LMs	100% Implementation of the Automated CDM PMS System in all LMs	Performance Management Support(PMS) Support to the 9 LMs in CDM with the implementation of the Automated CDM PMS System.	Municipal Manager's Office	Other	102778136	R 300 000	30% Implementation of CDM Automated PMS System at LMs	60% Implementation of CDM Automated PMS System at LMs	80 % Implementation of CDM Automated PMS System at LMs	100 % Implementation of CDM Automated PMS System at LMs
<b>DEVELOPMENT PRIORITY 3: ECONOMIC DEVELOPMENT</b>												
Broaden economic participation and inclusion by increasing the number and support to small enterprises by 10%	Facilitate community and worker participation in share ownership	Pellet factory in Rietbron	Mobilise Funding Partners for the implementation of the Pellet Factory	To mobilise funding for the Pellet Factory	Economic Development	LED	114778241	R 100 000	Pre-establishment report completed and submitted to Council	Lobbying for funding and Stakeholder engagement	To be determined	To be determined
Promote social economy investments	Support to SMMEs and Cooperatives.		5 SMME and Cooperatives development programmes implemented.	2 SMME programmes from LMs supported. 3 Cooperatives developments plans supported.	Economic Development	LED	114778216	R 1 000 000	Invite new proposals from LMs. Review proposals and submit to MayoCo approval.	PSC established for approved projects. SLAs signed with successful LMs on SMME programmes.	Monitor implementation and submit progress report to MayoCo	Progress reports for projects funded is submitted to Council.
Invest in natural capital to contribute to government's target of creating 20,000 "green" jobs by 2020.	Create new generation green jobs rooted in renewable energy	REDI programme	REDI projects implemented	Projects implemented	Economic Development	REDI	114778216	R 550 000	To be determined	To be determined	To be determined	To be determined
	Grow rural tourism economy	Integrated waste to energy feasibility study	Determine the feasibility of an integrated waste to energy cluster	Feasibility study complete	Economic Development	REDI	114678247 114678257	R 600 000	Service provider appointed	Waste streams identified and related volumes determined	SMME opportunities identified	Feasibility study complete
	Grow rural tourism economy	Tourism infrastructure investment	To support at least 1 tourism infrastructure projects by installing signage for the Greater Addo Tourism Route	1 tourism infrastructure projects supported- Greater Addo Tourism Route	Economic Development	Tourism	140078284	R 1 000 000	Terms of reference and specifications completed and Service Provider appointed	Approval of identified and confirmed sites by regulating bodies	Design and construction of signs	Addo Route signs erected
	Grow rural tourism economy	Tourism marketing	To conduct review and implementation of tourism marketing strategy	Tourism marketing strategy reviewed and implemented	Economic Development	Tourism	140078124	R 2 000 000	Review and implementation plan of the Tourism Marketing strategy completed.	Participation at the Getaway show. Preparations and confirmation for the Tourism Indaba; Monthly Getaway for Locals; Placements in at least 2 media channels; summer campaign	Placements in at least 2 media channels; Winter Campaign; Printing 7 wonders area brochures	Participate at Tourism Indaba, Winter Campaign roll out; Placements in at least 2 media channels; Support at least to 2 Festivals in the District

Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2013/14	Department	GFS	2013/14 Account Number	2013/14 R's	Draft Performance Milestones												
									30 Sep 2013 Target	31 Dec 2013 Target	31 Mar 2014 Target	30 Jun 2014 Target									
									Developing skills and education base by increasing the number of semi-skilled and skilled by 10%.	Building investor and local business partnerships	Support to LTOs	To support at least 3 LTOs	Three LTOs supported	Economic Development	Tourism	140078052	R 600 000	Request for project proposals reviewed, evaluated and submitted to Meyoral Committee for approval	3 LTO projects funded, implemented and monitored	Funded Projects implemented and funds spent according to project plan and Monitor	Cease-out report submitted to MC
											Destination and sub-branding signage	Install billboard in Makana, Baviaans and SRV	Billboard installed	Economic Development	Tourism	140078063	R 400 000	Terms of reference and specifications completed and service provider appointed	Basic Assessment and site identification conducted for erection of billboard	Lease agreement signed with the land owner and installing Billboards	All Billboards installed and Cease-out report submitted to MC
											Tourism education and awareness	Funding Support to Wilderness Foundation Training Programme (Umzi Wehu) for at least 6 district participants	Umzi Wehu supported through transfer of funding for skills development and capacity building	Economic Development	Tourism	140078217	R 500 000	6 participants from the District selected	Training commenced	Half year progress report submitted	Training programme completed and cease-out report to MC
Tourism stats system	To collect tourism stats in Ndiambe, Sundays River Valley, Blue Crane	Visitor Information uploaded in tourism statistics system	Economic Development	Tourism	140078123	R 475 000	Terms of reference and specifications completed and service provider appointed	25% Project implemented			75% Project implemented	Project completed and cease-out report to MC									
Improving connectivity infrastructure in all nine local municipalities	Rural connectivity infrastructure particularly broadband and mobile phones access	Trade and investment promotion	Host Investors Conference	Successful Investors Conference hosted	Economic Development	Trade and Investment	114678078	R 1 380 000	SLA signed between CDM and CDA	Funds transferred	Monitor and Evaluate	Monitor and Evaluate									
		Agricultural mentorship programme (DED)	Mentorship programme institutionalized and evaluated in 7 LMs	12 Emerging farmers projects mentored in 7 LM and experiences documented	Economic Development	Planning & Development	114778188	R 2 150 000	5 pilot projects and 7 roll-out projects are implemented and monitored	2nd 12 month cycle for 2 roll-out projects evaluated	2nd 12 month cycle for 2 roll-out projects evaluated	5 pilot projects concluded and evaluated. 7 roll-out projects implemented and TOR's for 5 additional roll-out projects prepared.									
		Construction of a Community Library in Riebeeck East	Provision of a New Community Library in Riebeeck East	Construction of Library Complete	Planning and Infrastructure Services	Planning & Development	120575420	R 300 000	50% construction of library completed	100% construction of library completed	NA	NA	NA								
		Construction of a Community Library in Alexandria	Provision of a New Community Library in Alexandria	Construction of Library Complete	Planning and Infrastructure Services	Planning & Development	120575420	R 872 000	Contractor on site	35% construction of library completed	70% construction of library completed	100% construction of library									

Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2013/14	Department	GFS	2013/14 Account Number	2013/14 R's	Draft Performance Milestones			
									30 Sep 2013 Target	31 Dec 2013 Target	31 Mar 2014 Target	30 Jun 2014 Target
DEVELOPMENT PRIORITY 4: COMMUNITY AND SOCIAL SERVICES To provide effective fire fighting to all LMs in the district by 2017	Provide fire fighting capacity	Standardisation of Fire Hydrants in the District	Restored and standardised Fire Hydrants in Kouga, Matiana and Ndiambe	Standardised Hydrants in place for Kouga and Ndiambe	Planning and Infrastructure Services	Public Safety	111378201	R 3 000 000	Service Provider appointed	50% completed	75% completed	100% completed
		Refurbishment of a Satellite Station in Ndiambe	Satellite station upgraded	Refurbishment of a satellite station Complete	Planning and Infrastructure Services	Public Safety	111378251	R 3 000 000	Contractor on site	25% of refurbishment completed	50% of refurbishment completed	100% of refurbishment completed
		Construction of Fire Station in BCRM	Construction of fire station in BCRM	Fire station Constructed	Planning and Infrastructure Services	Public Safety	111378251	R 1 500 000	Contractor on site	50% of construction completed	100% of construction completed	NA
DEVELOPMENT PRIORITY 5: INSTITUTIONAL DEVELOPMENT												

EXECUTIVE MAYOR: \_\_\_\_\_

## PERFORMANCE AGREEMENT

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MADE AND ENTERED INTO BY AND BETWEEN:



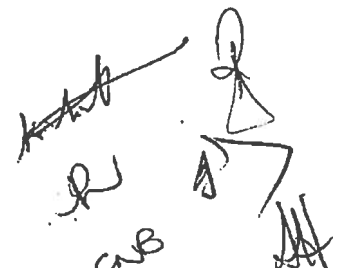
**THE CACADU DISTRICT MUNICIPALITY  
AS REPRESENTED BY THE EXECUTIVE MAYOR**

**KHUNJUZWA KEKANA**  
(HEREIN REFERED TO AS THE 'EMPLOYER')

**AND**

**DAYALAN MURUVEN PILLAY**  
**MUNICIPAL MANAGER**  
(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR:  
1 JULY 2012 - 30 JUNE 2013





**WHEREBY IT IS AGREED AS FOLLOWS:**

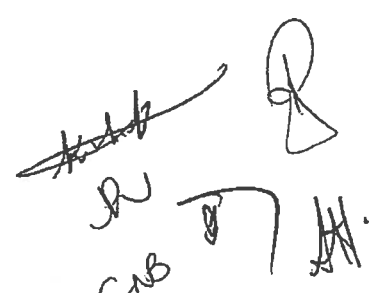
**1. INTRODUCTION**

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.
- 1.5 That the in terms of the MFMA Regulations and Government Gazette Vol. 504, No. 29967 dated 15 June 2007, the **Employee** will obtain the minimum competency requirements to execute his/her function by 2013.

**2. PURPOSE OF THIS AGREEMENT**

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.



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### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1<sup>st</sup> July 2012** and will remain in force until **30<sup>th</sup> June 2013** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
  - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
  - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
  - 4.2.1 The key objectives describe the main tasks that need to be done.
  - 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
  - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
  - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

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## 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	25
Basic Service Delivery	3
Local Economic Development (LED)	8
Municipal Financial Viability and Management	28
Good Governance and Public Participation	36
<b>Total</b>	<b>100%</b>

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

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 Below it, the letters "CNB" are written.  
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<b>CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES</b>		
<b>CORE MANAGERIAL COMPETENCIES (CMC)</b>	<b>✓</b>	<b>WEIGHT</b>
Strategic Capability and Leadership		
Programme and Project Management		
Financial Management	compulsory	25
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	compulsory	25
Client Orientation and Customer Focus	compulsory	25
Communication		
Honesty and Integrity		
<b>CORE OCCUPATIONAL COMPETENCIES (COC)</b>		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks	✓	25
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

## 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal will involve:

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**6.5.1 Assessment of the achievement of results as outlined in the performance plan:**

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

**6.5.2 Assessment of the CCRs**

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

**6.5.3 Overall rating**

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

**6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:**

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					

*Handwritten signatures and initials:*  
 [Signature] [Signature] [Signature]  
 CAB [Signature]

Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor or Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- 6.7.4 Mayor and/or municipal manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor or Mayor.

6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- 6.8.4 Municipal manager from another municipality.

6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

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## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	July – September	<b>Before end October 2012</b>
<b>Second quarter</b>	:	October – December	<b>Before end January 2013</b>
<b>Third quarter</b>	:	January – March	<b>Before end April 2013</b>
<b>Fourth quarter</b>	:	April – June	<b>Before end January 2014</b>

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

## 9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;

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10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.3 In the case of unacceptable performance, the **Employer** shall –

11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

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12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

### 13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

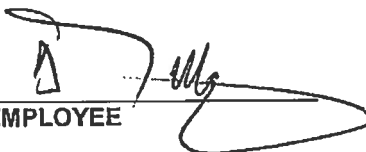
13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Cape Town - Port Elizabeth on this the 30<sup>th</sup> day of July 2012

#### AS WITNESSES:

1. Alexington

2. Gender

  
EMPLOYEE

#### AS WITNESSES:

1. 

2. Renzel

  
EXECUTIVE MAYOR/ MAYOR



**CACADU DISTRICT MUNICIPALITY**

**PERFORMANCE PLAN : Ted Pillay**

**2012/2013**

**Municipal Manager**

**Municipal Managers Office**

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2012/09/06

PERFORMANCE PLAN : Ted Pillay (Municipal Manager)  
2012/2013

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013
<b>KPA 1. BASIC SERVICE DELIVERY</b>									
To assist municipalities that they all receive a blue and green drop status by 2017	Building technical capacity in the LMs	Implementation of the Provincial Libraries project	100% funds spent on viable improvements to libraries within the District and the promotion of reading	Report to Municipal Manager	2.8%	25% spent	50% spent	75% spent	100%
<b>KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>									
Well capacitated municipalities on Governance and administration as per DLGTA section 46 assessment	Building in-house capacity in LM so that they can perform their functions and institutional systems	Review of HR, ICT and Security Policies at Kouga (MMO00038)	Reviewed policies at Kouga R 200 000	Report	1.8%	Signed MoU/SLA with Kouga LM and audit report on polices that need to be reviewed and developed	Review and development of policies.	Review and development of policies.	Report to CDM council on project
		Reviewed Rules and Orders, Roles and Responsibilities and development of a Delegations Register for 5 LM's (MMO00039)	Reviewed Rules and Orders, Roles and Responsibilities and development of a Delegations Register for 7 LM's R 200 000	Report	1.8%	Reviewed Rules and Orders, Roles and Responsibilities and development of a Delegations Register for CDM and Ndlabambe	Reviewed Rules and Orders, Roles and Responsibilities and development of a Delegations Register for Baviaans and Kouga	Reviewed Rules and Orders, Roles and Responsibilities and development of a Delegations Register for Camdeboo	NA
		Review of By Laws at SRV (MMO00040)	Reviewed by laws at SRV R 150 000	Report	9%	Signed MoU/SLA with SRV LM and audit report on by laws that need to be reviewed and developed	Review and development of policies.	Review and development of policies.	Project Complete
To assist municipalities to achieve and sustain clean audits by 2014 and annually thereafter.	Improve corporate governance systems both in the district and LMs.	Implementation of the Automated CDM PMS System (MMO00049)	Performance Management Support (PMS) Support to the 9 LM's in CDM with the implementation of the Automated CDM PMS System based on readiness for the system. R. 450 000	Report	2.8%	Implementation of CDM Automated PMS System in Blue Crane Route Local Municipality	Implementation of CDM Automated PMS System in Sundays River Valley and Makana Local Municipalities	Implementation of CDM Automated PMS System in additional 2 Local Municipalities	Implementation of CDM Automated PMS System in additional 2 Local Municipalities
To improve performance management system to include organizational performance by 2013	Source MSIG funding for systems improvement	PMS Support to 9 LM (MMO00048)	PMS Support to 9 LM R 50 000	Report	1.8%	General PMS Support to 2 LM's (Koukamma and Ikwezi) based on their support needs	General PMS Support to additional 2 LM's based on their support needs	General PMS Support to additional 2 LM's based on their support needs	General PMS Support to additional 3 LM's based on their support needs
General	Co-ordinate recruitment and selection	Oversee the development, implementation and	100% implementation of CDM's equity plan as per the target for	CDM EE Plan	1.8%	Full compliance to EE Pain targets for 12/13	Full compliance to EE Pain targets for 12/13	Full compliance to EE Pain targets for 12/13	Full compliance to EE Pain targets for 12/13

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PERFORMANCE PLAN : Ted Pillay (Municipal Manager)  
2012/2013

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets				
						September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013	
	processes	evaluation, monitoring of the CDM's EE plan and ensure compliance of the EE Act in the Institution	12/13							
	Training	Ensuring implementation to CDM's workplace skills plan	100% implementation of employee workplace skills plan in place	Employee workplace skills plan	2.8%	NA	Report against plan	NA	R300,000 spent and recorded as a figure and %	
	Render administration support to training and development	To ensure training and development of staff takes place in the Department	90% T&D needs addressed	Record of training in accordance with the needs through reviews	.9%	Training needs identified at the previous performance review addressed	Training needs identified at the previous performance review addressed	Training needs identified at the previous performance review addressed	Training needs identified at the previous performance review addressed	
	A legally compliant municipality	Ensure annual marketing plan is in place	100 % progress reporting against plan	Report on implementation of plan	2.8%	Branding and communication plan in place	Report against plan	Report against plan	Report against plan	
	Compliance to National Treasury Competency Requirements	To ensure 100% Compliance to National Treasury Competency Requirements	100% compliance of unit standards achieved	Reports on unit standards achieved	2.8%	25% of unit standards achieved	50% of unit standards achieved	75% of unit standards achieved	100% of unit standards achieved	
To establish an CDM Institution to its area of jurisdiction by 2013	Relocation CDM offices to Kirkwood	Development of a project plan and submission to Council on the relocation to Kirkwood	Project plan completed	Project plan	4.6%	NA	NA	Project plan submitted to Mayco	Project plan submitted to Council	
<b>KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)</b>										
Broaden economic participation and inclusion by increasing the number and support to small enterprises by 10%.	Promote social economy investments	Ensure the implementation of the REDI intervention	DBSA Grant Funds spent	Report on the REDI implementation	3.7%	Quaterly Report	Quaterly Report	Quaterly Report	Quaterly Report	
General	Establishment of District Development Agency	Board of Directors appointed and established	Feasibility study completed	Report to Mayoral Committee	4.6%	NA	Investigations undertaken	Business case compiled	Deasibility study completed	
<b>KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>										

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2012/09/06

PERFORMANCE PLAN : Ted Pillay (Municipal Manager)  
2012/2013

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013
General	Exercise financial control over CDM	Annual approved budget	Approved budget by 31 May	Council minutes	6.4%	NA	Roll-over budgets received	Draft budget approved by 31 March	Budget approved by 31 May
		Income and Expenditure variance not to exceed 10%	Within 10% of actual expenditure	Annual financial statements	3.9%	NA	Projected expenditure within 10%	NA	Actual expenditure within 10%
		Control of Financial Resources to meet Council Commitments	Balanced Cash Flow	Financial Records	2.8%	Quarterly Financial Report	Quarterly Financial Report	Quarterly Financial Report	Quarterly Financial Report
		A legally compliant municipality	Delivery of financial statements to OAG on or before 31 August	Proof of delivery	7.3%	Financial Statements delivered	NA	NA	NA
	CDM financial management	Ensure the implementation of % of spending municipality's projects budget	100%	Annual financial statements	3.7%	NA	NA	NA	100%
	To ensure financial sustainability	Completion of a Annual Financial Sustainability Report	Delivery of an Annual Financial Sustainability Report	Report to Council	1.8%	Delivery of a quarterly Financial Sustainability Report	Delivery of a quarterly Financial Sustainability Report	Delivery of a quarterly Financial Sustainability Report	Delivery of an Annual Financial Sustainability Report
	Lobby for funding	4 Successful submissions to sector departments / possible funders for Finance and Corporate Services Department	Increased funding or investment as result of submissions	Reports/copies of submissions	4.6%	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders
	<b>KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>								
Well capacitated Municipalities on Governance and administration as per DLGTA section 46 assessment	Building in-house capacity in LM so that they can perform their functions and stabilise institutional systems	To conduct GGS at koukamma, SRV and Bavians (MMO00041)	GGS at koukamma, SRV and Bavians conducted R 200 000	Report	1.8%	Planning	GGS field work commenced and focus groups completed in all 3 LMS	Report to CDM council and LMs' councils	Project Complete
	Support LMs with stakeholder management	Compilation of Stakeholder Audit Report (MMO00042)	Stakeholder Audit and People Assembly Report R 100 000	Report	1.8%	Stakeholder Audit	Imbizos	Compilation of Report	NA
Enhance	Facilitate with LMs	Implementation of	100%	Report	1.8%	25% Implementation of	50% Implementation of	75% Implementation of	100% Implementation of

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2012/09/06

PERFORMANCE PLAN : Ted Pillay (Municipal Manager)  
2012/2013

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013
Understand of CDM communities around the SKPA of the district annually	and Sector Department outreach programmes to communities	POA of MRM (MIMO00043)	Implementation of POA of MRM R 120 000			POA of MRM	POA of MRM	POA of MRM	POA of MRM
To facilitate HIV Counselling and Testing (HCT) of 87 000 community members in all LMs annually	Arranging and organising HCT Campaigns in partnership with the department of health	100% Implementation of the HIV and AIDS Plan (MIMO00044)	Implementation of the HIV and AIDS Plan R 300 000	Report	1.8%	25% Implementation of the HIV and AIDS Plan	50% Implementation of the HIV and AIDS Plan	75% Implementation of the HIV and AIDS Plan	100% Implementation of the HIV and AIDS Plan
To create opportunities for designated groups to participate in Economic and Rural development by	Establish partnerships with Sector Departments and Agencies to Government Increase economic participation	Co-operative Registration, Financial and Project Management in 3 LM's (MIMO00047)	Registration of cooperatives for young people in all 3 Local Municipalities. R 100 000	Report	.9%	NA	Registration of cooperatives for young people in Baviaans	Registration of cooperatives for young people in Ikwezi.	Registration of cooperatives for young people in BCR.
General	Spatial Development Framework Compliance of 9 Local Municipalities	An approved SDF and IDP	IDP approved by 31 May 2010	Council minutes	5.5%	Analysis phase commenced	Projects registered on the system	Draft IDP submitted to Council	Approved IDP by Council
	To ensure that the PMS is implemented and maintained in accordance with Legislation	100% of CDM employees under the PMS and reviewed	100% of employees under PMS and reviewed	Plans available for inspection	1.8%	100% employees with plans signed and reviewed	100% employees with plans signed and reviewed	100% employees with plans signed and reviewed	100% employees with plans signed and reviewed
	100% of SDBIP (operational and capital projects) implemented.	100% of SDBIP (operational and capital projects) implemented.	SDBIP Performance Report to Council including Annual Report	SDBIP 4th quarter report and Annual Report	2.8%	1st Q SDBIP REPORT submitted to MAYCO and COUNCIL	2nd Q SDBIP REPORT submitted to MAYCO and COUNCIL	3rd Q SDBIP REPORT submitted to MAYCO and COUNCIL	4th Q SDBIP REPORT submitted to MAYCO and COUNCIL
	Exercise financial control over CDM	Receipt of a Clean Audit Report	Clean Audit Report	Clean Audit Report from AG	4.6%	NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	NA
	Ensure that the Municipality complies with Legislation applicable to it	Full compliance with OHASA	4 x checklists	4 x quarterly meetings	1.8%	1st checklist completed and quarterly meeting held	2nd checklist completed and quarterly meeting held	3rd checklist completed and quarterly meeting held	4th checklist completed and quarterly meeting held
	Ensure the	Implementation of	Report to Council on	Partnership	1.8%	NA	Report on progress wrt	Report on progress wrt	Annual report

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2012/09/06

PERFORMANCE PLAN : Ted Pillay (Municipal Manager)  
2012/2013

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013
	ongoing partnership agreements with NMMM and Cape Winelands	the partnership agreement with other municipalities	the success of partnership agreements	agreement in place and end-year report		partnership	partnership	partnership	
	Communication and continuous improvement strategy	Ensure conformance to CDM's communication strategy plan	100% Implementation of CDM's communication strategy plan	Quarterly report on implementation	2.8%	Report against plan	Report against plan	Report against plan	Report against plan
	A legally compliant municipality	Financial obligations required by MFMA adhered to in accordance with National Treasury MFMA implementation priorities	100% MFMA Implemented in accordance with implementation priorities	MFMA NT checklist completed	1.8%	Alignment to Implementation priorities	Alignment to Implementation priorities	Alignment to Implementation priorities	MFMA implemented in accordance with Implementation priorities
		No Exceptions raised in Internal and External Audit Reports	100% compliance to internal controls	Internal Audit reports and AG Reports	1.8%	NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	NA
	Risk Management	Ensure that sufficient and effective controls are in place to manage risks in the institution	100% controls in place to manage risks	Internal Audit reports	1.8%	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks
	Exercises budget control in order to prevent over/ unauthorized expenditure. This includes	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	1.8%	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy

CORE COMPETENCY REQUIREMENTS (CCRs) : Ted Pillay (Municipal Manager)  
2012/2013

Core Competency Requirement	Annual Target	Proof	Weighting	Targets		
				September 2012/2013	December 2012/2013	March 2012/2013
<b>CCR 2. OCCUPATIONAL</b>						
Financial Management	Displays standard recommended in the	Evidence of standard achieved as	25%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard

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2012/09/06

CORE COMPETENCY REQUIREMENTS (CCR's) : Ted Pillay (Municipal Manager)

Core Competency Requirement	Annual Target	Proof	Weighting	Targets		
				September 2012/2013	December 2012/2013	March 2012/2013
People Management and Empowerment	MSA competency guidelines Displays standard recommended in the MSA competency guidelines	documented in a written report Evidence of standard achieved as documented in a written report	25%	recommended in the MSA competency guidelines Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	recommended in the MSA competency guidelines Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	June 2012/2013 MSA competency guidelines Displays standard recommended in the MSA competency guidelines
Client orientation and Customer Focus	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	25%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines
Interpretation of and implementation within the legislative and national policy frameworks	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	25%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines

2012/09/06



# PERFORMANCE AGREEMENT

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MADE AND ENTERED INTO BY AND BETWEEN:



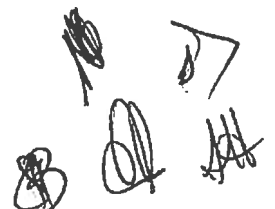
**THE CACADU DISTRICT MUNICIPALITY  
AS REPRESENTED BY THE MUNICIPAL MANAGER**

**DAYALAN MURUVEN PILLAY**  
(HEREIN REFERED TO AS THE 'EMPLOYER')

**AND**

**BHEKUYISE MAKEDAMA**  
**DIRECTOR: PLANNING AND INFRASTRUCTURE**  
**SERVICES**  
(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR:  
1 JULY 2012 - 30 JUNE 2013



**WHEREBY IT IS AGREED AS FOLLOWS:**

**1. INTRODUCTION**

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, refer to "subject to a separate performance agreement concluded annually", read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) of the Systems Act refer to "performance objectives and targets that must be met, and the time frames within which those performance objectives and targets must be met" and 57(5) which states that "the performance objectives and targets referred to in subsection (4)(a) must be practical, measurable and based on the key performance indicators set out from time to time in the municipality's integrated development plan.
- 1.5 That the in terms of the MFMA Regulations and Government Gazette Vol. 504, No. 29967 dated 15 June 2007, the **Employee** will obtain the minimum competency requirements to execute his/her function is achieved by 2013.

**2. PURPOSE OF THIS AGREEMENT**

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

*BATM* *CA* *ST*  
*MB* *NER* *AF*

### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1<sup>st</sup> July 2012 and will remain in force until 30<sup>th</sup> June 2013 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
  - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
  - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
  - 4.2.1 The key objectives describe the main tasks that need to be done.
  - 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
  - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
  - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

### 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.

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- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	7
Basic Service Delivery	62
Local Economic Development (LED)	5
Municipal Financial Viability and Management	7
Good Governance and Public Participation	19
<b>Total</b>	<b>100%</b>

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Financial Management		
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	✓	25
Client Orientation and Customer Focus	✓	15
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation and Negotiation		
Skills in Governance		
Competence as required by other national line sector departments		
Display and guidance of Programme and Project and Fund Management	✓	35
Application of Strategic Capability and Leadership	✓	25
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

## 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.

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6.5 The annual performance appraisal will involve:

**6.5.1 Assessment of the achievement of results as outlined in the performance plan:**

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

**6.5.2 Assessment of the CCRs**

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

**6.5.3 Overall rating**

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

- 6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -
- 6.7.1 Executive Mayor;
  - 6.7.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
  - 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
  - 6.7.4 Mayor and/or municipal manager from another municipality; and
  - 6.7.5 Member of a ward committee as nominated by the Executive Mayor.
- 6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -
- 6.8.1 Municipal Manager;
  - 6.8.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
  - 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
  - 6.8.4 Municipal manager from another municipality.
- 6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

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## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	July – September	<b>Not applicable</b>
<b>Second quarter</b>	:	October – December	<b>Before end January 2013</b>
<b>Third quarter</b>	:	January – March	<b>Before end April 2013</b>
<b>Fourth quarter</b>	:	April – June	<b>Before end January 2014</b>

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

## 9. OBLIGATIONS OF THE EMPLOYER

9.1 The **Employer** shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;

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10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.2.3 A pro rata bonus will be payable to the **Employee** based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -

That the evaluation period be no less than 6 months

That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

11.3 In the case of unacceptable performance, the **Employer** shall –

11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

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N.B.R.  
S.H.

**12. DISPUTE RESOLUTION**

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
  - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
  - 12.1.2 any other person appointed by the MEC.
  - 12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4) (e) of the Municipal Performance Regulations, 2006, which states that "for purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel must be constituted", within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.
- 12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

**13. GENERAL**

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Port Shepstone on this the 07 day of sept 2012

**AS WITNESSES:**

1. Sibhan

2. [Signature]

[Signature]  
EMPLOYEE

**AS WITNESSES:**

1. [Signature]

2. Abington

[Signature]  
MUNICIPAL MANAGER



## CACADU DISTRICT MUNICIPALITY

### PERFORMANCE PLAN : Bhekuyise Makedama

2012/2013

Director: Infrastructure and Planning  
Planning and Infrastructure Services

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2012/09/06

PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)  
2012/2013

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets		
						September 2012/2013	December 2012/2013	June 2012/2013
<p><b>KPA 1. BASIC SERVICE DELIVERY</b></p> <p>To provide support to LMs on planning and implementation of bulk water supply projects, contributing to the reduction of the backlog to 5% by 2017</p> <p>Ensure that WSA/WSP functions have been reviewed and concluded by 2015</p> <p>To ensure that all transport plans for all LMs are in place and are annually reviewed</p> <p>To promote integration between spatial planning and transportation planning to achieve sustainable human settlements</p>	<p>Implementation of water projects as mandated by LMs</p>	Drilling of 7 boreholes for augmentation of water supply to Jansenville (INF00018)	7 Boreholes drilled R 1 000 000	Report	2.7% Appoint service provider and Geo-tech report completed	Identify and secure the 7 1/4 Boreholes drilled on Farmer's properties	3 additional Boreholes drilled and pump-tested	
		Installation of 24 Zone Meters in Jansenville (INF00019)	24 Zone Meters Installed R 730,289 (G) R 1,269,711 (S)	Report	2.7% Planning Completed	Contractor on site	Additional 12 Installed and project completed	
		Install 720 Water-tanks in Paterson (INF00020)	720 Water-tanks Installed R 1 998 686	Report	3.6% Appoint service provider	350 Water-banks Installed	Additional 50 Water-tanks installed and project completed	
		Completed O&M Study by Ndiambe (INF00021)	Submission of O&M Study to Ndiambe for adoption R 1 200 000	Report	0.9% Draft report on O&M Study submitted to Ndiambe	Final report submitted to Ndiambe. Project completed.	NA	
		Connection of 116 houses and 1 school to the sewer system (INF00022)	Connection of 116 houses and 1 school to the sewer system R 500 000	Report	2.7% Appoint Service Provider	110% of connection completed	Additional 50% of connection completed	
		Assessment of WSA function in all 9 LM (INF00023)	WSA Assessment complete in 9 LM R 800 000	Report	3.6% Appoint Service Provider	Assessment of WSA function in 4 LM's	Assessment of WSA function in additional 5 LM's	Determination of costs to Council and report
		Complete Reviewal of the ITP and adopted by Council (INF00024)	District ITP Reviewed and adopted by Council R 150 000	Report	1.8% Service Provider appointment	Data collection and analysis completed	Draft ITP document completed and presented to MC	Final District ITP Reviewed and adopted by Council
		1 km of Sidewalks and walkways constructed in Kraakeel in Koukamma (INF00025)	500m of Sidewalks and walkways constructed in Kraakeel in Koukamma R 1 000 000	Report	2.7% Service Provider appointed	Contractor on site	200m of Sidewalk constructed	Additional 300m constructed
		Provision of Inter-City Bus Terminal in Graaff Reinet	50% Construction of Bus-terminal	Report	3.6% Service Provider appointed	Contractor on site	25% of construction complete	50% of construction complete

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)  
2012/2013

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013
To provide roads infrastructure from basic service to a higher level in key strategic areas for at least 10 kms per annum over 5 years	Develop CIPs Comprehensive Infrastructure Plans)	(INF00026)	Complete R 112, 8418 R 1, 720, 788	Report	2.7%	Service Provider appointed and Inception report submitted	Spatial Analysis Report completed	Draft SDF document completed and presented to MC	Final District SDF Reviewed and adopted by Council
		(INF00027)	Drafting of Spatial Development Framework completed and adopted by Council R 500 000	Report	3.6%	25% of construction completed	50% of construction completed	75% of construction completed	100% of construction completed
To support LMs in ensuring that all communities have access to decent sanitation by 2017	Implementations of sanitation projects as mandated by LMs	(INF00028)	Upgrade of Rietbron Roads & Stormwater Infrastructure created R 4 000 000	Report	3.6%	25% of construction completed	50% of construction completed	75% of construction completed	100% of construction completed
		(INF00029)	Streets paved and storm water drainage complete in Somerset East (Phase 2)	Report	1.8%	50% Phase 2 of project completed	Additional 50% of project completed	NA	NA
To provide effective fire fighting to all	Provide resources	(INF00030)	EIA's completed for the purpose to eradicate Bucket-system in Makana	Report	2.7%	Service Provider appointed and Feasibility Study commenced	Feasibility Study completed and EIA study in process for 6 informal areas	EIA study in process	EIA study completed
		(INF00031)	Upgrade and Increase the capacity of the Waste Water Treatment Works for the community of Nieu-Bethesda	Report	3.6%	EIA study in process	EIA study in process	EIA study completed	Contractor Appointed
To provide effective fire fighting to all	Provide resources	(INF00045)	Installation of Rietbron Solar Water Heating in Rietbron	Report	.9%	87 Solar Water Heaters fitted in Rietbron	NA	NA	NA
		(INF00071)	Refurbishment of a satellite station	Report	2.7%	Service Provider appointment	25% of refurbishment completed	50% of refurbishment completed	100% of refurbishment completed

2012/09/06

PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)  
2012/2013

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013
LMs in the district by 2017		(INF00069)	Complete R 3 000 000	Report	2.7%	Service Provider appointment	25% of construction completed	50% of construction completed	100% of construction completed
	Provide fire fighting capacity	Construction of fire station in BCRM (INF00070)	Fire station Constructed R 1 500 000	Report	2.7%	Continuation of standardisation at Kouga	Commence of standardisation at Ndlambe	Completion of standardisation at Ndlambe	Project complete
		Restored and standardised Fire Hydrants in Kouga and Ndlambe (FIN00068)	Standardised Hydrants in place for Kouga and Ndlambe R 1 000 000	Report	2.7%	NA	3 Agreements	3 Agreements	3 Agreements
		Agreements entered into for LM's for the provision of Fire Services	Agreements of all LM's in place	Agreements	2.7%	NA	3 Agreements	3 Agreements	3 Agreements
Improving connectivity infrastructure in all nine local municipalities	Rural connectivity infrastructure particularly broadband and mobile phones access	Provision of a New Community Library in Riebeck East (INF00079)	Construction of Library Complete R 850 000	Report	2.7%	Appoint Service Provider	10% construction of library completed	50% construction of library completed	100% construction of library
		Provision of a New Community Library in Alexandria (INF00081)	Construction of Library Complete R 972 000	Report	2.7%	Planning Completed	Appoint Service Provider	50% construction of library completed	100% construction of library
		Additions and Alterations of a Community Library in Kirkwood (INF00082)	Extensions and alterations of existing library complete R 1 300 000	Report	.9%	50% construction of library completed	100% construction of library completed	NA	NA
		Provision of a Community Library in Somerset East (INF00080)	Construction of Library Complete R 850 000	Report	2.7%	Appoint Service Provider	20% construction of library completed	60% construction of library completed	100% construction of library
		Legal Waste sites Licenced for Kou-kamma and Kouga achieved (INF00085)	2 Legal Waste sites Licenced and completed for Kou-kamma and Kouga R 500 000	Report	2.7%	Feasibility Study completed and application submitted to DEDEAT	Consolidation of Waste Permit/Licencing Requirements for Waste Disposal Sites	Implementation of Waste Permit/Licencing Requirements	Submission of final report from DEDEAT for adoption by Kou-kamma and Kouga
To provide support on cleanliness of the towns and townships and to mitigate health risks posed by each landfill site in all the 9 LMs by 2017	Implementation of the waste management plan			Report					
<b>KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>	<b>Training</b>	To ensure training and development takes place in	100% of the department's T&D needs	Record of training in accordance with	1.8%	Training needs identified at the previous performance review and	Training needs identified at the previous performance review and	Training needs identified at the previous performance review and	Training needs identified at the previous performance review and

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)  
2012/2013

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets				
						September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013	
		accordance of the requirements of the department	Identified through reviews sent to SDO	the needs of the department through reviews		Information sent to SDO for further action	Information sent to SDO for further action	Information sent to SDO for further action	Information sent to SDO for further action	
	Compliance to National Treasury Competency Requirements	To ensure 100% Compliance to National Treasury Competency Requirements	100% compliance of unit standards achieved	Reports on unit standards achieved	.9%	15% of unit standards achieved	30% of unit standards achieved	45% of unit standards achieved	50% of unit standards achieved	
To establish an CDM institution to its area of jurisdiction by 2013	Relocation CDM offices to Kirkwood	Development of a project plan and submission to Council on the relocation to Kirkwood	Project plan completed	Project plan	4.5%	INA	INA	Project plan submitted to Mayco	Project plan submitted to Council	
<b>KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)</b>										
General	Lobby for funding	4 Successful submissions to sector departments / possible funders for Planning and Infrastructure projects	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions	4.5%	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	
<b>KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>										
General	Exercise financial control over CDM	Department operating and capital expenditure within budget (excluding project budget)	Within 10% of budget	Annual financial statements	.9%	Within 10% of budget	Within 10% of budget	Within 10% of budget	Within 10% of budget	
	Ensure that capacity support to LMs is given priority	Implementation of the CDM Capacity building strategy - Infrastructure Services	Evidence of other support to LMs	Plan and 3 reports	2.7%	Capacity building plan for Infrastructure Services Developed	Report to Capacity Building Manager	Report to Capacity Building Manager	Report to Capacity Building Manager	
	Adherence to budgetary matters	Project expenditure to be between 90% and 100%	Between 90% and 100%	Annual financial statements	3.6%	5%	35%	70%	90 > 100%	
<b>KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>										
To ensure that the IDPs of the LMs are in place and are annually reviewed	Support LMs on the development of IDPs	An approved IDP	IDP approved by 31st May annually	Council minutes	7.2%	Analysis phase commenced	Consultation completed	Draft IDP submitted to Council	IDP Adopted	
General	To ensure that the	100% reviews done	100% of	Performance	1.8%	100% of performance	100% 2Q reviews done	100% 3Q reviews done	100% 4Q reviews done	

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2012/09/06

PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)  
2012/2013

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013
	PMS is implemented and maintained in accordance with Legislation	and performance challenges addressed to targets in Performance Plans	Indicators achieved	review reports for 4Qs		plans signed off on the PMS System and 100% performance challenges addressed through 1Q reviews	and performance challenges addressed to targets in Performance Plans	and performance challenges addressed to targets in Performance Plans	and performance challenges addressed to targets in Performance Plans
	To ensure that the Department complies with applicable legislation	Completion of the OHASA quarterly safety checklist and Safety Standards adhered to	4 x checklists and 4 quarterly meetings	4 x checklists and minutes of meetings	.9%	1st checklist completed and quarterly meeting held	2nd checklist completed and quarterly meeting held	3rd checklist completed and quarterly meeting held	4th checklist completed and quarterly meeting held
	Risk Management	Ensure that sufficient and effective controls are in place to management risks in the institution	100% controls in place to manage risks	Internal Audit reports	1.8%	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks
	Exercises budget control in order to prevent over/ unauthorized expenditure. This includes	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	2.7%	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
	A legally compliant municipality	No Exceptions raised in Internal and External Audit Reports	100% compliance to internal controls	Internal Audit reports and AG Reports	2.7%	INA	Response provided to Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	INA
To mitigate disaster events in all LMs by 2017	Provide capacity to LMs on Disaster Management	Assist local municipalities in developing their disaster plans	Eight Disaster Plans to be adopted	council resolutions of Various local Municipalities	1.8%	First draft tabled to the forums of 4 Municipalities	First Draft of the other 4 Municipalities tabled in respective forums	Draft documents go through various structures of various Municipalities	8 local Municipality disaster plans adopted

CORE COMPETENCY REQUIREMENTS (CCR's) : Bhekuyise Makedama (Director: Infrastructure and Planning)  
2012/2013

Core Competency Requirement	Annual Target	Proof	Weighting	Targets	
				September 2012/2013	December 2012/2013
<b>CCR 1. MANAGERIAL</b>					
Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	25%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard
Programme and Project Management	Displays standard aligned to that recommended in the MSA	Evidence of standard achieved as documented in	35%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard

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2012/09/06



CORE COMPETENCY REQUIREMENTS (CCR's) : Bhekuyise Makedama (Director: Infrastructure and Planning)

Core Competency Requirement	Annual Target	Proof	Weighting	Targets		
				September 2012/2013	December 2012/2013	March 2012/2013
<b>CCR 2. OCCUPATIONAL</b>	competency guidelines	a written report		standard	standard	competency guidelines
People Management and Empowerment	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Client orientation and Customer Focus	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	15%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

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# PERFORMANCE AGREEMENT

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MADE AND ENTERED INTO BY AND BETWEEN:



**THE CACADU DISTRICT MUNICIPALITY  
AS REPRESENTED BY THE MUNICIPAL MANAGER**

**DAYALAN MURUVEN PILLAY  
(HEREIN REFERED TO AS THE 'EMPLOYER')**

**AND**

**PUMELELO KATE  
DIRECTOR: ECONOMIC DEVELOPMENT  
(HEREIN REFERED TO AS THE 'EMPLOYEE')**

FOR THE FINANCIAL YEAR:  
1 JULY 2012 - 30 JUNE 2013

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*To Pumelelo*  
*OK.*

**WHEREBY IT IS AGREED AS FOLLOWS:**

**1. INTRODUCTION**

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.
- 1.5 That the in terms of the MFMA Regulations and Government Gazette Vol. 504, No. 29967 dated 15 June 2007, the **Employee** will obtain the minimum competency requirements to execute his/her function is achieved by 2013.

**2. PURPOSE OF THIS AGREEMENT**

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

**3 COMMENCEMENT AND DURATION**

- 3.1 This Agreement will commence on the **1<sup>st</sup> July 2012** and will remain in force until **30<sup>th</sup> June 2013** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof. .

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- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

#### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
  - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
  - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
  - 4.2.1 The key objectives describe the main tasks that need to be done.
  - 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
  - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
  - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

#### 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.

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 J.H.

- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	2
Basic Service Delivery	0
Local Economic Development (LED)	78
Municipal Financial Viability and Management	5
Good Governance and Public Participation	15
<b>Total</b>	<b>100%</b>

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership	✓	25
Programme and Project Management	✓	25
Financial Management	✓	15
Change Management		

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment		5
Client Orientation and Customer Focus	✓	10
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative an national policy frameworks	✓	5
Knowledge of Performance Management and Reporting	✓	5
Knowledge of global and South African specific political, social and economic contexts	✓	5
Competence in policy conceptualisation, analysis and implementation	✓	5
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

## 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal will involve:
- 6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**

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- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

**6.5.2 Assessment of the CCRs**

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

**6.5.3 Overall rating**

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

- 6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -
- 6.7.1 Executive Mayor;
  - 6.7.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
  - 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
  - 6.7.4 Mayor and/or municipal manager from another municipality; and
  - 6.7.5 Member of a ward committee as nominated by the Executive Mayor.
- 6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -
- 6.8.1 Municipal Manager;
  - 6.8.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
  - 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
  - 6.8.4 Municipal manager from another municipality.
- 6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

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 J.K.  
 S.K.



## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	July – September	<b>Before end October 2012</b>
<b>Second quarter</b>	:	October – December	<b>Before end January 2013</b>
<b>Third quarter</b>	:	January – March	<b>Before end April 2013</b>
<b>Fourth quarter</b>	:	April – June	<b>Before end January 2014</b>

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

## 9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;

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10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.2.3 A pro rata bonus will be payable to the **Employee** based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -.

That the evaluation period be no less than 6 months

That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

11.3 In the case of unacceptable performance, the **Employer** shall --

11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

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**12. DISPUTE RESOLUTION**

12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

**13. GENERAL**

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Port Elizabeth on this the..... day of 20<sup>th</sup> July 2012

**AS WITNESSES:**

1. Moss

2. Steko

[Signature]  
EMPLOYEE

**AS WITNESSES:**

1. [Signature]

2. [Signature]

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MUNICIPAL MANAGER

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## CACADU DISTRICT MUNICIPALITY

### PERFORMANCE PLAN : Pumelelo Kate

2012/2013

Director: Economic Development  
Economic Development

PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development) 2012/2013							
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets	
						September 2012/2013	December 2012/2013
<b>KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>							
General	Training	Training takes place in accordance with the needs identified through the performance reviews	100% T&D addressed according to the needs identified in the performance reviews	Record of training in accordance with performance reviews	1% 100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews	
	Compliance to National Treasury Competency Requirements	To ensure 100% Compliance to National Treasury Competency Requirements	100% compliance of unit standards achieved	Reports on unit standards achieved	1% 25% of unit standards achieved	100% of unit standards achieved	
<b>KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)</b>							
Increase agricultural income to achieve a 1% year on year growth in the agriculture and agro-processing sectors.	Facilitate investment in local and regional agro-processing plant to increase product demands and improve prices	Determine the feasibility of an exotic fruit and / or vegetable agri-incubator in BCRM (DEV00050)	Feasibility study complete R 150 000	Report	1% Service provider appointed	Feasibility study complete and submitted to dti / seda for funding consideration	
Broaden economic participation and inclusion by increasing the number and support to small enterprises by 10%.	Facilitate community and worker participation in share ownership	Mobilise Funding Partners for the implementation of the Pellet Factory (DEV00076)	To mobilise funding for the Pellet Factory R 350 000	Successful submission or successful securing of funding partner	2% Pellet Factory Champions (Mentor & PM) Appointed. CLO is appointed. 1 PSC meeting is held.	3 Additional Funding applications submitted. At least two follow up meeting held with prospective funders	
	Land reform support	Revise Existing Business plan (DEV00077)	Revised existing Business Plan in place R 500 000	Report	1% Engage with SRCC, Kabouga Coop and SRV LM to revise the original proposal of the project	1 Funding commitment is secured Submit to DEDEAT and CDM council for approval	
	Establish community-based beneficiation projects	Implementation of the mohair micro-manufacturer business development support (DEV00051)	5 micro-manufacturers trained in mohair textile production R 240 000	Report	2.9% Develop database of existing micro manufacturers in Cacadu and training service provider appointed	5 micro-manufacturers trained in mohair textile production	
	Promote social	Baviaanskloof Tourism Development Plan complete (DEV00052)	At least five tourism micro-enterprises identified R 350 000	Report	2.9% Identification of micro-enterprises opportunities complete	Transfer community enterprises to ECDC for co-operative registration and other support	
		5 SMME and	2 SMME	Report	3.9% Invite new proposals	Monitor Implementation Progress reports for	

PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

2012/2013

							Targets			
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013	
Invest in natural capital to contribute to government's target of creating 20,000 'green' jobs by 2020.	economy investments	Cooperatives development programmes implemented (DEV00078)	programmes from LMs supported. 3 Cooperatives development plans supported. R 1 000 000			from LMs. Review proposals and submit to Mayco for approval. Initiate engagements with SMME development agencies.	approved projects. SLAs signed with successful LMs on SMME programmes.	and submit progress report to Mayco.	projects funded is submitted to Council.	
	Promote and incentivise natural resource restoration and conservation	Trade and Investment Web-based system developed and continually updated	Functional Website In place	Website	3.9%	Develop content	Trade and investment portal finalised	Launch Website	Functional Website In place	
	Create new generation green jobs rooted in renewable energy	Establishment of sustainable institutional arrangements to manage Fonteinbos NR (DEV00053)	Management plan adopted by Camdeboo Municipality Council R 5 000	Report	2.9%	Draft management plan complete	Final management plan complete	Camdeboo Municipality Council Resolution approving management plan	Funding report prepared and submitted to DEDEAT	
		Council resolution on ownership and expression of interest solicited through open tender and consultation with LMs (DEV00054)	Nature Reserve ownership declared. PPP/ or LMs R.100 000	Report	1% NA	NA	NA	NA	Transferred to CDA as per Council Resolution	
Grow rural tourism economy		Determine the feasibility of an integrated waste to energy cluster (DEV00055)	Feasibility study complete R 600 000	Report	2.9%	Service provider appointed	Waste streams identified and related volumes determined	SME opportunities identified	Feasibility study complete	
		To support at least 1 tourism infrastructure projects by installing signage for the Greater Addo Tourism Route (DEV00056)	1 tourism infrastructure projects supported- Greater Addo Tourism Route R. 600 000	Report	2.9%	Terms of reference and specifications completed and Service Provider appointed	Approval of identified and confirmed sites by regulating bodies	Design and construction of signs	Addo Route signs erected	
		To conduct review and implementation of tourism marketing	Tourism marketing strategy reviewed and implemented R. 1 500 000	Report	3.9%	Coffee Table Book printed, Review and implementation plan of the Tourism Marketing	Participation at the Getaway show, Preparations and confirmation for the	Placements in at least 2 media channels; Winter Campaign; Printing 7 wonders area brochures	Participate at Tourism Indaba, Winter Campaign roll out; Placements in at least 2 media channels;	

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PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

2012/2013

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013
Regenerating at least four core towns as service and economic hubs Building local and regional networks and collaboration through the creation of partnerships with (a) government,	Service delivery improvement partnerships Building Higher Education Institutions, agriculture and business partnerships	strategy (DEV00057)				September 2012/2013 strategy completed.	December 2012/2013 Tourism Indaba; Monthly Getaway for Locals; Placements in at least 2 media channels, summer campaign	March 2012/2013	June 2012/2013 Support at least to 2 Festivals in the District
		To support at least 3 LTO's (DEV00058)	Three LTO's supported R. 200 000	Report	2.9%	Request for project proposals. Proposals reviewed, evaluated and submitted to Council for approval	3 LTO projects funded	Funded Projects Implemented and funds spent according to project plan and Monitor	Monitor and Evaluate progress
		Install billboard in Tsitsikamma (DEV00059)	Billboard installed R. 160 000	Report	2.9%	Terms of reference and specifications completed	Service Provider appointed and Basic Assessment conducted for erection of billboard	Lease agreement signed with the land owner	Tsitsikamma billboard installed
		To host one domestic tourism month awareness event/tour (DEV00060)	Domestic awareness event/tour hosted R. 80 000	Report	2.9%	Tourism month theme announced	Participation in Tourism Month	NA	NA
		Funding Support to Wilderness Foundation Training Programme (Umzi Wethu) for 6 district participants (DEV00061)	Umzi Wethu supported through transfer of funding for skills development and capacity building R. 600 000	Report	2.9%	6 district participants selected	Training commenced	Half year progress report submitted	Training programme complete
		To collect tourism stats in Ndlambe, Sundays River Valley, Blue Crane (DEV00062)	Visitor Information uploaded in tourism statistics system R. 475 000	Report	2.9%	Terms of reference and specifications completed	Appoint Service Provider	Data collected	Project complete
		Establish a local multi-stakeholder partnership in Kirkwood (DEV00063)	Local multi-stakeholder partnership SLA signed R. 90 000	Report	3.9%	Stakeholders identified	First stakeholder workshop convened	Projects identified	Kirkwood local multi-stakeholder partnership SLA signed
		Establish working relationship with NMMU and Rhodes University (DEV00064)	Signed MOA with two HEI R. 5 000	Report	3.9%	First meetings with NMMU and Rhodes University convened	Draft SLA complete	Second meetings with NMMU and Rhodes University convened	Signed MOA with NMMU and Rhodes University

PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

2012/2013

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets				
						September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013	
(b) the private sector and (c) education / research.	Building emerging and established business partnerships	Establish a working relationship with the private sector in Cacadu (DEV00065)	Establishment of district-wide business platform R 60 000	Report	3.9%	MOA with AHI signed. One local business meeting in three LMs convened	MOA with NAFOC. One local business meetings in three LMs convened	One local business meetings in three LMs convened	First district-wide business meeting convened	
	Building investor and local business partnerships	Host Investors Conference (DEV00066)	Successful Investors Conference hosted R 1 000 000	Report	4.9%	Events management service provider appointed	Prospective participants identified and invited	Investors' Conference hosted	Investors' Conference report complete	
	Building government to government partnerships	3 LATs are established. 2 Learning encountersa Including one study visits (DEV00083)	3 LATs are established. 1 Learning encountersa Including one study visit conducted. R 300 000	Report	3.9%	DST action plan is adopted. 3 LATs identified. One DST meeting is held.	One learning encounter and one LAT launched	1 LAT launched	Study tour as one learning encounter is undertake. 1 LATs launched.	
Developing skills and education base by increasing the number of semi-skilled and skilled by 10%.	Develop skills transfer partnerships between established and emerging farmers	Mentorship programme institutionalized and evaluated in 6 LMs (DEV00067)	12 Emerging farmers projects mentored in 7 LM and experiences documented R 2 200 000	Report	3.9%	5 pilot projects and 7 roll-out projects are implemented and monitored	first 12 month cycle for roll-out projects evaluated	first 12 month cycle for roll-out projects evaluated	2nd cycle of 1 pilot project and 1st cycle of 1 roll-out project evaluated. Guidelines for the implementation of mentorship programme prepared and workshopped.	
General	Establishment of District Development Agency	CDA Registered and Board appointed Feasibility study for CDA	CDA Registered and Board appointed Feasibility study completed	Report	2%	CDA Registered	Advertisement for Board members publicised	Board members appointed	CDA Registered and appointed	
	Lobby for funding	4 Successful submissions to sector departments / possible funders for Economic Development projects	Increased funding or investment as result of submissions and presentations	Report to Mayoral Committee Reports/copies of submissions	1%	NA	Investigations undertaken	Business case compiled	Feasibility study completed	
<b>KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>		90% of project budget implemented		Annual financial statements	4.9%	NA	Projected expenditure within 10%	NA	90% of project budget implemented	
<b>KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>										

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PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013
General	Ensure that capacity support to LMs is given priority	Implementation of the CDM Capacity building strategy - Economic Development	Evidence of assistance to 9 LM's	Plan and reports	2.9%	Draft capacity building and support program developed	Report tabled and confirmed with LM's	Report to Capacity Building Manager	Evidence of assistance to 9 LM's
	To ensure that the Department complies with legislation applicable to it	Implementation of 2 projects from partnership with other city municipalities	4 x checklists and 4 quarterly meetings	Reports	2.9%	Quarterly Report	Quarterly Report	Quarterly Report	Quarterly Report on implementation of project arising out of partnership
	Risk Management	Completion of the OHASA quarterly safety checklist and Safety Standards adhered to	4 x checklists and minutes of meetings	Internal Audit reports	2%	1st checklist completed and quarterly meeting held	2nd checklist completed and quarterly meeting held	3rd checklist completed and quarterly meeting held	4th checklist completed and quarterly meeting held
	Exercises budget control in order to prevent over/ unauthorized expenditure. This includes	Ensure that sufficient and effective controls are in place to manage risks in the institution	100% compliance to SCM and Unauthorised, Fruitless and Wasteful Expenditure Policy	Internal and External Audit Reports	2.9%	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
A legally compliant municipality	No Exceptions raised in Internal and External Audit Reports	100% compliance to internal controls	Internal Audit reports and AG Reports	2.9%	NA	Response provided to Draft Management letter	Receipt of a Clean Audit	NA	

CORE COMPETENCY REQUIREMENTS (CCR's) : Pumelelo Kate (Director: Economic Development)

Core Competency Requirement	Annual Target	Proof	Weighting	Targets		
				September 2012/2013	December 2012/2013	March 2012/2013
CCR 1. MANAGERIAL	Strategic Capability and Leadership	Demonstrated evidence accordingly	25%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Core Competency Requirement	Annual Target	Proof	Weighting	September 2012/2013	December 2012/2013	March 2012/2013
				September 2012/2013	December 2012/2013	June 2012/2013

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**CORE COMPETENCY REQUIREMENTS (CCR's) : Pumelelo Kate (Director: Economic Development)**

2012/2013

Core Competency Requirement	Annual Target	Proof	Weighting	Targets			
				September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013
Programme and Project Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
<b>CCR 2. OCCUPATIONAL</b>							
Financial Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	15%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Client orientation and Customer Focus	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	10%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Knowledge of performance management and reporting	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	5%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Competence in policy conceptualisation, analysis and implementation	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	5%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
People Management and Empowerment	Displays standard aligned to that recommended in the MSA competency guidelines Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	5%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines Demonstrated evidence accordingly
Knowledge of global and South African specific political, social and economic context	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	5%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Interpretation of and implementation within the legislative and national policy frameworks	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	5%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

2012/09/21

# PERFORMANCE AGREEMENT

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MADE AND ENTERED INTO BY AND BETWEEN:



**THE CACADU DISTRICT MUNICIPALITY  
AS REPRESENTED BY THE MUNICIPAL MANAGER**

**DAYALAN MURUVEN PILLAY**  
(HEREIN REFERED TO AS THE 'EMPLOYER')

**AND**

**DANIEL JOHANNES DE LANGE**  
**DIRECTOR: FINANCE AND CORPORATE SERVICES**  
(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR:  
1 JULY 2012 - 30 JUNE 2013

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**WHEREBY IT IS AGREED AS FOLLOWS:**

**1. INTRODUCTION**

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.
- 1.5 That the in terms of the MFMA Regulations and Government Gazette Vol. 504, No. 29967 dated 15 June 2007, the **Employee** will obtain the minimum competency requirements to execute his/her function is achieved by 2013.

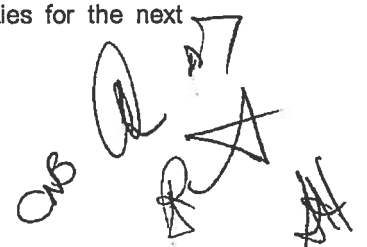
**2. PURPOSE OF THIS AGREEMENT**

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

**3 COMMENCEMENT AND DURATION**

- 3.1 This Agreement will commence on the **1<sup>st</sup> July 2012** and will remain in force until **30<sup>th</sup> June 2013** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

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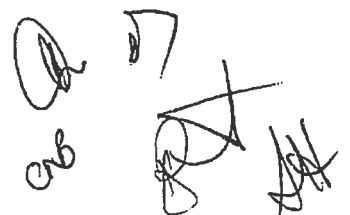
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

#### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

#### 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.



- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	19
Basic Service Delivery	1
Local Economic Development (LED)	0
Municipal Financial Viability and Management	54
Good Governance and Public Participation	27
<b>Total</b>	<b>100%</b>

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership	✓	25
Programme and Project Management		
Financial Management	✓	25
Change Management		
Knowledge Management		

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	✓	25
Client Orientation and Customer Focus		
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks	✓	25
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Skills in Mentorship		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

## 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
  - 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal will involve:
- 6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

**6.5.2 Assessment of the CCRs**

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

**6.5.3 Overall rating**

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					



Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- 6.7.4 Mayor and/or municipal manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- 6.8.4 Municipal manager from another municipality.

6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

CAB  


## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	July – September	<b>Before end October 2012</b>
<b>Second quarter</b>	:	October – December	<b>Before end January 2013</b>
<b>Third quarter</b>	:	January – March	<b>Before end April 2013</b>
<b>Fourth quarter</b>	:	April – June	<b>Before end January 2014</b>

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

## 9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;

10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.2.3 A pro rata bonus will be payable to the **Employee** based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -

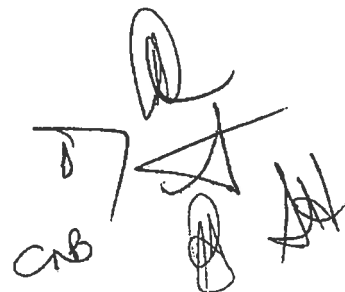
That the evaluation period be no less than 6 months

That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

11.3 In the case of unacceptable performance, the **Employer** shall –

11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.



**12. DISPUTE RESOLUTION**

12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

**13. GENERAL**

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

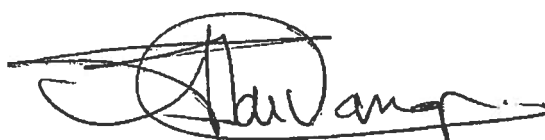
13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at PORT ELIZABETH on this the 30 day of JULY 2012

AS WITNESSES:

1. \_\_\_\_\_

2. \_\_\_\_\_

  
EMPLOYEE

AS WITNESSES:

1. \_\_\_\_\_

2. \_\_\_\_\_

  
MUNICIPAL MANAGER



**CACADU DISTRICT MUNICIPALITY**

**PERFORMANCE PLAN : Danie de Lange**

**2012/2013**

**Director: Finance and Corporate Services  
Finance and Corporate Services**

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PERFORMANCE PLAN : Danie de Lange (Director: Finance and Corporate Services) 2012/2013							
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets	
KPA 1. BASIC SERVICE DELIVERY General	Ensure that the Municipality complies with Legislation applicable to it	Completion of the OHASA quarterly safety checklist	4 x checklists	4 x checklists	1%	1 checklist 2 checklist 3 checklist 4 checklist	September 2012/2013 December 2012/2013 March 2012/2013 June 2012/2013
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION General	Co-ordinate recruitment and selection processes	Recruitment process completed within 12 weeks	100% compliance to the 12 week turn-around time by HR	Log	2.1%	100% completed	100% completed
	A legally compliant municipality	100% disciplinary hearings organised within 2 months after service of notice of misconduct.	100%	Log	2.1%	100%	100%
	Training	100% training in accordance with the skills development plan for F&CS	100%	Proof of completed courses, budget spent aligned to plan	2.1%	100% Progress in terms of plan	100% Progress in terms of plan
	Exercise financial control over CDM	100% of a municipalities budget actually spent on implementing its workplace skills plan	100% recorded as actual	Correspondence (Mayoral, MM, Directors)	2.1%	Reports to Mayoral and % recorded as actual	Reports to Mayoral and % recorded as actual
		Facilitate the development and implementation of budget related policies	Approved budget related policies	Council approved policies	3.1%	n/a	n/a
		100% of indicators met by officials reporting directly to post according to Performance Plans (shown through review documentation)	100%	Performance review report (all officials) 4th quarter	3.1%	All plans in place, signed and sent to PMS Officer	First, quarter reports and reviews sent to PMS Officer Second quarter reports and reviews sent to PMS Officer Third and Fourth quarter reports and reviews sent to PMS Officer
	To ensure that the PMS is implemented and maintained in accordance with Legislation	Existence of a functional LLF	4 Quarterly meetings	Minutes of meetings	2.1%	Ensure 100% functionality of LLF	Ensure 100% functionality of LLF
	To maintain harmonious and content labour relations	Finalisation of	Outstanding Job	Report to	2.1%	JE's finalised	JE's finalised
	Ensure finance						

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PERFORMANCE PLAN : Danie de Lange (Director: Finance and Corporate Services)  
2012/2013

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets				
						September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013	
	and HR issues are effectively dealt with	outstanding Job Evaluations	Evaluations finalisation	Remuneration Committee						
<b>KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>										
To Improve effectiveness in municipal financial management	Improve corporate governance systems both in the district and LMs	Provision of assistance to 5 LMs in respect to GAMAP/GRAP compliance (Financial Statements) (Phase 1) (FIN00036)	Provide assistance to 5 LMs through 1 training workshops held in GWAPP/GRAP compliance and by making available a financial management Improvement plan to the 5 LMs R. 700 000	Report	3.1%	Improved Financial Management process, policies, procedures and internal controls	Improved Financial Management process, policies, procedures and internal controls	Improved Financial Management process, policies, procedures and internal controls	Improved Financial Management process, policies, procedures and internal controls	
		GRAP Tender - Service Provider Appointed (Phase 2) (FIN00037)	GRAP Tender - Service Provider Appointed Implementation of FMIP R 2 000 000	Report	3.1%	Improved Financial Management process, policies, procedures and internal controls Implementation of FMIP	Improved Financial Management process, policies, procedures and internal controls Implementation of FMIP	Improved Financial Management process, policies, procedures and internal controls Implementation of FMIP	Improved Financial Management process, policies, procedures and internal controls Implementation of FMIP	
General	Exercise financial control over CDM	Preparation of a funded budget	Adopted budget	Adoption by Council	14.4%	NA	NA	Draft budget tabled	Approved budget by 31 May 2008	
	Adherence to budgetary matters	Delivery of financial statements to OAG on or before 31 August annually	Delivered on or before 31 August	Proof of delivery	15.5%	Statements delivered on or before 31 August	Response provided to Draft Management letter	Final letter included in annual report	NA	
		Collection of outstanding debt and unconditional grants	90%	Financial statements	2.1%	NA	NA	NA	less than 10%	
		Operating expenditure variance for F&CS not to exceed 10%	<10%	Financial statements	1%	NA	NA	NA	less than 10%	
		Expenditure variance for F&CS not to exceed 10% (project related)	<10%	Financial statements	2.1%	NA	NA	NA	less than 10%	
To ensure financial sustainability		Achieving a balanced cash flow where the municipality is able to meet all its financial commitments in the financial year	Balanced cash flow for year	Financial statements	3.1%	NA	NA	NA	Balanced cash flow. Meeting financial commitments	
		Completion of a VAT Audit	Completion by June	Record of results	1%	NA	Tender advertised	Service Provider appointed	Completed	
		Valuation of long-term medical care	Completion by end September	Valuation results and actuarial	1%	NA	NA	NA	Valuation complete	

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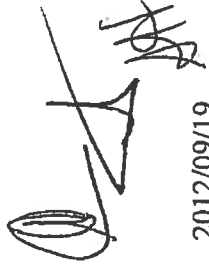
PERFORMANCE PLAN : Danie de Lange (Director: Finance and Corporate Services)

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets				
						September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013	
		Liabilities Delivery of an Annual Financial Sustainability Report with recommendations	Sustainability report	Sustainability Report	2.1% NA	NA	NA	NA	Sustainability report adopted by Council	
	Lobby for funding	4 Successful submissions to sector departments / possible funders for Finance and Corporate Services Department	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions	5.2%	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	
<b>KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>										
General	Ensure that capacity support to LMs is given priority	Implementation of the CDM Capacity building strategy - Finance and Corporate Services	3 Reports (quarterly) to Capacity Building Manager	Plan and 3 reports	4.1%	Capacity building plan for Finance and Corporate Services Developed	Report to Capacity Building Manager	Report to Capacity Building Manager	Report to Capacity Building Manager	
	Ensure that the Municipality complies with Legislation applicable to it	Delivery of consolidated financial statements to OAG on or before 30 September annually	Delivered on or before 30 September	Proof of delivery	2.1%	Statements delivered on or before 30 September	Response provided to Draft Management letter	Final letter included in annual report	NA	
	Risk Management	100% Legal compliance to all key legislation and by-laws	90%	MFMA checklist complete with comments; In-year reporting	4.1%	100% overall legal compliance to all key legislation	100% overall legal compliance to all key legislation	100% overall legal compliance to all key legislation	100% overall legal compliance to all key legislation	
	Exercise financial control over CDM	Ensure that sufficient and effective controls are in place to the institution	100% controls in place to manage risks	Internal Audit reports	4.1%	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	
	A legally compliant municipality	Receipt of a Clean Audit Report	Clean Audit Report	Clean Audit Report from AG	6.2%	NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	NA	
	Exercises budget control in order to prevent over/ unauthorized expenditure. This includes	No Exceptions raised in Internal and External Audit Reports	100% compliance to internal controls	Internal Audit Reports	3.1%	NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	NA	
		100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	3.1%	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy	

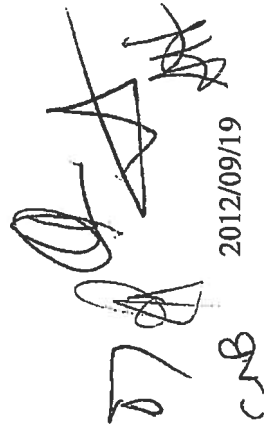
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2012/09/19  
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CORE COMPETENCY REQUIREMENTS (CCR's) : Danie de Lange (Director: Finance and Corporate Services) 2012/2013						
Core Competency Requirement	Annual Target	Proof	Weighting	Targets		
				September 2012/2013	December 2012/2013	March 2012/2013
<b>CCR 1. MANAGERIAL</b> Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	25% Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
<b>CCR 2. OCCUPATIONAL</b> Financial Management	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	25% Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
People Management and Empowerment	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	25% Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
Interpretation of and implementation within the legislative and national policy frameworks	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly


  
 27/09/19  
 CNB

Cacadu District Municipality 2013/14 Annual Budget and MTREF

**2.15 Municipal Manager's quality certificate**

I, D M Pillay, Municipal Manager of Cacadu 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 Cacadu District Municipality

Signature \_\_\_\_\_  
Date \_\_\_\_\_