

# FRANCES BAARD DISTRICT MUNICIPALITY



## ANNUAL BUDGET

2015 / 2016

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***MAYORAL BUDGET SPEECH***



## **BUDGET SPEECH 2015 - 2016**

### **FRANCES BAARD DISTRICT MUNICIPALITY**

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**Honourable Speaker,**  
**Honourable MECs,**  
**Honourable Mayors and Speakers of our local municipalities,**  
**Honourable Councillors,**  
**Municipal Managers,**  
**Partners in local government,**  
**Members of the media,**  
**Distinguished guests,**  
**Ladies and gentlemen,**

Mr Speaker,

I have the honour to present the fourth budget of our five year term of office, which is coming to an end before 18 August in 2016.

Councillors and the entire Frances Baard district community, we are enjoined by the Constitution of the Republic, in its section 156 and amongst others, to provide democratic and accountable local government to our communities as well as to ensure the provision of services to our communities in a sustainable manner. This is particularly magnified by the historic celebration of the Freedom Charter whose 60<sup>th</sup> anniversary is observed by our country and the entire democratic and progressive peoples

At the advent of our term of office we made a commitment to serve this district and its people to the best of our ability and to ensure that we strive towards excellence and the betterment of the living conditions of our people. Even though we experienced challenges, we managed to focus on the alignment of municipal services to the objectives and key performance indicators of the integrated development plan, through which we derive the mandate from our communities.

We have realised early the benefits of co-ordinating our administrative, financial and technical resources to ensure that we make full use of our limited resources to improve the lives of our communities. As a municipality we have been blessed to be part of a shared service model which does not put any financial obligation on our local municipalities. This is based on an understanding of the economic realities that confronts, especially, our three smaller local municipalities. We now have service level agreements with our local municipalities in areas of internal audit, financial services, technical support services, information communication technology, town planning, performance management and integrated development planning. This enables all the municipalities within the district to share and leverage on each other's best practice model.

We have strengthened our governance structures to ensure accountability on how we administer the municipality and respond to our communities. Our public participation plan, which we adopted in September 2014, has been proven to be yielding results as meeting with communities have assisted us to communicate on what is expected of us and what the community expect to hear. Our audit committee has also assisted us in ensuring that we abide by good governance practices that are embedded in this institution and meet our constitutional, and most importantly, a fiduciary duty to execute our set mandate.

In the same breath, for the 2014/15 FY we wish to account, amongst others, on the following:

We spent R30 million on infrastructure improvement in the district during the current financial year. Of this amount R20 million was directed towards eradicating backlogs and providing infrastructure as well as procuring machinery plant and equipment to improve service delivery. This amount was divided equally among the four local municipalities and the following was achieved:

- The increase in the sanitation fleet of Dikgatlong Municipality and repairs to electrical and water infrastructure.
- We completed the master plans for electricity in Dikgatlong Municipality, and upgraded some roads as well as bulk water and sanitation in Phokwane Municipality.
- The upgrade of electricity for Dikgatlong Municipality.
- Improvement of the provision of bulk water infrastructure in Ritchie, as well as the resealing of two water resources in Phokwane Municipality.

An EPWP-coordinator was also appointed to coordinate job creation and the district municipality managed to create 94 jobs during the past year. An EPWP grant of R1m was received and the total amount will be claimed by year-end. We need to maximise this co-ordinating role to ensure a district wide job creation strategy.

The emphasis in the current financial year has been towards addressing the apartheid legacy of spatial patterns and injustice, especially in the human settlements environment and we have commenced the implementation of objectives of the Spatial Planning and Land Use Management Development Act (SPLUMA) 2013. We have managed to prepare the spatial development framework for the district municipality as well as for both Magareng and Dikgatlong local municipalities. This year has also seen the completion of the required environmental studies (EIA) for township establishment in Dikgatlong local municipality and cadastral survey, pegging and registration with the Surveyor-General will commence from 2015/16.

Through the finalisation of these plans we will ensure that spatial development takes place in these areas will improve the quality of life of our communities. As you might know spatial planning greatly influences our environment and is therefore of strategic importance.

An amount of R702,930 was spent for the preparation of SDF/Integrated Zoning Scheme and EIA studies for Magareng and Dikgatlong municipalities respectively.

In the 2015/2016 financial year the objective is to enhance the implementation of SPLUMA by facilitating the preparation of the SDF for Sol Plaatje Municipality and the development of township establishment in Phokwane and Dikgatlong municipalities respectively. An amount of R2,337,000 has been earmarked for this purpose. We will be completing the integrated zoning schemes for Magareng local municipality and in that way ensure that this municipality use erven in its area for a correct use and to its full potential.

Our preparations for the implementation of the Spatial Planning and Land Use Management Act (SPLUMA) is being completed and all appropriate structures such as the municipal planning tribunal will be put in place in the coming financial year. With the exception of Sol Plaatje, we have taken a decision to have a joint municipal planning tribunal with our local municipalities. We will be assisting our local municipalities to prepare and adopt the necessary bylaws required for the implementation of SPLUMA in the 2015/16 financial year. Through our GIS, we are finalising the data cleansing project for the Dikgatlong local municipality and this will ensure that this municipality can prepare a much more focussed revenue enhancement strategy.

Throughout the world it has been found that SMMEs play a critical role in absorbing labour, penetrating new markets and generally expanding economies in creative and innovative ways. SMMEs are an important vehicle in addressing the challenges of job creation, economic growth and equity in South African society. SMME development is recognised by the National Development Plan as cardinal for dealing with challenges of poverty, unemployment and inequality.

In his Northern Cape Budget Speech for 2015, the honourable MEC John Block stated that “It is crucial that as government we invest in our youth to ensure a skilled and capable workforce to support government priorities.” In her 2015 state of the province address the honourable Premier Sylvia Lucas also stated that “The small, medium, micro enterprises (SMME) sector is one of the major contributors to the country’s gross domestic product (GDP), and thus equally contributes to economic growth as well as one of the key job drivers in the new growth path.”

Mr Speaker, I want to concur with these statements and confirm that we embrace it even more so as we as a district municipality continue to invest in preparing young graduates for the job market through our internship programme. Bi-annually we have an intake of approximately 20 - 25 interns in the field of tourism, local economic development, finance, information technology and internal audit. Through local economic development initiatives we focus especially on youth development through capacity building and empowering of SMME’s.

The Youth Entrepreneurial Development Programme is an ongoing initiative to develop LED practitioners and SMMEs out of young graduates who studied Commerce. The graduates are exposed to business opportunities and actual LED work to equip them with skills that will help them be successful in business or to find employment. Currently 12 SMMEs are being trained through the New Venture Training programme.

We have taken a conscious decision to establish a mayoral financial aid fund for young people to improve the skills levels in our district. In the current financial year, we have assisted 24 students in the district to study in various institutions of higher learning.

The district undertook an exercise to develop a policy to support sustainable SMME development in the district. The main objective of the FBDM SMME Development and Support Policy is to provide a framework for SMME development in the district through an integrated system of business support facilities. The policy directs how local municipalities, supported by the district municipality, should support SMMEs. In this way we will ensure that there is maximum impact instead of many uncoordinated efforts.



Through this directed and coordinated effort, the district will be able to create the required conducive environment for small business and entrepreneurship development in the district. The policy seeks to address the main challenges and constraints faced by SMMEs as well as to provide a guideline on interventions and programmes to ensure the necessary conducive environment is created.

The policy further aims to ensure that the SMMEs have the necessary resources (technical skills, soft skills, machinery and equipment) required. The review process formulated a Local Economic Development Strategy based on the identified development needs, opportunities, competitive and comparative advantages to inform and guide Frances Baard District Municipality and its local municipalities to facilitate development.

Through the strategy we will unlock the economic development potential of the area, encourage private sector investment and create a conducive environment for enterprise development and job opportunities for the community. Through this integrated approach to SMME development and LED strategy, we aim to thrust the district's economy onto a higher trajectory. One where the economy is diversified, productivity is enhanced, investment is stimulated and entrepreneurship flourishes.

We took a decision to utilise our full potential to market the district as a tourist destination, hence the inaugural stand at the Tourism Indaba in Durban this year. The Tourism Indaba is one of the major events on the tourism calendar and we saw it as an opportunity to market more extensively what the district has to offer in terms of tourism attractions. By so doing we will ensure that we tap into the tourism sector, which is a major contributor to the Provincial GDP and will boost the local economy.

Mr Speaker, in terms of the “back to basics” approach the district municipality is on track with the five pillars as identified by the approach. The district municipality is well within the acceptable levels regarding areas such as the delivery of basic services as we support our local municipalities both financially as well as technically. We have to work better with our local municipalities to complement their back to basics action plans.

We have assigned an engineering technician to each of the three smaller local municipalities and we are continuing our assistance according to the signed service level agreements that is in place. Our financial management system is also sound and we continue to have credible financial statements.

Mr Speaker, the district municipality managed to once again achieve an unqualified audit opinion with no matters of emphasis for the 2013/14 financial year. This is a great achievement for us, and yet we cannot fully bask in this glory whilst our local municipalities are not enjoying the same achievement. It is our intention to get our local municipalities to also record an improvement in their audit outcomes.

We have set aside R1,5m to support our local municipalities with financial service related matters including requests received and to ensuring that their financial systems are Standard Charts of Account (SCOA) compliant by 2017. In February and April of this year Council approved an amount of R2,8m to assist Magareng local municipality to meet its financial obligations (R2,2m for Eskom and R600,000 for the 2016 valuation roll).

On 19 March this year we re-launched the Frances Baard District Aids Council in order to strengthen our response to combat the pandemic and to realise the objectives of the Provincial strategic plan. Through the district aids council we will continue to engage with all relevant stakeholders to draw up integrated programmes to ensure that we combat the scourge together. We will work closely with the district aids coordinator seconded to the district municipality by the Office of the Premier.

The aids council also received a grant of R500,000 to continue with its work. We want to express our appreciation for the continued collective efforts by all levels of government in the fight against HIV/AIDS.

In the 2015/16 financial year the district municipality will have access to the rural roads asset management systems grant. The grant is intended to assist municipalities to establish a municipal road asset management system which will allow for the management of the municipal road network (including bridges), assess asset condition and the traffic carried by these assets.

Our level two accreditation status in the housing development function bestows us with the responsibility to plan and manage all human settlements in the district, with the exception of Sol Plaatje municipality projects. All budgeted projects for this financial year are progressing well and are on schedule. The following is the picture of housing delivery in the three local municipalities:

- The target of 100 houses in Magareng has been achieved.
- In Phokwane local municipality all 50 houses planned for Kingston have been completed and 224 houses for Pampierstad were completed.
- The project for the Buffer Zone in Dikgatlong local municipality kicked off amidst several challenges and currently 5 houses are completed. The 147 houses for Stillwater have been completed. Monthly site meetings and quarterly project steering committee meetings continues and regular consumer education workshops were conducted for the current financial year.

Mr Speaker, we have reason to pat ourselves on the back in terms of what we have been able to achieve with housing. In August 2014 we won the national award for the best level 2 accredited district municipality in South Africa at the National Govan Mbeki Awards and at the recently held Provincial Govan Mbeki Awards in April 2015 we were first runner-up for the Provincial best level 2 accredited municipality.

Mr Speaker, I now wish to return to the business of the day.

The budget for 2015/16 represents the penultimate budget for the current Council. We have worked for many months to find the right balance of measures to maintain support for our local municipalities to provide basic services to the people of this district. The Municipal Systems Act requires us to ensure financially and economically viable municipalities guided by the strategic planning instrument, the IDP.

At this stage, it is common cause that the Frances Baard District Municipality is grants dependent. 91% of the total revenue, the bigger portion of which is the equitable share is determined by the growth rate of the Gross Domestic Product. The district municipality collects own revenue anticipated at 9% of the total revenue for the 2015/16 financial year.

The district economy is mainly primary based and dominated by the Sol Plaatje's economy. Sol Plaatje municipality remains the biggest contributor to the economy of the district. The major revenue streams that support the programmes and activities of the district municipality remains government grants and subsidies, interest earned on external investments and actuarial gains.

Allow me now to take you through a more detailed presentation of how we propose to invest the funds that have been entrusted to us.

The total budget for the 2015/16 financial year is R168.49m. The operational budget is R155.1m (40 million of which goes to the capital expenditure of our local municipalities as well as R17,032m for special projects for both the district and its local municipalities. The capital budget for the district municipality is R13.39m. The anticipated deficit is R37.96m, which is mainly as a result of R30m budgeted for the capital projects as well as R10m budgeted for operation and maintenance. The largest portion of the budget is allocated to the Planning & Development and Infrastructure Services Departments. Allocations to these departments amounts to R78.43m and is directly linked towards the improvement of the quality of life of communities in the district. This includes R41.32m for infrastructure development and repairs and maintenance at local municipalities.

The extent of our support and investment in service delivery to our communities can be seen in the allocations made to our local municipalities. For the 2015/16 financial year we will be allocating an amount of R5m each to Dikgatlong and Sol Plaatje and R10m each to Phokwane and Magareng local municipalities for infrastructure development and a further R2.5m each for operation and maintenance.

The above allocation will include the following major infrastructure projects:

- In Phokwane: Refurbishment of the old oxidation pond system and the upgrading of the outflow line at the Jan Kempdorp Waste Water Treatment Works, fencing of Hartswater Water Treatment Works, a master plan for bulk water and sanitation infrastructure including a maintenance plan, a water conservation and demand management strategy, and water and sanitation for 608 stands in Guldenskat;
- In Magareng: The provision of sewer reticulation network for 558 sites in Warrenvale will continue, and we will also be procuring a TLB and a sanitation truck;
- In Sol Plaatje the main focus will be on bulk water supply in Ritchie/Modderivier; and
- In Dikgatlong: Replacement of steel/asbestos pipes in the water reticulation network in Barkly West and we will also be increasing their refuse removal capacity.

In terms of Operation and Maintenance the focus will be as follows:

- In Phokwane, Magareng and Dikgatlong: the maintenance of water and waste water treatment infrastructure, electrical infrastructure and maintenance of streets and stormwater infrastructure
- In Sol Plaatje: the maintenance of the Platfontein sanitation system and the maintenance of gravel roads.

For local economic development and tourism an amount of R3.03m and R3.44m has been allocated respectively. In terms of spatial planning R2.34m has been earmarked for the surveying of erven in Dikgatlong municipality; the development of a spatial development framework for Sol Plaatje municipality; the development of bylaws for three of our local municipalities; a CBD renewal plan for Magareng local municipality; township establishment for 450 erven in the Phokwane area and 200 erven in the Dikgatlong area.

A further R9.1m has been allocated to special projects in other divisions such as finance, human Resource, disaster management, environmental health and GIS. R1.69m has also been budgeted for replacement and acquisition of the Council motor vehicle pool.

A large portion on the usage of motor vehicles is to service our local municipalities through our different functions. Vehicles that have reached disposal stage are donated to our local municipalities in terms of our supply chain management policy.

Mr Speaker, grants and subsidies are still our biggest source of income and we are at R106.51m for 2015/2016. This dependency on grants and subsidies influences our expenditure.

The major grant funding that the district municipality is receiving from national government is as follows:

- Equitable Share: R 98.94m
- Finance Management Grant: R1.25m
- Municipal Systems Improvement Grant: R940k.
- Rural Road Asset Management Systems: R2.15m
- District AIDS Council Grant: R500k

Mr Speaker, as you can see we continue to be a district municipality which focusses most of its resources towards the support of our local municipalities and we will continue to do so in order to ensure that we improve the lives and living conditions of the communities that we were elected to serve.

In closing I want to share with you the following quote from Jim Rohn, “Don’t wish it was easier, wish you were better. Don’t wish for less problems, wish for more skills. Don’t wish for less challenges, wish for more wisdom.” close quote. We are stronger and wiser and better equipped because of the challenges we face every day, to ensure that we improve the lives of those we serve.

**Mr Speaker, lastly, I want to sincerely thank all Councillors, the Municipal Manager, the Heads of Department, managers, officials, stakeholders and members of the public who gave input to this process. I believe that this was a team effort and by sharing credit and thanking all involved I know we will have more of your dedication and support.**

**I thank you**

***BUDGET RELATED  
RESOLUTIONS***



**ITEM: COUN 02 05/2015**

**DEPARTMENT OF FINANCE:** ANNUAL BUDGET FOR THE 2015/16 FINANCIAL YEAR

(6/1/1/1 – 2015/16) (OM) (COUNCIL MEETING: 20 MAY 2015)

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**The acting Director: Finance reports as follows:**

The purpose of this report is to submit the annual budget for the 2015/16 financial year for approval by council as prescribed in the municipal finance management act (MFMA) and in terms of guidelines received from national treasury per MFMA circulars.

In terms of the MFMA, section 24, the municipal council must at least 30 days before the start of the budget year consider approval of the annual budget.

Subsequent to the tabling of the draft annual budget to council on 23 March 2015 and in compliance with section 23 of the MFMA, the following consultation processes and meetings were held with identified stakeholders on the contents of the budget as well as on measurable performance indicators for the 2015/16 budget year:

- |  |                       |
|--|-----------------------|
| • IDP / budget strategic session                               | 04 – 05 November 2014 |
| • Budget committee working session with HOD's/unit managers    | 12,13 & 16 March 2015 |
| • Workshop with council  | 17 March 2015         |
| • Submission draft IDP / budget to council                     | 23 March 2015         |
| • Advertisement in local newspaper                             | 08 April 2015         |
| • National treasury and other sector departments as prescribed | 22 April 2015         |

MFMA circulars 28, 48, 54, 58, 66, 67, 70, 72, 74 & 75 provide guidance on the content and format for municipal budget documentation in respect of the 2015/16 medium term revenue and expenditure framework. All municipalities are required to adhere to the prescribed format with regard to the content and format of budget documentation. The required table of content as provided by national treasury is as follows:

- **Mayoral budget speech:** - High-level summary of the budget that draws on executive summary and highlights key deliverables during the coming years.
- **Budget related resolutions:** - Draft resolutions must be included with the budget documentation tabled to full council.
- **Budget:** - The budget includes the executive summary; budget schedules – operating & capital to be approved by council; budget related charts and explanatory notes to the budget.

- **Supporting documentation:-** Budget process overview; alignment of budget with IDP; budget related policies – overview and amendments; budget assumptions; funding the budget; disclosure on allocations made by municipality; disclosure of salaries, allowances and benefits; monthly cash flows by source; measurable performance objectives and disclosure on implementation of MFMA as well as other legislation.
- 2014/15 financial year project rollovers are as follow:

Local municipality	Project	Amount rolled over	Remarks
Dikgatlong	Electricity master plan	R320, 000	The project will be completed in September 2015.
Dikgatlong	Surveying of ervens in Dikgatlong	R397, 000	The project is awaiting the approval of environmental impact assessment (EIA).
Phokwane	Resealing of raw water storage dam (Hartswater)	R200, 000	The project will be completed in September 2015.
Phokwane	Master plan: Roads infrastructure and maintenance plan	R800, 000	The project will be completed in September 2015.

The operating and capital budget for the 2015/16 financial year is attached as annexure for consideration and approval by council. **(Bound separately)**

**The Municipal Manager, in consultation with the acting Director: Finance, recommends as follows:**

### **RECOMMENDATION TO COUNCIL**

**1. Council resolves that the annual budget of the municipality for the financial year 2015/16 as per budget related resolutions of the budget document and indicative for the projected outer years 2016/17 and 2017/18 be approved as set out in the following schedules:**

1.1 Budget summary (*pg. b1*);

- 1.3 Budgeted financial performance (revenue and expenditure by standard classification) –table A2 (*pg. B2*);
- 1.4 Budgeted financial performance (revenue and expenditure by standard classification) –table A2 (*pg. B3*);
- 1.5 Budgeted financial performance (revenue and expenditure by municipal vote) – table a3 (*pg. b5*);
- 1.6 Budgeted financial performance (revenue and expenditure by municipal vote) a – table a3 (*pg. b6*);
- 1.7 Budgeted financial performance (revenue and expenditure) – table A4 (*pg. b12*);
- 1.8 Budgeted capital expenditure by vote, standard classification and funding – table A5 (*pg. B13*);
- 1.9 Budgeted capital expenditure by vote, standard classification and funding – table A5 (*pg. B14*);
- 1.10 Budgeted financial position – table A6 (*pg. B 17*);
- 1.11 Budgeted cash flows - table A7 (*pg. B18*);
- 1.12 Cash backed reserves/accumulated surplus reconciliation - table A8 (*pg. B19*).
- 1.13 Asset management – table A9 (*pg. B 20*);
- 1.14 Basic service delivery measurement table A10 (*pg. B21*)
- 1.15 Other related supporting documentation - table SA1 to SA 37 (*pg. B22 to B77*)
- 1.16 The accounting officer also recommends that council approves the rollovers from the 2014/2015 to the 2015/16 financial year.
- 2. Council notes the approved amended integrated development plan for the budget year 2015/2016 as a separate item to council.**
- 3. Council approves the measurable performance objectives for revenue, expenditure and capital from each source reflected in tables SA4 to SA6 for the budget year 2015/2016.**
- 4. Council notes the approved policies for supply chain management, credit control, debt collection and indigents, tariff policy, asset management policy and cash and investment policy for the budget year 2015/2016, and notes that amendments will be submitted as and when necessary, before the end of june 2015.**

5. Council notes that the SDBIP will be tabled to the executive mayor within the prescribed time frame as stipulated in the MFMA.

**RESOLVED**

**Issues that were raised:**

- *The municipal manager indicated to Council that the amendments to the budget adopted earlier by Council should be incorporated into the budget before it is adopted.*
1. Council resolved that the annual budget of the municipality for the financial year 2015/16 as per budget related resolutions of the budget document and indicative for the projected outer years 2016/17 and 2017/18 be approved as set out in the following schedules:
- 1.1 Budget summary (*pg. b1*);
  - 1.3 Budgeted financial performance (revenue and expenditure by standard classification) –table A2 (*pg. B2*);
  - 1.4 Budgeted financial performance (revenue and expenditure by standard classification) –table A2 (*pg. B3*);
  - 1.5 Budgeted financial performance (revenue and expenditure by municipal vote) – table a3 (*pg. b5*);
  - 1.6 Budgeted financial performance (revenue and expenditure by municipal vote) a – table a3 (*pg. b6*);
  - 1.7 Budgeted financial performance (revenue and expenditure) – table A4 (*pg. b12*);
  - 1.8 Budgeted capital expenditure by vote, standard classification and funding – table A5 (*pg. B13*);
  - 1.9 Budgeted capital expenditure by vote, standard classification and funding – table A5 (*pg. B14*);
  - 1.10 Budgeted financial position – table A6 (*pg. B 17*);
  - 1.11 Budgeted cash flows - table A7 (*pg. B18*);
  - 1.12 Cash backed reserves/accumulated surplus reconciliation - table A8 (*pg. B19*).
  - 1.13 Asset management – table A9 (*pg. B 20*);
  - 1.14 Basic service delivery measurement table A10 (*pg. B21*)
  - 1.15 Other related supporting documentation - table SA1 to SA 37 (*pg. B22 to B77*)

- 1.16 The accounting officer also recommends that council approves the rollovers from the 2014/2015 to the 2015/16 financial year.
2. **Council took note of the approved amended integrated development plan for the budget year 2015/2016 as a separate item to council.**
3. **Council approved the measurable performance objectives for revenue, expenditure and capital from each source reflected in tables SA4 to SA6 for the budget year 2015/2016.**
4. **Council took note of the approved policies for supply chain management, credit control, debt collection and indigents, tariff policy, asset management policy and cash and investment policy for the budget year 2015/2016, and notes that amendments will be submitted as and when necessary, before the end of June 2015.**
5. **Council took note of that the SDBIP will be tabled to the executive mayor within the prescribed time frame as stipulated in the MFMA.**
6. **Council resolved that the R 40 000.00 which was initially allocated for the financial contribution to the N12 treasure route board, in the draft budget for 2015/16 FY, be re-allocated to the training for councillors vote.**
7. **Council resolved that R 50 000.00 be from the allocation towards the Gariep Festival, in the draft budget for 2015/16 FY, be re-allocated to the employee wellness vote.**
8. **Council approved the inclusion of R165 520.00 to the budget for capital assets to be procured in the 2015/16 financial year upon the relocation of Frances Baard District Municipality Tourism Unit to the Flagship Tourism Centre.**



.....  
MUNICIPAL MANAGER

22 May 2015  
.....  
DATE

# ***EXECUTIVE SUMMARY***

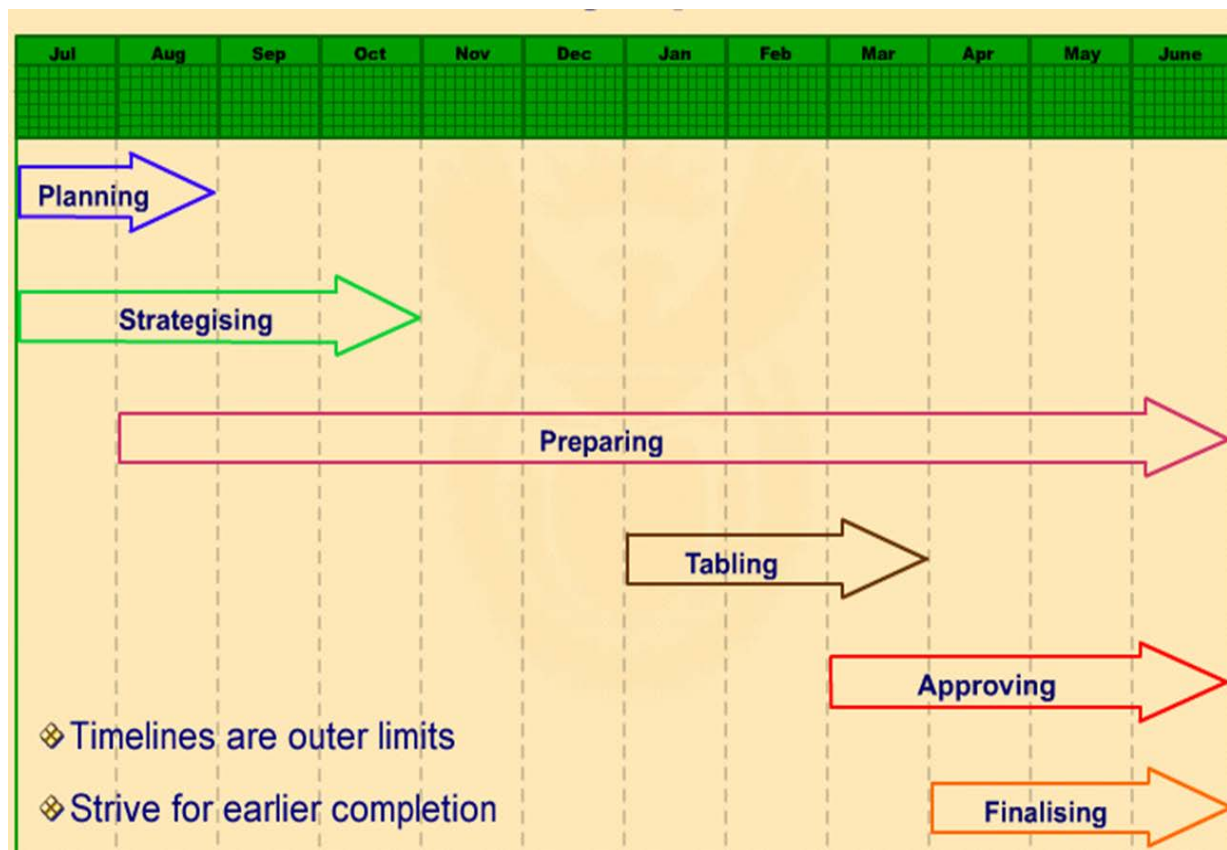
# ANNUAL BUDGET FOR THE YEAR ENDING 30 JUNE 2016

## INTRODUCTION

The budget for the 2015/16 financial year has been drawn up in terms of chapter 4 of the Municipal Finance Management Act 56 of 2003 (MFMA) and the Municipal Systems Act of 2000 (MSA) on matters specifically related to the budget as well as direction from National Treasury on policy guidelines (MFMA Circulars).

The Medium Term Budget Policy Statement 2015 notes that the South African economic growth for 2015 is just 2 per cent, down from 2.5 per cent indicated in October last year. The South African economic growth for 2016 has been revised down to 2.4% from 2.8%, and it is expected to rise to 3% by 2017. The weaker global growth prospects and slower growth rate in key emerging markets. Slow growth means that the economy does not generate the tax revenue needed to balance our budget. The municipalities must adopt a conservative approach when projecting their expected revenue and cash receipts as well as pay particular attention to managing of revenue effectively and carefully and evaluate all spending decisions. In generating capacity for spending on key municipal infrastructure, the municipalities will have to identify inefficiencies and eliminate non-priority spending.

The annual budget in respect of the 2015/16 financial year has been prepared according to the approved IDP / Budget Process Plan and consists of the following six processes:



- **Planning:** - Schedule key dates, establish consultation forums, review previous processes. The Executive Mayor has during July 2014 tabled a time schedule outlining key deadlines for reviewing the IDP, preparation, tabling and approval of the budget.
- **Strategizing:-** Review IDP; Set service delivery objectives (3 years); Consider local, provincial and national issues; Consider previous and current year performances; Consider economic and demographic trends; Review policies and consult on tariffs
- **Preparing:** - Prepare budget, revenue and expenditure projections; Draft and amend policies; Consider local, provincial and national priorities.
- **Tabling:** - Table draft budget (*90 days prior to new financial year*), IDP & Budget related policies; Consult and consider formal responses from local, provincial and national.
- **Approving:** - Council considers approval of the budget and related policies 30 days prior to new financial year.
- **Finalising:** - Publish approved Service Delivery and Budget Implementation Plan (SDBIP) as well as Annual Performance agreements and key indicators.

## **1. OUTCOMES OF CONSULTATIVE PROCESS**

After Council's approval of the draft annual budget on 23 March 2015, the following consultation processes and meetings in terms of section 23 of the MFMA were held or still to be held with identified stakeholders on the contents of the budget as well as on measurable performance indicators for the 2014/15 budget year:

- |  |                       |
|--|-----------------------|
| • IDP / Budget Strategic Session   | 04 – 05 December 2014 |
| • Budget Committee working sessions – HOD's / Unit Managers                              | 12,13 & 16 March 2015 |
| • Workshop with Council  | 17 March 2015         |
| • Submission of the Draft IDP and Budget to Council                                      | 23 March 2015         |
| • Advertisement on a local newspaper   | 08 April 2015         |
| • National Treasury and other sector departments as prescribed by section 23 of the MFMA | 22 April 2015         |

## **2. SITUATIONAL ANALYSIS**

The Northern Cape Province is the largest province geographically with a total area of 372,889 square kilometers. The estimated population of the province is 1,114,861 people; which is the smallest share of the South African population (*Statistics SA, 2011*).

Frances Baard is situated in the north-eastern corner of the Northern Cape Province. The district is the most densely populated district with approximately 382, 087 people. It is bordered by 2 provinces namely the Free



State in the east, the North West to the north and by two district namely Siyanda to the west and Pixley ka Seme to the south.

The district comprises of four local municipalities with the population distribution estimated as follows: Magareng (24 203), Dikgatlong (46 842), Phokwane (63 000) and Sol Plaatje (248 042) (*Statistics SA, 2011*).

### ***2.1 Demographic Composition:***

The Frances Baard District Municipality is the most populous district in the province, accounting for over a third (34, 28%) of the provincial population; and majority of which (65%) lives in Sol Plaatje municipality. It has a total area of 12,384 square km and a population density of 30, 85 persons per square km-making it the most density populated district in the province.

The district population has grown at a rate of 1.6% per annum between 2001 and 2011. It is important to note that the population of Frances Baard is fairly equally distributed with 48, 5% males and 51, 4% females. The population of the district is similar to that of most developing economies; it is dominated by a young population. Thus a third (30%) of the population is  $\leq 15$  year old, about 65% of the population is economically active<sup>1</sup> (16-64 years) and 5.5% of the population are pensioners. The economically active age group has increased from about 203,000 people in 2000 to almost 240,807 people in 2011 (*Statistics Data, 2011*).

In 2010 the majority (88.8%) of the adult population (population aged 20 years and older) living in Frances Baard had some form of schooling. However 11.2% of the district adult population had no form of schooling; only 26.6% of the Frances Baard adult population had obtained some primary schooling; and only a limited portion of the District adult population (26.3%) had obtained Grade 12. As a result, the majority of the economically active population of the district is unskilled rendering it employable only in semi-skilled and unskilled occupations.

### ***2.2 Economic Analysis:***

The Northern Cape Province recorded a 2.1% annual economic growth rate which is 1.5% lower than the average South African Growth Rate of 3.6%. The Northern Cape Province's largest economic contributor is the primary sector (mining and agriculture) which contribute 32.2% followed by the secondary sector (manufacturing and construction) which contributes 7.3% and lastly the tertiary sector which contributes 51% of the Provinces' Economy (*Statistics SA: GDP p0441: 2010*).

The Gross Domestic Product (GDP) indicates the value of services and goods produced within the geographic boundaries of an area during a period of one year.

Frances Baard District Municipality is the strongest economic region in the province, accounting for 36% of the provincial GDP. The Major contributor to the regional GDP is Sol Plaatje (74, 5%), followed by Phokwane (15%), Dikgatlong (8, 5%), and Magareng (2%).

### ***2.3 Employment Analysis:***

The Frances Baard DM has a high unemployment rate (34.0%) and youth unemployment is even higher (43.9%).

Dikgatlong LM has the highest unemployment rate (39.7%) within the District Municipality as compared to the other local municipalities. The main contributing factor to the low levels of employment in Dikgatlong LM is the high percentage (86.2%) of labour force that has not obtained a Grade 12 Senior Certificate and Higher Qualification, resulting in a primarily unskilled labour force (*Quantec Research, Standardized Regional Data, 2011*).

The District has an employable population of 87, 170 people and a total of 102, 529 people that are not economically active. In terms of the distribution of the employed, it is skewed towards Sol Plaatje with 72.3%, while only 4.2% of the employed are in Magareng.

### ***2.4 Basic Service Delivery – Infrastructure Services:***

- **Water & Sanitation:**

Access to water is a constitutional right to everyone as stipulated by Section 27 (b) of the Constitution of South Africa 1996. Municipalities are mandated by amongst others the Municipal Structure Act 1998, the Municipal Structures Amendment Act 2000 and the Water Services Act 1999, to provide potable water to households within their areas of jurisdiction.

It is estimated that about 5450 households (5%) in the district have no access to water and about 16,576 households (16%) lack access to proper sanitation.

These are administratively and spatially distributed as follows:-

Water: - Sol Plaatje – 2285, Dikgatlong – 851, Magareng – 630, Phokwane – 1726

Sanitation:- Sol Plaatje – 8417, Dikgatlong – 2963, Magareng – 700, Phokwane – 4238  
(STATSSA: Census 2011)

- **Electricity**

The availability of energy remains a serious resource challenge. In the last ten years community's access to electricity has significantly improved. In accordance with the Census 2011 over 85% of the households in the district have access to electricity for lighting. This leaves a gap of 14 743 households.

### **Issues:**

- ESKOM struggle to generate enough power to meet the national demand.

- Some renewable energy projects have been implemented (Droogfontein Solar).
- Lack of suitable incentives for energy savings.
- In the very rural areas the availability of bulk electricity makes connecting households difficult.

- **Roads**

Frances Baard District has about 606 km of gravel roads within the municipal areas. The district has purchased a grader and appointed a grader operating team to assist with grading of gravel streets in the category B municipalities. There are no road master plans for the different municipalities. Municipalities also do not have sufficient funds to budget adequately for maintenance of streets and storm water.

The conditions of provincial gravel roads within the district have deteriorated over the years due to the following reasons:-

- Insufficient funds are allocated for road maintenance.
- Increased traffic volume – has exacerbated road conditions.

- **Housing**

The year 2013-2014 marked yet another successful year for the district municipality in terms of delivery of human settlements and provision of basic services. As a result of the success, the district municipality was awarded a Best Accredited Level 2 Municipality Category B in South Africa. The delivery of human settlements was however not without challenges.

The District Municipality covers an area comprising of four (4) local municipalities, namely, Dikgatlong Local Municipality, Magareng Local Municipality, Phokwane Local Municipality and Sol Plaatje Local Municipality. Of these local municipalities, Sol Plaatje has the highest backlog in the district as a result of geographical area and population size. The Magareng Local Municipality has the lowest backlog in the district.

## ***2.5 Local Economic Development (LED):***

Local Economic Development is the creation of a platform and environment in order to engage stakeholders to implement municipal strategies and programmes. It's the process whereby all economic forces in a municipality are brought on board to identify resources, understand needs and plan the best way of making the local economy fully functional, investor friendly and competitively productive. Municipalities are mandated by the provisions of Section 152 (c) of the Constitution of South Africa 1996 to ensure the socio-economic development of local communities.

The district economy is still very much primary based and skewed towards the Sol Plaatje Local municipality's economy. Sol Plaatje local municipality alone is responsible for over 80% (rand value) of the value addition in the district while the secondary sector contributes well under 10%.

There are a lot of activity planned and happening in the district to diversify the economy and some of these initiatives are:

- Establishment of a manufacturing incubation;
- Expose and training of graduates on local economic development and entrepreneurship;
- Support and strengthening of SMMEs (Small Business Week, direct support with machinery, training and exhibitions for SMMEs);
- Establishment of business support centres;
- Trade and Investment promotion;
- Support to Ritchie incubation hub;
- The establishment of an oil processing plant;
- Dikgatlong Bio-Mass project;
- Formalization of the Pebbles trading in Dikgatlong 64;
- Development of Incentive policies for local municipalities;
- Strengthening of coordinating structures (LED forum, SLP Committee, Agriculture Committee);
- Introduction of more indigenous products to the formal market;
- Focus on maximizing value addition to the current farming activities;
- Support of barley farming and Malt plant;
- Create a more sustained effort towards mining beneficiation in the district;
- Sustainable Small scale mining; and
- Support and strengthening of alternative energy sector and social investment of the said sector.

## ***2.6 Tourism:***

Tourism in the Frances Baard District has been identified as a sector with massive potential for economic growth. Frances Baard District Municipality is the smallest district with the Northern Cape, which boasts Kimberley as a major tourist destination within its region. The District remains the most visited destination within the Northern Cape. FBDM has a rich history and natural resources that can promote tourism development in the region. It is well located along the alternative route N12 from Cape Town to Johannesburg, therefore well situated for local and international tourist markets.

Our district is predominantly a mining and agricultural district, but also offers rich experiences in terms of our culture and history. The district comprises of four local municipalities, each boasting its own unique offerings.

### **Issues:**

- Lack of functional tourist information provision;
- Lack of brand awareness;
- Limited Tourism capacity;
- Community Involvement;
- Local Tourism associations; and
- Packaged Tourism experiences (Route development).

## ***2.7 Environmental Management:***

Section 84 (1) (i) of the Local Government Municipal Structures Act, 1998 mention municipal health services as one of functions and powers of the district municipality. FBDM is currently rendering

municipal health services in Dikgatlong and Magareng local municipalities while Sol Plaatje and Phokwane municipalities' renders municipal health services in their areas of jurisdiction.

FBDM has a statutory obligation to perform the environmental and municipal health services in the Frances Baard district municipal area and has appointed a service provider to conduct a section 78 assessment to decide whether the statutory responsibility will be exercised by an internal or external mechanism.

- ***Waste Management:***

In accordance with the provisions of Section 11 of the National Environmental Management Waste Act (59) 2008; municipalities are required to prepare Integrated Waste Management Plan as part of their Integrated Development Plan.

In terms of the National Environmental Management: Waste Management Plan, 2008, local municipalities are responsible for the operation and management of landfill sites in their municipal areas. The operation and management of these sites remains a challenge for local municipalities due to inadequate budgets and a lack of equipment.

- ***Water Quality***

Most communities and schools especially in rural areas are dependent on boreholes for water. In many instances the water does not conform to the standards (SANS, 241 of 2011). Failures are communicated through to the local municipalities and the FBDM's Technical Unit for intervention. The Department of Education is busy installing treatment equipment at these schools

- ***Air Quality:***

FBDM is the Atmospheric Emissions Licensing Authority. Four applications have been received and reviewed. Smoke from households remains a main cause of air pollution. More awareness campaigns on the causes and effects of air pollution must be conducted to sensitize the communities on air pollution.

- ***Environmental Health:***

At the municipal level, municipal health service is one of the corner stones of National Health Systems that promotes good quality health through the control and prevention of health nuisance and environmental health risks. It is one of the major elements of preventative and promotes aspects of the health care system that provides opportunities to enhance health through the promotion of health environments that contributes to better health outcomes.

Many local municipalities do not have environmental by-laws in place to protect the communities against health hazards and nuisances and to protect the environment against degradation. FBDM has developed a set of municipal and environmental health by-laws to act against perpetrators causing these hazards of nuisances. These by-laws have been approved by Council and will be gazetted.

### ***2.8 Disaster management and fire services:***

The Disaster Management Act (Act 57 of 2002) gives the responsibility of disaster management to metropolitan and district municipalities. The district disaster management unit is responsible for firefighting in Magareng, Dikgatlong and Phokwane local municipalities. The unit is also responsible to build institutional capacity at a local level. FBDM has appointed three disaster management practitioners, one practitioner per local municipality except for Sol Plaatje.

The local municipalities do not budget for disasters or incidents occurring within their jurisdiction. They solely depend on the support and assistance from the FDBM. With reference to The National Disaster Management Framework (2005) clause 7.7.1.4., municipalities have to budget for rehabilitation and reconstruction of post-disaster.

The district municipality reviewed the District Disaster Management Plan and similar plans have also been developed for the Magareng, Phokwane and Dikgatlong local municipalities. A response and recovery strategy has also been developed to assist the district municipality and all other disaster management stakeholders to respond uniformly and be prepared for disastrous incidents/events.

To build institutional capacity at local level FBDM has appointed three (3) Disaster Management Practitioners. One practitioner has been allocated per municipality i.e. Magareng, Dikgatlong and Phokwane.

### ***3. DISTRICT-WIDE PRIORITY ISSUES:***

In order to enhance the impact of resources allocation nationally it is imperative that planning within the three spheres of government is aligned. It is from this premise that the district Integrated Development Plan is aligned with the IDP's of local municipalities. To facilitate alignment, the priority issues of all the municipalities are combined to produce district-wide priority issues.

The district-wide priority issues are a summation of the priority issues of the local municipalities. This in essence is the process of alignment between the district integrated development plan and the IDP's of local municipalities.

On this basis the district-wide priority issues for 2015-2016 may be summarized as follows:-

1. Water
2. Electricity and Streets Light
3. Land
4. Housing
5. Stormwater and Streets
6. LED and Job Creation

7. Sanitation
8. Waste Management
9. Health services
10. Education
11. Youth Development
12. Disaster Management

The provision of basic services (water, electricity, housing, sanitation, etc.) still dominates the priority list of the district municipality and remains a key focus area for attention and support.

#### ***4. ALIGNMENT WITH NATIONAL, PROVINCIAL AND DISTRICT PRIORITIES***

In order to achieve maximum impact in resource allocation and project implementation it is critical that the prioritization of needs, allocation of resources and the implementation of projects within and between the three spheres of government is aligned and harmonized. It is through this “concept” that planning at national, provincial and local level relates and informs one another.

Each of the three spheres of government has a planning tool used in the execution of its mandate. At the national level they are: the National Development Plan (NDP), Medium Term Strategic Framework (MTSF), the National Spatial Development Perspective (NSDP) to mention only a few. At the provincial level it is the Provincial Growth and Development Strategy (PGDS) and Strategic Plans of individual departments, and at the municipal level it is the Integrated Development Plans (IDP's) and the Local Government Turn Around Strategy and Implementation.

In accordance with the provisions of the Constitution of South Africa 1996 and the White Paper on Local Government 1998, municipalities are supposed to be “developmental local government – which is local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”.

Thus ideally a municipality should:

- Provide democratic and accountable government for local communities;
- Be responsive to the needs of the community;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote safe and healthy environment;
- Encourage the involvement of communities and community organizations in the matters of local government;
- Facilitate a culture of public service and accountability amongst its staff; and
- Assign clear responsibilities for the management and coordination of this administrative unit and mechanism.

However after several years of local government system, cracks seem to appear within the structures of local government. There are signs of discontent in the streets of municipalities. The ongoing service delivery protests in municipalities may be interpreted as lack of citizens’ confidence and trust in the system and a symptom of alienation of citizens from local government.

It is critical to note that municipalities have varying strengths and weaknesses and therefore require individually tailored intervention measures. These intervention measures termed “Turn Around Strategy” are comprehensive but differentiated programmes of action aimed at ensuring that municipalities meet the basic service needs of communities. They are high level government-wide responses aimed at stabilizing local government. The objective of the Municipal Turn Around Strategies are:

- To ensure that municipalities meet the basic service needs of communities;
- To build clean, effective, efficient responsive and accountable local government;
- To improve performance and professionalism in municipalities;
- To improve national and provincial policy, oversight support; and
- To strengthen partnership between communities, civil society and local government.

*(Source: Implementation Plan-Local Government Turn Around Strategy-COGTA-January 2010)*

Short, medium and long term steps underpin the vision of the District Municipality in improving the quality of life of communities in the district. Developmental strategic goals, objectives and annual priorities were therefore identified for the five-year electoral term of office of the Council. These focus areas are encapsulated in the IDP in accordance with the “Turn Around Strategy” and the Local Government: Municipal Performance Regulations for Section 57 employees, the main KPA’s for municipalities are:-

- Basic service delivery;
- Municipal Institutional Development and Transformation;
- Local Economic Development (LED);
- Municipal Financial Viability and Management; and
- Good governance and public participation.

On this basis therefore strategic priority issues were identified and adopted. The outcome of these strategic goals and priorities with regard to the impact on the community is the reduction of backlogs in infrastructure e.g. increased access to free basic services; increased community participation in the affairs of the municipality, customer care, job creation and poverty alleviation, increased economic growth, safe and healthy environment.

Council is optimistic that the political arrangements allow for solid and stable leadership and the municipality’s limited institutional structure has matured to allow for sustainable service delivery within the confines of the delegated powers and functions.

## **5. STRATEGIC OBJECTIVES**

Informed by the district municipality’s Turn-around Strategy and the Local Government: Municipal Performance Regulations for Section 56 employees, the following strategic objectives were formulated:

### ***KPA 1: Basic Service Delivery***

***Goal: Improved access to sustainable basic services in the District.***

#### **Objective:**

- To Assist LM’s with projects identification, review and prioritisation in IDP’s annually;



- To support the provision of potable water, sanitation facilities, electricity and streets and Stormwater to all households in the district by 2016;
- To support operation and maintenance of infrastructure in the local municipalities annually.
- To promote Transport Planning in the local municipalities by 2016; and
- To promote the creation of job opportunities for the unemployed through the EPWP in the local municipalities in the district.

**Goal: Facilitate the creation of sustainable human settlement.**

**Objective:**

- Facilitate the reduction of the Housing backlog by 2015/16; and
- Capacitate the consumers of human settlement.

***KPA 2: Municipal Institutional Development and Transformation***

**Goal: To promote and support sustainable municipal health and environmental planning and management in the District.**

**Objective:**

- To render effective and sustainable municipal health services in the district by 2015/16; and
- To render effective and sustainable environmental planning and management in the district by 2015/16.

**Goal: Promotion and implementation of an effective and efficient Disaster Management and Fire Fighting service in the France Baard District.**

**Objective:**

- To develop integrated institutional capacity for Disaster Management at three local municipalities by 2015/16;
- To implement response and recovery mechanisms as per DDMF to four local municipalities by 2015/16;
- To develop Institutional capacity and acquire resources for firefighting services for three local municipalities in the district by 2015/16; and
- To safeguard council's assets by continuously enhancing and upgrading physical security systems and accessibility by 2015/16.

**Goal: To provide a fully effective Human Resource Management function to the District and support to local municipalities.**

**Objective:**

- To ensure Human Resource Management support to all departments in the district by 2015/16; and

- To provide assistance and support on Human Resource Management to three local municipalities by 2015/16.

**Goal: Provide sound record, archives and office support services.**

**Objective:**

- To ensure compliance to the National Archives Act and related legislation by 2015/16.
- To render an effective and cost-efficient office support function by 2015/16; and
- To ensure 100% maintenance of the building and the management of contractors by 2015/16.

**Goal: Render an effective and efficient Information Technology support in the District.**

**Objective:**

- To increase and improve ICT infrastructure accessibility by 100% in three local municipalities by 2015/16;
- To implement and maintain the Disaster Recovery Plan by ensuring 100% ICT connectivity in three local municipalities by 2015/16; and
- To align ICT Governance principles with the sustainability objectives of the municipality by 2015/16.

**Goal: Attain credible and implementable IDPs in the District.**

**Objective:**

- To facilitate the preparation and review of IDP in compliance with relevant legislation and policies by 2015/16;
- To facilitate and support the review of implementable IDPs in the district by 2015/16; and
- To facilitate and support the development and review of sector plans by 2015/16.

**Goal: Establish and maintain sustainable and compliant performance management system in the district.**

**Objective:**

- To establish functional and sustainable performance management systems in compliance with legislation in the district by the end of 2015/16;
- To maintain a functional and compliant institutional performance management system in FBDM up to 2015/16; and
- To support FBDM management in complying with local government legislation and initiatives up to 2015/16.

**Goal: Facilitate the development of sustainable human settlements through effective town and regional planning.**

**Objective:**

- To facilitate the development of urban areas in accordance with approved spatial plans by 2015/16;
- To support the implementation of Spatial Development Framework by 2015/16; and
- To facilitate the preparation of township establishment and informal settlement upgrading in local municipalities 2015/16.

**Goal: Provision of reliable spatial information as a planning and management tool in order to enhance service delivery in the district.**

**Objective:**

- To ensure the creation of integrated GIS services in the district by 2015/16; and
- To enhance GIS as a planning tool in the district by 2015/16.

***KPA 3: Local Economic Development (LED)***

**Goal: Facilitate growth and diversification of the district economy by optimizing all available resources.**

**Objective:**

- To support the diversification of the district economy by 2015/16;
- To support SMME development through the implementation of the FBDM SMME support policy by 2015/16.;
- To develop incentive policies for local municipalities by 2015/16;
- To support the EPWP concept/initiatives in the district by 2015/16; and
- To coordinate and support LED structures by 2015/16.

**Goal: Ensure the development of a vibrant tourism sector that facilitates sustainable economic, environmental and social benefits in the district.**

**Objective**

- Support and promote the development of tourism in the local municipalities by 2015/16;
- Establish and expand a vibrant and sought after destination brand for FBDM by 2015/16; and
- Facilitate strategic partnership and participation of all FBDM tourism role players by 2015/16.

***KPA 4: Municipal Financial Viability and Management***

**Goal: Provide an effective and efficient financial management service in respect of municipal assets, liabilities, revenue and expenditure in a sustained manner to maximise the district municipality's development role.**

**Objectives:**

- Ensure long-term financial sustainable by 2015/16;
- Ensure full compliance with all accounting statutory and legislative requirements by 2015/16;
- Ensuring proper systems of supply chain management by 2015/16;
- Ensure effective debt collection and implementation of revenue generating strategies by 2015/16;
- Ensure the proper management of cash resources to meet financial liabilities by 2015/16; and
- Provide financial management support to four local municipalities by 2015/16.

***KPA 5: Good Governance and Public Participation***

**Goal: Create, strengthen and preserve favourable opinion of the district through effective channels of communication.**

**Objectives:**

- To promote and communicate a positive public opinion on service delivery in the district by 2015/16;
- To facilitate the collaboration of government activities and programmes through effective communication networks by 2015/16;
- To support the improvement and maintenance of morale and staff engagement to successfully implement the goals of the district municipality by 2015;
- To provide advisory services to the design and implementation of risk management processes in the district yearly until 2015/16;
- To evaluate and contribute to the establishment and improvement of governance, risk management and processes in the district and local municipalities on a quarterly basis until 2015/16; and
- To build internal audit capacity in local municipalities intended for the establishment of Internal Audit units in two other local municipalities by 2015/16.

**Goal: To safeguard the interest of the municipality in all legal related matters and to ensure that the operations of the municipality are conducted within the parameters of law.**

**Objectives:**

- The implementation of procedures for comprehensive legal services by 2015/16; and
- To ensure sound legal binding contracts by 2015/16.

***6. PREVIOUS YEAR FINANCIAL PERFORMANCE (2013/14)***

According to the financial year end performance result, the district municipality continues to improve its financial position through efficiency and sound financial practices in order to deliver on its constitutional and developmental mandate.

The district municipality remains committed to support and build the capacity of its local municipalities within the district to meaningfully perform their functions and exercise their powers. It is therefore imperative to transform the local municipalities to such an extent that they become self-sufficient, responsive, developmental in nature and above all financially sustainable. Despite the global economic downturn experienced at the moment and the ripple effect it might have on local government to deliver in terms of its mandate, the district municipality is under severe pressure to allocate more resources as supplementary funding in an effort to protect the poor from the worst economic turndown impacts. Notwithstanding the negative impact on revenue streams and ability to spend according to service delivery and budget implementation plan, the district municipality manages to maintain focus on key service delivery areas in supporting the local municipalities.

## 6.1 OPERATING RESULTS

The operating activities for the 2013 / 2014 financial year ended in a deficit of R332, 852.

The operating results for the year ended 30 June 2014 are as follows:

<i>Revenue &amp; Expenditure</i>	<i>Actual 2013 R</i>	<i>Actual 2014 R</i>	<i>Variance 2013/14 %</i>	<i>Budget 2014 R</i>	<i>Variance Actual / Budget %</i>
Operating Income for the year	101 920 686	102 078 439	0.15%	99 839 680	(2.24%)
Operating Expenditure for the year	(99 554 983)	(102 411 291)	2.87%	(121 903 670)	15.99%
Discontinued Operations	0	0			
<b><i>SURPLUS / (DEFICIT) FOR THE YEAR</i></b>	<b><i>2 365 702</i></b>	<b><i>332 852</i></b>		<b><i>(22 063 990)</i></b>	
Accumulated Surplus / (Deficit) at the beginning of the year	74 688 564	75 947 879			
Net appropriations for the year	(1 106 387)	(796 436)	-28.01%		
<b><i>Accumulated Surplus / (Deficit) at the end of the year</i></b>	<b><i>75 947 879</i></b>	<b><i>74 818 591</i></b>		<b><i>(22 063 990)</i></b>	

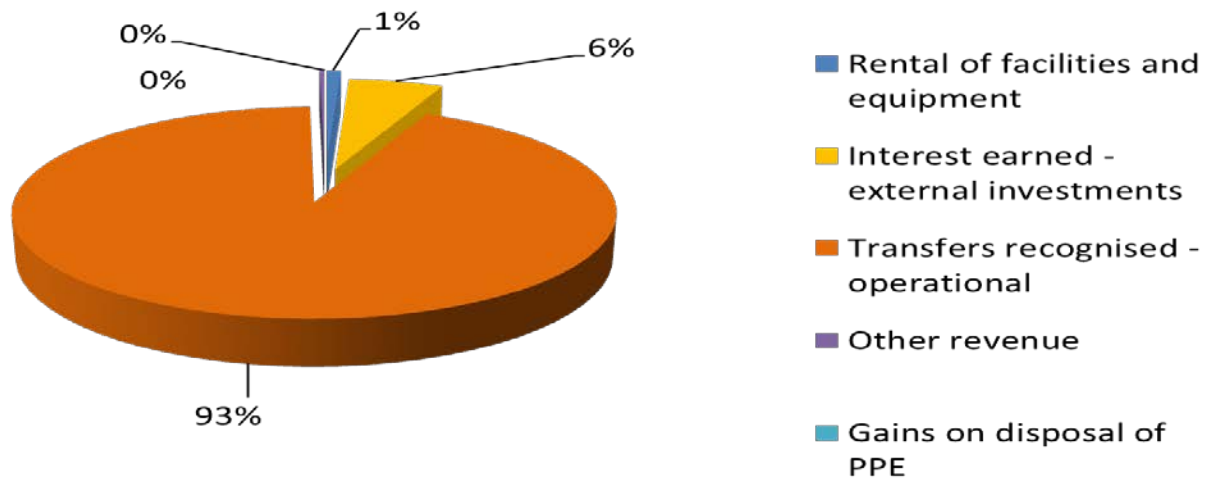
Council's performance, when compared to the budget, must be seen in the context of conservative budgeting practices influenced by other factors such as the inability of some Category B municipalities to implement grant & subsidy allocated projects.

## 6.2 OPERATING REVENUE

The major revenue streams that supported the programmes and activities of the district municipality were:

- Government Grants and Subsidies;
- Interest Earned – External Investments; and
- Rental of Facilities and other income.

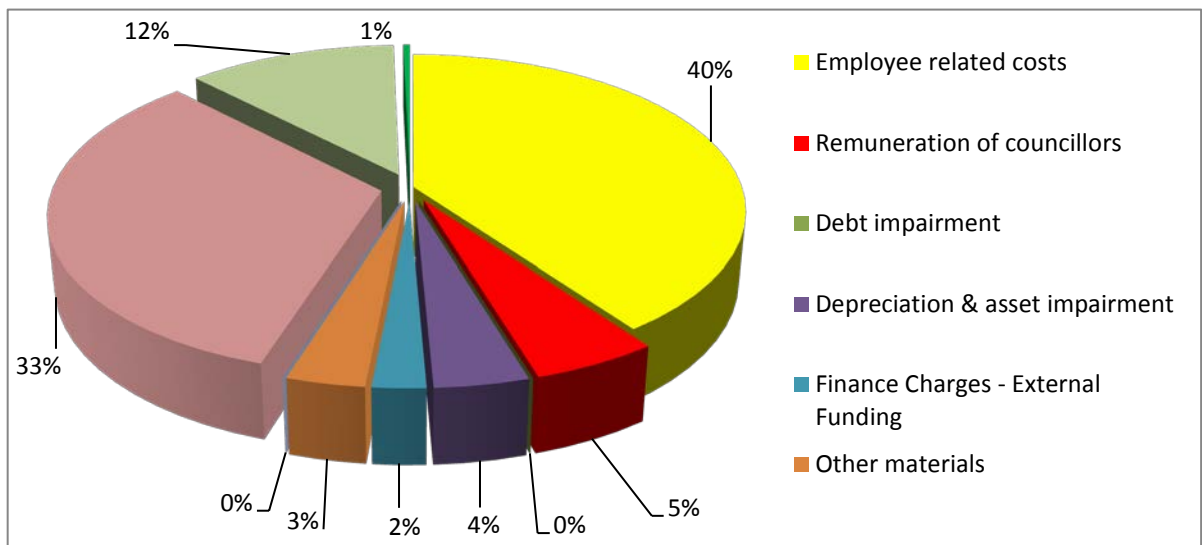
- Gains on disposal of property, plant and equipment



The main sources of revenue (93%) are received by way of annual allocations in terms of the Division of Revenue Act (DoRA) and / or whereby services are rendered. Conditional grant allocations from government and other sources are only recognized as revenue to the extent that there has been compliance with the conditions associated with such amounts received.

### 6.3 OPERATING EXPENDITURE

The following graph indicates the main categories of expenditure for the year under review:



Operating Ratios	
Detail	%
Employee Cost	40.00%
Repairs & Maintenance	3.00%
Finance Charges & Depreciation	6.00%
	T1.4.3

The district municipality exceeded the 35% norm for employee cost due to its outward looking approach by attracting and appointing highly skilled / dedicated personnel to support the local municipalities in the district area in order to address the challenge of scarce skills / expertise such as engineers, IDP professionals, internal auditors, human resource practitioners, finance related personnel, etc.

General maintenance costs cover is less than the expected guideline norm from National Treasury mainly due to the fact that the district municipality doesn't have any major infrastructure assets except for its administrative buildings, however, the district allocated R10m for maintenance of infrastructure to the local municipalities. The amount spent on repairs and maintenance covers asset maintenance, support contracts for systems, equipment maintenance and other related services.

#### 6.4 APPROPRIATIONS ( ACCUMULATED SURPLUS / DEFICIT)

Appropriations for the year amount to a net outflow of R796 k which can mainly be attributed to:

- Transfer to Capital Replacement Reserve (R3 661 500)
- Property, Plant and Equipment purchased R2 553 462
- Offsetting of depreciation R 311 602

#### 6.5 CONDITIONAL GOVERNMENT GRANTS

Except for the Municipal Systems Improvement grant, all other conditional grants have been dealt with in compliance with DoRA with a 100% expenditure rate for the financial year under review.

Unspent grants reflected at financial year end is fully cash backed as defined in the district municipality's accounting policy

## **6.6 EXTERNAL BORROWINGS**

FBDM reflects an external loan of R15m from Development Bank of Southern Africa to partially finance the construction of the new Council Chamber, offices and training facilities to the total estimated value of R34m. An amount of R10, 04m reflects outstanding as at 30 June 2014 in terms of the external loan agreement.

## **6.7 CASH AND INVESTMENTS**

Council's cash and equivalents to the amount of R87, 934 339 reflect an increase of R4, 370 444 compared to the previous financial year.

The district municipality does have adequate cash available to meet its operating requirements with cash coverage of at least three months of the average operational expenditure as per National Treasury guidelines.

## **6.8 OUTSTANDING RECEIVABLES**

Outstanding receivables are adequately managed and are under control.

## **6.9 OUTSTANDING PAYABLES**

Outstanding payables increased with R2, 047 937 to R6, 219 361 mainly due to projects completed earlier in the financial year.

A trademark of the District Municipality is its commitment and ability to fully settle its creditors' accounts within the required terms of 30 days or as per applicable legislative requirement. This statement is supported by the constant 100% payment levels to creditors.

## ***7. PROJECTED FINANCIAL PERFORMANCE 2014/15***

### **7.1 CONSOLIDATED PERFORMANCE AGAINST ANNUAL BUDGET (Projected Operating Results as at 31 December 2014)**

- **Revenue by source**

Year-to-date accrued revenue is R68, 490 million compared to the year-to-date budget projections of R70, 164 million for December 2014. This is as a result of receiving equitable share in advance for the quarter ended 31 December 2014. The main sources of revenue that are above budget are transfer of operational government grants and rental of facilities and equipment.

- **Operating expenditure by type**

To date, a total of R46, 724 million has been spent compared to the operational approved budget of R132, 631 million. This does not include non-cash items such as depreciation & impairment, amortization and



actuarial losses. The main areas where expenditure is less than the budget is employee related costs, repairs & maintenance, finance charges, contracted services, grants and subsidies paid as well as general expenses.

Salaries exceeded the prescribe norm of 35% norm as a result of the following reasons:

- Organogram approved by council is focused on external support to LM's. 75 Positions are directly and / or indirectly involved in support to LM's to the estimated amount of R15,12m or 68,80% of the total employee related costs budget;
- As part of council's commitment for job creation and assisting youth to be developed for the labour market, Council employed 30 interns to the estimated amount of R1,90m – inclusive of five finance interns compulsory in terms of the FMG grant
- Furthermore council budgeted for 44 vacant and 5 unfunded positions to the value of R13, 21m.

➤ Salaries increase is mainly due to:

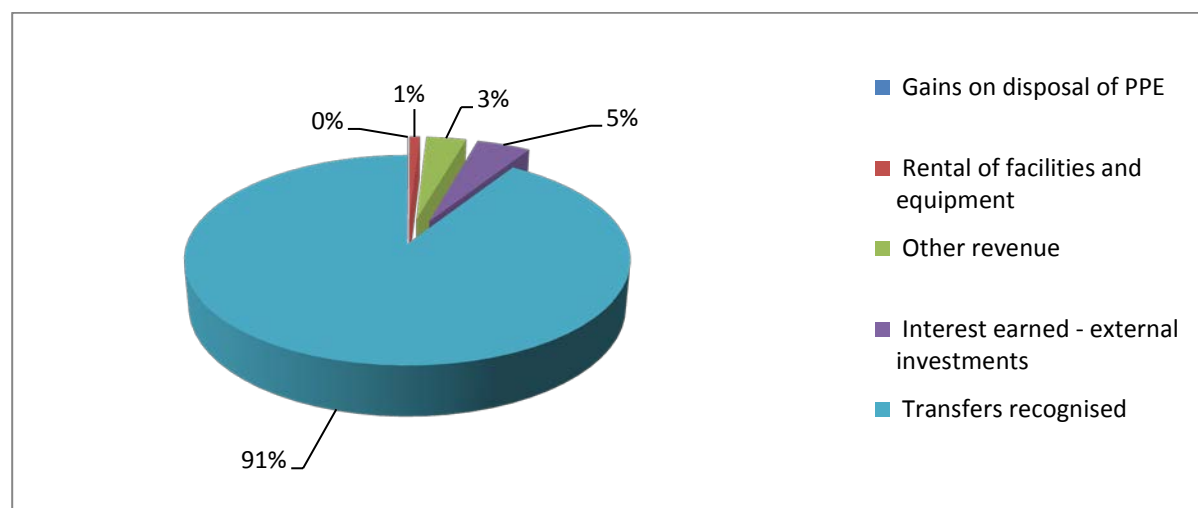
- annual notch increments;
- annual salary increase based on the multi-year Salary and Wage Collective Agreement - estimated at 7,2% for the year .

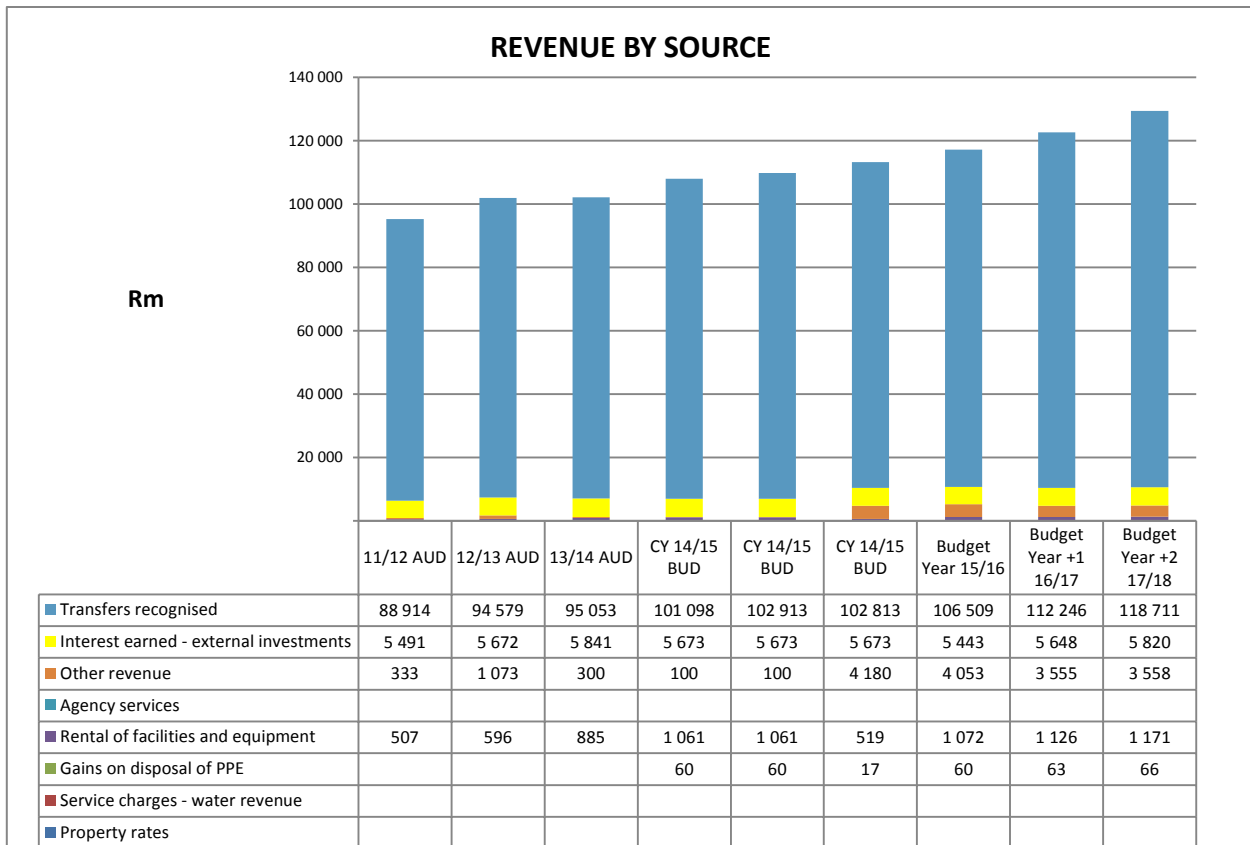
➤ Transfers & Grants (Special Projects) increased from R42, 973m in respect of the previous budget year to an amount of R54, 440m. The funding of these projects consists of contributions from government grants – R13, 16m and own revenue – R29, 11m

➤ Other Expenditure mainly inclusive of non-priority expenditure such as printing & stationery, advertising costs, motor vehicle usage, subsistence & travelling, accommodation and transportation reflects an increase of R6, 447m compare to the previous budget year.

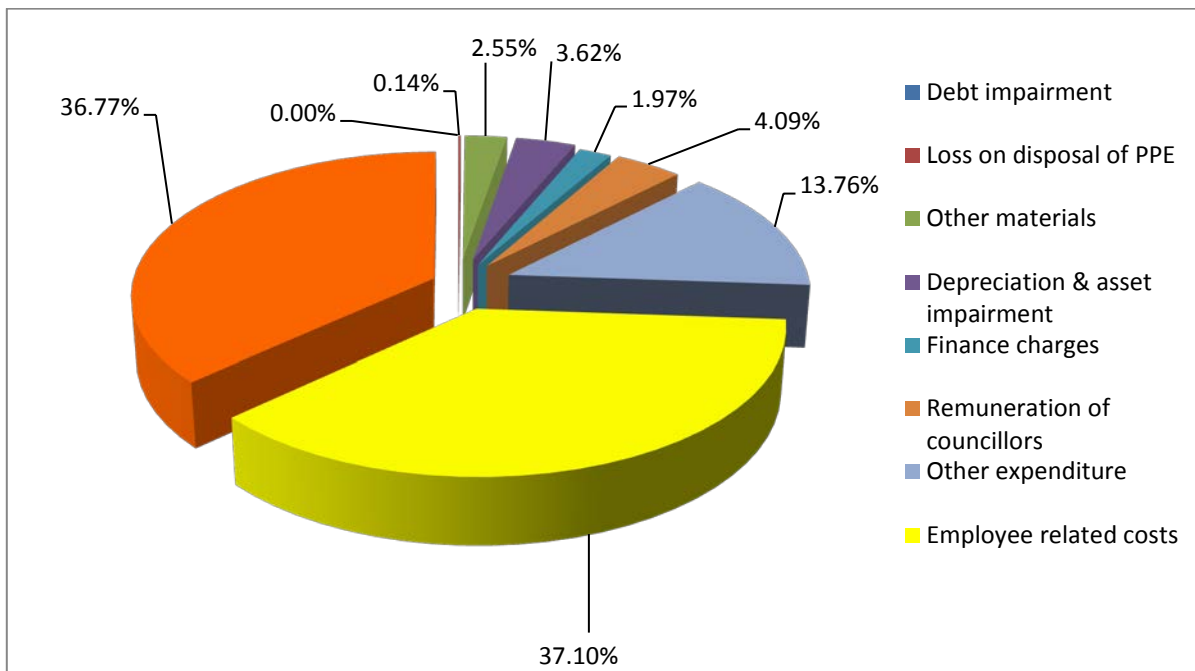
## 8. DRAFT BUDGET 2015/16 SUMMARY

The following graph indicates the main categories of revenue for the 2015/16 financial year:

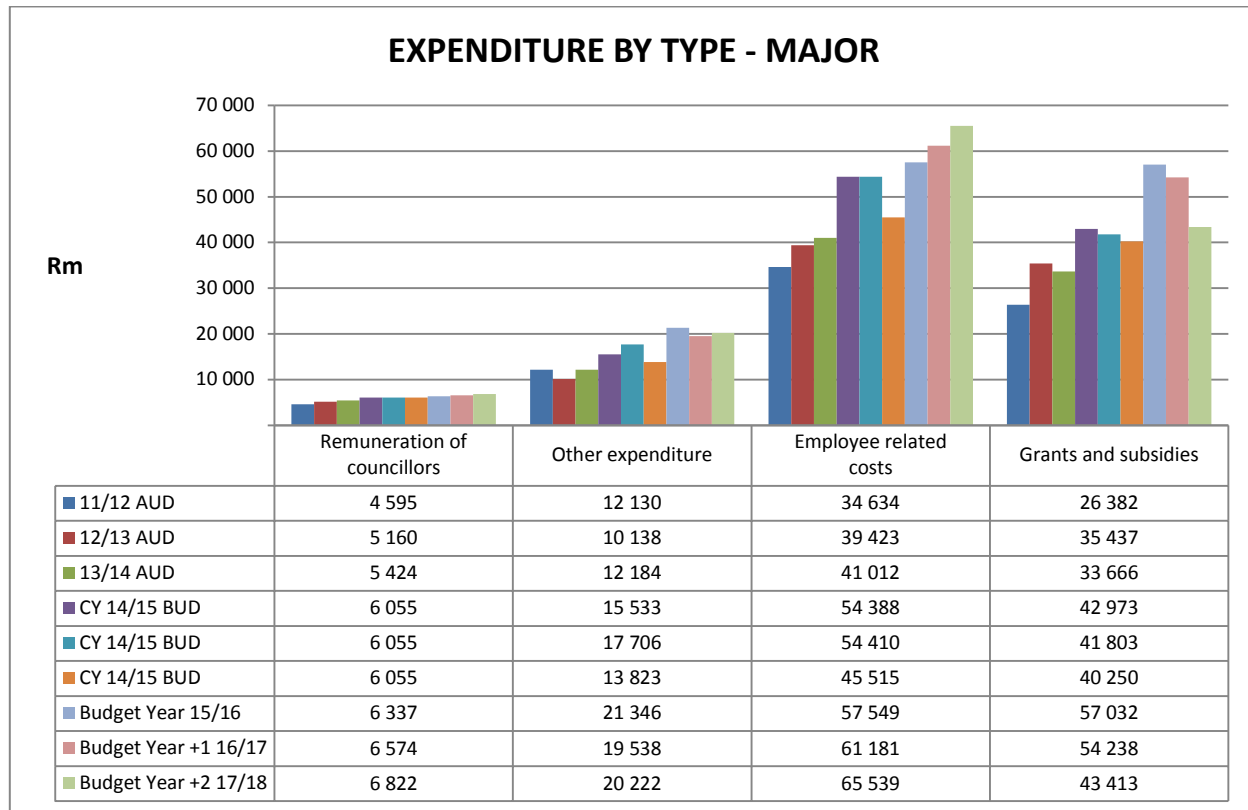




The following graph indicates the main categories of expenditure for the 2015/16 financial year:

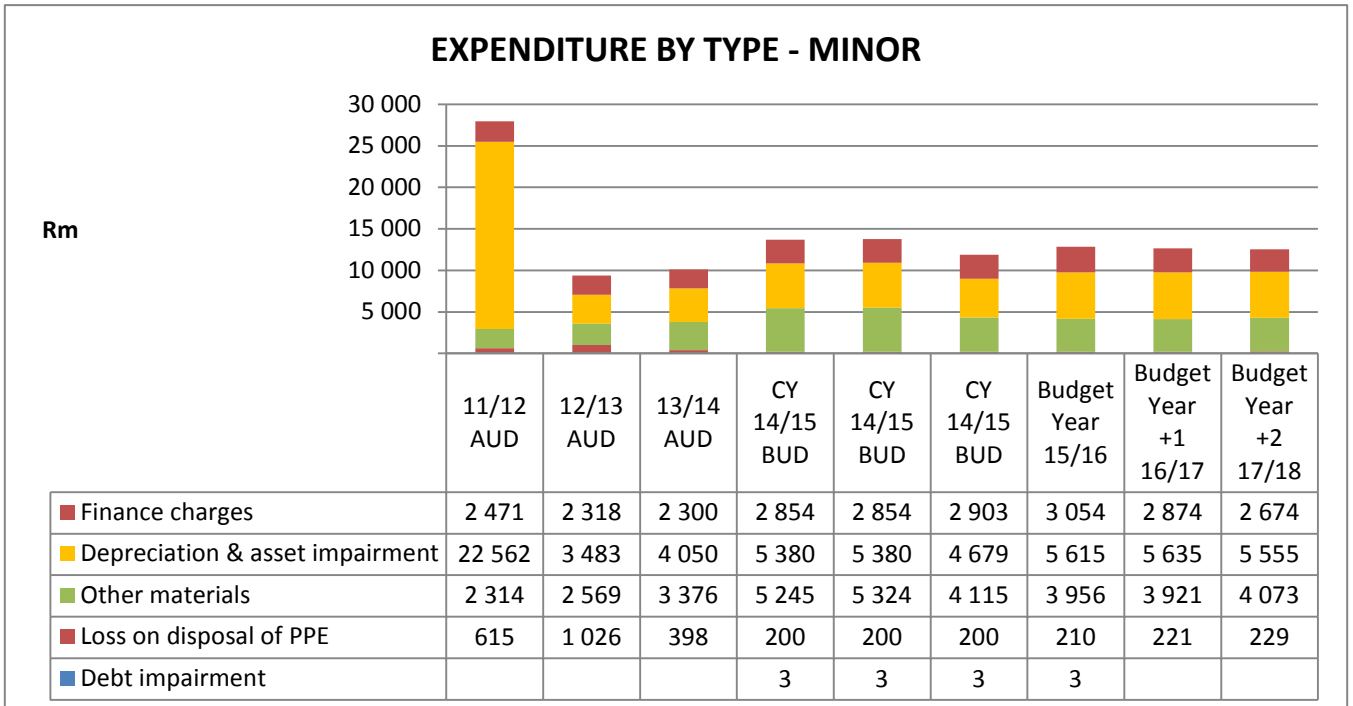


**Expenditure by Type – Major:**



- Graph clearly illustrates the increasing trends in other expenditure and transfers & grants compare to the previous years as well as the increasing trends in employee related cost excluding councillor’s remuneration.
- Councillor’s remuneration reflects a fair increase over the past years based on the Remuneration of Public Office Bearers Act, 1998 (Act No. 20 Of 1998)

## 8.5 Expenditure by Type – Minor:

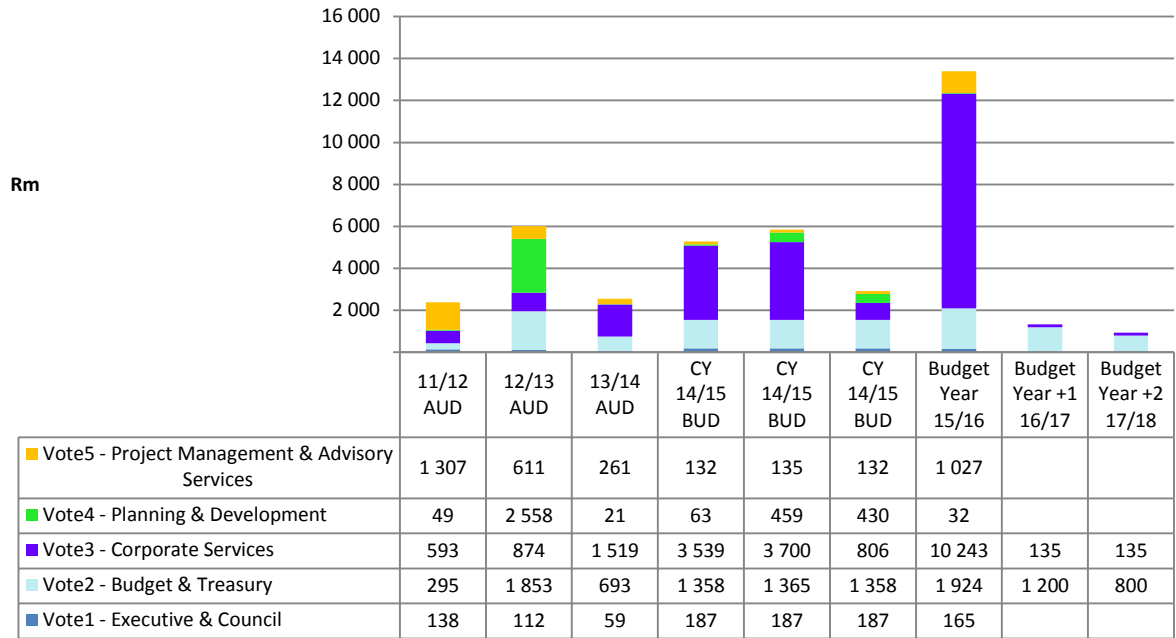


- Expenditure relating to minor expenditure consists mainly of finance charges, depreciation & asset impairment and other materials which remains fairly consistent compare to the previous expenditure patterns.
- The increase in depreciation is mainly due to the acquirement of new and replacement of property, plant and equipment needed to fulfil the municipality’s mandate. This includes capital items such as motor vehicles, computer equipment and other office furniture etc. A detail list of the capital needs can be viewed in table SA 36 on page B64.

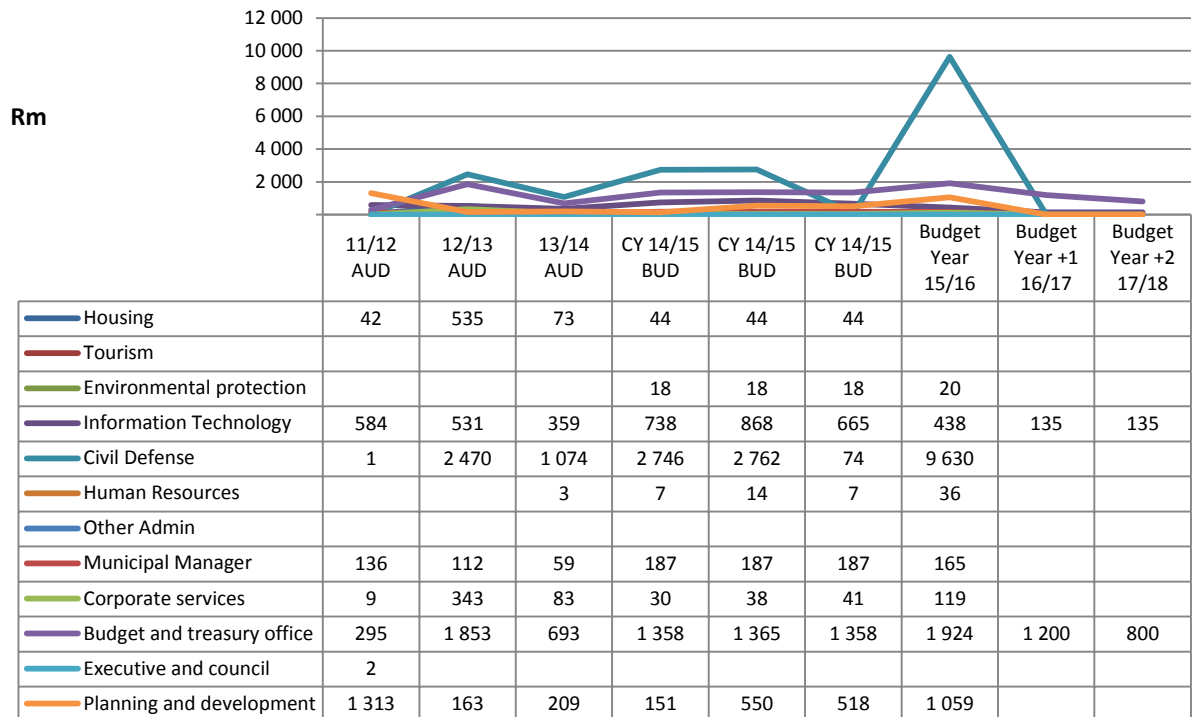
## 8.6 Capital Expenditure – R13, 390 171

The increase in capital expenditure is based on the needs of the municipality for plant and equipment and vehicles to combat fires. Capital expenditure consists of the acquiring of new assets and the replacement of assets.

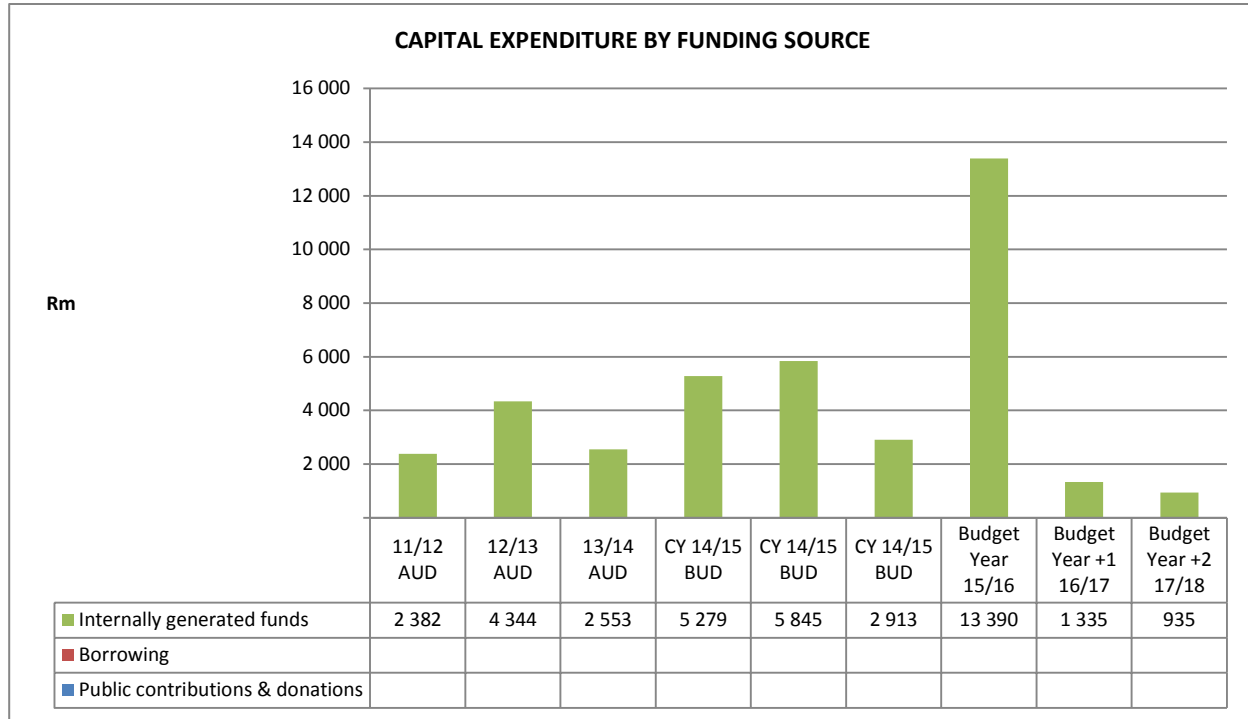
### CAPITAL EXPENDITURE BY MUNICIPAL VOTE



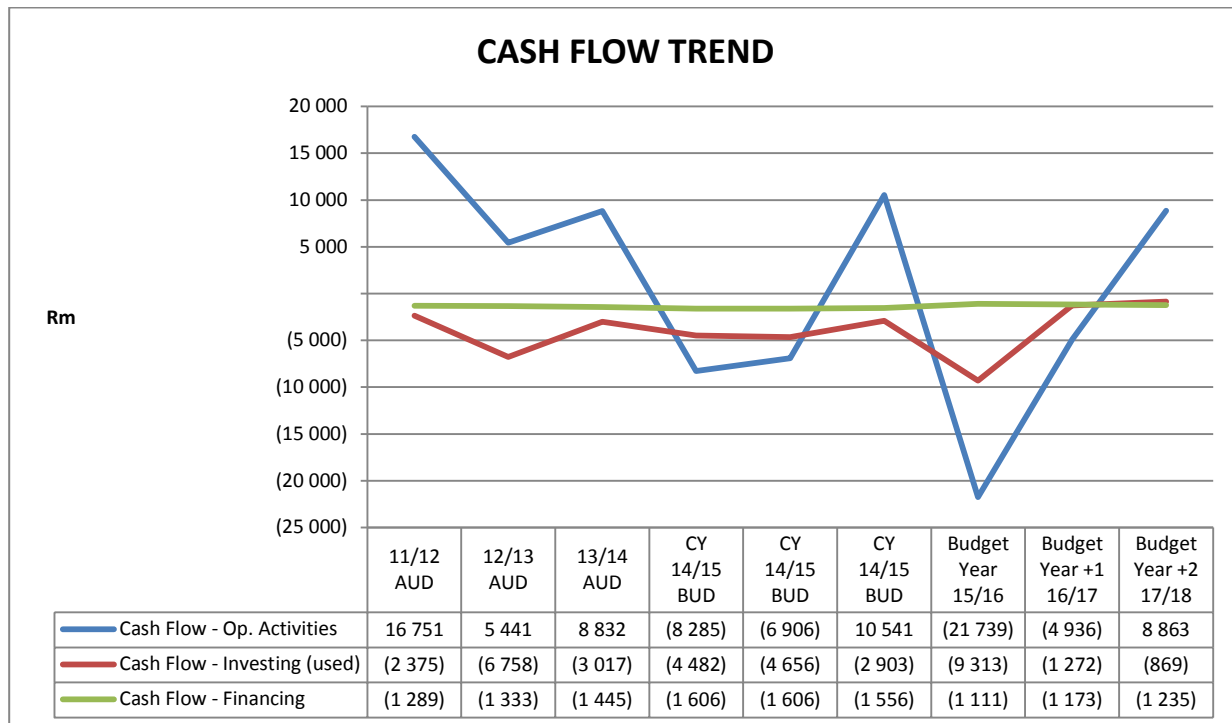
### CAPITAL EXPENDITURE BY STANDARD CLASSIFICATION - TRENDS



## 8.7 Capital Expenditure – Funding Source

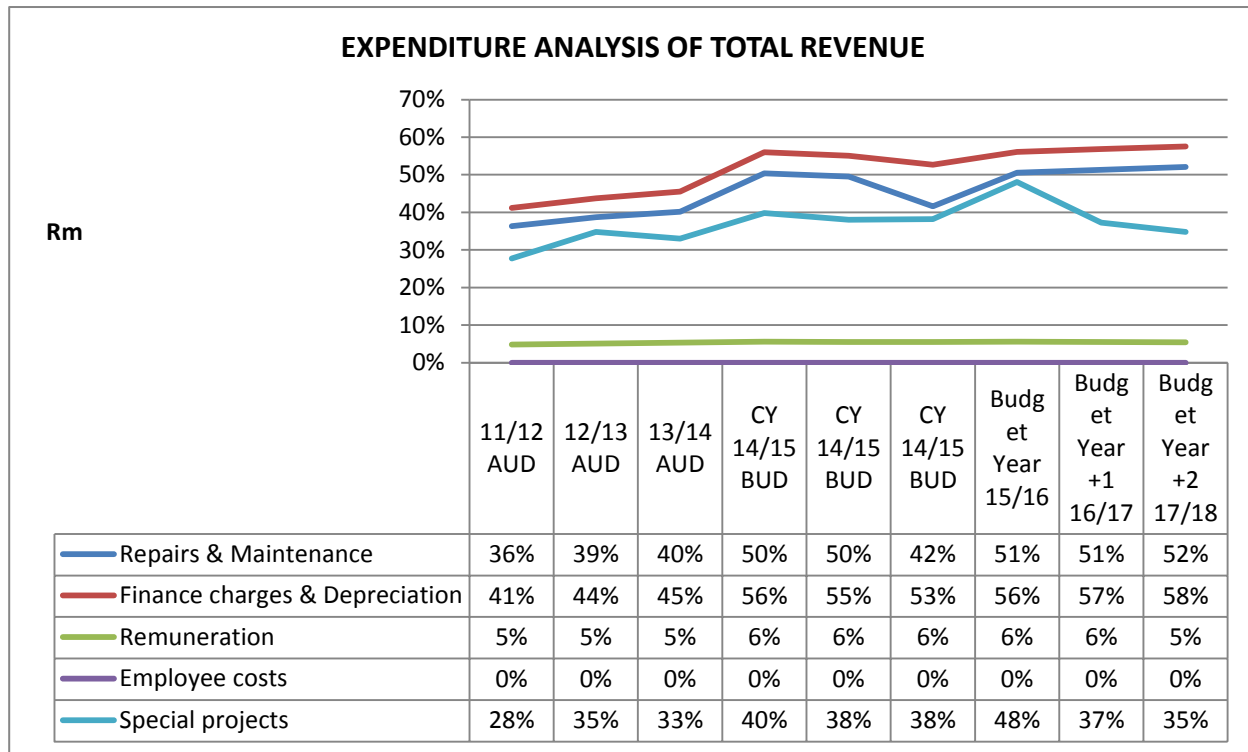


## 8.8 Projected Cash Flows



The decrease in cash is mainly as a result of the utilisation of surplus cash to assist the local municipalities in the district to fund basic infrastructure and social priorities as per community needs assessment form the respective IDP's. However the district municipality will not be in a position to sustain the high level of reserve funding.

### 8.9 Other



Above mentioned graph illustrates the ration of expenditure by type versus the total revenue.

### 9. SERVICE DELIVERY AND PROPOSED TARIFFS

Council reviewed and amended its tariff policy in respect of the 2014/15 budget year and the following proposed tariffs will be for implementation effective from 1 July 2015:

#### Sundry Charges:

#### *Finance & Administration:-*

- Rental of Council Facilities
  - Lecture room: R1, 500 per day per room, excluding VAT
  - If both 1 & 2 utilised: R2, 500 per day, excluding VAT
  - Projector required: R 300 per day, excluding VAT

A refundable breakage deposit of 20% of total rent amount.

- Tender Documents – Bids from R200,000 to R500000: R100-00 non-refundable deposit (Under discretion of Municipal Manager)

– Bids from R500, 001 and More R200-00 non-refundable deposit (Under Discretion of Municipal Manager)

***Planning and Development:-***

- Rental of Plant & Machinery - Grader R1000.00 per hour, excluding VAT

**10. POLICY REVIEWS**

In accordance with the MFMA the mayor of a municipality must co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible. Therefore all budget related policies have been reviewed during the course of the financial year and any amendments if necessary will be implemented as an ongoing process during the 2014/15 budget year. The following policies have been classified as budget related:

- ***Asset management Policy***  
*Approved on 26 May 2010 – Due for review and amendments during April / May 2013*
- ***Debt and Credit Control Policy***  
*Approved on 25 May 2005 – Due for review and update during April / May 2013*
- ***Indigent Policy***  
*Approved on 25 May 2005 – To be repealed as a result of the abolishment of the District Management Area during April / May 2013*
- ***Tariff Policy***  
*Approved on 26 May 2010 – Amendments as an on-going procedure as and if required*
- ***Investment Policy***  
*Approved on 26 May 2010 – Amendments as an on-going procedure as and if required*
- ***Supply Chain Management Policy***  
*Approved on 27 November 2007 – Due for review and amendments during April / May 2013*
- ***Property Rates Policy***  
*Approved on 27 May 2009 – To be repealed as a result of the abolishment of the District Management Area during April / May 2013*




***QUALITY CERTIFICATE***

DC9 Frances Baard District Municipality – Quality Certificate: Annual Budget 2015 / 16

I, ZM Bogatsu, Municipal Manager of Frances Baard 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 Z M Bogatsu

Municipal Manager of Frances Baard District Municipality (DC9)

Signature 

Date 26 MAY 2015

***BUDGET TABLES***

DC9 Frances Baard - Table A1 Budget Summary

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousands</b>									
<b>Financial Performance</b>									
Property rates	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-
Investment revenue	5 491	5 672	5 841	5 673	5 673	5 673	5 443	5 648	5 820
Transfers recognised - operational	88 914	94 579	95 053	101 083	102 898	102 798	106 509	112 246	118 711
Other own revenue	840	1 670	1 184	1 236	1 236	4 717	5 185	4 744	4 794
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>95 246</b>	<b>101 921</b>	<b>102 078</b>	<b>107 992</b>	<b>109 807</b>	<b>113 188</b>	<b>117 137</b>	<b>122 638</b>	<b>129 325</b>
Employee costs	34 634	39 423	41 012	54 388	54 410	45 515	57 549	61 181	65 539
Remuneration of councillors	4 595	5 160	5 424	6 055	6 055	6 055	6 337	6 574	6 822
Depreciation & asset impairment	22 562	3 483	4 050	5 380	5 380	4 679	5 615	5 635	5 555
Finance charges	2 471	2 318	2 300	2 854	2 854	2 903	3 054	2 874	2 674
Materials and bulk purchases	2 314	2 569	3 376	5 245	5 324	4 115	3 956	3 921	4 073
Transfers and grants	26 382	35 437	33 666	42 973	41 803	40 250	56 992	54 198	43 373
Other expenditure	12 746	11 165	12 582	15 736	18 063	14 026	21 599	19 798	20 491
<b>Total Expenditure</b>	<b>105 704</b>	<b>99 555</b>	<b>102 411</b>	<b>132 631</b>	<b>133 888</b>	<b>117 545</b>	<b>155 102</b>	<b>154 180</b>	<b>148 528</b>
<b>Surplus/(Deficit)</b>	<b>(10 458)</b>	<b>2 366</b>	<b>(333)</b>	<b>(24 639)</b>	<b>(24 081)</b>	<b>(4 357)</b>	<b>(37 965)</b>	<b>(31 542)</b>	<b>(19 203)</b>
Transfers recognised - capital	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>(10 458)</b>	<b>2 366</b>	<b>(333)</b>	<b>(24 639)</b>	<b>(24 081)</b>	<b>(4 357)</b>	<b>(37 965)</b>	<b>(31 542)</b>	<b>(19 203)</b>
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	<b>(10 458)</b>	<b>2 366</b>	<b>(333)</b>	<b>(24 639)</b>	<b>(24 081)</b>	<b>(4 357)</b>	<b>(37 965)</b>	<b>(31 542)</b>	<b>(19 203)</b>
<b>Capital expenditure &amp; funds sources</b>									
<b>Capital expenditure</b>	<b>2 382</b>	<b>6 009</b>	<b>2 553</b>	<b>5 340</b>	<b>5 845</b>	<b>2 913</b>	<b>13 556</b>	<b>1 335</b>	<b>935</b>
Transfers recognised - capital	-	1 664	-	-	-	-	-	-	-
Public contributions & donations	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	2 382	4 345	2 553	5 340	5 845	2 913	13 556	1 335	935
<b>Total sources of capital funds</b>	<b>2 382</b>	<b>6 009</b>	<b>2 553</b>	<b>5 340</b>	<b>5 845</b>	<b>2 913</b>	<b>13 556</b>	<b>1 335</b>	<b>935</b>
<b>Financial position</b>									
Total current assets	93 212	91 151	96 192	85 360	87 463	97 359	64 943	57 603	64 402
Total non current assets	57 283	58 668	56 583	57 105	57 613	48 442	55 219	49 752	44 064
Total current liabilities	14 905	12 802	15 921	12 786	12 786	16 786	16 694	16 786	16 986
Total non current liabilities	34 012	33 042	33 232	29 685	29 685	31 685	28 649	26 664	24 456
Community wealth/Equity	101 578	103 975	103 623	99 995	102 606	97 331	74 819	63 904	67 024
<b>Cash flows</b>									
Net cash from (used) operating	17 564	5 441	8 832	(8 285)	(6 906)	10 541	(21 733)	(4 896)	8 903
Net cash from (used) investing	(3 189)	(6 758)	(3 017)	(4 482)	(4 656)	(2 903)	(9 429)	(1 272)	(869)
Net cash from (used) financing	(1 289)	(1 333)	(1 445)	(1 606)	(1 606)	(1 556)	(1 111)	(1 173)	(1 235)
<b>Cash/cash equivalents at the year end</b>	<b>86 214</b>	<b>83 564</b>	<b>87 934</b>	<b>82 960</b>	<b>84 165</b>	<b>94 016</b>	<b>61 743</b>	<b>54 403</b>	<b>61 202</b>
<b>Cash backing/surplus reconciliation</b>									
Cash and investments available	89 114	87 364	92 334	82 960	84 165	94 061	61 743	54 403	61 202
Application of cash and investments	32 889	27 714	14 079	37 162	37 162	33 529	15 423	5 879	9 713
<b>Balance - surplus (shortfall)</b>	<b>56 225</b>	<b>59 650</b>	<b>78 255</b>	<b>45 798</b>	<b>47 003</b>	<b>60 532</b>	<b>46 320</b>	<b>48 523</b>	<b>51 488</b>
<b>Asset management</b>									
Asset register summary (WDV)	46 869	48 288	40 069	47 431	47 939	38 136	45 909	41 342	36 554
Depreciation & asset impairment	22 562	3 483	4 050	5 380	5 380	4 679	5 615	5 635	5 555
Renewal of Existing Assets	433	2 392	1 289	1 686	1 710	1 504	1 379	1 335	935
Repairs and Maintenance	2 314	2 569	3 376	5 245	5 324	4 115	3 956	3 921	4 073
<b>Free services</b>									
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-
<b>Households below minimum service level</b>									
Water:	27	27	7	5	5	5	5	5	5
Sanitation/sewerage:	14	13	8	17	17	17	17	17	17
Energy:	9	9	7	7	7	7	7	7	7
Refuse:	9	9	16	25	25	25	25	25	25

DC9 Frances Baard - Table A2 Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>Revenue - Standard</b>									
<i>Governance and administration</i>	76 734	85 301	87 204	94 768	95 203	99 119	100 012	107 250	115 021
Executive and council	1 763	3 318	3 716	4 683	4 783	4 783	-	-	-
Budget and treasury office	74 972	81 983	83 488	90 085	90 420	94 336	100 012	107 250	115 021
Corporate services	-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>	3 149	3 272	1 600	315	1 695	1 695	2 030	2 030	2 030
Community and social services	-	-	-	-	-	-	-	-	-
Sport and recreation	-	-	-	-	-	-	-	-	-
Public safety	-	2 288	600	315	315	315	630	630	630
Housing	3 149	983	1 000	-	1 380	1 380	1 400	1 400	1 400
Health	-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>	15 363	13 348	13 274	12 894	12 894	12 359	15 095	13 358	12 274
Planning and development	10 301	10 342	10 266	9 894	9 894	9 359	15 095	13 358	12 274
Road transport	-	-	-	-	-	-	-	-	-
Environmental protection	5 062	3 006	3 008	3 000	3 000	3 000	-	-	-
<i>Trading services</i>	-	-	-	-	-	-	-	-	-
Electricity	-	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-
Other	-	-	-	15	15	15	-	-	-
<b>Total Revenue - Standard</b>	<b>95 246</b>	<b>101 921</b>	<b>102 078</b>	<b>107 992</b>	<b>109 807</b>	<b>113 188</b>	<b>117 137</b>	<b>122 638</b>	<b>129 325</b>
<b>Expenditure - Standard</b>									
<i>Governance and administration</i>	42 755	46 397	48 581	62 169	64 118	53 916	67 263	69 125	71 959
Executive and council	12 613	15 578	15 800	22 502	22 782	18 954	26 016	26 899	27 841
Budget and treasury office	17 680	16 930	17 993	20 901	22 111	20 389	23 864	23 822	24 583
Corporate services	12 462	13 890	14 788	18 766	19 225	14 574	17 382	18 404	19 534
<i>Community and public safety</i>	6 519	7 898	7 892	10 981	11 277	9 322	13 351	13 384	14 157
Community and social services	-	-	-	-	-	-	-	-	-
Sport and recreation	-	-	-	-	-	-	-	-	-
Public safety	3 352	3 926	4 405	5 060	5 414	4 303	6 833	7 203	7 587
Housing	3 168	3 973	3 487	5 921	5 864	5 019	6 518	6 181	6 569
Health	-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>	56 429	43 033	43 664	55 873	54 784	50 740	69 635	65 347	55 837
Planning and development	52 738	41 236	41 673	53 022	52 093	48 235	66 969	62 828	53 156
Road transport	-	-	-	-	-	-	-	-	-
Environmental protection	3 691	1 797	1 991	2 851	2 692	2 505	2 667	2 519	2 681
<i>Trading services</i>	-	-	-	-	-	-	-	-	-
Electricity	-	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-
Other	-	2 227	2 275	3 607	3 708	3 567	4 853	6 325	6 575
<b>Total Expenditure - Standard</b>	<b>105 704</b>	<b>99 555</b>	<b>102 411</b>	<b>132 631</b>	<b>133 888</b>	<b>117 545</b>	<b>155 102</b>	<b>154 180</b>	<b>148 528</b>
<b>Surplus/(Deficit) for the year</b>	<b>(10 458)</b>	<b>2 366</b>	<b>(333)</b>	<b>(24 639)</b>	<b>(24 081)</b>	<b>(4 357)</b>	<b>(37 965)</b>	<b>(31 542)</b>	<b>(19 203)</b>

DC9 Frances Baard - Table A2 Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>Revenue - Standard</b>									
<i>Municipal governance and administration</i>	76 734	85 301	87 204	94 768	95 203	99 119	100 012	107 250	115 021
Executive and council	1 763	3 318	3 716	4 683	4 783	4 783	-	-	-
<i>Mayor and Council</i>	1 739	3 318	3 716	4 683	4 783	4 783	-	-	-
<i>Municipal Manager</i>	24	-	-	-	-	-	-	-	-
Budget and treasury office	74 972	81 983	83 488	90 085	90 420	94 336	100 012	107 250	115 021
Corporate services	-	-	-	-	-	-	-	-	-
<i>Human Resources</i>									
<i>Information Technology</i>									
<i>Property Services</i>									
<i>Other Admin</i>									
<i>Community and public safety</i>	3 149	3 272	1 600	315	1 695	1 695	2 030	2 030	2 030
Community and social services	-	-	-	-	-	-	-	-	-
<i>Libraries and Archives</i>									
<i>Museums &amp; Art Galleries etc</i>									
<i>Community halls and Facilities</i>									
<i>Cemeteries &amp; Crematoriums</i>									
<i>Child Care</i>									
<i>Aged Care</i>									
<i>Other Community</i>									
<i>Other Social</i>									
Sport and recreation	-	-	-	-	-	-	-	-	-
Public safety	-	2 288	600	315	315	315	630	630	630
<i>Police</i>	-	2 288	600	315	315	315	630	630	630
<i>Fire</i>									
<i>Civil Defence</i>									
<i>Street Lighting</i>									
<i>Other</i>									
Housing	3 149	983	1 000	-	1 380	1 380	1 400	1 400	1 400
Health	-	-	-	-	-	-	-	-	-
<i>Clinics</i>									
<i>Ambulance</i>									
<i>Other</i>									
<i>Economic and environmental services</i>	15 363	13 348	13 274	12 894	12 894	12 359	15 095	13 358	12 274
Planning and development	10 301	10 342	10 266	9 894	9 894	9 359	15 095	13 358	12 274
<i>Economic Development/Planning</i>	10 301	10 342	10 266	9 894	9 894	9 359	15 095	13 358	12 274
<i>Town Planning/Building enforcement</i>									
<i>Licensing &amp; Regulation</i>									
Road transport	-	-	-	-	-	-	-	-	-
<i>Roads</i>									
<i>Public Buses</i>									
<i>Parking Garages</i>									
<i>Vehicle Licensing and Testing</i>									
<i>Other</i>									
Environmental protection	5 062	3 006	3 008	3 000	3 000	3 000	-	-	-
<i>Pollution Control</i>									
<i>Biodiversity &amp; Landscape</i>									
<i>Other</i>	5 062	3 006	3 008	3 000	3 000	3 000	-	-	-
<i>Trading services</i>	-	-	-	-	-	-	-	-	-
Electricity	-	-	-	-	-	-	-	-	-
<i>Electricity Distribution</i>									
<i>Electricity Generation</i>									
Water	-	-	-	-	-	-	-	-	-
<i>Water Distribution</i>									
<i>Water Storage</i>									
Waste water management	-	-	-	-	-	-	-	-	-
<i>Sewerage</i>									
<i>Storm Water Management</i>									
<i>Public Toilets</i>									
Waste management	-	-	-	-	-	-	-	-	-
<i>Solid Waste</i>									
<i>Other</i>	-	-	-	15	15	15	-	-	-
<i>Air Transport</i>									
<i>Abattoirs</i>									
<i>Tourism</i>	-			15	15	15	-	-	-
<i>Forestry</i>									
<i>Markets</i>									
<b>Total Revenue - Standard</b>	<b>95 246</b>	<b>101 921</b>	<b>102 078</b>	<b>107 992</b>	<b>109 807</b>	<b>113 188</b>	<b>117 137</b>	<b>122 638</b>	<b>129 325</b>

DC9 Frances Baard - Table A2 Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>Expenditure - Standard</b>									
<i>Municipal governance and administration</i>	42 755	46 397	48 581	62 169	64 118	53 916	67 263	69 125	71 959
Executive and council	12 613	15 578	15 800	22 502	22 782	18 954	26 016	26 899	27 841
<i>Mayor and Council</i>	7 324	8 457	7 721	9 695	9 978	9 709	10 937	11 598	11 659
<i>Municipal Manager</i>	5 289	7 120	8 079	12 808	12 805	9 245	15 079	15 301	16 182
Budget and treasury office	17 680	16 930	17 993	20 901	22 111	20 389	23 864	23 822	24 583
Corporate services	12 462	13 890	14 788	18 766	19 225	14 574	17 382	18 404	19 534
<i>Human Resources</i>	3 445	3 470	3 377	4 417	4 687	2 932	4 507	4 889	5 178
<i>Information Technology</i>	3 527	3 689	4 099	5 947	6 031	4 838	4 142	4 324	4 578
<i>Property Services</i>									
<i>Other Admin</i>	5 491	6 730	7 312	8 403	8 507	6 804	8 734	9 191	9 778
<i>Community and public safety</i>	6 519	7 898	7 892	10 981	11 277	9 322	13 351	13 384	14 157
Community and social services	-	-	-	-	-	-	-	-	-
<i>Libraries and Archives</i>									
<i>Museums &amp; Art Galleries etc</i>									
<i>Community halls and Facilities</i>									
<i>Cemeteries &amp; Crematoriums</i>									
<i>Child Care</i>									
<i>Aged Care</i>									
<i>Other Community</i>									
<i>Other Social</i>									
Sport and recreation									
Public safety	3 352	3 926	4 405	5 060	5 414	4 303	6 833	7 203	7 587
<i>Police</i>									
<i>Fire</i>	3 352	3 926	4 405	5 060	5 414	4 303	6 833	7 203	7 587
<i>Civil Defence</i>									
<i>Street Lighting</i>									
<i>Other</i>									
Housing	3 168	3 973	3 487	5 921	5 864	5 019	6 518	6 181	6 569
Health	-	-	-	-	-	-	-	-	-
<i>Clinics</i>									
<i>Ambulance</i>									
<i>Other</i>									
<i>Economic and environmental services</i>	56 429	43 033	43 664	55 873	54 784	50 740	69 635	65 347	55 837
Planning and development	52 738	41 236	41 673	53 022	52 093	48 235	66 969	62 828	53 156
<i>Economic Development/Planning</i>	52 738	41 236	41 673	53 022	52 093	48 235	66 969	62 828	53 156
<i>Town Planning/Building enforcement</i>									
<i>Licensing &amp; Regulation</i>									
Road transport	-	-	-	-	-	-	-	-	-
<i>Roads</i>									
<i>Public Buses</i>									
<i>Parking Garages</i>									
<i>Vehicle Licensing and Testing</i>									
<i>Other</i>									
Environmental protection	3 691	1 797	1 991	2 851	2 692	2 505	2 667	2 519	2 681
<i>Pollution Control</i>									
<i>Biodiversity &amp; Landscape</i>									
<i>Other</i>	3 691	1 797	1 991	2 851	2 692	2 505	2 667	2 519	2 681
<i>Trading services</i>	-	-	-	-	-	-	-	-	-
Electricity	-	-	-	-	-	-	-	-	-
<i>Electricity Distribution</i>									
<i>Electricity Generation</i>									
Water	-	-	-	-	-	-	-	-	-
<i>Water Distribution</i>									
<i>Water Storage</i>									
Waste water management	-	-	-	-	-	-	-	-	-
<i>Sewerage</i>									
<i>Storm Water Management</i>									
<i>Public Toilets</i>									
Waste management	-	-	-	-	-	-	-	-	-
<i>Solid Waste</i>									
<i>Other</i>	-	2 227	2 275	3 607	3 708	3 567	4 853	6 325	6 575
<i>Air Transport</i>									
<i>Abattoirs</i>									
<i>Tourism</i>	-	2 227	2 275	3 607	3 708	3 567	4 853	6 325	6 575
<i>Forestry</i>									
<i>Markets</i>									
<b>Total Expenditure - Standard</b>	<b>105 704</b>	<b>99 555</b>	<b>102 411</b>	<b>132 631</b>	<b>133 888</b>	<b>117 545</b>	<b>155 102</b>	<b>154 180</b>	<b>148 528</b>
<b>Surplus/(Deficit) for the year</b>	<b>(10 458)</b>	<b>2 366</b>	<b>(333)</b>	<b>(24 639)</b>	<b>(24 081)</b>	<b>(4 357)</b>	<b>(37 965)</b>	<b>(31 542)</b>	<b>(19 203)</b>

DC9 Frances Baard - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>Revenue by Vote</b>									
Vote 1 - Executive & Council	1 763	3 318	3 716	4 683	4 783	4 783	-	-	-
Vote 2 - Budget & Treasury	74 972	81 983	83 488	90 085	90 420	94 336	100 012	107 250	115 021
Vote 3 - Corporate Services	5 062	3 006	3 008	3 315	3 315	3 315	630	630	630
Vote 4 - Planning & Development	1 200	3 021	1 728	949	949	949	940	960	1 033
Vote 5 - Project Management & Advisory Services	12 250	10 593	10 138	8 960	10 340	9 805	15 555	13 798	12 641
Vote 6 - [NAME OF VOTE 6]	-	-	-	-	-	-	-	-	-
Vote 7 - [NAME OF VOTE 7]	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>	<b>95 246</b>	<b>101 921</b>	<b>102 078</b>	<b>107 992</b>	<b>109 807</b>	<b>113 188</b>	<b>117 137</b>	<b>122 638</b>	<b>129 325</b>
<b>Expenditure by Vote to be appropriated</b>									
Vote 1 - Executive & Council	12 613	15 578	15 800	22 502	22 782	18 954	26 016	26 899	27 841
Vote 2 - Budget & Treasury	17 680	16 930	17 993	20 901	22 111	20 389	23 864	23 822	24 583
Vote 3 - Corporate Services	16 154	15 687	21 183	26 677	27 330	21 381	26 882	28 126	29 802
Vote 4 - Planning & Development	14 939	16 908	12 612	19 719	18 824	16 480	22 205	21 987	22 241
Vote 5 - Project Management & Advisory Services	44 318	34 453	34 824	42 832	42 841	40 341	56 134	53 347	44 059
Vote 6 - [NAME OF VOTE 6]	-	-	-	-	-	-	-	-	-
Vote 7 - [NAME OF VOTE 7]	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-
<b>Total Expenditure by Vote</b>	<b>105 704</b>	<b>99 555</b>	<b>102 411</b>	<b>132 631</b>	<b>133 888</b>	<b>117 545</b>	<b>155 102</b>	<b>154 180</b>	<b>148 528</b>
<b>Surplus/(Deficit) for the year</b>	<b>(10 458)</b>	<b>2 366</b>	<b>(333)</b>	<b>(24 639)</b>	<b>(24 081)</b>	<b>(4 357)</b>	<b>(37 965)</b>	<b>(31 542)</b>	<b>(19 203)</b>



DC9 Frances Baard - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>Revenue by Vote</b>									
<b>Vote 1 - Executive &amp; Council</b>	<b>1 763</b>	<b>3 318</b>	<b>3 716</b>	<b>4 683</b>	<b>4 783</b>	<b>4 783</b>	-	-	-
1.1 - Council	1 739	3 318	3 716	4 683	4 783	4 783	-	-	-
1.2 - Municipal Manager	24	-	-	-	-	-	-	-	-
1.3 - Committee Services & Administration	-	-	-	-	-	-	-	-	-
1.4 - Internal Audit	-	-	-	-	-	-	-	-	-
1.5 - Communications	-	-	-	-	-	-	-	-	-
1.6 - Legal & Risk	-	-	-	-	-	-	-	-	-
1.7 - Political Office - Administration	-	-	-	-	-	-	-	-	-
1.8 - Youth Unit	-	-	-	-	-	-	-	-	-
<b>Vote 2 - Budget &amp; Treasury</b>	<b>74 972</b>	<b>81 983</b>	<b>83 488</b>	<b>90 085</b>	<b>90 420</b>	<b>94 336</b>	<b>100 012</b>	<b>107 250</b>	<b>115 021</b>
2.1 - Directorate	-	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250
2.2 - Revenue & Expenditure	73 471	79 737	82 238	88 835	89 170	93 086	98 762	106 000	113 771
2.3 - Budget Office	1 501	996	-	-	-	-	-	-	-
2.4 - Supply Chain	-	-	-	-	-	-	-	-	-
2.5 - Motor Vehicle Pool	-	-	-	-	-	-	-	-	-
<b>Vote 3 - Corporate Services</b>	<b>5 062</b>	<b>3 006</b>	<b>3 008</b>	<b>3 315</b>	<b>3 315</b>	<b>3 315</b>	<b>630</b>	<b>630</b>	<b>630</b>
3.1 - Directorate	-	-	-	-	-	-	-	-	-
3.2 - Information Technology	-	-	-	-	-	-	-	-	-
3.3 - Human Resource Management	-	-	-	-	-	-	-	-	-
3.4 - Office Support Services	-	-	-	-	-	-	-	-	-
3.5 - Environmental Protection	5 062	3 006	3 008	3 000	3 000	3 000	-	-	-
3.6 - Community Development	-	-	-	-	-	-	-	-	-
3.7 - Fire Fighting & Disaster Management	-	-	-	315	315	315	630	630	630
<b>Vote 4 - Planning &amp; Development</b>	<b>1 200</b>	<b>3 021</b>	<b>1 728</b>	<b>949</b>	<b>949</b>	<b>949</b>	<b>940</b>	<b>960</b>	<b>1 033</b>
4.1 - Directorate	1 200	733	978	934	934	934	940	960	1 033
4.2 - IDP / PMS Management	-	-	-	-	-	-	-	-	-
4.3 - PMS Management	-	-	-	-	-	-	-	-	-
4.4 - LED & Tourism	-	-	-	-	-	-	-	-	-
4.5 - Local Economic Development	-	-	150	-	-	-	-	-	-
4.6 - GIS Management	-	-	-	-	-	-	-	-	-
4.7 - Spacial Planning	-	-	-	-	-	-	-	-	-
4.8 - Fire Fighting & Disaster Management	-	2 288	600	-	-	-	-	-	-
4.9 - Tourism	-	-	-	15	15	15	-	-	-
4.10 - IDP Management	-	-	-	-	-	-	-	-	-
<b>Vote 5 - Project Management &amp; Advisory Services</b>	<b>12 250</b>	<b>10 593</b>	<b>10 138</b>	<b>8 960</b>	<b>10 340</b>	<b>9 805</b>	<b>15 555</b>	<b>13 798</b>	<b>12 641</b>
5.1 - Directorate	-	-	-	-	-	-	-	-	-
5.2 - Project Management Services	8 676	9 093	8 329	7 971	7 971	7 971	13 155	11 348	10 149
5.3 - Maintenance of Roads	425	517	809	989	989	454	1 000	1 050	1 092
5.4 - Housing	3 149	983	1 000	-	1 380	1 380	1 400	1 400	1 400
<b>Vote 6 - [NAME OF VOTE 6]</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-

DC9 Frances Baard - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description R thousand	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Vote 7 - [NAME OF VOTE 7] 7.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8] 8.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9] 9.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10] 10.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11] 11.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12] 12.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-

DC9 Frances Baard - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description R thousand	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Vote 13 - [NAME OF VOTE 13] 13.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14] 14.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15] 15.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>	95 246	101 921	102 078	107 992	109 807	113 188	117 137	122 638	129 325

DC9 Frances Baard - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>Expenditure by Vote</b>									
<b>Vote 1 - Executive &amp; Council</b>	<b>12 613</b>	<b>15 578</b>	<b>15 800</b>	<b>22 502</b>	<b>22 782</b>	<b>18 954</b>	<b>26 016</b>	<b>26 899</b>	<b>27 841</b>
1.1 - Council	7 324	8 457	7 721	9 695	9 978	9 709	10 937	11 598	11 659
1.2 - Municipal Manager	1 614	1 753	2 670	2 495	2 504	2 552	2 733	2 905	3 083
1.3 - Committee Services & Administration	1 067	2 031	2 546	3 977	3 980	3 030	900	969	1 030
1.4 - Internal Audit	1 359	1 570	1 356	3 117	3 097	1 510	2 957	2 916	3 086
1.5 - Communications	1 248	1 766	1 508	2 010	2 010	1 557	2 684	2 385	2 515
1.6 - Legal & Risk	-	-	-	1 209	1 214	596	1 519	1 626	1 740
1.7 - Political Office - Administration	-	-	-	-	-	-	2 709	2 854	3 010
1.8 - Youth Unit	-	-	-	-	-	-	1 577	1 647	1 718
<b>Vote 2 - Budget &amp; Treasury</b>	<b>17 680</b>	<b>16 930</b>	<b>17 993</b>	<b>20 901</b>	<b>22 111</b>	<b>20 389</b>	<b>23 864</b>	<b>23 822</b>	<b>24 583</b>
2.1 - Directorate	4 984	6 043	4 940	6 204	6 456	6 026	7 254	6 734	6 830
2.2 - Revenue & Expenditure	2 760	3 307	3 195	3 118	3 135	3 060	3 668	3 586	3 827
2.3 - Budget Office	7 407	4 877	6 565	8 739	9 524	7 980	9 792	10 038	10 214
2.4 - Supply Chain	2 170	2 257	2 468	2 839	2 802	3 121	2 894	3 087	3 305
2.5 - Motor Vehicle Pool	358	446	825	-	194	202	257	377	409
<b>Vote 3 - Corporate Services</b>	<b>16 154</b>	<b>15 687</b>	<b>21 183</b>	<b>26 677</b>	<b>27 330</b>	<b>21 381</b>	<b>26 882</b>	<b>28 126</b>	<b>29 802</b>
3.1 - Directorate	1 375	1 437	1 537	1 746	1 746	849	1 678	1 780	1 909
3.2 - Information Technology	3 527	3 689	4 099	5 947	6 031	4 838	4 142	4 324	4 578
3.3 - Human Resource Management	3 445	3 470	3 377	4 417	4 687	2 932	4 507	4 889	5 178
3.4 - Office Support Services	4 116	5 293	5 775	6 657	6 761	5 955	7 056	7 412	7 869
3.5 - Environmental Protection	3 691	1 797	1 991	2 851	2 692	2 505	2 667	2 519	2 681
3.6 - Community Development	-	-	-	-	-	-	-	-	-
3.7 - Fire Fighting & Disaster Management	-	-	4 405	5 060	5 414	4 303	6 833	7 203	7 587
<b>Vote 4 - Planning &amp; Development</b>	<b>14 939</b>	<b>16 908</b>	<b>12 612</b>	<b>19 719</b>	<b>18 824</b>	<b>16 480</b>	<b>22 205</b>	<b>21 987</b>	<b>22 241</b>
4.1 - Directorate	2 616	2 162	2 573	2 664	2 750	2 595	2 675	2 816	3 018
4.2 - IDP / PMS Management	1 367	1 367	-	-	-	-	-	-	-
4.3 - PMS Management	-	-	805	1 168	1 168	970	1 112	1 196	1 285
4.4 - LED & Tourism	5 079	-	-	-	-	-	-	-	-
4.5 - Local Economic Development	-	4 229	3 871	5 503	5 538	4 571	6 225	6 703	6 828
4.6 - GIS Management	1 280	1 700	1 404	2 806	2 206	2 815	1 872	1 351	1 431
4.7 - Spacial Planning	1 245	1 297	966	3 205	2 668	1 243	4 664	2 749	2 211
4.8 - Fire Fighting & Disaster Management	3 352	3 926	-	-	-	-	-	-	-
4.9 - Tourism	-	2 227	2 275	3 607	3 708	3 567	4 853	6 325	6 575
4.10 - IDP Management	-	-	718	766	786	719	804	848	893
<b>Vote 5 - Project Management &amp; Advisory Services</b>	<b>44 318</b>	<b>34 453</b>	<b>34 824</b>	<b>42 832</b>	<b>42 841</b>	<b>40 341</b>	<b>56 134</b>	<b>53 347</b>	<b>44 059</b>
5.1 - Directorate	2 262	1 603	1 785	2 043	2 046	1 967	3 409	2 034	2 090
5.2 - Project Management Services	38 250	28 233	28 688	33 879	33 898	32 370	45 118	44 036	34 272
5.3 - Maintenance of Roads	638	644	864	989	1 034	985	1 089	1 096	1 128
5.4 - Housing	3 168	3 973	3 487	5 921	5 864	5 019	6 518	6 181	6 569
<b>Vote 6 - [NAME OF VOTE 6]</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-

DC9 Frances Baard - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description R thousand	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Vote 7 - [NAME OF VOTE 7] 7.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8] 8.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9] 9.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10] 10.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11] 11.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12] 12.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-

DC9 Frances Baard - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description R thousand	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Vote 13 - [NAME OF VOTE 13] 13.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14] 14.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15] 15.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	105 704	99 555	102 411	132 631	133 888	117 545	155 102	154 180	148 528
Surplus/(Deficit) for the year	(10 458)	2 366	(333)	(24 639)	(24 081)	(4 357)	(37 965)	(31 542)	(19 203)

DC9 Frances Baard - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</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	507	596	885	1 061	1 061	519	1 072	1 126	1 171
Interest earned - external investments	5 491	5 672	5 841	5 673	5 673	5 673	5 443	5 648	5 820
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-
Licences and permits	-	-	-	-	-	-	-	-	-
Agency services	-	-	-	-	-	-	-	-	-
Transfers recognised - operational	88 914	94 579	95 053	101 083	102 898	102 798	106 509	112 246	118 711
Other revenue	333	1 073	300	115	115	4 180	4 053	3 555	3 558
Gains on disposal of PPE	-	-	-	60	60	17	60	63	66
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>95 246</b>	<b>101 921</b>	<b>102 078</b>	<b>107 992</b>	<b>109 807</b>	<b>113 188</b>	<b>117 137</b>	<b>122 638</b>	<b>129 325</b>
<b>Expenditure By Type</b>									
Employee related costs	34 634	39 423	41 012	54 388	54 410	45 515	57 549	61 181	65 539
Remuneration of councillors	4 595	5 160	5 424	6 055	6 055	6 055	6 337	6 574	6 822
Debt impairment	-	-	-	3	3	3	3	-	-
Depreciation & asset impairment	22 562	3 483	4 050	5 380	5 380	4 679	5 615	5 635	5 555
Finance charges	2 471	2 318	2 300	2 854	2 854	2 903	3 054	2 874	2 674
Bulk purchases	-	-	-	-	-	-	-	-	-
Other materials	2 314	2 569	3 376	5 245	5 324	4 115	3 956	3 921	4 073
Contracted services	-	-	-	-	-	-	-	-	-
Transfers and grants	26 382	35 437	33 666	42 973	41 803	40 250	56 992	54 198	43 373
Other expenditure	12 130	10 138	12 184	15 533	17 860	13 823	21 386	19 578	20 262
Loss on disposal of PPE	615	1 026	398	200	200	200	210	221	229
<b>Total Expenditure</b>	<b>105 704</b>	<b>99 555</b>	<b>102 411</b>	<b>132 631</b>	<b>133 888</b>	<b>117 545</b>	<b>155 102</b>	<b>154 180</b>	<b>148 528</b>
<b>Surplus/(Deficit)</b>	<b>(10 458)</b>	<b>2 366</b>	<b>(333)</b>	<b>(24 639)</b>	<b>(24 081)</b>	<b>(4 357)</b>	<b>(37 965)</b>	<b>(31 542)</b>	<b>(19 203)</b>
Transfers recognised - capital	-	-	-	-	-	-	-	-	-
Contributions recognised - capital	-	-	-	-	-	-	-	-	-
Contributed assets	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>(10 458)</b>	<b>2 366</b>	<b>(333)</b>	<b>(24 639)</b>	<b>(24 081)</b>	<b>(4 357)</b>	<b>(37 965)</b>	<b>(31 542)</b>	<b>(19 203)</b>
Taxation	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after taxation</b>	<b>(10 458)</b>	<b>2 366</b>	<b>(333)</b>	<b>(24 639)</b>	<b>(24 081)</b>	<b>(4 357)</b>	<b>(37 965)</b>	<b>(31 542)</b>	<b>(19 203)</b>
Attributable to minorities	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) attributable to municipality</b>	<b>(10 458)</b>	<b>2 366</b>	<b>(333)</b>	<b>(24 639)</b>	<b>(24 081)</b>	<b>(4 357)</b>	<b>(37 965)</b>	<b>(31 542)</b>	<b>(19 203)</b>
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	<b>(10 458)</b>	<b>2 366</b>	<b>(333)</b>	<b>(24 639)</b>	<b>(24 081)</b>	<b>(4 357)</b>	<b>(37 965)</b>	<b>(31 542)</b>	<b>(19 203)</b>

DC9 Frances Baard - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>Capital expenditure - Vote</b>									
<b>Multi-year expenditure to be appropriated</b>									
Vote 1 - Executive & Council	-	-	-	-	-	-	-	-	-
Vote 2 - Budget & Treasury	-	-	-	-	-	-	-	-	-
Vote 3 - Corporate Services	-	-	-	-	-	-	-	-	-
Vote 4 - Planning & Development	-	-	-	-	-	-	-	-	-
Vote 5 - Project Management & Advisory Services	-	-	-	-	-	-	-	-	-
Vote 6 - [NAME OF VOTE 6]	-	-	-	-	-	-	-	-	-
Vote 7 - [NAME OF VOTE 7]	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	-	-	-	-	-	-	-	-	-
<b>Single-year expenditure to be appropriated</b>									
Vote 1 - Executive & Council	138	112	59	187	187	187	165	-	-
Vote 2 - Budget & Treasury	295	1 853	693	1 358	1 365	1 358	1 924	1 200	800
Vote 3 - Corporate Services	593	874	1 519	3 539	3 700	806	10 409	135	135
Vote 4 - Planning & Development	49	2 558	21	124	459	430	32	-	-
Vote 5 - Project Management & Advisory Services	1 307	611	261	132	135	132	1 027	-	-
Vote 6 - [NAME OF VOTE 6]	-	-	-	-	-	-	-	-	-
Vote 7 - [NAME OF VOTE 7]	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>	<b>2 382</b>	<b>6 008</b>	<b>2 553</b>	<b>5 340</b>	<b>5 845</b>	<b>2 913</b>	<b>13 556</b>	<b>1 335</b>	<b>935</b>
<b>Total Capital Expenditure - Vote</b>	<b>2 382</b>	<b>6 008</b>	<b>2 553</b>	<b>5 340</b>	<b>5 845</b>	<b>2 913</b>	<b>13 556</b>	<b>1 335</b>	<b>935</b>
<b>Capital Expenditure - Standard</b>									
<b>Governance and administration</b>	<b>1 026</b>	<b>2 839</b>	<b>1 197</b>	<b>2 320</b>	<b>2 472</b>	<b>2 259</b>	<b>2 751</b>	<b>1 335</b>	<b>935</b>
Executive and council	138	112	59	187	187	187	165	-	-
Budget and treasury office	295	1 853	693	1 358	1 365	1 358	1 924	1 200	800
Corporate services	593	874	445	775	920	714	663	135	135
<b>Community and public safety</b>	<b>43</b>	<b>3 006</b>	<b>1 147</b>	<b>2 790</b>	<b>2 806</b>	<b>118</b>	<b>9 726</b>	-	-
Community and social services	-	-	-	-	-	-	-	-	-
Sport and recreation	-	-	-	-	-	-	-	-	-
Public safety	1	2 470	1 074	2 746	2 762	74	9 726	-	-
Housing	42	535	73	44	44	44	-	-	-
Health	-	-	-	-	-	-	-	-	-
<b>Economic and environmental services</b>	<b>1 313</b>	<b>164</b>	<b>209</b>	<b>169</b>	<b>172</b>	<b>536</b>	<b>1 079</b>	-	-
Planning and development	1 313	164	209	151	154	518	1 059	-	-
Road transport	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	-	18	18	18	20	-	-
<b>Trading services</b>	-	-	-	-	-	-	-	-	-
Electricity	-	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-
<b>Other</b>	-	-	-	<b>61</b>	<b>396</b>	-	-	-	-
<b>Total Capital Expenditure - Standard</b>	<b>2 382</b>	<b>6 009</b>	<b>2 553</b>	<b>5 340</b>	<b>5 845</b>	<b>2 913</b>	<b>13 556</b>	<b>1 335</b>	<b>935</b>
<b>Funded by:</b>									
National Government	-	-	-	-	-	-	-	-	-
Provincial Government	-	1 664	-	-	-	-	-	-	-
District Municipality	-	-	-	-	-	-	-	-	-
Other transfers and grants	-	-	-	-	-	-	-	-	-
<b>Transfers recognised - capital</b>	-	<b>1 664</b>	-	-	-	-	-	-	-
<b>Public contributions &amp; donations</b>	-	-	-	-	-	-	-	-	-
<b>Borrowing</b>	-	-	-	-	-	-	-	-	-
<b>Internally generated funds</b>	<b>2 382</b>	<b>4 345</b>	<b>2 553</b>	<b>5 340</b>	<b>5 845</b>	<b>2 913</b>	<b>13 556</b>	<b>1 335</b>	<b>935</b>
<b>Total Capital Funding</b>	<b>2 382</b>	<b>6 009</b>	<b>2 553</b>	<b>5 340</b>	<b>5 845</b>	<b>2 913</b>	<b>13 556</b>	<b>1 335</b>	<b>935</b>



DC9 Frances Baard - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>Capital expenditure - Municipal Vote</b>									
<b>Multi-year expenditure appropriation</b>									
<b>Vote 1 - Executive &amp; Council</b>	-	-	-	-	-	-	-	-	-
1.1 - Council	-	-	-	-	-	-	-	-	-
1.2 - Municipal Manager	-	-	-	-	-	-	-	-	-
1.3 - Committee Services & Administration	-	-	-	-	-	-	-	-	-
1.4 - Internal Audit	-	-	-	-	-	-	-	-	-
1.5 - Communications	-	-	-	-	-	-	-	-	-
1.6 - Legal & Risk	-	-	-	-	-	-	-	-	-
1.7 - Political Office - Administration	-	-	-	-	-	-	-	-	-
1.8 - Youth Unit	-	-	-	-	-	-	-	-	-
<b>Vote 2 - Budget &amp; Treasury</b>	-	-	-	-	-	-	-	-	-
2.1 - Directorate	-	-	-	-	-	-	-	-	-
2.2 - Revenue & Expenditure	-	-	-	-	-	-	-	-	-
2.3 - Budget Office	-	-	-	-	-	-	-	-	-
2.4 - Supply Chain	-	-	-	-	-	-	-	-	-
2.5 - Motor Vehicle Pool	-	-	-	-	-	-	-	-	-
<b>Vote 3 - Corporate Services</b>	-	-	-	-	-	-	-	-	-
3.1 - Directorate	-	-	-	-	-	-	-	-	-
3.2 - Information Technology	-	-	-	-	-	-	-	-	-
3.3 - Human Resource Management	-	-	-	-	-	-	-	-	-
3.4 - Office Support Services	-	-	-	-	-	-	-	-	-
3.5 - Environmental Protection	-	-	-	-	-	-	-	-	-
3.6 - Community Development	-	-	-	-	-	-	-	-	-
3.7 - Fire Fighting & Disaster Management	-	-	-	-	-	-	-	-	-
<b>Vote 4 - Planning &amp; Development</b>	-	-	-	-	-	-	-	-	-
4.1 - Directorate	-	-	-	-	-	-	-	-	-
4.2 - IDP / PMS Management	-	-	-	-	-	-	-	-	-
4.3 - PMS Management	-	-	-	-	-	-	-	-	-
4.4 - LED & Tourism	-	-	-	-	-	-	-	-	-
4.5 - Local Economic Development	-	-	-	-	-	-	-	-	-
4.6 - GIS Management	-	-	-	-	-	-	-	-	-
4.7 - Spatial Planning	-	-	-	-	-	-	-	-	-
4.8 - Fire Fighting & Disaster Management	-	-	-	-	-	-	-	-	-
4.9 - Tourism	-	-	-	-	-	-	-	-	-
4.10 - IDP Management	-	-	-	-	-	-	-	-	-
<b>Vote 5 - Project Management &amp; Advisory Services</b>	-	-	-	-	-	-	-	-	-
5.1 - Directorate	-	-	-	-	-	-	-	-	-
5.2 - Project Management Services	-	-	-	-	-	-	-	-	-
5.3 - Maintenance of Roads	-	-	-	-	-	-	-	-	-
5.4 - Housing	-	-	-	-	-	-	-	-	-
<b>Vote 6 - [NAME OF VOTE 6]</b>	-	-	-	-	-	-	-	-	-
6.1 - [Name of sub-vote]	-	-	-	-	-	-	-	-	-





DC9 Frances Baard - Table A6 Budgeted Financial Position

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>ASSETS</b>									
<b>Current assets</b>									
Cash	86 214	364	9 934	1 081	3 165	4 061	2 143	6 803	12 202
Call investment deposits	2 900	87 000	82 400	81 879	81 000	90 000	59 600	47 600	49 000
Consumer debtors	-	-	-	-	-	-	-	-	-
Other debtors	2 878	2 658	2 668	2 000	2 000	2 000	2 000	2 000	2 000
Current portion of long-term receivables	870	863	898		898	898	900	900	900
Inventory	350	266	292	400	400	400	300	300	300
<b>Total current assets</b>	<b>93 212</b>	<b>91 151</b>	<b>96 192</b>	<b>85 360</b>	<b>87 463</b>	<b>97 359</b>	<b>64 943</b>	<b>57 603</b>	<b>64 402</b>
<b>Non current assets</b>									
Long-term receivables	9 782	9 749	9 579	9 674	9 674	9 674	8 679	7 779	6 879
Investments									
Investment property									
Investment in Associate									
Property, plant and equipment	45 974	47 439	39 293	46 003	46 510	37 526	45 467	41 167	36 547
Agricultural									
Biological									
Intangible	895	849	777	1 429	1 429	610	443	175	8
Other non-current assets	631	631	6 936			631	631	631	631
<b>Total non current assets</b>	<b>57 283</b>	<b>58 668</b>	<b>56 583</b>	<b>57 105</b>	<b>57 613</b>	<b>48 442</b>	<b>55 219</b>	<b>49 752</b>	<b>44 064</b>
<b>TOTAL ASSETS</b>	<b>150 495</b>	<b>149 820</b>	<b>152 775</b>	<b>142 465</b>	<b>145 076</b>	<b>145 801</b>	<b>120 162</b>	<b>107 355</b>	<b>108 466</b>
<b>LIABILITIES</b>									
<b>Current liabilities</b>									
Bank overdraft									
Borrowing	1 333	1 444	1 606	1 786	1 786	1 786	1 694	1 786	1 986
Consumer deposits									
Trade and other payables	7 547	4 499	6 566	4 500	4 500	7 000	7 000	7 000	7 000
Provisions	6 024	6 860	7 750	6 500	6 500	8 000	8 000	8 000	8 000
<b>Total current liabilities</b>	<b>14 905</b>	<b>12 802</b>	<b>15 921</b>	<b>12 786</b>	<b>12 786</b>	<b>16 786</b>	<b>16 694</b>	<b>16 786</b>	<b>16 986</b>
<b>Non current liabilities</b>									
Borrowing	11 486	10 041	8 435	6 685	6 685	6 685	6 649	4 664	2 456
Provisions	22 526	23 001	24 797	23 000	23 000	25 000	22 000	22 000	22 000
<b>Total non current liabilities</b>	<b>34 012</b>	<b>33 042</b>	<b>33 232</b>	<b>29 685</b>	<b>29 685</b>	<b>31 685</b>	<b>28 649</b>	<b>26 664</b>	<b>24 456</b>
<b>TOTAL LIABILITIES</b>	<b>48 917</b>	<b>45 845</b>	<b>49 153</b>	<b>42 470</b>	<b>42 470</b>	<b>48 470</b>	<b>45 343</b>	<b>43 450</b>	<b>41 442</b>
<b>NET ASSETS</b>	<b>101 578</b>	<b>103 975</b>	<b>103 623</b>	<b>99 995</b>	<b>102 606</b>	<b>97 331</b>	<b>74 819</b>	<b>63 904</b>	<b>67 024</b>
<b>COMMUNITY WEALTH/EQUITY</b>									
Accumulated Surplus/(Deficit)	74 677	75 967	74 819	73 333	75 944	70 669	48 469	37 866	41 298
Reserves	26 901	28 008	28 804	26 662	26 662	26 662	26 350	26 038	25 726
Minorities' interests									
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	<b>101 578</b>	<b>103 975</b>	<b>103 623</b>	<b>99 995</b>	<b>102 606</b>	<b>97 331</b>	<b>74 819</b>	<b>63 904</b>	<b>67 024</b>

DC9 Frances Baard - Table A7 Budgeted Cash Flows

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>									
<b>Receipts</b>									
Property rates, penalties & collection charges							-	-	-
Service charges							-	-	-
Other revenue	1 637	923	2 243	145	145	3 772	5 125	9 681	8 728
Government - operating	86 365	92 727	95 072	101 083	102 463	102 463	106 509	112 246	118 711
Government - capital							-	-	-
Interest	5 491	5 672	5 841	5 673	5 673	5 390	5 443	5 648	5 820
Dividends							-	-	-
<b>Payments</b>									
Suppliers and employees	(48 031)	(56 127)	(58 357)	(74 941)	(76 113)	(63 290)	(83 177)	(77 399)	(80 309)
Finance charges	(1 516)	(2 318)	(2 300)	(1 569)	(1 569)	(1 569)	(1 054)	(874)	(674)
Transfers and Grants	(26 382)	(35 437)	(33 666)	(38 676)	(37 505)	(36 225)	(54 578)	(54 198)	(43 373)
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	<b>17 564</b>	<b>5 441</b>	<b>8 832</b>	<b>(8 285)</b>	<b>(6 906)</b>	<b>10 541</b>	<b>(21 733)</b>	<b>(4 896)</b>	<b>8 903</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>									
<b>Receipts</b>									
Proceeds on disposal of PPE		110	1	57	57	10	60	63	66
Decrease (Increase) in non-current debtors		40	136				-	-	-
Decrease (Increase) other non-current receivables	(814)						-	-	-
Decrease (increase) in non-current investments	6	(900)	(600)				-	-	-
<b>Payments</b>									
Capital assets	(2 382)	(6 008)	(2 553)	(4 539)	(4 713)	(2 913)	(9 489)	(1 335)	(935)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	<b>(3 189)</b>	<b>(6 758)</b>	<b>(3 017)</b>	<b>(4 482)</b>	<b>(4 656)</b>	<b>(2 903)</b>	<b>(9 429)</b>	<b>(1 272)</b>	<b>(869)</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	(1 289)	(1 333)	(1 445)	(1 606)	(1 606)	(1 556)	(1 111)	(1 173)	(1 235)
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	<b>(1 289)</b>	<b>(1 333)</b>	<b>(1 445)</b>	<b>(1 606)</b>	<b>(1 606)</b>	<b>(1 556)</b>	<b>(1 111)</b>	<b>(1 173)</b>	<b>(1 235)</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	<b>13 086</b>	<b>(2 650)</b>	<b>4 370</b>	<b>(14 373)</b>	<b>(13 168)</b>	<b>6 082</b>	<b>(32 273)</b>	<b>(7 340)</b>	<b>6 799</b>
Cash/cash equivalents at the year begin:	73 128	86 214	83 564	97 333	97 333	87 934	94 016	61 743	54 403
Cash/cash equivalents at the year end:	86 214	83 564	87 934	82 960	84 165	94 016	61 743	54 403	61 202

DC9 Frances Baard - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>Cash and investments available</b>									
Cash/cash equivalents at the year end	86 214	83 564	87 934	82 960	84 165	94 016	61 743	54 403	61 202
Other current investments > 90 days	2 900	3 800	4 400	(0)	(0)	45	(0)	0	(0)
Non current assets - Investments	-	-	-	-	-	-	-	-	-
<b>Cash and investments available:</b>	<b>89 114</b>	<b>87 364</b>	<b>92 334</b>	<b>82 960</b>	<b>84 165</b>	<b>94 061</b>	<b>61 743</b>	<b>54 403</b>	<b>61 202</b>
<b>Application of cash and investments</b>									
Unspent conditional transfers	2 179	327	346	-	-	-	-	-	-
Unspent borrowing	-	-	-	-	-	-	-	-	-
Statutory requirements	19 056	-	-	-	-	-	-	-	-
Other working capital requirements	(19 294)	(2 689)	(16 976)	3 060	3 060	(2 370)	(3 679)	(13 223)	(9 389)
Other provisions	22 526	23 001	22 526	23 000	23 000	24 797	8 000	8 000	8 000
Long term investments committed	2 900	-	-	4 000	4 000	4 000	4 000	4 000	4 000
Reserves to be backed by cash/investments	5 522	7 074	8 182	7 102	7 102	7 102	7 102	7 102	7 102
<b>Total Application of cash and investments:</b>	<b>32 889</b>	<b>27 714</b>	<b>14 079</b>	<b>37 162</b>	<b>37 162</b>	<b>33 529</b>	<b>15 423</b>	<b>5 879</b>	<b>9 713</b>
<b>Surplus(shortfall)</b>	<b>56 225</b>	<b>59 650</b>	<b>78 255</b>	<b>45 798</b>	<b>47 003</b>	<b>60 532</b>	<b>46 320</b>	<b>48 523</b>	<b>51 488</b>

DC9 Frances Baard - Table A9 Asset Management

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousand									
<b>CAPITAL EXPENDITURE</b>									
<b>Total New Assets</b>	1 949	3 616	1 264	3 654	4 135	1 409	12 176	-	-
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-	-	-
Community	4	762	-	159	159	-	-	-	-
Heritage assets	4	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Other assets	1 758	2 480	1 264	3 495	3 976	1 409	12 176	-	-
Agricultural Assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Intangibles	183	374	-	-	-	-	-	-	-
<b>Total Renewal of Existing Assets</b>	433	2 392	1 289	1 686	1 710	1 504	1 379	1 335	935
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-	-	-
Community	-	156	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Other assets	433	2 236	1 289	1 586	1 610	1 504	1 279	1 335	935
Agricultural Assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Intangibles	-	-	-	100	100	-	100	-	-
<b>Total Capital Expenditure</b>									
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-	-	-
Community	4	919	-	159	159	-	-	-	-
Heritage assets	4	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Other assets	2 191	4 716	2 553	5 081	5 586	2 913	13 455	1 335	935
Agricultural Assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Intangibles	183	374	-	100	100	-	100	-	-
<b>TOTAL CAPITAL EXPENDITURE - Asset class</b>	<b>2 382</b>	<b>6 008</b>	<b>2 553</b>	<b>5 340</b>	<b>5 845</b>	<b>2 913</b>	<b>13 555</b>	<b>1 335</b>	<b>935</b>
<b>ASSET REGISTER SUMMARY - PPE (WDV)</b>									
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-	-	-
Community	350	-	-	-	-	-	-	-	-
Heritage assets	631	631	631	-	-	631	631	631	631
Investment properties	-	-	-	-	-	-	-	-	-
Other assets	44 993	46 808	38 661	46 003	46 510	36 895	44 836	40 536	35 916
Agricultural Assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Intangibles	895	849	777	1 429	1 429	610	443	175	8
<b>TOTAL ASSET REGISTER SUMMARY - PPE (WDV)</b>	<b>46 869</b>	<b>48 288</b>	<b>40 069</b>	<b>47 431</b>	<b>47 939</b>	<b>38 136</b>	<b>45 909</b>	<b>41 342</b>	<b>36 554</b>
<b>EXPENDITURE OTHER ITEMS</b>									
<b>Depreciation &amp; asset impairment</b>	22 562	3 483	4 050	5 380	5 380	4 679	5 615	5 635	5 555
<b>Repairs and Maintenance by Asset Class</b>	2 314	2 569	3 376	5 245	5 324	4 115	3 956	3 921	4 073
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	4	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	4	-	-	-	-	-	-
Community	-	17	40	159	278	-	142	149	155
Heritage assets	1	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Other assets	2 313	2 552	3 332	5 086	5 046	4 115	3 813	3 772	3 918
<b>TOTAL EXPENDITURE OTHER ITEMS</b>	<b>24 876</b>	<b>6 052</b>	<b>7 426</b>	<b>10 625</b>	<b>10 704</b>	<b>8 795</b>	<b>9 571</b>	<b>9 556</b>	<b>9 628</b>
<i>Renewal of Existing Assets as % of total capex</i>	18.2%	39.8%	50.5%	31.6%	29.3%	51.6%	10.2%	100.0%	100.0%
<i>Renewal of Existing Assets as % of deprecn"</i>	1.9%	68.7%	31.8%	31.3%	31.8%	32.1%	24.6%	23.7%	16.8%
<i>R&amp;M as a % of PPE</i>	5.0%	5.4%	8.6%	11.4%	11.4%	11.0%	8.7%	9.5%	11.1%
<i>Renewal and R&amp;M as a % of PPE</i>	6.0%	10.0%	12.0%	15.0%	15.0%	15.0%	12.0%	13.0%	14.0%

DC9 Frances Baard - Table A10 Basic service delivery measurement

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>Household service targets</b>									
<b>Water:</b>									
Piped water inside dwelling	49 720	59 604	58 944	49 890	49 890	49 890	49 890	49 890	49 890
Piped water inside yard (but not in dwelling)	7 033	7 080	7 080	31 824	31 824	31 824	31 824	31 824	31 824
Using public tap (at least min.service level)	2 171	2 380	2 380	9 249	9 249	9 249	9 249	9 249	9 249
Other water supply (at least min.service level)	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>	58 924	69 064	68 404	90 963	90 963	90 963	90 963	90 963	90 963
Using public tap (< min.service level)	1 684	1 780	-	3 549	3 549	3 549	3 549	3 549	3 549
Other water supply (< min.service level)	-	-	-	-	-	-	-	-	-
No water supply	25 009	25 045	7 387	1 416	1 416	1 416	1 416	1 416	1 416
<i>Below Minimum Service Level sub-total</i>	26 693	26 825	7 387	4 965	4 965	4 965	4 965	4 965	4 965
<b>Total number of households</b>	<b>85 617</b>	<b>95 889</b>	<b>75 791</b>	<b>95 928</b>	<b>95 928</b>	<b>95 928</b>	<b>95 928</b>	<b>95 928</b>	<b>95 928</b>
<b>Sanitation/sewerage:</b>									
Flush toilet (connected to sewerage)	54 150	63 705	65 061	74 019	74 019	74 019	74 019	74 019	74 019
Flush toilet (with septic tank)	308	308	308	2 700	2 700	2 700	2 700	2 700	2 700
Chemical toilet	33	33	33	114	114	114	114	114	114
Pit toilet (ventilated)	853	853	853	1 728	1 728	1 728	1 728	1 728	1 728
Other toilet provisions (> min.service level)	-	-	2 085	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>	55 344	64 899	68 340	78 561	78 561	78 561	78 561	78 561	78 561
Bucket toilet	323	323	323	4 440	4 440	4 440	4 440	4 440	4 440
Other toilet provisions (< min.service level)	2 428	2 428	-	6 657	6 657	6 657	6 657	6 657	6 657
No toilet provisions	10 980	10 193	7 200	6 303	6 303	6 303	6 303	6 303	6 303
<i>Below Minimum Service Level sub-total</i>	13 731	12 944	7 523	17 400	17 400	17 400	17 400	17 400	17 400
<b>Total number of households</b>	<b>69 075</b>	<b>77 843</b>	<b>75 863</b>	<b>95 961</b>	<b>95 961</b>	<b>95 961</b>	<b>95 961</b>	<b>95 961</b>	<b>95 961</b>
<b>Energy:</b>									
Electricity (at least min.service level)	4 306	12 742	13 893	80 820	80 820	80 820	80 820	80 820	80 820
Electricity - prepaid (min.service level)	38 096	38 948	43 738	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>	42 402	51 690	57 631	80 820	80 820	80 820	80 820	80 820	80 820
Electricity (< min.service level)	-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)	-	-	-	-	-	-	-	-	-
Other energy sources	9 127	8 607	6 907	6 693	6 693	6 693	6 693	6 693	6 693
<i>Below Minimum Service Level sub-total</i>	9 127	8 607	6 907	6 693	6 693	6 693	6 693	6 693	6 693
<b>Total number of households</b>	<b>51 529</b>	<b>60 297</b>	<b>64 538</b>	<b>87 513</b>	<b>87 513</b>	<b>87 513</b>	<b>87 513</b>	<b>87 513</b>	<b>87 513</b>
<b>Refuse:</b>									
Removed at least once a week	41 039	50 807	62 068	71 277	71 277	71 277	71 277	71 277	71 277
<i>Minimum Service Level and Above sub-total</i>	41 039	50 807	62 068	71 277	71 277	71 277	71 277	71 277	71 277
Removed less frequently than once a week	-	-	1 141	3 021	3 021	3 021	3 021	3 021	3 021
Using communal refuse dump	-	-	407	1 254	1 254	1 254	1 254	1 254	1 254
Using own refuse dump	-	-	4 020	13 590	13 590	13 590	13 590	13 590	13 590
Other rubbish disposal	-	-	-	1 497	1 497	1 497	1 497	1 497	1 497
No rubbish disposal	9 490	9 490	10 128	5 199	5 199	5 199	5 199	5 199	5 199
<i>Below Minimum Service Level sub-total</i>	9 490	9 490	15 696	24 561	24 561	24 561	24 561	24 561	24 561
<b>Total number of households</b>	<b>50 529</b>	<b>60 297</b>	<b>77 764</b>	<b>95 838</b>	<b>95 838</b>	<b>95 838</b>	<b>95 838</b>	<b>95 838</b>	<b>95 838</b>
<b>Households receiving Free Basic Service</b>									
Water (6 kilolitres 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)									
Sanitation (free sanitation service)									
Electricity/other energy (50kwh per household per month)									
Refuse (removed once a week)									
<b>Total cost of FBS provided (minimum social package)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Highest level of free service provided</b>									
Property rates (R value threshold)									
Water (kilolitres per household per month)									
Sanitation (kilolitres per household per month)									
Sanitation (Rand per household per month)									
Electricity (kwh per household per month)									
Refuse (average litres per week)									
<b>Revenue cost of free services provided (R'000)</b>									
Property rates (R15 000 threshold rebate)									
Property rates (other exemptions, reductions and rebates)									
Water									
Sanitation									
Electricity/other energy									
Refuse									
Municipal Housing - rental rebates									
Housing - top structure subsidies									
Other									
<b>Total revenue cost of free services provided (total social package)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



***OTHER RELATED SUPPORTING  
DOCUMENTATION***

DC9 Frances Baard - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>REVENUE ITEMS:</b>									
<b>Property rates</b>									
Total Property Rates									
less Revenue Foregone									
<b>Net Property Rates</b>	-	-	-	-	-	-	-	-	-
<b>Service charges - electricity revenue</b>									
Total Service charges - electricity revenue									
less Revenue Foregone									
<b>Net Service charges - electricity revenue</b>	-	-	-	-	-	-	-	-	-
<b>Service charges - water revenue</b>									
Total Service charges - water revenue									
less Revenue Foregone									
<b>Net Service charges - water revenue</b>	-	-	-	-	-	-	-	-	-
<b>Service charges - sanitation revenue</b>									
Total Service charges - sanitation revenue									
less Revenue Foregone									
<b>Net Service charges - sanitation revenue</b>	-	-	-	-	-	-	-	-	-
<b>Service charges - refuse revenue</b>									
Total refuse removal revenue									
Total landfill revenue									
less Revenue Foregone									
<b>Net Service charges - refuse revenue</b>	-	-	-	-	-	-	-	-	-
<b>Other Revenue by source</b>									
Actuarial Gains	251	996	-	-	-	-	-	-	-
Other income	82	77	300	115	115	4 180	53	55	58
VAT							4 000	3 500	3 500
<b>Total 'Other' Revenue</b>	<b>333</b>	<b>1 073</b>	<b>300</b>	<b>115</b>	<b>115</b>	<b>4 180</b>	<b>4 053</b>	<b>3 555</b>	<b>3 558</b>
<b>EXPENDITURE ITEMS:</b>									
<b>Employee related costs</b>									
Basic Salaries and Wages	24 103	27 205	28 667	38 469	38 469	31 698	42 071	45 025	48 503
Pension and UIF Contributions	3 724	4 227	4 438	6 291	6 291	4 917	7 447	7 970	8 586
Medical Aid Contributions	1 088	1 269	1 390	1 814	1 814	1 494	451	451	451
Overtime	58	54	72	-	-	-	78	72	72
Performance Bonus	209	366	434	464	464	464	440	440	440
Motor Vehicle Allowance	1 897	2 302	2 590	3 784	3 784	3 268	3 426	3 426	3 426
Cellphone Allowance	176	192	183	220	242	183	193	159	159
Housing Allowances	527	413	206	221	221	257	242	242	242
Other benefits and allowances	799	1 025	1 136	1 324	1 324	1 295	1 171	1 201	1 276
Payments in lieu of leave	883	1 121	1 404	860	860	860	941	1 007	1 085
Long service awards	141	209	131	193	193	244	215	230	248
Post-retirement benefit obligations	1 029	1 038	360	748	748	833	874	959	1 052
<i>sub-total</i>	<b>34 634</b>	<b>39 423</b>	<b>41 012</b>	<b>54 388</b>	<b>54 410</b>	<b>45 515</b>	<b>57 549</b>	<b>61 181</b>	<b>65 539</b>
Less: Employees costs capitalised to PPE									
<b>Total Employee related costs</b>	<b>34 634</b>	<b>39 423</b>	<b>41 012</b>	<b>54 388</b>	<b>54 410</b>	<b>45 515</b>	<b>57 549</b>	<b>61 181</b>	<b>65 539</b>
<b>Contributions recognised - capital</b>									
<i>List contributions by contract</i>									

DC9 Frances Baard - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Total Contributions recognised - capital	-	-	-	-	-	-	-	-	-
<b>Depreciation &amp; asset impairment</b>									
Depreciation of Property, Plant & Equipment	3 898	3 483	4 050	5 380	5 380	4 679	6 061	6 081	6 001
Lease amortisation	-	-	-	-	-	-	-	-	-
Capital asset impairment	18 665	-	-	-	-	-	-	-	-
Depreciation resulting from revaluation of PPE	-	-	-	-	-	-	446	446	446
<b>Total Depreciation &amp; asset impairment</b>	<b>22 562</b>	<b>3 483</b>	<b>4 050</b>	<b>5 380</b>	<b>5 380</b>	<b>4 679</b>	<b>5 615</b>	<b>5 635</b>	<b>5 555</b>
<b>Bulk purchases</b>									
Electricity Bulk Purchases	-	-	-	-	-	-	-	-	-
Water Bulk Purchases	-	-	-	-	-	-	-	-	-
<b>Total bulk purchases</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers and grants</b>									
Cash transfers and grants	135	135	135	135	135	135	135	135	135
Non-cash transfers and grants	26 247	35 302	33 531	42 838	41 668	40 115	56 857	54 063	43 238
<b>Total transfers and grants</b>	<b>26 382</b>	<b>35 437</b>	<b>33 666</b>	<b>42 973</b>	<b>41 803</b>	<b>40 250</b>	<b>56 992</b>	<b>54 198</b>	<b>43 373</b>
<b>Contracted services</b>									
<i>List services provided by contract</i>									
<i>sub-total</i>	-	-	-	-	-	-	-	-	-
Allocations to organs of state:									
Electricity									
Water									
Sanitation									
Other									
<b>Total contracted services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

DC9 Frances Baard - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>Other Expenditure By Type</b>									
Collection costs									
Contributions to 'other' provisions									
Consultant fees	2 512	212	444	1 946	2 156	1 038	3 888	1 207	1 231
Audit fees	1 330	1 401	1 580	1 700	1 950	1 950	2 200	2 300	2 400
General expenses	595	194	279	526	535	238	392	411	427
Advertisement	680	874	1 196	1 059	1 069	1 130	1 219	1 279	1 333
Affiliation Fees	306	400	415	550	550	556	589	618	643
Bank Charges	53	65	64	70	70	1	1	1	1
Printing, stationery & publications	462	652	544	860	951	739	1 173	1 343	1 394
Entertainment	213	234	209	233	237	269	322	337	350
Free basic services	-	-	-	-	-	-	-	-	-
Motor vehicle oprating cost	755	780	745	976	1 060	936	1 308	1 358	1 400
Motot vehicle usage	(63)	(0)	6	(592)	(580)	(496)	(600)	(519)	(519)
Insurance	272	194	240	350	390	604	391	410	426
Actuarial Losses	763	-	1 264	500	1 285	500	1 200	1 200	1 200
Municipal services & Taxes	749	1 085	1 239	1 522	1 612	1 231	1 677	1 761	1 831
Postage	6	11	11	15	15	8	20	21	22
Office requirements	22	4		24	24	21	14	14	15
Pauper Burials	5	12	10	24	24	10	12	12	12
Protective clothing	15	17	18	31	36	38	47	49	51
Relocation Cost	44	36	402	100	350	108	250	263	273
Rentals	58	46		24	24	10	11	12	12
Security Services	414	455	545	712	887	590	1 183	1 243	1 292
Telekommunications	494	527	448	775	735	599	754	710	736
Training, Study Busaries, CinfERENCE & Seminars	911	1 245	1 352	1 995	2 034	1 811	2 263	2 380	2 485
Accommpdation	1 070	859	815	1 072	1 222	1 208	1 801	1 852	1 902
Transportation	465	838	355	1 061	1 223	725	1 273	1 317	1 344
<b>Total 'Other' Expenditure</b>	<b>12 130</b>	<b>10 138</b>	<b>12 184</b>	<b>15 533</b>	<b>17 860</b>	<b>13 823</b>	<b>21 386</b>	<b>19 578</b>	<b>20 262</b>

by Expenditure Item									
Employee related costs									
Other materials	2 314	2 569	3 376	5 245	5 324	4 115	3 956	3 921	4 073
Contracted Services									
Other Expenditure									
<b>Total Repairs and Maintenance Expenditure</b>	<b>2 314</b>	<b>2 569</b>	<b>3 376</b>	<b>5 245</b>	<b>5 324</b>	<b>4 115</b>	<b>3 956</b>	<b>3 921</b>	<b>4 073</b>

DC9 Frances Baard - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.)

Description	Vote 1 - Executive & Council	Vote 2 - Budget & Treasury	Vote 3 - Corporate Services	Vote 4 - Planning & Development	Vote 5 - Project Management & Advisory Services	Vote 6 - [NAME OF VOTE 6]	Vote 7 - [NAME OF VOTE 7]	Vote 8 - [NAME OF VOTE 8]	Vote 9 - [NAME OF VOTE 9]	Vote 10 - [NAME OF VOTE 10]	Vote 11 - [NAME OF VOTE 11]	Vote 12 - [NAME OF VOTE 12]	Vote 13 - [NAME OF VOTE 13]	Vote 14 - [NAME OF VOTE 14]	Vote 15 - [NAME OF VOTE 15]	Total
<b>R thousand</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		72			1 000											1 072
Interest earned - external investments		5 443														5 443
Interest earned - outstanding debtors																-
Dividends received																-
Fines																-
Licences and permits																-
Agency services																-
Other revenue		4 053														4 053
Transfers recognised - operational	-	90 384	630	940	14 555											106 509
Gains on disposal of PPE		60														60
<b>Total Revenue (excluding capital transfers and contrib.)</b>	<b>-</b>	<b>100 012</b>	<b>630</b>	<b>940</b>	<b>15 555</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>117 137</b>
<b>Expenditure By Type</b>																
Employee related costs	11 420	9 895	15 519	9 858	10 857											57 549
Remuneration of councillors	6 337															6 337
Debt impairment	3															3
Depreciation & asset impairment		4 085	1 338		193											5 615
Finance charges		3 054														3 054
Bulk purchases																-
Other materials	257	1 272	1 906	223	298											3 956
Contracted services																-
Transfers and grants	1 776	1 700	1 595	10 447	41 474											56 992
Other expenditure	6 223	3 649	6 524	1 677	3 313											21 386
Loss on disposal of PPE		210														210
<b>Total Expenditure</b>	<b>26 016</b>	<b>23 864</b>	<b>26 882</b>	<b>22 205</b>	<b>56 134</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>155 102</b>
<b>Surplus/(Deficit)</b>	<b>(26 016)</b>	<b>76 148</b>	<b>(26 252)</b>	<b>(21 265)</b>	<b>(40 579)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(37 965)</b>
Transfers recognised - capital																-
Contributions recognised - capital																-
Contributed assets																-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>(26 016)</b>	<b>76 148</b>	<b>(26 252)</b>	<b>(21 265)</b>	<b>(40 579)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(37 965)</b>

DC9 Frances Baard - Supporting Table SA3 Supporting detail to 'Budgeted Financial Position'

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>ASSETS</b>									
<b>Call investment deposits</b>									
Call deposits < 90 days		83 200	78 000	77 879	77 000	86 000	55 000	42 800	44 000
Other current investments > 90 days	2 900	3 800	4 400	4 000	4 000	4 000	4 600	4 800	5 000
<b>Total Call investment deposits</b>	<b>2 900</b>	<b>87 000</b>	<b>82 400</b>	<b>81 879</b>	<b>81 000</b>	<b>90 000</b>	<b>59 600</b>	<b>47 600</b>	<b>49 000</b>
<b>Consumer debtors</b>									
Consumer debtors									
Less: Provision for debt impairment									
<b>Total Consumer debtors</b>	<b>-</b>	<b>-</b>	<b>-</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									
Contributions to the provision									
Bad debts written off									
<b>Balance at end of year</b>	<b>-</b>	<b>-</b>	<b>-</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)	78 388	81 821	77 449	79 383	79 891	80 362	93 918	95 253	96 188
Leases recognised as PPE									
Less: Accumulated depreciation	32 414	34 381	38 156	33 381	33 381	42 836	48 451	54 086	59 641
<b>Total Property, plant and equipment (PPE)</b>	<b>45 974</b>	<b>47 439</b>	<b>39 293</b>	<b>46 003</b>	<b>46 510</b>	<b>37 526</b>	<b>45 467</b>	<b>41 167</b>	<b>36 547</b>
<b>LIABILITIES</b>									
<b>Current liabilities - Borrowing</b>									
Short term loans (other than bank overdraft)									
Current portion of long-term liabilities	1 333	1 444	1 606	1 786	1 786	1 786	1 694	1 786	1 986
<b>Total Current liabilities - Borrowing</b>	<b>1 333</b>	<b>1 444</b>	<b>1 606</b>	<b>1 786</b>	<b>1 786</b>	<b>1 786</b>	<b>1 694</b>	<b>1 786</b>	<b>1 986</b>
<b>Trade and other payables</b>									
Trade and other creditors	5 369	4 171	6 219	4 500	4 500	7 000	7 000	7 000	7 000
Unspent conditional transfers	2 179	327	346	-	-	-	-	-	-
VAT									
<b>Total Trade and other payables</b>	<b>7 547</b>	<b>4 499</b>	<b>6 566</b>	<b>4 500</b>	<b>4 500</b>	<b>7 000</b>	<b>7 000</b>	<b>7 000</b>	<b>7 000</b>
<b>Non current liabilities - Borrowing</b>									
Borrowing	11 486	10 041	8 435	6 685	6 685	6 685	6 649	4 664	2 456
Finance leases (including PPP asset element)									
<b>Total Non current liabilities - Borrowing</b>	<b>11 486</b>	<b>10 041</b>	<b>8 435</b>	<b>6 685</b>	<b>6 685</b>	<b>6 685</b>	<b>6 649</b>	<b>4 664</b>	<b>2 456</b>
<b>Provisions - non-current</b>									
Retirement benefits	22 526	23 001	24 797	23 000	23 000	25 000	22 000	22 000	22 000
List other major provision items									
Refuse landfill site rehabilitation									
Other									
<b>Total Provisions - non-current</b>	<b>22 526</b>	<b>23 001</b>	<b>24 797</b>	<b>23 000</b>	<b>23 000</b>	<b>25 000</b>	<b>22 000</b>	<b>22 000</b>	<b>22 000</b>
<b>CHANGES IN NET ASSETS</b>									
<b>Accumulated Surplus/(Deficit)</b>									
Accumulated Surplus/(Deficit) - opening balance	76 169	74 677	75 948	88 294	74 819	74 819	70 669	70 669	37 866
GRAP adjustments	9 839								
Restated balance	86 008	74 677	75 948	88 294	74 819	74 819	70 669	70 669	37 866
Surplus/(Deficit)	(10 458)	2 366	(333)	(24 639)	(24 081)	(4 357)	(37 965)	(31 542)	(19 203)
Appropriations to Reserves	(3 450)	(6 781)	(3 662)	(5 340)	(5 340)	(5 340)	(13 556)	(1 335)	(935)
Transfers from Reserves	2 340	5 229	2 553	5 340	5 340	5 340	13 556	1 335	935
Depreciation offsets	238	446	312	446	446	446	312	312	312
Other adjustments				9 232	24 761	(238)	15 453	(1 572)	22 322
<b>Accumulated Surplus/(Deficit)</b>	<b>74 677</b>	<b>75 937</b>	<b>74 819</b>	<b>73 333</b>	<b>75 944</b>	<b>70 669</b>	<b>48 469</b>	<b>37 866</b>	<b>41 298</b>
<b>Reserves</b>									
Housing Development Fund									
Capital replacement	5 522	7 074	8 182	7 102	7 102	7 102	7 102	7 102	7 102
Self-insurance									
Other reserves									
Revaluation	21 379	20 933	20 622	19 560	19 560	19 560	19 248	18 936	18 624
<b>Total Reserves</b>	<b>26 901</b>	<b>28 008</b>	<b>28 804</b>	<b>26 662</b>	<b>26 662</b>	<b>26 662</b>	<b>26 350</b>	<b>26 038</b>	<b>25 726</b>
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	<b>101 578</b>	<b>103 944</b>	<b>103 623</b>	<b>99 995</b>	<b>102 606</b>	<b>97 331</b>	<b>74 819</b>	<b>63 904</b>	<b>67 024</b>

Total capital expenditure includes expenditure on nationally significant priorities:

Provision of basic services									
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DC9 Frances Baard - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousand											
Basic Services	Provision & maintenance of infrastructure & basic services		9 101	9 609	9 138	8 960	8 960	8 425	14 155	12 398	11 241
	Housing		3 149	983	1 000	-	1 380	1 380	1 400	1 400	1 400
Municipal Institutional Development And Transformation	Social Services										
	Planning & Development		1 200	733	978	934	934	934	940	960	1 033
	Environmental Health		5 062	3 006	3 008	3 000	3 000	3 000	-	-	-
	Fire Fighting & Disaster Management		-	2 288	600	315	315	315	630	630	630
Local Economic Development	Local economic Development & Tourism		-	-	150	15	15	15	-	-	-
Municipal Financial Viability and Management	To effectively manage the revenue and expenditure functions of the municipality		73 722	79 737	82 238	88 835	89 170	93 086	98 762	106 000	113 771
	To implement an effective system of budgeting and in year reporting procedures		1 250	2 246	1 250	1 250	1 250	1 250	1 250	1 250	1 250
Good Governance and Public Participation	Good Governance		1 763	3 318	3 716	4 683	4 783	4 783	-	-	-
<b>Allocations to other priorities</b>											
<b>Total Revenue (excluding capital transfers and contributions)</b>			<b>95 246</b>	<b>101 921</b>	<b>102 078</b>	<b>107 992</b>	<b>109 807</b>	<b>113 188</b>	<b>117 137</b>	<b>122 638</b>	<b>129 325</b>

DC9 Frances Baard - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousand											
Basic Services	To facilitate and support the eradication of backlogs & maintenance of infrastructure		37 999	28 233	28 688	33 879	33 898	32 370	45 118	44 036	34 272
	Provision of basic services to other rural areas within DMA		-								
	To support maintenance of municipal roads		638	644	864	989	1 034	985	1 089	1 096	1 128
	To facilitate and support provision of housing		3 168	3 973	3 487	5 921	5 864	5 019	6 518	6 181	6 569
	Management of basic service delivery		2 262	1 603	1 785	2 043	2 046	1 967	3 409	2 034	2 090
Municipal Institutional Development And Transformation	Prepare and monitor implementation of IDP		1 367	1 367	1 523	1 934	1 954	1 689	1 916	2 044	2 178
	Manage of planning & Development services		2 616	2 162	2 573	2 664	2 750	2 595	2 675	2 816	3 018
	To Prepare and Review Spatial Development Frameworks in Municipalities and DMA		1 245	1 297	966	3 205	2 668	1 243	4 664	2 749	2 211
	Develop and supply geographic information services to users in the district		1 280	1 700	1 404	2 806	2 206	2 815	1 872	1 351	1 431
	To facilitate community related services in the DMA		-		-	-	-	-	-	-	-
	Provision of effective IT service to all users & stakeholders		3 527	3 689	4 099	5 947	6 031	4 838	4 142	4 324	4 578
	Provision of an efficient and effective HR & performance management Function		3 445	3 470	3 377	4 417	4 687	2 932	4 507	4 889	5 178
	To manage auxiliary services efficiently and effectively		5 491	6 697	7 312	8 403	8 507	6 804	8 734	9 191	9 778
	Rendering of effective environmental protection services an food safety programmes		3 691	1 797	1 991	2 851	2 692	2 505	2 667	2 519	2 681
	Rendering of disaster management services in the district		3 352	3 958	4 405	5 060	5 414	4 303	6 833	7 203	7 587
Local Economic Development	Enhance local economic development trough LED capacity building and tourism		5 079	6 456	6 147	9 110	9 246	8 138	11 078	13 028	13 403
Municipal Financial Viability and Management	Ensure that all financial systems and procedures are managed properly and effectively		4 984	6 074	4 940	6 204	6 456	6 026	7 254	6 734	6 830
	To implement a effective system of supply chain management		2 170	2 257	2 468	2 839	2 802	3 121	2 894	3 087	3 305
	To implement an effective system of budgeting and in year reporting procedures		7 001	3 687	6 565	8 739	9 524	7 980	9 792	10 038	10 214
	To effectively manage the revenue and expenditure functions of the municipality and ensure that proper asset		3 118	3 777	4 020	3 118	3 329	3 261	3 925	3 964	4 235
	To establish a support service to category "B" municipalities		658	410							



DC9 Frances Baard - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousand											
Good Governance and Public Participation	Political oversight & administration		8 392	9 183	7 721	9 695	9 978	9 709	13 645	14 451	14 670
	Ensure accountable administration		2 973	5 354	6 571	9 589	9 581	7 093	6 590	6 790	7 199
	Legal & risk Unit		-	-	-	1 209	1 214	596	1 519	1 626	1 740
	Communication Services		1 248	1 766	1 508	2 010	2 010	1 557	2 684	2 385	2 515
	Youth Development				-	-	-	-	1 577	1 647	1 718
Allocations to other priorities											
Total Expenditure			105 704	99 555	102 411	132 631	133 888	117 545	155 102	154 180	148 528

DC9 Frances Baard - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>											
Basic Services	To facilitate and support the eradication of backlogs in infrastructure	A	1 087	-	182	88	91	88	1 000	-	-
	Provision of basic services to other rural areas within DMA	A									
	To support maintenance of municipal roads	A	178	-	6	-	-	-	-	-	-
	To support the maintenance of municipal infrastructure	A									
	To facilitate and support provision of housing	A	42	535	73	44	44	44	-	-	-
	Management of basic service delivery	A	-	76	-	-	-	-	27	-	-
Municipal Institutional Development And Transformation	Prepare and monitor implementation of IDP	B	-	-	19	-	-	-	12	-	-
	Manage of planning & Development services	B	-	-	-	-	-	-	-	-	-
	To Prepare and Review Spatial Development Frameworks in Municipalities and DMA	B	-	-	-	-	-	-	20	-	-
	Develop and supply geographic information services to users in the district	B	20	88	-	15	15	15	-	-	-
	To facilitate community related services in the DMA	B									
	Provision of effective IT service to all users & stakeholders	B	584	531	359	738	868	665	508	135	135
	Provision of an efficient and effective HR & performance management Function	B	-	-	3	7	14	7	36	-	-
	To manage auxiliary services efficiently and effectively	B	9	343	83	30	38	41	119	-	-
	Rendering of effective environmental protection services an food safety programmes	B	-	-	-	18	18	18	20	-	-
	Rendering of disaster management services in the district	B	1	2 470	1 074	2 746	2 762	74	9 726	-	-
Local Economic Development	Enhance local economic development trough LED capacity building and tourism	C	28	-	2	109	444	415	-	-	-

DC9 Frances Baard - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>											
Municipal Financial Viability and Management	Ensure that all financial systems and procedures are managed properly and effectively	D	-	-	1	100	107	100	7	-	-
	To implement a effective system of supply chain management	D	-	57	22	92	92	92	-	-	-
	To implement an effective system of budgeting and in year reporting procedures	D	3	-	-	-	-	-	18	-	-
	To effectively manage the revenue and expenditure functions of the municipality and ensure that proper asset	D	293	1 796	670	1 166	1 166	1 166	1 899	1 200	800
	To establish a support service to category "B" municipalities	D									
Good Governance and Public Participation	Political oversight & administration	E	2	-	-	-	-	-	-	-	-
	Ensure accountable administration	E	100	-	53	18	18	18	152	-	-
	Legal & Risk Unit		-	-	-	49	49	49	3	-	-
	Communication Services	E	36	112	6	120	120	120	10	-	-
Allocations to other priorities											
<b>Total Capital Expenditure</b>			<b>2 382</b>	<b>6 008</b>	<b>2 553</b>	<b>5 340</b>	<b>5 845</b>	<b>2 913</b>	<b>13 556</b>	<b>1 335</b>	<b>935</b>

DC9 Frances Baard - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>Vote1 - Executive &amp; Council</b>										
<b>Good Governance and Public Participation</b>										
<b>Committee Services &amp; Administration</b>										
To ensure administrative support to Council and the	% compliance with	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Communications</b>										
To implement projects in order to sustain a positive	projects completed	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To facilitate communications programmes to improve	programmes completed	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To implement a support plan for staff morale and	% implementation of the	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Internal Audit &amp; Risk Management</b>										
To assist in the risk management process in the	approved Internal Audit Plan	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To implement the approved Internal Audit plan.	% implementation of	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To comply with the shared services capacity	% compliance with i/a	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Vote2 - Budget &amp; Treasury</b>										
<b>Sound Financial Management</b>										
<b>Budget Office</b>										
To ensure budget process & reporting mechanisms	% of compliance with	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To ensure accurate & timely reporting to all	% of compliance with	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To compile & implement a financial plan.	% Implementation of	-	-	-	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To support with capacity building & performance	% of identified programmes	-	-	-	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Revenue &amp; Expenditure</b>										
To maintain an effective payroll management system	% of compliance with	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To ensure creditor payments as per legislation.	% of compliance with	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To manage & maintain an effective revenue system.	% of compliance with	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To manage financial resources according to councils	% of compliance with	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To effectively manage councils assets.	% of compliance with	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>SCM</b>										
To acquire goods & services timely in accordance with	% of compliance with	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To maintain an effective store function in	% of compliance with	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To promote & increase procurement with SMME's	% of compliance with	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Support effective &amp; efficient financial</b>										
<b>Support effective &amp; efficient financial</b>										
Budget office	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
SCM	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Vote 3 - Corporate Services</b>										
<b>Provide an effective, efficient &amp; economic</b>										
<b>ICT</b>										
To create a conducive IT environment that enables	% of identified programmes	55.0%	55.0%	55.0%	70.0%	70.0%	70.0%	80.0%	90.0%	100.0%
To facilitate the creation of a conducive IT environment	% of identified programmes	60.0%	65.0%	65.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%
To institute business continuity in the district by 2016.	% of identified programmes	-	-	-	75.0%	75.0%	75.0%	80.0%	85.0%	95.0%
<b>To provide a fully effective human resource</b>										
To provide, support & assistance with labour relations	% of compliance to	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To provide, support & assist with organisational	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To provide, support & assist l/m's in the district with	Excellent Service delivery to	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To provide, support & assist the l/m's in the district	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To ensure effective human resource planning.	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To ensure the establishment of a district HR forum.	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>To ensure efficient, effective &amp; economic</b>										
To maintain quality customer-care services in the	% reduction in complaints	60.0%	65.0%	65.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%
Rendering of administrative support	Excellent Service delivery to	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Maintenance of machinery & payment of expenditure.	% of compliance to	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>To render effective &amp; sustained municipal</b>										
To improve the quality of water in the district in	% of identified programmes	-	-	-	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%
To render municipal health education & awareness	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To ensure compliance of food products, food & non-	% of compliance to	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>To render effective &amp; sustained</b>										
Ensure compliance to environmental policies &	% of compliance to	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To render & or support environmental education &	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Vote4 - Planning &amp; Development</b>										
<b>To manage the implementation &amp; maintenance</b>										
<b>IDP/PMS</b>										
To facilitate & administer performance plans &	% of compliance to	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To facilitate four (4) quarterly reviews for section 57	% of compliance to	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To compile & submit four (4) quarterly institutional	% of compliance to	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To facilitate the annual institutional performance	% of compliance to	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To amend & update the performance management	% of compliance to	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>To support the implementation &amp; maintenance</b>										
<b>IDP/PMS</b>										
To ensure the implementation & maintenance of PMS	applicable legislation	50.0%	50.0%	60.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%
To facilitate the preparation of credible IDP's in										
<b>IDP/PMS</b>										
To prepare & review the district IDP	applicable legislation	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To support the preparation & review of IDP's in the	applicable legislation	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To facilitate the review of identified sector plans	applicable legislation	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>To grow &amp; diversify the district economy by</b>										

DC9 Frances Baard - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>LED</b>										
To promote & ensure SMME capacity building	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To promote & support the main economic sectors in	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To facilitate the development of LED strategies for	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>To develop &amp; promote tourism in the district</b>										
<b>Tourism</b>										
To promote tourism enterprise development	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To facilitate the implementation of the Tourism BEE	Compliance to charter	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To support & co-ordinate local stakeholder	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To support tourism product owners to comply with the	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To market the district as a preferred tourism	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>GIS</b>										
To ensure that the GIS delivers on municipal	applicable policy	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To ensure that GIS is used as a planning tool in	Improved planning	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To document all GIS data in accordance with national	standards	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To capacitate both the district & local municipalities	% of identified programmes	65.0%	70.0%	70.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%
To ensure user friendly GIS mapping applications	information	65.0%	70.0%	70.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%
To integrate FBDM's GIS data with other database	systems	60.0%	70.0%	70.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%
<b>To facilitate the development of sustainable</b>										
<b>Spatial Planning</b>										
To facilitate the development of Urban areas in	applicable legislation	100.0%	100.0%	100.0%						
To facilitate development of local municipalities in	applicable legislation	100.0%	100.0%	100.0%						
To ensure effective & efficient disaster risk										
<b>Fire fighting &amp; Disaster Management</b>										
To build integrated institutional capacity for disaster	Integrated capacity building	55.0%	60.0%	60.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%
To implement the disaster risk reduction	Implementation of plan	-	30.0%	30.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To ensure effective & efficient response & recovery to	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>To reduce the adverse effect of veld fires in the</b>										
To comply with the veld & forest fires Act 101 of 1998	% of compliance to	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To build fire fighting capacity in the district	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>To ensure the effective co-ordination of the</b>										
<b>To ensure the safeguarding of council's assets</b>	applicable legislation	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>To adhere to Occupational Health &amp; Safety</b>										
To ensure that regular inspections are done as per the	applicable Act	95.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Vote 5 - Project Management &amp; Advisory</b>										
<b>Provision of basic services</b>										
<b>Project Management Services</b>										
To ensure sustainable municipal infrastructure	backlogs	80.0%	85.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>identification</b>	Funded projects	85.0%	90.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To improve housing delivery within the framework of										
Housing										
To ensure that the district acquires level 3	% of compliance to	110.0%	115.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>And so on for the rest of the Votes</b>										

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

DC9 Frances Baard - Entities measureable performance objectives

Description	Unit of measurement	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>Entity 1 - (name of entity)</b>										
Insert measure/s description										
<b>Entity 2 - (name of entity)</b>										
To implement projects in order to sustain a positive										
<b>Entity 3 - (name of entity)</b>										
To implement projects in order to sustain a positive										
<b>And so on for the rest of the Entities</b>										

1. Include a measurable performance objective as agreed with the parent municipality (MFMA s87(5)(d))
2. Only include prior year comparative information for individual measures where relevant activity occurred in that year/s

DC9 Frances Baard - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b><u>Borrowing Management</u></b>										
Credit Rating										
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	3.6%	3.7%	3.7%	3.4%	3.3%	3.8%	2.7%	2.6%	2.6%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	59.4%	49.7%	53.3%	64.5%	64.5%	42.9%	39.2%	38.9%	36.8%
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><u>Safety of Capital</u></b>										
Gearing	Long Term Borrowing/ Funds & Reserves	42.7%	35.9%	29.3%	25.1%	25.1%	25.1%	25.2%	17.9%	9.5%
<b><u>Liquidity</u></b>										
Current Ratio	Current assets/current liabilities	6.3	7.1	6.0	6.7	6.8	5.8	3.9	3.4	3.8
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	6.3	7.1	6.0	6.7	6.8	5.8	3.9	3.4	3.8
Liquidity Ratio	Monetary Assets/Current Liabilities	6.0	6.8	5.8	6.5	6.6	5.6	3.7	3.2	3.6
<b><u>Revenue Management</u></b>										
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	14.2%	13.0%	12.9%	10.8%	11.4%	11.1%	9.9%	8.7%	7.6%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old									
<b><u>Creditors Management</u></b>										
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA' s 65(e))	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%
Creditors to Cash and Investments		6.2%	5.0%	7.1%	5.4%	5.3%	7.4%	11.3%	12.9%	11.4%
<b><u>Other Indicators</u></b>										
Electricity Distribution Losses (2)	Total Volume Losses (kW)									
	Total Cost of Losses (Rand '000)									
Water Distribution Losses (2)	% Volume (units purchased and generated less units sold)/units purchased and generated									
	Total Volume Losses (kℓ)									
Employee costs	Total Cost of Losses (Rand '000)									
	% Volume (units purchased and generated less units sold)/units purchased and generated									
Employee costs	Employee costs/(Total Revenue - capital revenue)	36.4%	38.7%	40.2%	50.4%	49.6%	40.2%	49.1%	49.9%	50.7%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	41.2%	43.7%	45.5%	56.0%	55.1%	50.9%	54.5%	55.2%	56.0%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	2.4%	2.5%	3.3%	4.9%	4.8%	3.6%	3.4%	3.2%	3.1%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	26.3%	5.7%	6.2%	7.6%	7.5%	6.7%	7.4%	6.9%	6.4%
<b><u>IDP regulation financial viability indicators</u></b>										
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	0.9	1.0	1.0	0.9	0.9	0.9	1.6	1.5	1.5
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services (Available cash + Investments)/monthly fixed operational expenditure	738.6%	590.4%	403.1%	188.6%	273.2%	558.1%	270.5%	257.6%	247.7%
iii. Cost coverage		22.3	19.7	19.7	14.2	14.2	18.7	9.7	8.3	8.8

DC9 Frances Baard - Supporting Table SA9 Social, economic and demographic statistics and assumptions

Description of economic indicator	Ref.	Basis of calculation	2001 Census	2007 Survey	2011 Census	2011/12	2012/13	2013/14	Current Year 2014/15	2015/16 Medium Term Revenue & Expenditure Framework		
						Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcome
<b>Demographics</b> Population Females aged 5 - 14 Males aged 5 - 14 Females aged 15 - 34 Males aged 15 - 34 Unemployment												
<b>Monthly household income (no. of households)</b> No income R1 - R1 600 R1 601 - R3 200 R3 201 - R6 400 R6 401 - R12 800 R12 801 - R25 600 R25 601 - R51 200 R52 201 - R102 400 R102 401 - R204 800 R204 801 - R409 600 R409 601 - R819 200 > R819 200	1, 12											
<b>Poverty profiles (no. of households)</b> < R2 060 per household per month Insert description	13 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> Formal Informal <b>Total number of households</b> Dwellings provided by municipality Dwellings provided by province/s Dwellings provided by private sector <b>Total new housing dwellings</b>	3  4 5											
<b>Economic</b> Inflation/inflation outlook (CPIX) Interest rate - borrowing Interest rate - investment Remuneration increases Consumption growth (electricity) Consumption growth (water)	6											
<b>Collection rates</b> Property tax/service charges Rental of facilities & equipment Interest - external investments Interest - debtors Revenue from agency services	7											

DC9 Frances Baard Supporting Table SA10 Funding measurement

Description	MFMA section	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>Funding measures</b>										
Cash/cash equivalents at the year end - R'000	18(1)b	86 214	83 564	87 934	82 960	84 165	94 016	61 743	54 403	61 202
Cash + investments at the yr end less applications - R'000	18(1)b	56 225	59 650	78 255	45 798	47 003	60 532	46 320	48 523	51 488
Cash year end/monthly employee/supplier payments	18(1)b	22.3	19.7	19.7	14.2	14.2	18.7	9.7	8.3	8.8
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	(10 221)	2 811	(21)	(24 193)	(23 636)	(3 912)	(37 653)	(31 230)	(18 891)
Service charge rev % change - macro CPI-X target exclusive	18(1)a,(2)	N.A.	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	194.8%	55.3%	189.4%	12.3%	12.3%	80.3%	100.0%	206.8%	184.6%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital payments % of capital expenditure	18(1)c:19	100.0%	100.0%	100.0%	85.0%	80.6%	100.0%	70.0%	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.	(6.1%)	1.3%	(43.9%)	44.9%	0.0%	0.1%	0.0%	0.0%
Long term receivables % change - incr(decr)	18(1)a	N.A.	(0.3%)	(1.7%)	1.0%	0.0%	0.0%	(10.3%)	(10.4%)	(11.6%)
R&M % of Property Plant & Equipment	20(1)(vi)	5.0%	5.4%	8.6%	11.4%	11.4%	11.0%	8.7%	9.5%	11.1%
Asset renewal % of capital budget	20(1)(vi)	18.2%	39.8%	50.5%	31.6%	29.3%	51.6%	10.2%	100.0%	100.0%
% incr Service charges - refuse revenue	18(1)a		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% incr in Service charges - other	18(1)a		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total billable revenue	18(1)a	-	-	-	-	-	-	-	-	-
Service charges		-	-	-	-	-	-	-	-	-
Property rates		-	-	-	-	-	-	-	-	-
Service charges - electricity revenue		-	-	-	-	-	-	-	-	-
Service charges - water revenue		-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue		-	-	-	-	-	-	-	-	-
Service charges - refuse removal		-	-	-	-	-	-	-	-	-
Service charges - other		-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		507	596	885	1 061	1 061	519	1 072	1 126	1 171
Capital expenditure excluding capital grant funding		2 382	4 344	2 553	5 340	5 845	2 913	13 556	1 335	935
Cash receipts from ratepayers	18(1)a	1 637	923	2 243	145	145	3 772	5 125	9 681	8 728
Ratepayer & Other revenue	18(1)a	840	1 670	1 184	1 176	1 176	4 699	5 125	4 681	4 728
Change in consumer debtors (current and non-current)		1 932	(261)	(126)	(1 470)	(572)	(572)	(96)	(900)	(900)
Operating and Capital Grant Revenue	18(1)a	88 914	94 579	95 053	101 083	102 898	102 798	106 509	112 246	118 711
Capital expenditure - total	20(1)(vi)	2 382	6 008	2 553	5 340	5 845	2 913	13 556	1 335	935
Capital expenditure - renewal	20(1)(vi)	433	2 392	1 289	1 686	1 710	1 504	1 379	1 335	935
<b>Supporting benchmarks</b>										
Growth guideline maximum		6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
CPI guideline		4.3%	3.9%	4.6%	5.0%	5.0%	5.0%	5.4%	5.6%	5.4%
DoRA operating grants total MFY										
DoRA capital grants total MFY										
Provincial operating grants										
Provincial capital grants										
District Municipality grants										
Total gazetted/advised national, provincial and district grants								-	-	-
Average annual collection rate (arrears inclusive)										
<b>DoRA operating</b>										
<i>List operating grants</i>										
								-	-	-
<b>DoRA capital</b>										
<i>List capital grants</i>										
								-	-	-



DC9 Frances Baard Supporting Table SA10 Funding measurement

Description	MFMA section	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>Trend</b>										
Change in consumer debtors (current and non-current)		1 932	(261)	(126)	(13 144)	(96)	(900)	-	-	-
<b>Total Operating Revenue</b>		95 246	101 921	102 078	107 992	109 807	113 188	117 137	122 638	129 325
<b>Total Operating Expenditure</b>		105 704	99 555	102 411	132 631	133 888	117 545	155 102	154 180	148 528
<b>Operating Performance Surplus/(Deficit)</b>		(10 458)	2 366	(333)	(24 639)	(24 081)	(4 357)	(37 965)	(31 542)	(19 203)
<b>Cash and Cash Equivalents (30 June 2012)</b>										
<b>Revenue</b>								61 743		
% Increase in Total Operating Revenue			7.0%	0.2%	5.8%	1.7%	3.1%	6.7%	4.7%	5.5%
% Increase in Property Rates Revenue			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% Increase in Electricity Revenue			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% Increase in Property Rates & Services Charges			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Expenditure</b>										
% Increase in Total Operating Expenditure			(5.8%)	2.9%	29.5%	0.9%	(12.2%)	15.8%	(0.6%)	(3.7%)
% Increase in Employee Costs			13.8%	4.0%	32.6%	0.0%	(16.3%)	5.8%	6.3%	7.1%
% Increase in Electricity Bulk Purchases			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Average Cost Per Budgeted Employee Position (Remuneration)				251608.3812	329621.7576			344605.6886		
Average Cost Per Councillor (Remuneration)				200893.3893	224272.2222			234697.7778		
R&M % of PPE		5.0%	5.4%	8.6%	11.4%	11.4%	11.0%	8.7%	9.5%	11.1%
Asset Renewal and R&M as a % of PPE		6.0%	10.0%	12.0%	15.0%	15.0%	15.0%	12.0%	13.0%	14.0%
Debt Impairment % of Total Billable Revenue		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Capital Revenue</b>										
Internally Funded & Other (R'000)		2 382	4 345	2 553	5 340	5 845	2 913	13 556	1 335	935
Borrowing (R'000)		-	-	-	-	-	-	-	-	-
Grant Funding and Other (R'000)		-	1 664	-	-	-	-	-	-	-
Internally Generated funds % of Non Grant Funding		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Borrowing % of Non Grant Funding		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grant Funding % of Total Funding		0.0%	27.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Capital Expenditure</b>										
Total Capital Programme (R'000)		2 382	6 009	2 553	5 340	5 845	2 913	13 556	1 335	935
Asset Renewal		433	2 392	1 289	1 686	1 710	1 504	1 379	1 335	935
Asset Renewal % of Total Capital Expenditure		18.2%	39.8%	50.5%	31.6%	29.3%	51.6%	10.2%	100.0%	100.0%
<b>Cash</b>										
Cash Receipts % of Rate Payer & Other		194.8%	55.3%	189.4%	12.3%	12.3%	80.3%	100.0%	206.8%	184.6%
Cash Coverage Ratio		0	0	0	0	0	0	0	0	0
<b>Borrowing</b>										
Credit Rating (2009/10)								0		
Capital Charges to Operating		3.6%	3.7%	3.7%	3.4%	3.3%	3.8%	2.7%	2.6%	2.6%
Borrowing Receipts % of Capital Expenditure		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Reserves</b>										
Surplus/(Deficit)		56 225	59 650	78 255	45 798	47 003	60 532	46 320	48 523	51 488
<b>Free Services</b>										
Free Basic Services as a % of Equitable Share		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Free Services as a % of Operating Revenue (excl operational transfers)		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>High Level Outcome of Funding Compliance</b>										
Total Operating Revenue		95 246	101 921	102 078	107 992	109 807	113 188	117 137	122 638	129 325
Total Operating Expenditure		105 704	99 555	102 411	132 631	133 888	117 545	155 102	154 180	148 528
Surplus/(Deficit) Budgeted Operating Statement		(10 458)	2 366	(333)	(24 639)	(24 081)	(4 357)	(37 965)	(31 542)	(19 203)
Surplus/(Deficit) Considering Reserves and Cash Backing		56 225	59 650	78 255	45 798	47 003	60 532	46 320	48 523	51 488
MTREF Funded (1) / Unfunded (0)		1	1	1	1	1	1	1	1	1
MTREF Funded ✓ / Unfunded ✖		✓	✓	✓	✓	✓	✓	✓	✓	✓

DC9 Frances Baard - Supporting Table SA11 Property rates summary

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>Valuation:</b>									
Date of valuation:									
Financial year valuation used									
Municipal by-laws s6 in place? (Y/N)									
Municipal/assistant valuer appointed? (Y/N)									
Municipal partnership s38 used? (Y/N)									
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)									
Implementation time of new valuation roll (mths)									
No. of properties									
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									
No. of appeals by rate payers									
No. of successful objections									
No. of successful objections > 10%									
Supplementary valuation									
Public service infrastructure value (Rm)									
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)									
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>									
Residential rate used to determine rate for other categories? (Y/N)									
Differential rates used? (Y/N)									
Limit on annual rate increase (s20)? (Y/N)									
Special rating area used? (Y/N)									
Phasing-in properties s21 (number)									
Rates policy accompanying budget? (Y/N)									
Fixed amount minimum value (R'000)									
Non-residential prescribed ratio s19? (%)									
<b>Rate revenue:</b>									
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/discounts (R'000)									
<b>Total rebates, exemptns, reductns, discs (R'000)</b>	-	-	-	-	-	-	-	-	-

DC9 Frances Baard - 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 Monumts	Public benefit organs	Mining Props.
<b>Current Year 2014/15</b>																
<b>Valuation:</b>																
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/discounts (R'000)																
<b>Total rebates,exemptns,eductns,discs (R'000)</b>																

DC9 Frances Baard - 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 Monumts	Public benefit organs	Mining Props.
<b>Budget Year 2015/16</b>																
<b>Valuation:</b>																
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/discounts (R'000)																
<b>Total rebates,exempts,eductns,discs (R'000)</b>																

DC9 Frances Baard - Supporting Table SA13a Service Tariffs by category

Description	Provide description of tariff structure where appropriate	2011/12	2012/13	2013/14	Current Year 2014/15	2015/16 Medium Term Revenue & Expenditure Framework		
						Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>Property rates (rate in the Rand)</b>								
Residential properties								
Residential properties - vacant land								
Formal/informal settlements								
Small holdings								
Farm properties - used								
Farm properties - not used								
Industrial properties								
Business and commercial properties								
Communal land - residential								
Communal land - small holdings								
Communal land - farm property								
Communal land - business and commercial								
Communal land - other								
State-owned properties								
Municipal properties								
Public service infrastructure								
Privately owned towns serviced by the owner								
State trust land								
Restitution and redistribution properties								
Protected areas								
National monuments properties								
<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								
Indigent rebate or exemption								
Pensioners/social grants rebate or exemption								
Temporary relief rebate or exemption								
Bona fide farmers rebate or exemption								
<i>Other rebates or exemptions</i>								
<b>Water tariffs</b>								
<i>Domestic</i>								
Basic charge/fixed fee (Rands/month)								
Service point - vacant land (Rands/month)								
Water usage - flat rate tariff (c/l)								
Water usage - life line tariff	(describe structure)							
Water usage - Block 1 (c/l)	(fill in thresholds)							
Water usage - Block 2 (c/l)	(fill in thresholds)							
Water usage - Block 3 (c/l)	(fill in thresholds)							
Water usage - Block 4 (c/l)	(fill in thresholds)							
<i>Other</i>								

DC9 Frances Baard - Supporting Table SA13a Service Tariffs by category

Description	Provide description of tariff structure where appropriate	2011/12	2012/13	2013/14	Current Year 2014/15	2015/16 Medium Term Revenue & Expenditure Framework		
						Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>Waste water tariffs</b>								
<i>Domestic</i>								
Basic charge/fixed fee (Rands/month)								
Service point - vacant land (Rands/month)								
Waste water - flat rate tariff (c/kl)								
Volumetric charge - Block 1 (c/kl)	(fill in structure)							
Volumetric charge - Block 2 (c/kl)	(fill in structure)							
Volumetric charge - Block 3 (c/kl)	(fill in structure)							
Volumetric charge - Block 4 (c/kl)	(fill in structure)							
<i>Other</i>								
<b>Electricity tariffs</b>								
<i>Domestic</i>								
Basic charge/fixed fee (Rands/month)								
Service point - vacant land (Rands/month)								
FBE	(how is this targeted?)							
Life-line tariff - meter	(describe structure)							
Life-line tariff - prepaid	(describe structure)							
Flat rate tariff - meter (c/kwh)								
Flat rate tariff - prepaid (c/kwh)								
Meter - IBT Block 1 (c/kwh)	(fill in thresholds)							
Meter - IBT Block 2 (c/kwh)	(fill in thresholds)							
Meter - IBT Block 3 (c/kwh)	(fill in thresholds)							
Meter - IBT Block 4 (c/kwh)	(fill in thresholds)							
Meter - IBT Block 5 (c/kwh)	(fill in thresholds)							
Prepaid - IBT Block 1 (c/kwh)	(fill in thresholds)							
Prepaid - IBT Block 2 (c/kwh)	(fill in thresholds)							
Prepaid - IBT Block 3 (c/kwh)	(fill in thresholds)							
Prepaid - IBT Block 4 (c/kwh)	(fill in thresholds)							
Prepaid - IBT Block 5 (c/kwh)	(fill in thresholds)							
<i>Other</i>								
<b>Waste management tariffs</b>								
<i>Domestic</i>								
Street cleaning charge								
Basic charge/fixed fee								
80l bin - once a week								
250l bin - once a week								

DC9 Frances Beard - Supporting Table SA13b Service Tariffs by category - explanatory

Description	Provide description of tariff structure where appropriate	2011/12	2012/13	2013/14	Current Year 2014/15	2015/16 Medium Term Revenue & Expenditure Framework		
						Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<u>Exemptions, reductions and rebates (Rands)</u> <i>[Insert lines as applicable]</i>								
<u>Water tariffs</u> <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)							
<u>Waste water tariffs</u> <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)							
<u>Electricity tariffs</u> <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) (fill in thresholds)							

DC9 Frances Baard - Supporting Table SA14 Household bills

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework			
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16 % incr.	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>Rand/cent</b>										
<b>Monthly Account for Household - 'Middle Income Range'</b>										
Rates and services charges:										
Property rates										
Electricity: Basic levy										
Electricity: Consumption										
Water: Basic levy										
Water: Consumption										
Sanitation										
Refuse removal										
Other										
sub-total	-	-	-	-	-	-	-	-	-	-
VAT on Services										
<b>Total large household bill:</b>	-	-	-	-	-	-	-	-	-	-
% increase/-decrease		-	-	-	-	-	-	-	-	-
<b>Monthly Account for Household - 'Affordable Range'</b>										
Rates and services charges:										
Property rates										
Electricity: Basic levy										
Electricity: Consumption										
Water: Basic levy										
Water: Consumption										
Sanitation										
Refuse removal										
Other										
sub-total	-	-	-	-	-	-	-	-	-	-
VAT on Services										
<b>Total small household bill:</b>	-	-	-	-	-	-	-	-	-	-
% increase/-decrease		-	-	-	-	-	-	-	-	-
<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										
Water: Consumption										
Sanitation										
Refuse removal										
Other										
sub-total	-	-	-	-	-	-	-	-	-	-
VAT on Services										
<b>Total small household bill:</b>	-	-	-	-	-	-	-	-	-	-
% increase/-decrease		-	-	-	-	-	-	-	-	-



DC9 Frances Baard - Supporting Table SA15 Investment particulars by type

Investment type	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>Parent municipality</b>									
Securities - National Government									
Listed Corporate Bonds									
Deposits - Bank	89 114	87 364	92 334	82 960	84 165	94 061	59 600	47 600	49 000
Deposits - Public Investment Commissioners									
Deposits - Corporation for Public Deposits									
Bankers Acceptance Certificates									
Negotiable Certificates of Deposit - Banks									
Guaranteed Endowment Policies (sinking)									
Repurchase Agreements - Banks									
Municipal Bonds									
<b>Municipality sub-total</b>	<b>89 114</b>	<b>87 364</b>	<b>92 334</b>	<b>82 960</b>	<b>84 165</b>	<b>94 061</b>	<b>59 600</b>	<b>47 600</b>	<b>49 000</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>89 114</b>	<b>87 364</b>	<b>92 334</b>	<b>82 960</b>	<b>84 165</b>	<b>94 061</b>	<b>59 600</b>	<b>47 600</b>	<b>49 000</b>

DC9 Frances Baard - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity Name of institution & investment ID	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
	Yrs/Months							
<b>Parent municipality</b>								
Absa Bank	3 Months	Call Deposit	No	Variable	6%	0	0	30 June 2016
First Rand	3 Months	Call Deposit	No	Variable	6%	0	0	30 June 2016
Nedcor	3 Months	Call Deposit	No	Variable	6%	0	0	30 June 2016
Standard Bank	3 Months	Call Deposit	No	Variable	6%	0	0	30 June 2016
Standard Bank [Leave Provision]	3 Months	Call Deposit	No	Variable	6%	0	0	30 June 2016
<b>Municipality sub-total</b>								
<b>Entities</b>								
<b>Entities sub-total</b>								
<b>TOTAL INVESTMENTS AND INTEREST</b>								

DC9 Frances Baard - Supporting Table SA17 Borrowing

Borrowing - Categorised by type R thousand	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>Parent municipality</b>									
Long-Term Loans (annuity/reducing balance)	11 486	10 041	8 435	6 685	6 685	6 685	6 649	4 664	2 456
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>11 486</b>	<b>10 041</b>	<b>8 435</b>	<b>6 685</b>	<b>6 685</b>	<b>6 685</b>	<b>6 649</b>	<b>4 664</b>	<b>2 456</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>11 486</b>	<b>10 041</b>	<b>8 435</b>	<b>6 685</b>	<b>6 685</b>	<b>6 685</b>	<b>6 649</b>	<b>4 664</b>	<b>2 456</b>

<b>Unspent Borrowing - Categorised 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>

DC9 Frances Baard - Supporting Table SA18 Transfers and grant receipts

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>RECEIPTS:</b>									
<b>Operating Transfers and Grants</b>									
<b>National Government:</b>	81 731	89 692	96 601	100 618	100 618	100 618	104 279	110 016	116 481
Local Government Equitable Share	10 012	10 391	6 965	9 965	9 965	9 965	10 002	8 921	7 601
Special Contribution: Councillor Remuneration	1 624	3 318	3 716	4 683	4 683	4 683			
Levy replacement	67 645	73 733	82 780	82 780	82 780	82 780	88 934	96 458	104 049
Finance Management	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250
Municipal Systems Improvement	1 200	1 000	890	934	934	934	940	960	1 033
Expanded Public Works Programme			1 000	1 006	1 006	1 006	1 000	-	-
Roads asset management							2 153	2 427	2 548
<b>Provincial Government:</b>	4 424	2 266	1 850	315	2 130	2 030	2 030	2 030	2 030
Housing	2 784	270	1 000		1 380	1 380	1 400	1 400	1 400
Near Grant	569	607	300	315	315	315	315	315	315
Fire Fighting Equipment Grant	371	389	300				315	315	315
NC Tourism			150		335	335			
Environmental Health Recycling Grant	700								
District Aids Programme			100		100				
Expanded Public Works Programme		1 000							
<b>District Municipality:</b> <i>[insert description]</i>	-	-	-	-	-	-	-	-	-
<b>Other grant providers:</b>	194	175	92	165	165	165	200	200	200
<i>Seta Skills Grant</i>	170	175	77	150	150	150	200	200	200
<i>ABSA</i>	24		15	15	15	15			
<b>Total Operating Transfers and Grants</b>	<b>86 349</b>	<b>92 133</b>	<b>98 543</b>	<b>101 098</b>	<b>102 913</b>	<b>102 813</b>	<b>106 509</b>	<b>112 246</b>	<b>118 711</b>
<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> <i>[insert description]</i>	-	-	-	-	-	-	-	-	-
<b>Other grant providers:</b>	16	595	-	-	-	-	-	-	-
<i>Koopmansfontein Self Build Electricity</i>	16	595							
<b>Total Capital Transfers and Grants</b>	<b>16</b>	<b>595</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>	<b>86 365</b>	<b>92 727</b>	<b>98 543</b>	<b>101 098</b>	<b>102 913</b>	<b>102 813</b>	<b>106 509</b>	<b>112 246</b>	<b>118 711</b>

DC9 Frances Baard - Supporting Table SA19 Expenditure on transfers and grant programme

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>EXPENDITURE:</b>									
<b>Operating expenditure of Transfers and Grants</b>									
<b>National Government:</b>	81 731	90 532	93 218	100 618	100 618	100 618	102 126	107 589	113 933
Local Government Equitable Share	10 012	10 391	4 000	9 965	9 965	9 965	10 002	8 921	7 601
Special Contribution: Councillor Remuneration	1 624	3 318	3 716	4 683	4 683	4 683	-	-	-
Levy replacement	67 645	73 733	82 274	82 780	82 780	82 780	88 934	96 458	104 049
Finance Management	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250
Municipal Systems Improvement	1 200	733	978	934	934	934	940	960	1 033
Expanded Public Works Programme		1 107	1 000	1 006	1 006	1 006	1 000	-	-
Roads asset management									
<b>Provincial Government:</b>	5 325	3 356	1 758	315	1 715	1 715	2 030	2 030	2 030
Housing	3 149	983	1 000		1 380	1 380	1 400	1 400	1 400
Near Grant		1 176	300	315			315	315	315
Fire Fighting Equipment Grant		1 112	300				315	315	315
NC Tourism			150		335	335	-	-	-
Environmental Health Recycling Grant	2 062	6	8				-	-	-
District Aids Programme	115						-	-	-
Expanded Public Works Programme		78					-	-	-
<b>District Municipality:</b> <i>[insert description]</i>	-	-	-	-	-	-	-	-	-
<b>Other grant providers:</b>	194	175	77	150	150	150	200	200	200
<i>Seta Skills Grant</i>	170	175	77	150	150	150	200	200	200
<i>ABSA</i>	24								
<b>Total operating expenditure of Transfers and Grants:</b>	<b>87 250</b>	<b>94 062</b>	<b>95 053</b>	<b>101 083</b>	<b>102 483</b>	<b>102 483</b>	<b>104 356</b>	<b>109 819</b>	<b>116 163</b>
<b>Capital expenditure of 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> <i>[insert description]</i>	-	-	-	-	-	-	-	-	-
<b>Other grant providers:</b> <i>Koopmansfontein Self Build Electricity</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>87 250</b>	<b>94 062</b>	<b>95 053</b>	<b>101 083</b>	<b>102 483</b>	<b>102 483</b>	<b>104 356</b>	<b>109 819</b>	<b>116 163</b>

DC9 Frances Baard - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>Operating transfers and grants:</b>									
<b>National Government:</b>									
Balance unspent at beginning of the year	-	107	267						
Current year receipts	81 731	89 692	96 601	100 618	100 618	100 618	104 279	110 016	116 481
<b>Conditions met - transferred to revenue</b>	<b>81 624</b>	<b>89 532</b>	<b>96 689</b>	<b>100 618</b>	<b>100 618</b>	<b>100 618</b>	<b>104 279</b>	<b>110 016</b>	<b>116 481</b>
Conditions still to be met - transferred to liabilities	107	267	179	-	-	-	-	-	-
<b>Provincial Government:</b>									
Balance unspent at beginning of the year	2 874	2 072	60						
Current year receipts	4 424	2 266	1 850	315	2 130	2 030	2 030	2 030	2 030
<b>Conditions met - transferred to revenue</b>	<b>5 226</b>	<b>4 277</b>	<b>1 743</b>	<b>315</b>	<b>2 130</b>	<b>2 030</b>	<b>2 030</b>	<b>2 030</b>	<b>2 030</b>
Conditions still to be met - transferred to liabilities	2 072	60	167	-	-	-	-	-	-
<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	194	770	92	165	165	165	200	200	200
<b>Conditions met - transferred to revenue</b>	<b>194</b>	<b>770</b>	<b>92</b>	<b>165</b>	<b>165</b>	<b>165</b>	<b>200</b>	<b>200</b>	<b>200</b>
Conditions still to be met - transferred to liabilities									
<b>Total operating transfers and grants revenue</b>	<b>87 044</b>	<b>94 579</b>	<b>98 524</b>	<b>101 098</b>	<b>102 913</b>	<b>102 813</b>	<b>106 509</b>	<b>112 246</b>	<b>118 711</b>
<b>Total operating transfers and grants - CTBM</b>	<b>2 179</b>	<b>327</b>	<b>346</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital transfers and grants:</b>									
<b>National Government:</b>									
Balance unspent at beginning of the year	1 489								
Current year receipts									
<b>Conditions met - transferred to revenue</b>	<b>1 489</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	16								
Current year receipts									
<b>Conditions met - transferred to revenue</b>	<b>16</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>1 505</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>88 550</b>	<b>94 579</b>	<b>98 524</b>	<b>101 098</b>	<b>102 913</b>	<b>102 813</b>	<b>106 509</b>	<b>112 246</b>	<b>118 711</b>
<b>TOTAL TRANSFERS AND GRANTS - CTBM</b>	<b>2 179</b>	<b>327</b>	<b>346</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

DC9 Frances Baard - Supporting Table SA21 Transfers and grants made by the municipality

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<u>Cash Transfers to other municipalities</u> <i>Insert description</i>									
Total Cash Transfers To Municipalities:	-	-	-	-	-	-	-	-	-
<u>Cash Transfers to Entities/Other External Mechanisms</u> <i>Insert description</i>									
Total Cash Transfers To Entities/Ems'	-	-	-	-	-	-	-	-	-
<u>Cash Transfers to other Organs of State</u> <i>Insert description</i>									
Total Cash Transfers To Other Organs Of State:	-	-	-	-	-	-	-	-	-
<u>Cash Transfers to Organisations</u> <i>Northern Cape Tourism Authority</i>	135	135	135	135	135	135	135	135	135
Total Cash Transfers To Organisations	135	135	135	135	135	135	135	135	135
<u>Cash Transfers to Groups of Individuals</u> <i>Insert description</i>									
Total Cash Transfers To Groups Of Individuals:	-	-	-	-	-	-	-	-	-
<b>TOTAL CASH TRANSFERS AND GRANTS</b>	<b>135</b>	<b>135</b>	<b>135</b>	<b>135</b>	<b>135</b>	<b>135</b>	<b>135</b>	<b>135</b>	<b>135</b>
<u>Non-Cash Transfers to other municipalities</u>									
<i>Dikgatlong Municipality (NC092)</i>	2 647	4 322	2 969	2 500	2 500	2 500	2 500	2 500	2 500
<i>Magareng Municipality (NC093)</i>	3 912	3 127	6 895	2 500	2 500	2 500	2 500	2 500	2 500
<i>Magareng Municipality (NC093) Roll Over</i>	-	-	-	-	-	-	-	-	-
<i>Phokwane Municipality (NC094)</i>	5 749	7 280	3 982	2 500	2 500	2 500	2 500	2 500	2 500
<i>Phokwane Municipality (NC094) Roll Over</i>	-	-	-	-	-	-	-	-	-
<i>Sol Plaatje Municipality (NC091)</i>	2 205	2 761	3 000	2 500	2 500	2 500	2 500	2 500	2 500
<i>District Management Areas</i>	2 862	240	-	-	-	-	-	-	-
<i>Expanded works program</i>	-	-	-	-	-	-	-	-	-
<i>Unallocated (Mintenance Fund)</i>	-	-	-	-	-	-	-	-	-
<i>Capital</i>	-	-	-	-	-	-	-	-	-
<i>Dikgatlong Municipality (NC092)</i>	-	1 989	2 591	5 480	5 480	4 280	5 320	5 000	5 000
<i>Magareng Municipality (NC093)</i>	-	2 503	2 457	5 000	5 000	5 000	10 000	5 000	5 000
<i>Phokwane Municipality (NC094)</i>	-	2 898	3 061	5 000	5 000	4 400	11 000	10 000	5 000
<i>Sol Plaatje Municipality (NC091)</i>	-	901	1 500	5 000	5 000	5 000	5 000	10 000	5 000
Total Non-Cash Transfers To Municipalities:	17 375	26 021	26 455	30 480	30 480	28 680	41 320	40 000	30 000
<u>Non-Cash Transfers to Entities/Other External Mechanisms</u> <i>Insert description</i>									
Total Non-Cash Transfers To Entities/Ems'	-	-	-	-	-	-	-	-	-
<u>Non-Cash Transfers to other Organs of State</u> <i>Insert description</i>									
Total Non-Cash Transfers To Other Organs Of State:	-	-	-	-	-	-	-	-	-

DC9 Frances Baard - Supporting Table SA21 Transfers and grants made by the municipality

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>Non-Cash Grants to Organisations</b>									
<i>Council Administration</i>							331	348	361
<i>Council</i>	300	-	-	286	386	326	400	600	200
<i>Municipal Manager</i>	24	12	-	-	-	-	-	-	-
<i>Communications</i>	22	384	6	15	15	15	495	47	49
<i>Special projects: Finance</i>	474	1 505	731	1 050	1 050	2 025	1 700	1 100	1 100
<i>Employment assistance program</i>	24	10	29	100	100		200	300	300
<i>Employee wellness programs</i>	662	559	258	450	470	30	100	100	100
<i>Information systems</i>	112	150	-	10	10	10	7	7	7
<i>Other Infrastructure Projects</i>	-	-	-	9	9	5	5	5	5
<i>IDP / PMS Projects</i>	17	43	3	43	53	37	59	62	64
<i>Tourism Projects</i>	1 488	1 218	1 510	2 171	2 236	2 355	3 398	4 784	4 947
<i>MSIG Projects</i>	1 189	733	978	934	934	934	940	960	1 033
<i>Special Projects</i>	1 303	1 906	3		86	86			
<i>Local Economic Development</i>	2 154	115	1 490	2 450	2 480	2 338	2 979	3 023	2 925
<i>Environmental Health Projects</i>	-	-	55	758	588	521	110	115	119
<i>Community Development</i>	412	591	-	-	-	-	-	-	-
<i>GIS Programmes</i>	-	334	773	1 600	1 000	1 600	600	-	-
<i>Spatial Planning</i>	226	698	461	1 319	781	383	2 337	700	50
<i>Disaster Management</i>	21	-	-	475	535	443	1 178	1 237	1 286
<i>Disaster emergency Projects</i>	30	114	570	-	-	-	-	-	-
<i>Special Programmes &amp; Youth</i>	167	-	137	200	200	118	550	563	573
<i>Finance</i>	247	907	-	-	-	-	-	-	-
<i>Sprcial Projects: Housing</i>	-	-	72	138	124	78	150	114	119
<i>Internal Audit</i>	-	-	-	350	130	130	-	-	-
<b>Total Non-Cash Grants To Organisations</b>	<b>8 871</b>	<b>9 280</b>	<b>7 077</b>	<b>12 358</b>	<b>11 188</b>	<b>11 435</b>	<b>15 537</b>	<b>14 063</b>	<b>13 238</b>
<b>Groups of Individuals</b>									
<i>Insert description</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>26 247</b>	<b>35 302</b>	<b>33 531</b>	<b>42 838</b>	<b>41 668</b>	<b>40 115</b>	<b>56 857</b>	<b>54 063</b>	<b>43 238</b>
<b>TOTAL TRANSFERS AND GRANTS</b>	<b>26 382</b>	<b>35 437</b>	<b>33 666</b>	<b>42 973</b>	<b>41 803</b>	<b>40 250</b>	<b>56 992</b>	<b>54 198</b>	<b>43 373</b>



DC9 Frances Baard - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration R thousand	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
	A	B	C	D	E	F	G	H	I
<b>Councillors (Political Office Bearers plus Other)</b>									
Basic Salaries and Wages	3 139	3 670	3 688	4 055	4 055	4 055	4 478	4 702	4 937
Pension and UIF Contributions	155	165	173	202	202	202	200	210	220
Medical Aid Contributions	17	17	17	17	17	17	-	-	-
Motor Vehicle Allowance	1 043	994	1 189	1 402	1 402	1 402	1 321	1 321	1 321
Cellphone Allowance	167	227	248	328	328	328	244	230	230
Housing Allowances	-	-	-	-	-	-	-	-	-
Other benefits and allowances	74	87	107	51	51	51	94	111	114
<b>Sub Total - Councillors</b>	<b>4 595</b>	<b>5 160</b>	<b>5 424</b>	<b>6 055</b>	<b>6 055</b>	<b>6 055</b>	<b>6 337</b>	<b>6 574</b>	<b>6 822</b>
% increase		12.3%	5.1%	11.6%	-	-	4.6%	3.7%	3.8%
<b>Senior Managers of the Municipality</b>									
Basic Salaries and Wages	3 233	2 295	4 377	4 826	4 826	2 826	5 212	5 629	6 079
Pension and UIF Contributions	366	225	520	811	811	811	914	987	1 066
Medical Aid Contributions	134	68	118	139	139	139	4	4	4
Overtime	-	-	-	-	-	-	-	-	-
Performance Bonus	209	-	434	464	464	464	440	440	440
Motor Vehicle Allowance	358	195	480	673	673	373	317	317	317
Cellphone Allowance	72	48	89	112	112	112	96	60	60
Housing Allowances	33	18	10	-	-	-	6	6	6
Other benefits and allowances	14	24	52	57	57	57	81	87	92
Payments in lieu of leave	-	-	-	107	107	107	115	125	135
Long service awards	-	-	-	-	-	-	26	28	31
Post-retirement benefit obligations	-	-	-	-	-	-	-	-	-
<b>Sub Total - Senior Managers of Municipality</b>	<b>4 420</b>	<b>2 872</b>	<b>6 080</b>	<b>7 188</b>	<b>7 188</b>	<b>4 888</b>	<b>7 211</b>	<b>7 682</b>	<b>8 229</b>
% increase		(35.0%)	111.7%	18.2%	-	(32.0%)	47.5%	6.5%	7.1%
<b>Other Municipal Staff</b>									
Basic Salaries and Wages	20 870	24 934	23 613	33 643	33 643	33 643	36 860	39 396	42 424
Pension and UIF Contributions	3 358	4 002	4 870	5 480	5 480	5 075	6 533	6 983	7 520
Medical Aid Contributions	954	1 202	1 390	1 674	1 674	1 674	447	447	447
Overtime	58	54	138	-	-	-	78	72	72
Performance Bonus	-	371	-	-	-	-	-	-	-
Motor Vehicle Allowance	1 534	2 108	2 590	3 112	3 112	3 112	3 109	3 109	3 109
Cellphone Allowance	109	144	183	108	127	127	97	99	99
Housing Allowances	495	395	206	221	221	221	236	236	236
Other benefits and allowances	784	977	47	1 267	1 267	1 067	1 090	1 114	1 184
Payments in lieu of leave	883	1 121	1 404	753	753	753	825	882	950
Long service awards	141	10	131	193	193	193	188	201	217
Post-retirement benefit obligations	1 029	1 232	360	748	748	748	874	959	1 052
<b>Sub Total - Other Municipal Staff</b>	<b>30 214</b>	<b>36 551</b>	<b>34 932</b>	<b>47 199</b>	<b>47 218</b>	<b>46 613</b>	<b>50 339</b>	<b>53 499</b>	<b>57 310</b>
% increase		21.0%	(4.4%)	35.1%	0.0%	(1.3%)	8.0%	6.3%	7.1%
<b>Total Parent Municipality</b>	<b>39 229</b>	<b>44 583</b>	<b>46 436</b>	<b>60 443</b>	<b>60 462</b>	<b>57 557</b>	<b>63 886</b>	<b>67 754</b>	<b>72 361</b>
		13.6%	4.2%	30.2%	0.0%	(4.8%)	11.0%	6.1%	6.8%
<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	-	-	-	-	-	-	-	-	-
Housing Allowances	-	-	-	-	-	-	-	-	-
Other benefits and allowances	-	-	-	-	-	-	-	-	-
Board Fees	-	-	-	-	-	-	-	-	-
Payments in lieu of leave	-	-	-	-	-	-	-	-	-
Long service awards	-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	-	-	-	-	-	-	-	-	-
<b>Sub Total - Board Members of Entities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
% increase		-	-	-	-	-	-	-	-

DC9 Frances Baard - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration R thousand	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<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									
<b>Sub Total - Senior Managers of Entities</b>	-	-	-	-	-	-	-	-	-
<b>% increase</b>									
<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									
<b>Sub Total - Other Staff of Entities</b>	-	-	-	-	-	-	-	-	-
<b>% increase</b>									
<b>Total Municipal Entities</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL SALARY, ALLOWANCES &amp; BENEFITS</b>	39 229	44 583	46 436	60 443	60 462	57 557	63 886	67 754	72 361
<b>% increase</b>		13.6%	4.2%	30.2%	0.0%	(4.8%)	11.0%	6.1%	6.8%
<b>TOTAL MANAGERS AND STAFF</b>	34 634	39 423	41 012	54 388	54 407	51 501	57 549	61 181	65 539



DC9 Frances Baard - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers Number	2013/14			Current Year 2014/15			Budget Year 2015/16		
	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	7	20	27	7	20	27	7	20
Board Members of municipal entities									
<b>Municipal employees</b>									
Municipal Manager and Senior Managers	5		5	5		5	5		5
Other Managers	8	8		8	8				
Professionals	20	20	-	22	22	-	53	50	3
<i>Finance</i>	3	3		3	3		11	11	
<i>Spatial/town planning</i>	1	1		1	1		3	3	
<i>Information Technology</i>	1	1		1	1		1	1	
<i>Roads</i>	-	-		-	-				
<i>Electricity</i>	-	-		-	-				
<i>Water</i>	-	-		-	-				
<i>Sanitation</i>	-	-		-	-				
<i>Refuse</i>	-	-		-	-				
<i>Other</i>	15	15		17	17		38	35	3
Technicians	41	41	-	41	41	-	21	16	5
<i>Finance</i>	8	8		8	8		8	8	
<i>Spatial/town planning</i>	2	2		2	2		2	2	
<i>Information Technology</i>	2	2		2	2		2	2	-
<i>Roads</i>	-	-		-	-				
<i>Electricity</i>	-	-		-	-				
<i>Water</i>	-	-		-	-				
<i>Sanitation</i>	-	-		-	-				
<i>Refuse</i>	-	-		-	-				
<i>Other</i>	29	29		29	29		9	4	5
Clerks (Clerical and administrative)	67	37	30	67	37	30	70	31	39
Service and sales workers	20	20		20	20				
Skilled agricultural and fishery workers	-	-		-	-				
Craft and related trades	-	-		-	-				
Plant and Machine Operators	2	2		2	2		2	2	-
Elementary Occupations	-	-		-	-		16	16	-
<b>TOTAL PERSONNEL NUMBERS</b>	<b>190</b>	<b>135</b>	<b>55</b>	<b>192</b>	<b>137</b>	<b>55</b>	<b>194</b>	<b>122</b>	<b>72</b>
% increase				1.1%	1.5%	-	1.0%	(10.9%)	30.9%
<b>Total municipal employees headcount</b>									
Finance personnel headcount									
Human Resources personnel headcount									

DC9 Frances Baard - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Budget Year 2015/16												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<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	89	89	89	89	89	89	89	89	89	89	89	89	1 072	1 126	1 171
Interest earned - external investments	454	454	454	454	454	454	454	454	454	454	454	454	5 443	5 648	5 820
Interest earned - outstanding debtors													-	-	-
Dividends received													-	-	-
Fines													-	-	-
Licences and permits													-	-	-
Agency services													-	-	-
Transfers recognised - operational	32 979	2 190	1 000	-	32 979	-	2 153	32 979	2 030	-	200	-	106 509	112 246	118 711
Other revenue	504	4	504	4	804	4	504	4	304	4	4	1 404	4 053	3 555	3 558
Gains on disposal of PPE												60	60	63	66
<b>Total Revenue (excluding capital transfers and contri</b>	<b>34 026</b>	<b>2 737</b>	<b>2 047</b>	<b>547</b>	<b>34 326</b>	<b>547</b>	<b>3 200</b>	<b>33 526</b>	<b>2 877</b>	<b>547</b>	<b>747</b>	<b>2 008</b>	<b>117 137</b>	<b>122 638</b>	<b>129 325</b>
<b>Expenditure By Type</b>															
Employee related costs	4 570	4 570	4 570	4 570	4 570	4 570	4 570	4 570	5 010	4 570	4 818	6 596	57 549	61 181	65 539
Remuneration of councillors	507	507	507	507	507	507	656	528	528	528	528	528	6 337	6 574	6 822
Debt impairment												3	3	-	-
Depreciation & asset impairment	393	393	393	449	449	449	505	505	505	505	505	562	5 615	5 635	5 555
Finance charges	-	-	-	-	-	527	-	-	-	-	-	2 527	3 054	2 874	2 674
Bulk purchases												-	-	-	-
Other materials	44	113	280	230	678	179	124	557	364	288	888	211	3 956	3 921	4 073
Contracted services												-	-	-	-
Transfers and grants	565	1 710	3 985	3 376	3 985	8 297	491	8 549	9 115	4 124	7 732	5 064	56 992	54 198	43 373
Other expenditure	1 518	1 651	2 466	2 400	2 792	1 367	1 536	1 649	1 088	1 705	1 650	1 563	21 386	19 578	20 262
Loss on disposal of PPE												210	210	221	229
<b>Total Expenditure</b>	<b>7 597</b>	<b>8 943</b>	<b>12 200</b>	<b>11 531</b>	<b>12 981</b>	<b>15 895</b>	<b>7 883</b>	<b>16 358</b>	<b>16 610</b>	<b>11 720</b>	<b>16 121</b>	<b>17 263</b>	<b>155 102</b>	<b>154 180</b>	<b>148 528</b>
<b>Surplus/(Deficit)</b>	<b>26 429</b>	<b>(6 206)</b>	<b>(10 153)</b>	<b>(10 984)</b>	<b>21 345</b>	<b>(15 348)</b>	<b>(4 683)</b>	<b>17 168</b>	<b>(13 733)</b>	<b>(11 172)</b>	<b>(15 374)</b>	<b>(15 255)</b>	<b>(37 965)</b>	<b>(31 542)</b>	<b>(19 203)</b>
Transfers recognised - capital													-	-	-
Contributions recognised - capital													-	-	-
Contributed assets													-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>26 429</b>	<b>(6 206)</b>	<b>(10 153)</b>	<b>(10 984)</b>	<b>21 345</b>	<b>(15 348)</b>	<b>(4 683)</b>	<b>17 168</b>	<b>(13 733)</b>	<b>(11 172)</b>	<b>(15 374)</b>	<b>(15 255)</b>	<b>(37 965)</b>	<b>(31 542)</b>	<b>(19 203)</b>
Taxation													-	-	-
Attributable to minorities													-	-	-
Share of surplus/ (deficit) of associate													-	-	-
<b>Surplus/(Deficit)</b>	<b>26 429</b>	<b>(6 206)</b>	<b>(10 153)</b>	<b>(10 984)</b>	<b>21 345</b>	<b>(15 348)</b>	<b>(4 683)</b>	<b>17 168</b>	<b>(13 733)</b>	<b>(11 172)</b>	<b>(15 374)</b>	<b>(15 255)</b>	<b>(37 965)</b>	<b>(31 542)</b>	<b>(19 203)</b>

DC9 Frances Baard - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Budget Year 2015/16												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>															
<b>Revenue by Vote</b>															
Vote 1 - Executive & Council													-	-	-
Vote 2 - Budget & Treasury		1 708	958	458	30 903	458	958	30 103	758	458	658	32 593	100 012	107 250	115 021
Vote 3 - Corporate Services									630				630	630	630
Vote 4 - Planning & Development		940											940	960	1 033
Vote 5 - Project Management & Advisory Services	3 423	89	1 089	89	3 423	89	2 242	3 423	1 489	89	89	17	15 555	13 798	12 641
Vote 6 - [NAME OF VOTE 6]													-	-	-
Vote 7 - [NAME OF VOTE 7]													-	-	-
Vote 8 - [NAME OF VOTE 8]													-	-	-
Vote 9 - [NAME OF VOTE 9]													-	-	-
Vote 10 - [NAME OF VOTE 10]													-	-	-
Vote 11 - [NAME OF VOTE 11]													-	-	-
Vote 12 - [NAME OF VOTE 12]													-	-	-
Vote 13 - [NAME OF VOTE 13]													-	-	-
Vote 14 - [NAME OF VOTE 14]													-	-	-
Vote 15 - [NAME OF VOTE 15]													-	-	-
<b>Total Revenue by Vote</b>	<b>3 423</b>	<b>2 737</b>	<b>2 047</b>	<b>547</b>	<b>34 326</b>	<b>547</b>	<b>3 200</b>	<b>33 526</b>	<b>2 877</b>	<b>547</b>	<b>747</b>	<b>32 610</b>	<b>117 137</b>	<b>122 638</b>	<b>129 325</b>
<b>Expenditure by Vote to be appropriated</b>															
Vote 1 - Executive & Council	1 816	1 891	2 199	2 160	2 493	2 013	1 969	2 182	2 099	2 003	2 123	3 069	26 016	26 899	27 841
Vote 2 - Budget & Treasury	1 373	1 454	1 718	1 712	1 882	2 192	1 485	1 872	1 827	1 677	2 034	4 637	23 864	23 822	24 583
Vote 3 - Corporate Services	1 848	1 956	2 354	2 305	2 569	2 101	1 918	2 373	2 228	2 157	2 622	2 452	26 882	28 126	29 802
Vote 4 - Planning & Development	1 021	1 245	1 736	1 616	1 774	2 434	1 013	2 522	2 654	1 703	2 437	2 050	22 205	21 987	22 241
Vote 5 - Project Management & Advisory Services	1 539	2 398	4 193	3 737	4 262	7 154	1 498	7 409	7 804	4 181	6 905	5 055	56 134	53 347	44 059
Vote 6 - [NAME OF VOTE 6]													-	-	-
Vote 7 - [NAME OF VOTE 7]													-	-	-
Vote 8 - [NAME OF VOTE 8]													-	-	-
Vote 9 - [NAME OF VOTE 9]													-	-	-
Vote 10 - [NAME OF VOTE 10]													-	-	-
Vote 11 - [NAME OF VOTE 11]													-	-	-
Vote 12 - [NAME OF VOTE 12]													-	-	-
Vote 13 - [NAME OF VOTE 13]													-	-	-
Vote 14 - [NAME OF VOTE 14]													-	-	-
Vote 15 - [NAME OF VOTE 15]													-	-	-
<b>Total Expenditure by Vote</b>	<b>7 597</b>	<b>8 943</b>	<b>12 200</b>	<b>11 531</b>	<b>12 981</b>	<b>15 895</b>	<b>7 883</b>	<b>16 358</b>	<b>16 610</b>	<b>11 720</b>	<b>16 121</b>	<b>17 263</b>	<b>155 102</b>	<b>154 180</b>	<b>148 528</b>
<b>Surplus/(Deficit) before assoc.</b>	<b>(4 173)</b>	<b>(6 206)</b>	<b>(10 153)</b>	<b>(10 984)</b>	<b>21 345</b>	<b>(15 348)</b>	<b>(4 683)</b>	<b>17 168</b>	<b>(13 733)</b>	<b>(11 172)</b>	<b>(15 374)</b>	<b>15 347</b>	<b>(37 965)</b>	<b>(31 542)</b>	<b>(19 203)</b>
Taxation													-	-	-
Attributable to minorities													-	-	-
Share of surplus/ (deficit) of associate													-	-	-
<b>Surplus/(Deficit)</b>	<b>(4 173)</b>	<b>(6 206)</b>	<b>(10 153)</b>	<b>(10 984)</b>	<b>21 345</b>	<b>(15 348)</b>	<b>(4 683)</b>	<b>17 168</b>	<b>(13 733)</b>	<b>(11 172)</b>	<b>(15 374)</b>	<b>15 347</b>	<b>(37 965)</b>	<b>(31 542)</b>	<b>(19 203)</b>

DC9 Frances Baard - Supporting Table SA27 Budgeted monthly revenue and expenditure (standard classification)

Description	Budget Year 2015/16												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>															
<b>Revenue - Standard</b>															
<i>Governance and administration</i>	-	1 708	958	458	30 903	458	958	30 103	758	458	658	32 593	100 012	107 250	115 021
Executive and council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Budget and treasury office	-	1 708	958	458	30 903	458	958	30 103	758	458	658	32 593	100 012	107 250	115 021
Corporate services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>	-	-	-	-	-	-	-	-	2 030	-	-	-	2 030	2 030	2 030
Community and social services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	630	-	-	-	630	630	630
Health	-	-	-	-	-	-	-	-	1 400	-	-	-	1 400	1 400	1 400
<i>Economic and environmental services</i>	3 423	1 029	1 089	89	3 423	89	2 242	3 423	89	89	89	17	15 095	13 358	12 274
Planning and development	3 423	1 029	1 089	89	3 423	89	2 242	3 423	89	89	89	17	15 095	13 358	12 274
Road transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Trading services</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Other</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue - Standard</b>	3 423	2 737	2 047	547	34 326	547	3 200	33 526	2 877	547	747	32 610	117 137	122 638	129 325
<b>Expenditure - Standard</b>															
<i>Governance and administration</i>	4 396	4 618	5 457	5 382	6 088	5 491	4 719	5 559	5 329	5 077	5 893	9 256	67 263	69 125	71 959
Executive and council	1 816	1 891	2 199	2 160	2 493	2 013	1 969	2 182	2 099	2 003	2 123	3 069	26 016	26 899	27 841
Budget and treasury office	1 373	1 454	1 718	1 712	1 882	2 192	1 485	1 872	1 827	1 677	2 034	4 637	23 864	23 822	24 583
Corporate services	1 206	1 273	1 540	1 510	1 712	1 286	1 264	1 506	1 403	1 397	1 736	1 549	17 382	18 404	19 534
<i>Community and public safety</i>	943	990	1 147	1 126	1 201	1 118	956	1 180	1 120	1 071	1 220	1 278	13 351	13 384	14 157
Community and social services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety	438	475	586	570	623	599	450	644	611	545	649	644	6 833	7 203	7 587
Housing	505	515	561	556	579	519	506	536	509	525	571	634	6 518	6 181	6 569
Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>	2 258	3 336	5 596	5 023	5 692	9 286	2 208	9 619	10 162	5 572	9 008	1 876	69 635	65 347	55 837
Planning and development	2 055	3 128	5 368	4 797	5 457	9 070	2 005	9 396	9 948	5 358	8 771	1 618	66 969	62 828	53 156
Road transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environmental protection	203	208	228	225	235	216	204	223	214	215	237	258	2 667	2 519	2 681
<i>Trading services</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Other</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure - Standard</b>	7 597	8 943	12 200	11 531	12 981	15 895	7 883	16 358	16 610	11 720	16 121	17 263	155 102	154 180	148 528
<b>Surplus/(Deficit) before assoc.</b>	(4 173)	(6 206)	(10 153)	(10 984)	21 345	(15 348)	(4 683)	17 168	(13 733)	(11 172)	(15 374)	15 347	(37 965)	(31 542)	(19 203)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit)</b>	(4 173)	(6 206)	(10 153)	(10 984)	21 345	(15 348)	(4 683)	17 168	(13 733)	(11 172)	(15 374)	15 347	(37 965)	(31 542)	(19 203)

DC9 Frances Baard - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Budget Year 2015/16												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>															
<b>Multi-year expenditure to be appropriated</b>															
Vote 1 - Executive & Council													-	-	-
Vote 2 - Budget & Treasury													-	-	-
Vote 3 - Corporate Services													-	-	-
Vote 4 - Planning & Development													-	-	-
Vote 5 - Project Management & Advisory Services													-	-	-
Vote 6 - [NAME OF VOTE 6]													-	-	-
Vote 7 - [NAME OF VOTE 7]													-	-	-
Vote 8 - [NAME OF VOTE 8]													-	-	-
Vote 9 - [NAME OF VOTE 9]													-	-	-
Vote 10 - [NAME OF VOTE 10]													-	-	-
Vote 11 - [NAME OF VOTE 11]													-	-	-
Vote 12 - [NAME OF VOTE 12]													-	-	-
Vote 13 - [NAME OF VOTE 13]													-	-	-
Vote 14 - [NAME OF VOTE 14]													-	-	-
Vote 15 - [NAME OF VOTE 15]													-	-	-
<b>Capital multi-year expenditure sub-total</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Single-year expenditure to be appropriated</b>															
Vote 1 - Executive & Council													165	165	-
Vote 2 - Budget & Treasury								730	700	337	1 043	157	1 924	1 200	800
Vote 3 - Corporate Services		2 700								5 000		1 666	10 409	135	135
Vote 4 - Planning & Development					12							20	32	-	-
Vote 5 - Project Management & Advisory Services												1 027	1 027	-	-
Vote 6 - [NAME OF VOTE 6]												-	-	-	-
Vote 7 - [NAME OF VOTE 7]												-	-	-	-
Vote 8 - [NAME OF VOTE 8]												-	-	-	-
Vote 9 - [NAME OF VOTE 9]												-	-	-	-
Vote 10 - [NAME OF VOTE 10]												-	-	-	-
Vote 11 - [NAME OF VOTE 11]												-	-	-	-
Vote 12 - [NAME OF VOTE 12]												-	-	-	-
Vote 13 - [NAME OF VOTE 13]												-	-	-	-
Vote 14 - [NAME OF VOTE 14]												-	-	-	-
Vote 15 - [NAME OF VOTE 15]												-	-	-	-
<b>Capital single-year expenditure sub-total</b>	-	2 700	-	-	12	-	-	730	700	5 337	1 043	3 034	13 556	1 335	935
<b>Total Capital Expenditure</b>	-	2 700	-	-	12	-	-	730	700	5 337	1 043	3 034	13 556	1 335	935



DC9 Frances Baard - Supporting Table SA29 Budgeted monthly capital expenditure (standard classification)

Description	Budget Year 2015/16												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>															
<b>Capital Expenditure - Standard</b>															
<i>Governance and administration</i>	-	-	-	-	-	-	-	730	700	337	593	391	2 751	1 335	935
Executive and council	-	-	-	-	-	-	-	-	-	-	-	165	165	-	-
Budget and treasury office	-	-	-	-	-	-	-	730	700	337	-	157	1 924	1 200	800
Corporate services	-	-	-	-	-	-	-	-	-	-	593	70	663	135	135
<i>Community and public safety</i>	-	2 700	-	-	-	-	-	-	-	5 000	430	1 596	9 726	-	-
Community and social services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety	-	2 700	-	-	-	-	-	-	-	5 000	430	1 596	9 726	-	-
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>	-	-	-	-	12	-	-	-	-	-	20	1 047	1 079	-	-
Planning and development	-	-	-	-	12	-	-	-	-	-	-	1 047	1 059	-	-
Road transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	-	-	-	-	-	-	-	-	20	-	20	-	-
<i>Trading services</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Other</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure - Standard</b>	-	2 700	-	-	12	-	-	730	700	5 337	1 043	3 033	13 556	1 335	935
<b>Funded by:</b>															
National Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Provincial Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
District Municipality	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other transfers and grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public contributions & donations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	2 700	-	-	12	-	-	730	700	5 337	1 043	3 033	13 556	1 335	935
<b>Total Capital Funding</b>	-	2 700	-	-	12	-	-	730	700	5 337	1 043	3 033	13 556	1 335	935

DC9 Frances Baard - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2015/16												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>															
<b>Cash Receipts 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	89	89	89	89	89	89	89	89	89	89	89	89	1 072	1 126	1 171
Interest earned - external investments	454	454	454	454	454	454	454	454	454	454	454	454	5 443	5 648	5 820
Interest earned - outstanding debtors													-	-	-
Dividends received													-	-	-
Fines													-	-	-
Licences and permits													-	-	-
Agency services													-	-	-
Transfer receipts - operational	26 627	-	-	-	26 627	-	-	26 627	-	-	-	26 627	106 509	112 246	118 711
Other revenue	504	4	504	4	804	4	504	4	304	4	4	1 404	4 053	8 555	7 558
<b>Cash Receipts by Source</b>	<b>27 675</b>	<b>547</b>	<b>1 047</b>	<b>547</b>	<b>27 975</b>	<b>547</b>	<b>1 047</b>	<b>27 175</b>	<b>847</b>	<b>547</b>	<b>547</b>	<b>28 575</b>	<b>117 077</b>	<b>127 575</b>	<b>133 259</b>
<b>Other Cash Flows by Source</b>															
Transfer receipts - capital													-	-	-
Contributions recognised - capital & Contributed assets													-	-	-
Proceeds on disposal of PPE						50						10	60	63	66
Short term loans													-	-	-
Borrowing long term/refinancing													-	-	-
Increase (decrease) in consumer deposits													-	-	-
Decrease (Increase) in non-current debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (Increase) other non-current receivables													-	-	-
Decrease (Increase) in non-current investments													-	-	-
<b>Total Cash Receipts by Source</b>	<b>27 675</b>	<b>547</b>	<b>1 047</b>	<b>547</b>	<b>27 975</b>	<b>597</b>	<b>1 047</b>	<b>27 175</b>	<b>847</b>	<b>547</b>	<b>547</b>	<b>28 585</b>	<b>117 137</b>	<b>127 638</b>	<b>133 325</b>
<b>Cash Payments by Type</b>															
Employee related costs	4 046	4 046	4 046	4 046	6 877	4 046	4 046	4 046	4 739	4 263	4 497	6 008	54 707	52 615	56 364
Remuneration of councillors	474	474	474	474	474	474	474	762	546	546	546	546	6 337	6 574	6 822
Finance charges						527						527	1 054	874	674
Bulk purchases - Electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases - Water & Sewer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other materials	42	107	266	219	644	170	118	529	346	273	843	398	3 956	3 921	3 462
Contracted services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and grants - other municipalities	385	1 165	2 716	2 301	2 716	5 654	335	5 826	6 212	2 810	5 269	3 451	38 841	38 841	28 200
Transfers and grants - other	155	470	1 096	928	1 096	2 281	135	2 351	2 507	1 134	2 126	1 458	15 738	15 357	15 173
Other expenditure	1 290	1 404	2 096	2 040	2 373	1 162	1 306	1 402	925	1 449	1 402	1 329	18 178	14 289	13 661
<b>Cash Payments by Type</b>	<b>6 393</b>	<b>7 666</b>	<b>10 693</b>	<b>10 007</b>	<b>14 181</b>	<b>14 315</b>	<b>6 701</b>	<b>14 701</b>	<b>15 274</b>	<b>10 477</b>	<b>14 685</b>	<b>13 717</b>	<b>138 810</b>	<b>132 471</b>	<b>124 356</b>
<b>Other Cash Flows/Payments by Type</b>															
Capital assets	-	1 890	-	-	8	-	-	511	490	3 736	730	2 123	9 489	1 335	935
Repayment of borrowing						556						556	1 111	1 173	1 235
Other Cash Flows/Payments													-	-	-
<b>Total Cash Payments by Type</b>	<b>6 393</b>	<b>9 556</b>	<b>10 693</b>	<b>10 007</b>	<b>14 189</b>	<b>14 870</b>	<b>6 701</b>	<b>15 212</b>	<b>15 764</b>	<b>14 213</b>	<b>15 415</b>	<b>16 396</b>	<b>149 410</b>	<b>134 978</b>	<b>126 526</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>21 282</b>	<b>(9 009)</b>	<b>(9 646)</b>	<b>(9 460)</b>	<b>13 786</b>	<b>(14 273)</b>	<b>(5 654)</b>	<b>11 963</b>	<b>(14 917)</b>	<b>(13 665)</b>	<b>(14 868)</b>	<b>12 188</b>	<b>(32 273)</b>	<b>(7 340)</b>	<b>6 799</b>
Cash/cash equivalents at the month/year begin:	94 016	115 298	106 289	96 643	87 183	100 968	86 695	81 041	93 004	78 087	64 422	49 555	94 016	61 743	54 403
Cash/cash equivalents at the month/year end:	115 298	106 289	96 643	87 183	100 968	86 695	81 041	93 004	78 087	64 422	49 555	61 743	61 743	54 403	61 202

DC9 Frances Baard - NOT REQUIRED - municipality does not have entities

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R million</b>									
<b>Financial Performance</b>									
Property rates									
Service charges									
Investment revenue									
Transfers recognised - operational									
Other own revenue									
Contributions recognised - capital & contributed assets									
<b>Total Revenue (excluding capital transfers and contributions)</b>	-	-	-	-	-	-	-	-	-
Employee costs									
Remuneration of Board Members									
Depreciation & asset impairment									
Finance charges									
Materials and bulk purchases									
Transfers and grants									
Other expenditure									
<b>Total Expenditure</b>	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit)</b>	-	-	-	-	-	-	-	-	-
<b>Capital expenditure &amp; funds sources</b>									
<b>Capital expenditure</b>									
Transfers recognised - operational									
Public contributions & donations									
Borrowing									
Internally generated funds									
<b>Total sources</b>	-	-	-	-	-	-	-	-	-
<b>Financial position</b>									
Total current assets									
Total non current assets									
Total current liabilities									
Total non current liabilities									
Equity									
<b>Cash flows</b>									
Net cash from (used) operating									
Net cash from (used) investing									
Net cash from (used) financing									
<b>Cash/cash equivalents at the year end</b>									

DC9 Frances Baard - Supporting Table SA32 List of external mechanisms

External mechanism	Yrs/ Mths	Period of agreement 1.	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2.
Name of organisation		Number			R thousand

DC9 Frances Baard - Supporting Table SA33 Contracts having future budgetary implications

Description	Preceding Years	Current Year 2014/15	2015/16 Medium Term Revenue & Expenditure Framework			Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Total Contract Value
	Total	Original Budget	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
<b>R thousand</b>													
<b>Parent Municipality:</b>													
<b>Revenue Obligation By Contract</b>													
Contract 1													-
Contract 2													-
Contract 3 etc													-
<b>Total Operating Revenue Implication</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Expenditure Obligation By Contract</b>													
Contract 1													-
Contract 2													-
Contract 3 etc													-
<b>Total Operating Expenditure Implication</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital Expenditure Obligation By Contract</b>													
Contract 1													-
Contract 2													-
Contract 3 etc													-
<b>Total Capital Expenditure Implication</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Parent Expenditure Implication</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Entities:</b>													
<b>Revenue Obligation By Contract</b>													
Contract 1													-
Contract 2													-
Contract 3 etc													-
<b>Total Operating Revenue Implication</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Expenditure Obligation By Contract</b>													
Contract 1													-
Contract 2													-
Contract 3 etc													-
<b>Total Operating Expenditure Implication</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital Expenditure Obligation By Contract</b>													
Contract 1													-
Contract 2													-
Contract 3 etc													-
<b>Total Capital Expenditure Implication</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Entity Expenditure Implication</b>	-	-	-	-	-	-	-	-	-	-	-	-	-

DC9 Frances Baard - Supporting Table SA34a Capital expenditure on new assets by asset class

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>Capital expenditure on new assets by Asset Class/Sub-class</b>									
<b>Infrastructure</b>	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
<i>Roads, Pavements &amp; Bridges</i>									
<i>Storm water</i>									
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
<i>Generation</i>									
<i>Transmission &amp; Reticulation</i>									
<i>Street Lighting</i>									
Infrastructure - Water	-	-	-	-	-	-	-	-	-
<i>Dams &amp; Reservoirs</i>									
<i>Water purification</i>									
<i>Reticulation</i>			-						
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
<i>Reticulation</i>									
<i>Sewerage purification</i>									
Infrastructure - Other	-	-	-	-	-	-	-	-	-
<i>Waste Management</i>									
<i>Transportation</i>									
<i>Gas</i>									
<i>Other</i>									
<b>Community</b>	4	762	-	159	159	-	-	-	-
Parks & gardens									
Sportsfields & stadia									
Swimming pools									
Community halls									
Libraries									
Recreational facilities									
Fire, safety & emergency	4								
Security and policing									
Buses									
Clinics									
Museums & Art Galleries									
Cemeteries									
Social rental housing									
Other		762		159	159				
<b>Heritage assets</b>	4	-	-	-	-	-	-	-	-
Buildings									
Other	4								
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Housing development									
Other									
<b>Other assets</b>	1 758	2 480	1 264	3 495	3 976	1 409	12 176	-	-
General vehicles	3	1 992	602			-	1 070	-	-
Specialised vehicles	-	-	-	2 700	2 716	-	6 614	-	-
Plant & equipment	427	34	170	586	635	624	9	-	-
Computers - hardware/equipment	62	246	478	179	595	729	62	-	-
Furniture and other office equipment	221						422	-	-
Abattoirs									
Markets									
Civic Land and Buildings	1 042	208							
Other Buildings									
Other Land				30	30	55	4 000	-	-
Surplus Assets - (Investment or Inventory)									
Other	3		13						
<b>Agricultural assets</b>	-	-	-	-	-	-	-	-	-
<i>List sub-class</i>									

DC9 Frances Baard - Supporting Table SA34a Capital expenditure on new assets by asset class

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>Biological assets</b>	-	-	-	-	-	-	-	-	-
<i>List sub-class</i>									
<b>Intangibles</b>	183	374	-	-	-	-	-	-	-
Computers - software & programming	183	374					-	-	-
Other ( <i>list sub-class</i> )									
<b>Total Capital Expenditure on new assets</b>	<b>1 949</b>	<b>3 616</b>	<b>1 264</b>	<b>3 654</b>	<b>4 135</b>	<b>1 409</b>	<b>12 176</b>	<b>-</b>	<b>-</b>
<b>Specialised vehicles</b>	-	-	-	2 700	2 716	-	6 614	-	-
Refuse									
Fire				2 700	2 716	-	6 614	-	-
Conservancy									
Ambulances									

DC9 Frances Baard - Supporting Table SA34b Capital expenditure on the renewal of existing assets by asset class

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>Capital expenditure on renewal of existing assets by Asset Class/Sub-class</b>									
<b>Infrastructure</b>	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
<i>Roads, Pavements &amp; Bridges</i>									
<i>Storm water</i>									
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
<i>Generation</i>									
<i>Transmission &amp; Reticulation</i>									
<i>Street Lighting</i>									
Infrastructure - Water	-	-	-	-	-	-	-	-	-
<i>Dams &amp; Reservoirs</i>									
<i>Water purification</i>									
<i>Reticulation</i>									
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
<i>Reticulation</i>									
<i>Sewerage purification</i>									
Infrastructure - Other	-	-	-	-	-	-	-	-	-
<i>Waste Management</i>									
<i>Transportation</i>									
<i>Gas</i>									
<i>Other</i>									
<b>Community</b>	-	156	-	-	-	-	-	-	-
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		156							
<b>Heritage assets</b>	-	-	-	-	-	-	-	-	-
Buildings									
Other									
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Housing development									
Other									
<b>Other assets</b>	433	2 236	1 289	1 586	1 610	1 504	1 279	1 335	935
General vehicles	284	1 780	484	1 160	1 160	1 160	617	1 200	800
Specialised vehicles	-	-	-	-	-	-	-	-	-
Plant & equipment	9	13	13	133	133	84	69	-	-
Computers - hardware/equipment	93	434	148	293	317	212	152	135	135
Furniture and other office equipment	46	-	-	-	-	-	441	-	-
Abattoirs									
Markets									
Civic Land and Buildings		9	18			49	-	-	-
Other Buildings			577				-	-	-
Other Land			-				-	-	-
Surplus Assets - (Investment or Inventory)			-				-	-	-
Other			49				-	-	-
<b>Agricultural assets</b>	-	-	-	-	-	-	-	-	-
<i>List sub-class</i>									



DC9 Frances Baard - Supporting Table SA34b Capital expenditure on the renewal of existing assets by asset class

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>Biological assets</b>	-	-	-	-	-	-	-	-	-
<i>List sub-class</i>									
<b>Intangibles</b>	-	-	-	100	100	-	100	-	-
Computers - software & programming				100	100		100	-	-
Other ( <i>list sub-class</i> )									
<b>Total Capital Expenditure on renewal of existing assets</b>	<b>433</b>	<b>2 392</b>	<b>1 289</b>	<b>1 686</b>	<b>1 710</b>	<b>1 504</b>	<b>1 379</b>	<b>1 335</b>	<b>935</b>
<b>Specialised vehicles</b>	-	-	-	-	-	-	-	-	-
Refuse									
Fire									
Conservancy									
Ambulances									
<b>Renewal of Existing Assets as % of total capex</b>	<b>18.2%</b>	<b>39.8%</b>	<b>50.5%</b>	<b>31.6%</b>	<b>29.3%</b>	<b>51.6%</b>	<b>10.2%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Renewal of Existing Assets as % of deprecn"</b>	<b>1.9%</b>	<b>68.7%</b>	<b>31.8%</b>	<b>31.3%</b>	<b>31.8%</b>	<b>32.1%</b>	<b>24.6%</b>	<b>23.7%</b>	<b>16.8%</b>

DC9 Frances Baard - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>Repairs and maintenance expenditure by Asset Class/Sub-class</b>									
<b>Infrastructure</b>	-	-	4	-	-	-	-	-	-
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
<i>Roads, Pavements &amp; Bridges</i>									
<i>Storm water</i>									
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
<i>Generation</i>									
<i>Transmission &amp; Reticulation</i>									
<i>Street Lighting</i>									
Infrastructure - Water	-	-	4	-	-	-	-	-	-
<i>Dams &amp; Reservoirs</i>									
<i>Water purification</i>									
<i>Reticulation</i>			4						
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
<i>Reticulation</i>									
<i>Sewerage purification</i>									
Infrastructure - Other	-	-	-	-	-	-	-	-	-
<i>Waste Management</i>									
<i>Transportation</i>									
<i>Gas</i>									
<i>Other</i>									
<b>Community</b>	-	17	40	159	278	-	142	149	155
Parks & gardens									
Sportsfields & stadia									
Swimming pools									
Community halls									
Libraries									
Recreational facilities									
Fire, safety & emergency		17							
Security and policing									
Buses									
Clinics									
Museums & Art Galleries									
Cemeteries									
Social rental housing									
Other			40	159	278		142	149	155
<b>Heritage assets</b>	1	-	-	-	-	-	-	-	-
Buildings									
Other	1								
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Housing development									
Other									
<b>Other assets</b>	2 313	1 377	1 452	2 420	2 380	3 269	1 436	1 485	1 541
General vehicles		348	230	391	351	391	349	351	365
Specialised vehicles	-	-	-	-	-	-	-	-	-
Plant & equipment		146	229	157	157	155	99	101	104
Computers - hardware/equipment	2 313	337	626	1 199	1 199	1 470	192	202	210
Furniture and other office equipment		315	-	269	269	829	417	432	448
Abattoirs									
Markets									
Civic Land and Buildings		231	38						
Other Buildings				405	405	425	379	398	414
Other Land			329						
Surplus Assets - (Investment or Inventory)									
Other									
<b>Agricultural assets</b>	-	-	-	-	-	-	-	-	-
<i>List sub-class</i>									

DC9 Frances Baard - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>Biological assets</b>	-	-	-	-	-	-	-	-	-
<i>List sub-class</i>									
<b>Intangibles</b>	-	1 174	1 881	2 666	2 666	846	2 377	2 287	2 377
Computers - software & programming		1 174	1 881	2 666	2 666	846	2 377	2 287	2 377
Other ( <i>list sub-class</i> )									
<b>Total Repairs and Maintenance Expenditure</b>	<b>2 314</b>	<b>2 569</b>	<b>3 376</b>	<b>5 245</b>	<b>5 324</b>	<b>4 115</b>	<b>3 956</b>	<b>3 921</b>	<b>4 073</b>
<b>Specialised vehicles</b>	-	-	-	-	-	-	-	-	-
Refuse									
Fire									
Conservancy									
Ambulances									
<b>R&amp;M as a % of PPE</b>	<b>5.0%</b>	<b>5.4%</b>	<b>8.6%</b>	<b>11.4%</b>	<b>11.4%</b>	<b>11.0%</b>	<b>8.7%</b>	<b>9.5%</b>	<b>11.1%</b>
<b>R&amp;M as % Operating Expenditure</b>	<b>2.2%</b>	<b>2.6%</b>	<b>3.3%</b>	<b>4.0%</b>	<b>4.0%</b>	<b>3.5%</b>	<b>2.6%</b>	<b>2.5%</b>	<b>2.7%</b>

DC9 Frances Baard - Supporting Table SA34d Depreciation by asset class

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>Depreciation by Asset Class/Sub-class</b>									
<b>Infrastructure</b>	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
<i>Roads, Pavements &amp; Bridges</i>									
<i>Storm water</i>									
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
<i>Generation</i>									
<i>Transmission &amp; Reticulation</i>									
<i>Street Lighting</i>									
Infrastructure - Water	-	-	-	-	-	-	-	-	-
<i>Dams &amp; Reservoirs</i>									
<i>Water purification</i>									
<i>Reticulation</i>									
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
<i>Reticulation</i>									
<i>Sewerage purification</i>									
Infrastructure - Other	-	-	-	-	-	-	-	-	-
<i>Waste Management</i>									
<i>Transportation</i>									
<i>Gas</i>									
<i>Other</i>									
<b>Community</b>	84	125	183	200	200	993	214	214	214
Parks & gardens									
Sportsfields & stadia									
Swimming pools									
Community halls									
Libraries									
Recreational facilities									
Fire, safety & emergency									
Security and policing									
Buses									
Clinics									
Museums & Art Galleries									
Cemeteries	11	-	-	-	-	-	-	-	-
Social rental housing									
Other	73	125	183	200	200	993	214	214	214
<b>Heritage assets</b>	-	-	-	-	-	-	-	-	-
Buildings									
Other									
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Housing development									
Other									
<b>Other assets</b>	22 357	3 217	3 750	4 930	4 930	3 520	5 134	5 154	5 174
General vehicles	330	624	895	700	700	700	800	820	840
Specialised vehicles	-	-	-	-	-	-	-	-	-
Plant & equipment	412	423	490	650	650	433	728	728	728
Computers - hardware/equipment	745	760	822	900	900	600	963	963	963
Furniture and other office equipment	854	767	850	980	980	653	1 038	1 038	1 038
Abattoirs									
Markets									
Civic Land and Buildings	20 016	643	693	1 700	1 700	1 133	1 605	1 605	1 605
Other Buildings									
Other Land									
Surplus Assets - (Investment or Inventory)									
Other									

DC9 Frances Baard - Supporting Table SA34d Depreciation by asset class

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousand</b>									
<b>Agricultural assets</b>	-	-	-	-	-	-	-	-	-
<i>List sub-class</i>									
<b>Biological assets</b>	-	-	-	-	-	-	-	-	-
<i>List sub-class</i>									
<b>Intangibles</b>	121	141	117	250	250	167	268	268	168
Computers - software & programming	121	141	117	250	250	167	268	268	168
Other ( <i>list sub-class</i> )									
<b>Total Depreciation</b>	<b>22 562</b>	<b>3 483</b>	<b>4 050</b>	<b>5 380</b>	<b>5 380</b>	<b>4 679</b>	<b>5 615</b>	<b>5 635</b>	<b>5 555</b>
<b>Specialised vehicles</b>	-	-	-	-	-	-	-	-	-
Refuse									
Fire									
Conservancy									
Ambulances									

DC9 Frances Baard - Supporting Table SA35 Future financial implications of the capital budget

Vote Description	2015/16 Medium Term Revenue & Expenditure Framework			Forecasts			
	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Present value
<b>R thousand</b>							
<b>Capital expenditure</b>							
Vote 1 - Executive & Council	165	-	-				
Vote 2 - Budget & Treasury	1 924	1 200	800				
Vote 3 - Corporate Services	10 409	135	135				
Vote 4 - Planning & Development	32	-	-				
Vote 5 - Project Management & Advisory Services	1 027	-	-				
Vote 6 - [NAME OF VOTE 6]	-	-	-				
Vote 7 - [NAME OF VOTE 7]	-	-	-				
Vote 8 - [NAME OF VOTE 8]	-	-	-				
Vote 9 - [NAME OF VOTE 9]	-	-	-				
Vote 10 - [NAME OF VOTE 10]	-	-	-				
Vote 11 - [NAME OF VOTE 11]	-	-	-				
Vote 12 - [NAME OF VOTE 12]	-	-	-				
Vote 13 - [NAME OF VOTE 13]	-	-	-				
Vote 14 - [NAME OF VOTE 14]	-	-	-				
Vote 15 - [NAME OF VOTE 15]	-	-	-				
<i>List entity summary if applicable</i>							
<b>Total Capital Expenditure</b>	<b>13 556</b>	<b>1 335</b>	<b>935</b>	-	-	-	-
<b>Future operational costs by vote</b>							
Vote 1 - Executive & Council							
Vote 2 - Budget & Treasury							
Vote 3 - Corporate Services							
Vote 4 - Planning & Development							
Vote 5 - Project Management & Advisory Services							
Vote 6 - [NAME OF VOTE 6]							
Vote 7 - [NAME OF VOTE 7]							
Vote 8 - [NAME OF VOTE 8]							
Vote 9 - [NAME OF VOTE 9]							
Vote 10 - [NAME OF VOTE 10]							
Vote 11 - [NAME OF VOTE 11]							
Vote 12 - [NAME OF VOTE 12]							
Vote 13 - [NAME OF VOTE 13]							
Vote 14 - [NAME OF VOTE 14]							
Vote 15 - [NAME OF 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>13 556</b>	<b>1 335</b>	<b>935</b>	-	-	-	-

DC9 Frances Baard - Supporting Table SA36 Detailed capital budget

Municipal Vote/Capital project	Program/Project description	Project number	IDP Goal code 2	Individually Approved (Yes/No)	Asset Class	Asset Sub-Class	GPS co-ordinates	Total Project Estimate	Prior year outcomes		2015/16 Medium Term Revenue & Expenditure Framework			Project information	
									Audited Outcome 2013/14	Current Year 2014/15 Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18	Ward location	New or renewal
R thousand				6	3	3	5								
Parent municipality:															
List all capital projects grouped by Municipal Vote															
<b>Executive &amp; Council</b>															
	<b>Municipal Manager</b>				Office equipment	LAPTOP TROLLEY BAG	28 44 43 s / 24 43 21 e			3					New
	Municipal Manager				Office equipment	CHAIR REPLACE	28 44 43 s / 24 43 21 e	40							Replace
	Committee & Administration Services				Office equipment	SHELVES	28 44 43 s / 24 43 21 e	12							New
	Committee & Administration Services				Office equipment	CABINETS	28 44 43 s / 24 43 21 e				15				New
	Committee & Administration Services				Office equipment	VOICE RECORDER	28 44 43 s / 24 43 21 e					10			New
	Committee & Administration Services				Office equipment	WHITE BOARD	28 44 43 s / 24 43 21 e					12			New
	Internal Audit				Office equipment	HIGH BACK CHAIR (REPLACE)	28 44 43 s / 24 43 21 e				15				Replace
	Communications				Office equipment	TELESCOPIC BANNER	28 44 43 s / 24 43 21 e				8				New
	Communications				Office equipment	FLEXI BANNER	28 44 43 s / 24 43 21 e				4				New
	Communications				Office equipment	ZICK ZACK BROCHURE STAND	28 44 43 s / 24 43 21 e				8				New
	Communications				Intangibles	WEBSITE DEVELOPMENT	28 44 43 s / 24 43 21 e				100				New
	Communications				Office equipment	DISPLAY CABINET	28 44 43 s / 24 43 21 e	6							New
	Communications				Office equipment	WIND SPINNER	28 44 43 s / 24 43 21 e					8			New
	Communications				Office equipment	PORTABLE STEEL MUSIC STAND	28 44 43 s / 24 43 21 e					2			New
	Communications				Motor Vehicles	PANEL VAN	28 44 43 s / 24 43 21 e								New
	Legal & Risk Unit				Office equipment	CHAIR	28 44 43 s / 24 43 21 e				6				New
	Legal & Risk Unit				Office equipment	TABLE - ROUND / OTHERS	28 44 43 s / 24 43 21 e				6				New
	Legal & Risk Unit				Office equipment	LAPTOPS	28 44 43 s / 24 43 21 e				37				New
	Legal & Risk Unit				Office equipment	JR TIER BOOK CASE GLASS HINGE DOC	28 44 43 s / 24 43 21 e					3			New
	Political Office: Admin				Office equipment	COMPUTER X2	28 44 43 s / 24 43 21 e					20			New
	Political Office: Admin				Office equipment	LAPTOP X 2	28 44 43 s / 24 43 21 e					20			New
	Political Office: Admin				Office equipment	CHAIR HIGH BACK X 3	28 44 43 s / 24 43 21 e					9			New
	Political Office: Admin				Office equipment	SHELVES	28 44 43 s / 24 43 21 e					5			New
	Political Office: Admin				Office equipment	2 DOOR STORAGE CABINET X 2	28 44 43 s / 24 43 21 e					12			New
	Political Office: Admin				Office equipment	L-SHAPE DESK X 3	28 44 43 s / 24 43 21 e					20			New
	Youth Unit				Office equipment	Laptop	28 44 43 s / 24 43 21 e					10			New
	Youth Unit				Office equipment	DIGITAL CAMERA	28 44 43 s / 24 43 21 e								New
	Youth Unit				Office equipment	HIGH BACK CHAIR	28 44 43 s / 24 43 21 e					3			New
	Youth Unit				Office equipment	2 DOOR STORAGE CABINET	28 44 43 s / 24 43 21 e					8			New
	Youth Unit				Office equipment	VISITOR CHAIR X 2	28 44 43 s / 24 43 21 e					6			New
	Youth Unit				Office equipment	L-SHAPE DESK	28 44 43 s / 24 43 21 e					7			New
	Budget & Treasury Office				Office equipment	LAPTOP	28 44 43 s / 24 43 21 e				100				New
	Finance Directorate				Office equipment	CHAIR	28 44 43 s / 24 43 21 e					1			Replace
	Finance Directorate				Office equipment	CHAIR	28 44 43 s / 24 43 21 e				23				Replace
	Revenue & Expenditure				Intangibles	WP PAYROLL UPGRADE	28 44 43 s / 24 43 21 e				6				Replace
	Revenue & Expenditure				Office equipment	REPLACE COPIER/FAX/PRINTER	28 44 43 s / 24 43 21 e					100			Replace
	Revenue & Expenditure				Office equipment	REPLACE CHEQUE PRINTER	28 44 43 s / 24 43 21 e					5			Replace
	Budget Office				Office equipment	CABINET FILING	28 44 43 s / 24 43 21 e								Replace
	Budget Office				Office equipment	LAPTOP (REPLACE)	28 44 43 s / 24 43 21 e					12			Replace
	Budget Office				Office equipment	HIGH BACK CHAIR X 2	28 44 43 s / 24 43 21 e					6			Replace
	Budget Office				Office equipment	LAPTOP	28 44 43 s / 24 43 21 e				15				New
	Budget Office				Office equipment	FILING CABINET	28 44 43 s / 24 43 21 e					20			New
	Supply Chain Management				Office equipment	DESK	28 44 43 s / 24 43 21 e					7			New
	Supply Chain Management				Office equipment	SHELVES	28 44 43 s / 24 43 21 e					30			New
	Supply Chain Management				Office equipment	HIGH BACK CHAIR (REPLACE)	28 44 43 s / 24 43 21 e					20			Replace
	Supply Chain Management				Office equipment	BUNDLERS	28 44 43 s / 24 43 21 e					7			New
	Supply Chain Management				Office equipment	MICROWAVE	28 44 43 s / 24 43 21 e					1			New
	Supply Chain Management				Office equipment	KITCHEN ZINK REPLACE	28 44 43 s / 24 43 21 e					13			Replace
	Council Motor Vehicle Pool				Motor Vehicles	VEHICLE (REPLACE 2)	28 44 43 s / 24 43 21 e	402	1160	600	1200	800			Replace
	Council Motor Vehicle Pool				Intangibles	AVG ASSET - ASSET MANAG SYSTEM R	28 44 43 s / 24 43 21 e	45							Replace
	Council Motor Vehicle Pool				Motor Vehicles	VEHICLE SEDAN (NEW)	28 44 43 s / 24 43 21 e					250			New
	Council Motor Vehicle Pool				Motor Vehicles	D/CAB 1 (NEW)	28 44 43 s / 24 43 21 e					420			New
	Council Motor Vehicle Pool				Motor Vehicles	BAKKE 2 (NEW)	28 44 43 s / 24 43 21 e					400			New
	Council Motor Vehicle Pool				Motor Vehicles	TRAILER (Replace)	28 44 43 s / 24 43 21 e					17			Replace
	Council Motor Vehicle Pool				Plant & equipment	VEHICLE BATTERY CHARGER	28 44 43 s / 24 43 21 e					2			New
	Information Systems				Civic Land and Buildings	AIR CONDITIONERS	28 44 43 s / 24 43 21 e					68			New
	Information Systems				Plant & equipment	SATELLITE RADIO NETWORK	28 44 43 s / 24 43 21 e					450			New
	Information Systems				Office equipment	COMPUTER (REPLACE)	28 44 43 s / 24 43 21 e				58	120	100	100	Replace
	Information Systems				Office equipment	LAPTOP (REPLACE)	28 44 43 s / 24 43 21 e				173	27	35	35	Replace
	Information Systems				Office equipment	COMPUTER REPLACEMENTS	28 44 43 s / 24 43 21 e								New
	Information Systems				Office equipment	PRINTER REPLACE	28 44 43 s / 24 43 21 e					26			Replace
	Information Systems				Office equipment	PRINTER NETWORK REPLACEMENTS	28 44 43 s / 24 43 21 e					82			Replace
	Information Systems				Office equipment	LAPTOP	28 44 43 s / 24 43 21 e					21			New
	Information Systems				Civic Land and Buildings	BUILDING - SERVER ROOM ALTERATION	28 44 43 s / 24 43 21 e								New
	Information Systems				Civic Land and Buildings	BUILDING - RECREATION HALL	28 44 43 s / 24 43 21 e								New
	Information Systems				Intangibles	ANGIBLE ASSETS COMPUTER SOFTWARE	28 44 43 s / 24 43 21 e								New
	Information Systems				Intangibles	ANGIBLE ASSETS COMPUTER SOFTWARE	28 44 43 s / 24 43 21 e								New
	Information Systems				Intangibles	INTANGIBLE ASSET VMWARE LICENSE	28 44 43 s / 24 43 21 e								New
	Information Systems				Intangibles	NOBILE ASSET REHOSTING EVENUS SE	28 44 43 s / 24 43 21 e								New
	Information Systems				Office equipment	HARD DRIVE CAPACITY	28 44 43 s / 24 43 21 e								New
	Information Systems				Office equipment	GIS SERVER REPLACE	28 44 43 s / 24 43 21 e								Replace
	Information Systems				Intangibles	ANGIBLE ASSETS COMPUTER SOFTWARE	28 44 43 s / 24 43 21 e								New
	Information Systems				Intangibles	NOBILE ASSET REHOSTING EVENUS SE	28 44 43 s / 24 43 21 e								New
	Information Systems				Office equipment	REVAMP POWER CONNECTION	28 44 43 s / 24 43 21 e								New
	Information Systems				Office equipment	SECURITY SERVER REPLACE	28 44 43 s / 24 43 21 e								Replace
	Information Systems				Office equipment	PRINTER PORTABLE REPLACE	28 44 43 s / 24 43 21 e					300			Replace
	Information Systems				Office equipment	LAPTOPS REPLACE	28 44 43 s / 24 43 21 e								Replace
	Information Systems				Office equipment	HIGH BACK CHAIR	28 44 43 s / 24 43 21 e					3			New
	Information Systems				Office equipment	SATELLITE RADIO NETWORK	28 44 43 s / 24 43 21 e								New
	Human Resource Management				Office equipment	DESK	28 44 43 s / 24 43 21 e					4			New
	Human Resource Management				Office equipment	CHAIR	28 44 43 s / 24 43 21 e					4			New
	Human Resource Management				Office equipment	FILING CABINET	28 44 43 s / 24 43 21 e					9			New
	Human Resource Management				Office equipment	DESK	28 44 43 s / 24 43 21 e					2			New
	Human Resource Management				Office equipment	CHAIR	28 44 43 s / 24 43 21 e					1			New
	Human Resource Management				Office equipment	DESK REPLACE	28 44 43 s / 24 43 21 e								Replace
	Human Resource Management				Office equipment	CHAIR REPLACE	28 44 43 s / 24 43 21 e								New
	Human Resource Management				Office equipment	PRINTER	28 44 43 s / 24 43 21 e					7			New
	Human Resource Management				Office equipment	MOBILE DIGITAL VOICE RECORDER	28 44 43 s / 24 43 21 e					9			New
	Office Support Services				Plant & equipment	YARDSWEEPER	28 44 43 s / 24 43 21 e					10			Replace
	Office Support Services				Office equipment	ICE MACHINE (REPLACE)	28 44 43 s / 24 43 21 e					20			Replace
	Office Support Services				Office equipment	ALUMINIUM STEP LADDER (REPLACE)	28 44 43 s / 24 43 21 e					1			Replace
	Office Support Services				Office equipment	HIGH BACK CHAIR (REPLACE)	28 44 43 s / 24 43 21 e					1			Replace
	Office Support Services				Office equipment	REFRIGERATOR (REPLACE)	28 44 43 s / 24 43 21 e					5			Replace
	Office Support Services				Office equipment	WATER DISPENSER (REPLACE)	28 44 43 s / 24 43 21 e					3			Replace
	Office Support Services				Office equipment	UPGRADE TELEPHONE SYSTEM	28 44								

DC9 Frances Baard - Supporting Table SA36 Detailed capital budget

Municipal Vote/Capital project	Program/Project description	Project number	IDP Goal code 2	Individually Approved (Yes/No)	Asset Class	Asset Sub-Class	GPS co-ordinates	Total Project Estimate	Prior year outcomes		2015/16 Medium Term Revenue & Expenditure Framework			Project information		
									Audited Outcome 2013/14	Current Year 2014/15 Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18	Ward location	New or renewal	
R thousand				6	3	3	5									
	Office Support Services				Office equipment	POTPLANTS	28 44 43 s / 24 43 21 e					6				New
	Office Support Services				Plant & equipment	PETROL SIDE CUTTER	28 44 43 s / 24 43 21 e					2				New
	Office Support Services				Office equipment	GARDEN FOUNTAIN	28 44 43 s / 24 43 21 e					5				New
	Environmental Protection				Office equipment	WOODEN CABINETS	28 44 43 s / 24 43 21 e			18						New
	Environmental Protection				Office equipment	3 DRAWER DESK	28 44 43 s / 24 43 21 e					5				New
	Environmental Protection				Office equipment	L-EXTENSION	28 44 43 s / 24 43 21 e					2				New
	Environmental Protection				Office equipment	90 DEGREE LINK	28 44 43 s / 24 43 21 e					1				New
	Environmental Protection				Office equipment	CHAIRS	28 44 43 s / 24 43 21 e					5				New
	Environmental Protection				Office equipment	SAVER - ARM CHAIR	28 44 43 s / 24 43 21 e					1				New
	Environmental Protection				Office equipment	5 TIER BOOKCASE	28 44 43 s / 24 43 21 e					3				New
	Environmental Protection				Office equipment	4 DRAWER FILLING CABINET	28 44 43 s / 24 43 21 e					2				New
	Environmental Protection				Office equipment	170 LITRE FRIDGE(REPLACE)	28 44 43 s / 24 43 21 e					3				Replace
	Environmental Protection				Motor Vehicles	DUBBLE CAB BAKKIE	28 44 43 s / 24 43 21 e									New
	Fire Fighting & Disaster Management				Fire	VEHICLE	28 44 43 s / 24 43 21 e		446		2174					New
	Fire Fighting & Disaster Management				Office equipment	DSTV DECODER	28 44 43 s / 24 43 21 e			1						New
	Fire Fighting & Disaster Management				Security Measures	DOMGATE (ACCESS CONTROL)/REPLAC	28 44 43 s / 24 43 21 e				73					Replace
	Fire Fighting & Disaster Management				Office equipment	PRINTER / FAX	28 44 43 s / 24 43 21 e		15							New
	Fire Fighting & Disaster Management				Motor Vehicles	VEHICLE	28 44 43 s / 24 43 21 e									New
	Fire Fighting & Disaster Management				Civic Land and Buildings	DISTRICT DISASTER MAN CENTRE	28 44 43 s / 24 43 21 e		577		3000					New
	Fire Fighting & Disaster Management				Office equipment	ACCESS CONTROL SYSTEM	28 44 43 s / 24 43 21 e		18							New
	Fire Fighting & Disaster Management				Security Measures	UPGRADE CCTV CAMERAS	28 44 43 s / 24 43 21 e		18							New
	Fire Fighting & Disaster Management				Office equipment	LAPTOP	28 44 43 s / 24 43 21 e					12				New
	Fire Fighting & Disaster Management				Office equipment	Lap top	28 44 43 s / 24 43 21 e					20				Replace
	Fire Fighting & Disaster Management				Office equipment	FLING CABINET	28 44 43 s / 24 43 21 e									New
	Fire Fighting & Disaster Management				Office equipment	DESK	28 44 43 s / 24 43 21 e									New
	Fire Fighting & Disaster Management				Civic Land and Buildings	DISTRICT DISASTER MAN CENTRE	28 44 43 s / 24 43 21 e									New
	Fire Fighting & Disaster Management				Security Measures	FIRE FIGHTING EQUIPMENT	28 44 43 s / 24 43 21 e									New
	Fire Fighting & Disaster Management				Security Measures	RADIO NETWORK	28 44 43 s / 24 43 21 e									New
	Fire Fighting & Disaster Management				Security Measures	ACCESS CONTROL SYSTEM	28 44 43 s / 24 43 21 e									New
	Fire Fighting & Disaster Management				Security Measures	SECURITY CAMERAS	28 44 43 s / 24 43 21 e									New
	Fire Fighting & Disaster Management				Security Measures	UPGRADE CCTV CAMERAS	28 44 43 s / 24 43 21 e									New
	Fire Fighting & Disaster Management				Office equipment	VISITORS CHAIRS	28 44 43 s / 24 43 21 e									New
	Fire Fighting & Disaster Management				Office equipment	HIGH BACK CHAIRS	28 44 43 s / 24 43 21 e									New
	Fire Fighting & Disaster Management				Fire	FIRE ENGINE (DLM) FULLY EQUIPPED	28 44 43 s / 24 43 21 e					3 400				New
	Fire Fighting & Disaster Management				Office equipment	L-SHAPE DESK	28 44 43 s / 24 43 21 e					3				New
	Fire Fighting & Disaster Management				Plant & equipment	Upgrade generator	28 44 43 s / 24 43 21 e					500				New
	PMS				Office equipment	CHAIR	28 44 43 s / 24 43 21 e		19							New
	PMS				Office equipment	CHAIR VISITOR	28 44 43 s / 24 43 21 e					2				New
	PMS				Office equipment	FLING CABINET	28 44 43 s / 24 43 21 e					2				New
	PMS				Office equipment	DESK	28 44 43 s / 24 43 21 e					4				New
	PMS				Office equipment	CHAIR	28 44 43 s / 24 43 21 e					1				New
	PMS				Office equipment	2 DOOR STORAGE CABINET	28 44 43 s / 24 43 21 e					3				New
	Local Economic Development				Office equipment	COMPUTER	28 44 43 s / 24 43 21 e			48						New
	Local Economic Development				Office equipment	PROJECTOR SCREEN	28 44 43 s / 24 43 21 e									New
	Local Economic Development				Office equipment	BRANDED PULL UP BROCHURE STANDS	28 44 43 s / 24 43 21 e									New
	Local Economic Development				Plant & equipment	GAZEBO TOURISM	28 44 43 s / 24 43 21 e									New
	Local Economic Development				Office equipment	COMPUTER (REPLACE)	28 44 43 s / 24 43 21 e					15				Replace
	Planning Unit - GIs				Office equipment	PRINTER PORTABLE	28 44 43 s / 24 43 21 e									New
	Planning Unit - GIs				Intangibles	INTANGIBLES	28 44 43 s / 24 43 21 e									New
	Spacial planning				Office equipment	BOOK SHELF	28 44 43 s / 24 43 21 e		2							New
	Tourism				Office equipment	COMPUTER	28 44 43 s / 24 43 21 e				52					New
	Tourism				Office equipment	PROJECTOR	28 44 43 s / 24 43 21 e				15					New
	Tourism				Office equipment	PRINTER / FAX	28 44 43 s / 24 43 21 e				26					New
	Tourism				Office equipment	LAPTOP	28 44 43 s / 24 43 21 e				26					New
	Tourism				Office equipment	DESK	28 44 43 s / 24 43 21 e				44					New
	Tourism				Office equipment	CHAIR	28 44 43 s / 24 43 21 e				63					New
	Tourism				Office equipment	FRIDGE	28 44 43 s / 24 43 21 e				5					New
	Tourism				Office equipment	SPEAKERS	28 44 43 s / 24 43 21 e				6					New
	Tourism				Office equipment	TV LCD	28 44 43 s / 24 43 21 e				24					New
	Tourism				Office equipment	PROJECTOR SCREEN	28 44 43 s / 24 43 21 e				2					New
	Tourism				Plant & equipment	AUDIO SYSTEM	28 44 43 s / 24 43 21 e				15					New
	Tourism				Office equipment	MICROWAVE	28 44 43 s / 24 43 21 e				1					New
	Tourism				Office equipment	SHELVES	28 44 43 s / 24 43 21 e				4					New
	Tourism				Intangibles	COMPUTER SOFTWARE - DRP	28 44 43 s / 24 43 21 e				9					New
	Tourism				Office equipment	CHAIR COVER MATERIAL	28 44 43 s / 24 43 21 e				11					New
	Tourism				Office equipment	DOUBLE SEATER	28 44 43 s / 24 43 21 e				6					New
	Tourism				Office equipment	ESPRESSO SERVER	28 44 43 s / 24 43 21 e				7					New
	Tourism				Office equipment	FLY LEADS 2M	28 44 43 s / 24 43 21 e				0					New
	Tourism				Office equipment	HAT STAND	28 44 43 s / 24 43 21 e				1					New
	Tourism				Office equipment	HUDDLE OTTOMAN	28 44 43 s / 24 43 21 e				4					New
	Tourism				Office equipment	TALLATION TESTING AND COMMISSION	28 44 43 s / 24 43 21 e				1					New
	Tourism				Office equipment	KETTLE	28 44 43 s / 24 43 21 e				0					New
	Tourism				Office equipment	MONITORED SCREEN	28 44 43 s / 24 43 21 e				10					New
	Tourism				Office equipment	OFFICE BIN	28 44 43 s / 24 43 21 e				3					New
	Tourism				Office equipment	OFFICE CURBOARD	28 44 43 s / 24 43 21 e				18					New
	Tourism				Office equipment	OFFICE TRAYS	28 44 43 s / 24 43 21 e				1					New
	Tourism				Office equipment	PEDENZA	28 44 43 s / 24 43 21 e				4					New
	Tourism				Office equipment	TELEPHONE HANDSETS	28 44 43 s / 24 43 21 e				1					New
	Tourism				Office equipment	WASTE PAPER BIN	28 44 43 s / 24 43 21 e				0					New
	Tourism				Office equipment	WHITE BOARD	28 44 43 s / 24 43 21 e				8					New
	Infrastructure Development				Office equipment	WOODEN CREDENZA	28 44 43 s / 24 43 21 e				5					Replace
	Infrastructure Development				Office equipment	HIGH BACK CHAIRS	28 44 43 s / 24 43 21 e				10					Replace
	Infrastructure Development				Office equipment	DESK	28 44 43 s / 24 43 21 e				6					Replace
	Infrastructure Development				Office equipment	STATIONERY CABINET	28 44 43 s / 24 43 21 e				2					New
	Infrastructure Development				Plant & equipment	DUMPY LEVEL	28 44 43 s / 24 43 21 e				4					New
	Infrastructure Development				Motor Vehicles	BAKKIE	28 44 43 s / 24 43 21 e									New
	Project Management Advisory Service				Office equipment	CHAIR (REPLACE)	28 44 43 s / 24 43 21 e				3					Replace
	Project Management Advisory Service				Office equipment	AIR CONDITIONERS (REPLACE)	28 44 43 s / 24 43 21 e				88					Replace
	Project Management Advisory Service				Civic Land and Buildings	NEW OFFICES	28 44 43 s / 24 43 21 e				1000					New
	Project Management Advisory Service				Office equipment	LAPTOP	28 44 43 s / 24 43 21 e				12					New
	Project Management Advisory Service				Plant & equipment	AIRCCONDITIONS REPLACE	28 44 43 s / 24 43 21 e				170					Replace
	Project Management Advisory Service				Motor Vehicles	TRACKING FOR GRADER	28 44 43 s / 24 43 21 e				3					New
	Project Management															



DC9 Frances Baard - Supporting Table SA37 Projects delayed from previous financial years

Municipal Vote/Capital project R thousand	Ref. 1,2	Project name	Project number	Asset Class 3	Asset Sub-Class 3	GPS co-ordinates 4	Previous target year to complete Year	Current Year 2014/15		2015/16 Medium Term Revenue & Expenditure Framework		
								Original Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
								Parent municipality: <i>List all capital projects grouped by Municipal Vote</i>				<i>Examples</i>
Entities: <i>List all capital projects grouped by Municipal Entity</i> Entity Name Project name												

***SERVICE DELIVERY & BUDGET  
IMPLEMENTATION PLAN***

**FRANCES BAARD DISTRICT  
MUNICIPALITY**

**SERVICE DELIVERY & BUDGET  
IMPLEMENTATION PLAN  
2015 / 2016**

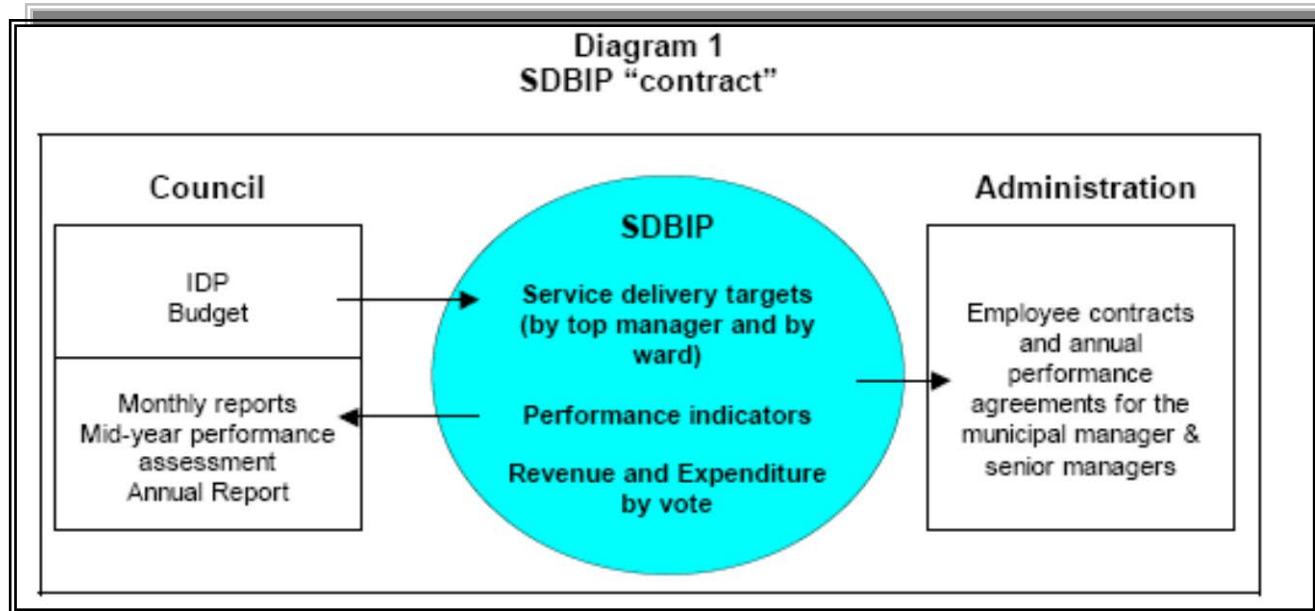
SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2015-2016

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## 1. INTRODUCTION

The Service Delivery and Budget Implementation Plan (SDBIP) seek to promote municipal accountability and transparency and is an important instrument for service delivery and budget monitoring and evaluation. The SDBIP is a partnership contract between the administration, council and community, which expresses the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve (12) months.



Chapter 1 of the Municipal Finance Management Act, (Act 56 of 2003) (MFMA) defines the SDBIP as a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget which must include (as part of the top-layer) the following:

(a) Projections for each month:

- Revenue to be collected, by source, and
- Operational and capital expenditure, by vote.

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2015-2016

(b) Service delivery targets and performance indicators for each quarter.

In terms of National Treasury's Circular No. 13 the SDBIP must provide a picture of service delivery areas, budget allocations and enable monitoring and evaluation. It specifically requires the SDBIP to include:

- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure (operating and capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Information for expenditure and delivery; and a
- Detailed capital works plan.

In terms of sections 69(3) (a) and (b) of the MFMA the accounting officer of a municipality must submit to the mayor within 14 days after the approval of an annual budget, a draft SDBIP for the budget year and drafts of the annual performance agreements as required in terms of section 57(1) (b) of the Municipal Systems Act (MSA) for the municipal manager and all senior managers. Furthermore, according to section 53(1) (c) (ii) and (iii) of the MFMA, the Executive Mayor is expected to approve the SDBIP within 28 days after the approval of the budget.

This coincides with the need to table at Council, drafts of the annual performance agreements for the municipal manager and all senior managers as required in terms of section 57(1) (b) of the MSA.

The FBDM's 2015/16 Medium-term Budget and Integrated Development Plan (IDP) have been approved by Council on 23 March 2015 in terms of the MFMA and the MSA respectively. The process leading to the draft Budget, IDP and business plans, which have an important bearing on the finalization of the SDBIP, includes the following elements:

- Departmental operational plans/departmental SDBIPs. These departmental SDBIPs provide the detailed plans and targets according to which the departments' performance will be monitored.
- The departmental SDBIP's/operational plans contain performance plans of line managers. The performance plans were formulated in terms of the IDP sector plans and the operational mandates relevant to each department. The performance plans forms the basis for the signing of the annual performance agreements of the municipal manager and senior managers. The SDBIP represents the key performance targets as captured across core departments.

The structure of the FBDM's 2015/16 SDBIP in the table below takes into account the pertinent legal requirements:

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2015-2016

SECTION	DESCRIPTION
Introduction	<ul style="list-style-type: none"> <li>• Legislative description of the SDBIP</li> <li>• Components of the SDBIP</li> </ul>
Capital Works Plan	<ul style="list-style-type: none"> <li>• Three year capital works plan</li> <li>• Spatial Development Framework</li> <li>• A list of key capital projects to be implemented in the budget year broken down according to municipalities</li> </ul>
High level Service Delivery Breakdown	<ul style="list-style-type: none"> <li>• Municipal score card showing KPI's and targets</li> </ul>
Budget Implementation Plan for 2015/16	<ul style="list-style-type: none"> <li>• Monthly projections of revenue to be collected by source</li> <li>• Monthly projections of expenditure of operating, and revenue for each vote</li> <li>• Monthly projection of capital by vote</li> </ul>
Conclusion	<ul style="list-style-type: none"> <li>• SDBIP as significant monitoring tool</li> </ul>

The budget implementation section of the SDBIP is categorised in terms of votes as prescribed by the MFMA. In the case of the FBDM, votes indicate a budget allocation for core administration.

- Executive and Council
- Budget and Treasury
- Corporate Services
- Planning and Development
- Project Management and Advisory Services

## 2. CAPITAL WORKS PLAN

The capital budget of FBDM is focused on own capital expenditure needs such as computer equipment, upgrading of buildings, etc. and not so much on infrastructure services.

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2015-2016

### 2.1 Three-Year Capital Projects

The table below outlines the medium-term capital budget of the FBDM.

Vote Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Vote 1 - Executive & Council	138	112	59	187	187	187	165	-	-
Vote 2 - Budget & Treasury	295	1 853	693	1 358	1 365	1 358	1 924	1 200	800
Vote 3 - Corporate Services	593	874	1 519	3 539	3 700	806	10 243	135	135
Vote 4 - Planning & Development	49	2 558	21	63	459	430	32	-	-
Vote 5 - Vote 5 - Project Management & Advisory Services	1 307	611	261	132	135	132	1 027	-	-
<b>Total Capital Expenditure - Vote</b>	<b>2 382</b>	<b>6 008</b>	<b>2 553</b>	<b>5 279</b>	<b>5 845</b>	<b>2 913</b>	<b>13 390</b>	<b>1 335</b>	<b>935</b>

### 2.2 Spatial Development Framework

A brief summary of the Spatial Development Framework (SDF) has been provided herewith. It highlights background to the SDF, the main issues identified by the SDF and objectives, strategies and projects formulated to address these spatial challenges.

Municipalities are required by the provisions of Section 26(e) of the Municipal Systems Act 2000 to prepare and adopt a SDF for their municipal area as part of the Integrated Development Plan. The objectives of SDF are clearly articulated under Section 4 of the Local Government: Municipal Planning and Performance Management Regulations 2001. The White Paper on Spatial Planning and Land Use Management, the Land Use Management Bill of 2007 and the Development Facilitation Act of 1995 are some of the legislation and government policies that gives municipalities the responsibility of preparing and adopting Spatial Development Frameworks for municipalities.

The SDF for Frances Baard District Municipality was adopted by Council in 2014.



### **2.3 Spatial Planning Issues**

One of the principal objectives of SDF is the promotion of sustainable human settlement development. However, there are a number of factors in the FBDM region that pose to undermine the sustainable development of the region, namely:-

- Population increase: All the municipalities in the district with the exception of Phokwane Local Municipality are experiencing an increase in population growth;
- The urban settlements in FBDM are inefficient and expensive to maintain and live in, because they are not compact and creating infrastructure maintenance burdens to municipalities;
- Poor local land management problems, caused by poor agricultural practices and mining;
- The Harts-, the Vaal- and Modder rivers are under endangered conditions;
- Dwindling flora and fauna as the Vaalbos National Park was de-proclaimed;
- Mines are poorly rehabilitated as evidenced by various open quarries and pits in the FBDM region;
- High concentration of crime in urban areas.

### **2.4 Capital Projects to category B municipalities for 2015/16**

Circular 13 of the MFMA calls for the provision of detailed capital works plans to ensure sufficient detail to measure and monitor delivery of infrastructure projects. It has to be appreciated that the breakdown of the capital works plan, is helpful in terms of showing the spread of FBDM's intervention in its provision of services.

This section provides a breakdown of capital expenditure across the FBDM. The capital projects for 2015/16 are broken down according to category B municipalities in the District.

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2015-2016

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b><u>CAPITAL</u></b>									
<i>Dikgatlong Municipality (NC092)</i>	-	1 989	2 591	5 480	5 480	4 280	10 320	5 000	5 000
<i>Magareng Municipality (NC093)</i>	-	2 503	2 457	5 000	5 000	5 000	10 000	5 000	5 000
<i>Phokwane Municipality (NC094)</i>	-	2 898	3 061	5 000	5 000	4 400	6 000	10 000	5 000
<i>Sol Plaatje Municipality (NC091)</i>	-	901	1 500	5 000	5 000	5 000	5 000	10 000	5 000
<b><u>OPERATIONAL: O&amp;M</u></b>									
<i>Dikgatlong Municipality (NC092)</i>	2 647	4 322	2 969	2 500	2 500	2 500	2 500	2 500	2 500
<i>Magareng Municipality (NC093)</i>	3 912	3 127	6 895	2 500	2 500	2 500	2 500	2 500	2 500
<i>Phokwane Municipality (NC094)</i>	5 749	7 280	3 982	2 500	2 500	2 500	2 500	2 500	2 500
<i>Sol Plaatje Municipality (NC091)</i>	2 205	2 761	3 000	2 500	2 500	2 500	2 500	2 500	2 500
<i>District Management Areas</i>	2 862	240		-	-	-			
<i>Total Capital</i>	17 375	26 021	26 455	30 480	30 480	28 680	41 320	40 000	30 000

### 3. HIGH-LEVEL SERVICE DELIVERY BREAKDOWN

The FBDM is required in terms of the SDBIP, to provide non-financial measurable performance objectives in the form of service delivery targets and other performance indicators. Service delivery targets relate to the level and standard of services being provided to the community. It also includes targets for the reductions in backlogs of basic services according to Circular 13 of the MFMA. The SDBIP provides high level, but condensed public information on service delivery to all stakeholders within and outside the district.

The SDBIP is conceptualized as a layered plan dealing with consolidated service targets and in-year deadlines and linking such targets and deadlines to top management. The Municipal Score Card represents a consolidation of all the FBDM detailed service delivery targets and performance indicators as captured in the operational plans, the performance plans and score cards of the managers in the various departments of the municipality.

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2015-2016

In terms of the objectives, strategies and projects as listed in the IDP and the budget, Frances Baard District Municipality commits itself as follows:

### **3.1 MUNICIPAL STRATEGIC OBJECTIVES:**

1. To provide sustainable municipal services in the district;
2. To implement municipal institutional development and transformation in the district;
3. To promote local economic development in the district;
4. To promote municipal financial viability and management in the district; and
5. To promote and implement good democratic governance and public participation in the district.

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2015-2016

3.2 FBDM PERFORMANCE PLAN / OPERATIONAL PLAN / SCORE CARD - 2015/16 Financial Year:

FBDM PERFORMANCE PLAN / SCORE-CARD - 2015/16									
KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)	Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
IDP GOALS	IDP OBJECTIVES	30/06/2015	2015/16	Unit	PoE	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
<b>KPA 1: Sustainable Municipal Infrastructure Development and Basic Service Delivery.</b>									
<b>Sub-KPA 1.1: Improved access to sustainable basic services in the district.</b>	1. Percentage support and assistance in identification, prioritisation and review of projects.	Infrastructure needs list from LM's for 2016/17	100% Approved Allocations for 2016/17	% Completion: Once-off activity	Council Resolution Quarterly Report	-	-	-	100% Approved Allocations for 2016/17
	2. Amount (R)/% spent in the provision of potable water to households in the district.	Allocation for 2015/16 (R)	100% Spending of allocation (R)	Amount spent (R) Progress in %	Quarterly Project Reports and spending (R)	0% (R)	20% (R)	70% (R)	100% (R)
	3. Amount (R)/% spent in the provision of sanitation facilities to all households in the district.	Allocation 2015/16 (R)	100% Spending of allocation (R)	Amount spent (R) Progress in %	Quarterly Project Reports and spending (R)	0% (R)	20% (R)	70% (R)	100% (R)
	4. Amount (R)/% spent in the provision of electricity to households in the district.	Allocation 2015/16 (R)	100% Spending of allocation (R)	Amount spent (R) Progress in %	Quarterly Project Reports and spending (R)	0% (R)	20% (R)	70% (R)	100% (R)
	5. Amount (R)/% spent on roads related projects in the local municipalities of the district.	Allocation 2015/16 (R)	100% Spending of allocation (R)	Amount spent (R) Progress in %	Quarterly Project Reports and spending (R)	0% (R)	20% (R)	70% (R)	100% (R)
	6. Amount (R)% spent on support to L/M's in maintenance of municipal infrastructure in the district.	Allocation 2015/16 (R)	100% Spending of allocation (R)	Amount spent (R) Progress in %	Quarterly Project Reports and spending (R)	10% (R)	30% (R)	70% (R)	100% (R)
	7. Amount (R)% spent on the DORA grant in supporting L/M's with Transport Planning in the district.	Allocation 2015/16 (R)	100% Spending of allocation (R)	Amount spent (R) Progress in %	Quarterly Project Reports and spending (R)	10% (R)	30% (R)	70% (R)	100% (R)
	8. Amount (R)% spent on Grants (DORA & EPWP) in supporting L/M's in the district.	Allocation 2015/16 (R)	100% Spending of allocation (R)	Amount spent (R) Progress in %	Quarterly Project Reports and spending (R)	100% (R)	100% (R)	100% (R)	100% (R)
	9. Number of jobs created through EPWP targets, achieved as per EPWP incentive agreements.	0	100% of incentive agreements	Number %	Quarterly Reports	10% of target	30% of target	60% of target	100% of target

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2015-2016

FBDM PERFORMANCE PLAN / SCORE-CARD - 2015/16									
KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)	Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
IDP GOALS	IDP OBJECTIVES	30/06/2015	2015/16	Unit	PoE	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
<b>KPA 1: Sustainable Municipal Infrastructure Development and Basic Service Delivery continue...</b>									
<b>Sub-KPA 1.2: Facilitation of the creation of sustainable human settlements</b>	10. Number of households facilitated in the reduction of the housing backlog.	1 170	Allocation = 100%	Number %	Quarterly Reports	10% of Allocation	30% of Allocation	60% of Allocation	100% of Allocation
	11. Number / % of consumer education workshops conducted.	0	8 = 100%	Number %	Quarterly Reports/Min	2 = 25% Reports/Min of Workshop	4 = 50% Reports/Min of Workshop	6 = 75% Reports/Min of Workshop	8 = 100% Reports/Min of Workshop
<b>KPA 2: Local Economic Development (LED)</b>									
<b>Sub-KPA: 2.1 Facilitation of growth and diversification of the District Economy.</b>	12. Percentage progress/Number of projects in the diversification of the district economy for 2015/16.	Approved projects for 2015/16	4 Projects = 100%	No/Projects % Progress	Quarterly Reports	4 - 10%	4 - 60%	4 - 80%	4 - 100%
	13. Percentage progress/Number of programmes in the facilitation of SMME development by the implementation of the SMME support policy.	Selected Programmes 100%	Number of Selected Programmes 100%	N/Programs % Progress	Quarterly Reports	(N/P) 10%	(N/P) 50%	(N/P) 75%	(N/P) 100%
	14. Percentage completion of 2 LED incentive policies for local municipalities in the district.	2 Policies 100% completed	2 Policies 100% completed	Number / %	Quarterly Reports	2 / 25%	2 / 50%	2 / 75%	2 / 100%
	15. Percentage support and coordination to LED structures in the district.	Identified Coordination and support	4 Forums 100%	%	Quarterly Reports	25%	50%	75%	100%
<b>Sub-KPA: 2.2 Development of a vibrant tourism sector economy.</b>	16. Percentage support in the development of tourism in the L/M's of the district. (Programmes & Projects)	4 Info Centres 100%	5 Prog - 100%	Number % Compliance	Quarterly reports	5 - 25%	5 - 50%	5 - 75%	5 - 100%
	17. Percentage facilitation in the establishment of a vibrant destination brand in the district. (a) Main activities (b) Programmes	Selected Programmes 100%	3 Activities - 100%	Number % Compliance	Quarterly reports	3 - 25%	3 - 50%	3 - 75%	3 - 100%
	18. Number of strategic partnerships facilitated between role players in FBDM tourism activities.	3 Assosiations 85% functional	3 Assosiations 95% functional	% Functionality	Quarterly reports	3 / 86%	3 / 90%	3 / 92%	3 / 95%

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2015-2016

FBDM PERFORMANCE PLAN / SCORE-CARD - 2015/16									
KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)	Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
IDP GOALS	IDP OBJECTIVES	30/06/2015	2015/16	Unit	PoE	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
<b>KPA 3: Institutional Development and Transformation.</b>									
<b>Sub-KPA 3.1 Environmental Management.</b>	19. Percentage improvement of municipal health services. (Quality of drinking water / Magareng & Dikgatlong)	Completed Programmes 100%	3 Projects 100% completed	% = Program Number of Activities	Quarterly reports	20%	50%	75%	100%
	20. Percentage improvement of environmental planning and management in the district.	Completed Programmes 100%	3 Programmes 100% completed	% = Program Number of Activities	Quarterly reports	20%	50%	75%	100%
<b>Sub-KPA 3.2: Disaster Management.</b>	21. Percentage disaster management capacity building in 3 local municipalities of the district.	Current status 75%	95%	% Compliance with Training Plan	Number of volunteers trained	80%	85%	90%	95%
	22. Percentage implementation of a response recovery mechanisms for the District. (Three L/M's)	90%	98% Implementation	% Compliance	Quarterly reports	92%	95%	97%	98%
	23. Percentage capacity building in fire fighting for 3 local municipalities in the District.	Current status 80%	95%	% Compliance with D/M Plan	Monthly reports	82%	85%	90%	95%
	24. Percentage maintenance and sustainable upgrading of the security systems in FBDM.	Current status 80%	90%	% Compliance with D/M Plan	Monthly reports	81%	85%	87%	90%
<b>Sub-KPA 3.3: Human Resource Development.</b>	25. Percentage compliance with HR support functions as required at FBDM.	100%	100%	% Compliance	Quarterly reports	100%	100%	100%	100%
	26. Percentage compliance with HR capacity building requirements in 3 local municipalities of FBDM district,	100%	100%	% Compliance	Quarterly reports	100%	100%	100%	100%

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2015-2016

FBDM PERFORMANCE PLAN / SCORE-CARD - 2015/16									
KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)	Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
IDP GOALS	IDP OBJECTIVES	30/06/2015	2015/16	Unit	PoE	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
<b>KPA 3: Institutional Development and Transformation continue ...</b>									
<b>Sub-KPA 3.4: Records Management.</b>	27. Percentage compliance with the National Archives Act in FBDM and L/M's in the district for the 2015/16 financial year.	95%	100%	% Compliance	Quarterly reports	96%	97%	99%	100%
	28. Percentage of an effective and cost-efficient office support function rendered to FBDM for 2015/16.	95%	100%	% Compliance	Quarterly reports	95%	97%	99%	100%
	29. Percentage maintenance rendered to FBDM buildings for the 2015/16 financial year.	95%	100%	% Compliance	Maintenance Reports	96%	97%	98%	100%
<b>Sub-KPA 3.5: Information Communication Technology. (ICT)</b>	30. Percentage accessibility to improved ICT infrastructure in FBDM and 3 local municipalities of the district in the 2015/16 f/y.	90%	95%	% Improved accessibility	Quarterly reports on accessibility	91%	92%	95%	100%
	31. Percentage maintenance and support to the ICT Disaster Recovery Plan in FBDM and 3 L/M's for the 2015/16 financial year.	75%	100%	% Compliance	Quarterly reports	75%	80%	85%	100%
	32. Percentage alignment of municipal IT objectives with governance IT principles for the 2015/16 financial year.	0%	100%	% Compliance	Quarterly reports	25%	50%	75%	100%
<b>Sub-KPA 3.6: Integrated Development Planning. (IDP)</b>	33. Percentage facilitation of IDP processes in the district for the 2015/16 f/y in compliance with legislation and policies. (District IDP Framework & L/M Process Plans).	5 / 100%	5 / 100%	% Credible IDP processes completed	Quarterly reports / Process Plans	25%	50%	75%	100%
	34. Percentage of 5 IDP's and sector plans in the district reviewed for the 2015/16 financial year.	5 / 100%	5 / 100%	% of IDP reviews completed	Quarterly reports / Process Plans	25%	50%	75%	100%

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2015-2016

FBDM PERFORMANCE PLAN / SCORE-CARD - 2015/16									
KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)	Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
IDP GOALS	IDP OBJECTIVES	30/06/2015	2015/16	Unit	PoE	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
<b>KPA 3: Institutional Development and Transformation continue ...</b>									
<b>Sub-KPA 3.7: Performance Management. (PMS)</b>	35. Percentage compliance with the implementation of a fully compliant institutional performance management system in the local municipalities in the district. (Capacity Building)	50%	60%	% Compliance	Quarterly reports and appraisals	50%	57%	59%	60%
	36. Percentage compliance with a functional institutional performance management system in FBDM FOR 2015/16.	100%	100%	% Requests addressed	Quarterly reports	25%	50%	75%	100%
	37. Percentage support to FBDM management in complying with local government legislation and initiatives for 2015/16 f/y.	100%	100%	% Compliance	Quarterly reports	100%	100%	100%	100%
<b>Sub-KPA 3.8: Town and Regional Planning.</b>	38. Percentage facilitation of the development of urban areas in accordance with approved spatial plans. (3 L/M's)	3 LM's - 100%	100% of new Applications	% Support requested	Monthly reports / Approved Applications	100%	100%	100%	100%
	39. Percentage implementation and review of the spatial development framework of the district. (2 L/M's)	1 LM's - 100%	100% of new Applications	% Support requested	Monthly reports	100%	100%	100%	100%
	40. Percentage facilitation of the preparation of township establishments (Lay-out Plans) in local municipalities. (2 L/Ms's)	2 Approved layout plans	2 layout plans 100%	% Completed	Monthly & Quarterly reports + completed plans	50%	100%	-	-
<b>Sub-KPA 3.9: Geographical Information System. (GIS)</b>	41. Percentage implementation of GIS shared services in the district for the 2015/16 financial year.	Phase 3 Phokwane & Dikgatlong 100%	100%	Completed activities % Completion	Quarterly Reports	25%	50%	75%	100%
	42. Accessibility to GIS as an essential management and planning tool for the 2015/16 financial year.	100%	100%	% Compliance	Quarterly reports	100%	100%	100%	100%



SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2015-2016

FBDM PERFORMANCE PLAN / SCORE-CARD - 2015/16									
KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)	Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
IDP GOALS	IDP OBJECTIVES	30/06/2015	2015/16	Unit	PoE	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
<b>KPA 4: Good Governance and Public Participation.</b>									
<b>Sub-KPA 4.1: Communication.</b>	43. Number of communication activities implemented in order to sustain a positive public opinion about service delivery in the district.	39 Activities completed 100%	Pre-selected activities completed 100%	Number activities completed % progress with activities	Monthly Quarterly Reports	25%	50%	75%	100%
	44. Number of communication programmes facilitated to improve on the collaboration of government activities to achieve effective communication networks in the district.	42 Programmes completed 100%	Pre-selected programmes completed 100%	Number of programmes completed % progress	Quarterly reports	25%	50%	75%	100%
	45. Percentage implementation of a support plan for staff morale and motivation in FBDM.	100%	1 / 100%	% Progress	Quarterly surveys and reports	25%	50%	75%	100%
	46. Percentage compliance with legislative procedures and requirements regarding community participation in terms of planning, budgeting, implementation, monitoring and reporting for the 2015/16 financial year.	100%	100%	% Progress	Quarterly reports, minutes of meetings, monitoring reports	100%	100%	100%	100%
<b>Sub-KPA 4.2: Internal Audit.</b>	47. Percentage assistance and guidance regarding internal risk management processes in FBDM for the 2015/16 financial year.	0%	0% Risk = 100%	Monthly activities processed	Monthly statements and Reports	100%	100%	100%	100%
	48. Percentage compliance with quarterly assessments to evaluate and contribute to the establishment of effective control processes in the district. (FBDM & LM's)	0%	100%	Monthly / Quarterly I/A reports	Monthly / Quarterly I/A reports	25%	50%	75%	100%
	49. Percentage capacity building and support in internal audit within the local municipalities in the district.	0%	2 L/M's = 100%	Monthly / Quarterly I/A reports	Monthly / Quarterly I/A reports	2 / 25%	2 / 50%	2 / 75%	2 / 100%

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2015-2016

FBDM PERFORMANCE PLAN / SCORE-CARD - 2015/16									
KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)	Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
IDP GOALS	IDP OBJECTIVES	30/06/2015	2015/16	Unit	PoE	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
<b>KPA 4: Good Governance and Public Participation continue ...</b>									
<b>KPA 4.3: Legal and Compliance Services.</b>	50. Percentage implementation of procedures for comprehensive legal services in FBDM for the 2015/16 financial year.	0%	100%	% Compliance	Monthly Quarterly reports	100%	100%	100%	100%
	51. Percentage legal assistance with contracts in FBDM and the L/M's in the district.	0%	100%	% Compliance	Monthly Quarterly reports	100%	100%	100%	100%
<b>KPA 5: Municipal Financial Viability and Management.</b>									
<b>KPA 5: Municipal Financial Viability and Management.</b>	52. Percentage compliance with the implementation of sound financial practices to ensure long-term financial stability.	100%	100%	% Compliance	Monthly Quarterly reports	100%	100%	100%	100%
	53. Percentage compliance with all financial legislative requirements and related guidelines from National Treasury.	0%	100%	% Compliance	Monthly Quarterly reports	100%	100%	100%	100%
	54. Percentage compliance with the legislative requirements for a sound supply chain management system and stores function in the municipality.	0%	100%	% Compliance	Monthly Quarterly reports	100%	100%	100%	100%
	55. Percentage implementation of debt collection and revenue generating strategies for the 2015/16 financial year.	100%	100%	% Compliance	Monthly Quarterly reports	100%	100%	100%	100%
	56. Percentage compliance with the effective management of Council's financial/cash resources.	100%	100%	% Compliance	Monthly Quarterly reports	100%	100%	100%	100%
	57. Percentage support to L/M's with financial management in developing financially self-sustained municipalities in the district.	100%	100%	% Compliance	Monthly Quarterly reports	100%	100%	100%	100%

#### **4. BUDGET IMPLEMENTATION PLAN FOR 2015/16**

In respect of the budget implementation component of the SDBIP, circular 13 requires a breakdown by monthly projections of revenue to be collected for each source and monthly projections of operational and capital expenditure and revenue for each vote.

##### ***4.1 Monthly projections of revenue and expenditure by vote***

The anticipated revenue for the 2015/16 financial year amounts to R117, 137m and the expenditure amounts to R155, 102m. The table below provides a summary of the monthly projections for revenue and expenditure per vote.

##### ***4.2 Monthly projections: Capital expenditure by vote***

The FBDM envisages a spending of R13, 390m on the capital budget for 2015/16 financial year. The capital budget will be funded from a combination of surplus cash, grants allocations and other public contributions. This is followed by monthly projections for the 2015/16 financial year for each vote.

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2015-2016

VOTE	July			August			September			October			November			December		
	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000
<b><u>Executive &amp; Council</u></b>																		
Council	744	0	0	772	0	0	913	0	0	899	0	0	963	0	0	775	0	0
Municipal Manager	212	0	0	215	0	0	230	0	0	229	0	0	236	0	0	209	0	0
Committee Services & Administration	73	0	0	73	0	0	75	0	0	75	0	0	76	0	0	72	0	0
Internal Audit	215	0	0	220	0	0	252	0	0	250	0	0	465	0	0	209	0	0
Communications	169	0	0	185	0	0	237	0	0	229	0	0	250	0	0	230	0	0
Legal & Risk	122	0	0	123	0	0	129	0	0	128	0	0	131	0	0	121	0	0
Political Office - Administration	191	0	0	201	0	0	232	0	0	227	0	0	239	0	0	233	0	0
Youth Unit	88	0	0	99	0	0	126	0	0	120	0	0	128	0	0	161	0	0
<b><u>Budget &amp; Treasury</u></b>																		
Directorate	352	0	1 250	401	0	0	556	0	0	531	0	0	591	0	0	1 094	0	0
Finance: Revenue & Expenditure	206	0	29 353	227	0	1 708	284	0	958	270	0	458	344	0	30 903	242	0	458
Finance: Budget Office	581	0	0	590	0	0	642	0	0	670	0	0	695	0	0	605	0	0
Finance: Supply Chain Management	230	0	0	233	0	0	252	0	0	250	0	0	260	0	0	226	0	0
Finance: Motor Vehicle Pool	4	0	0	3	0	0	-16	0	0	-9	0	0	-7	0	0	26	0	0
<b><u>Corporate Services</u></b>																		
Director: Administration	129	0	0	129	0	0	132	0	0	132	0	0	134	0	0	128	0	0
Information Systems	252	0	0	274	0	0	335	0	0	331	0	0	404	0	0	295	0	0
Human Resource Management	322	0	0	340	0	0	431	0	0	422	0	0	464	0	0	341	0	0
Office support Services	502	0	0	528	0	0	637	0	0	622	0	0	706	0	0	514	0	0
Environmental Health	203	0	0	208	0	0	228	0	0	225	0	0	235	0	0	216	0	0
Firefighting & Disaster Management	438	0	0	475	2 700	0	586	0	0	570	0	0	623	0	0	599	0	0
<b><u>Planning &amp; Development</u></b>																		
Directorate: Planning	145	0	940	165	0	0	206	0	0	195	0	0	207	0	0	272	0	0
IDP / PMS	90	0	0	90	0	0	91	0	0	91	0	0	92	0	0	89	0	0
LED	288	0	0	352	0	0	491	0	0	457	0	0	498	12	0	696	0	0
Tourism	139	0	0	213	0	0	365	0	0	326	0	0	370	0	0	622	0	0
GIS	94	0	0	110	0	0	149	0	0	139	0	0	162	0	0	181	0	0
Spatial Planning	206	0	0	256	0	0	371	0	0	345	0	0	381	0	0	519	0	0
IDP Management	60	0	0	62	0	0	69	0	0	68	0	0	71	0	0	67	0	0
<b><u>Project Management &amp; Advisory Services</u></b>																		
Directorate: Infrastructure Development	249	0	2 233	260	0	1 029	326	0	1 089	320	0	89	355	0	3 173	240	0	89
Project Management Services	716	0	0	1 548	0	0	3 208	0	0	2 765	0	0	3 212	0	0	6 319	0	0
Maintenance of Roads	69	0	250	75	0	0	98	0	0	96	0	0	116	0	250	76	0	0
Housing	505	0	0	515	0	0	561	0	0	556	0	0	579	0	0	519	0	0
<b>Total by Vote</b>	<b>7 594</b>	<b>0</b>	<b>34 026</b>	<b>8 941</b>	<b>2 700</b>	<b>2 737</b>	<b>12 198</b>	<b>0</b>	<b>2 047</b>	<b>11 529</b>	<b>0</b>	<b>547</b>	<b>12 978</b>	<b>12</b>	<b>34 326</b>	<b>15 898</b>	<b>0</b>	<b>547</b>

**SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2015-2016**

VOTE	January			February			March			April			May			June			Total		
	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000
<b><u>Vote1: Executive &amp; Council</u></b>																					
Council	896	0	0	841	0	0	759	0	0	819	0	0	836	0	0	1 681	0	0	10 897	0	0
Municipal Manager	212	0	0	215	0	0	324	0	0	216	0	0	215	0	0	221	0	0	2 733	0	0
Committee Services & Administration	73	0	0	73	0	0	71	0	0	73	0	0	78	0	0	89	37	0	900	37	0
Internal Audit	215	0	0	220	0	0	198	0	0	222	0	0	232	0	0	259	0	0	2 957	0	0
Communications	169	0	0	301	0	0	226	0	0	208	0	0	237	0	0	242	10	0	2 684	10	0
Legal & Risk	123	0	0	123	0	0	120	0	0	124	0	0	130	0	0	146	3	0	1 519	3	0
Political Office - Administration	191	0	0	240	0	0	231	0	0	216	0	0	236	0	0	272	81	0	2 709	81	0
Youth Unit	87	0	0	165	0	0	168	0	0	123	0	0	158	0	0	155	34	0	1 577	34	0
<b><u>Vote2 - Budget &amp; Treasury</u></b>																					
Directorate	355	0	0	604	0	0	641	0	0	478	0	0	587	0	0	1 064	7	0	7 254	7	1 250
Finance: Revenue & Expenditure	228	0	958	336	0	30 103	290	0	758	277	79	458	457	0	658	507	132	1 990	3 668	210	98 762
Finance: Budget Office	648	0	0	656	0	0	620	0	0	659	0	0	675	0	0	2 750	18	0	9 792	18	0
Finance: Supply Chain Management	230	0	0	233	0	0	220	0	0	234	0	0	247	0	0	280	0	0	2 894	0	0
Finance: Motor Vehicle Pool	24	0	0	44	730	0	56	700	0	28	259	0	68	0	0	37	0	0	257	1 689	0
<b><u>Vote3: Corporate Services</u></b>																					
Director: Administration	129	0	0	129	0	0	207	0	0	130	0	0	135	0	0	162	0	0	1 678	0	0
Information Systems	292	0	0	396	0	0	348	0	0	341	438	0	510	0	0	363	0	0	4 142	438	0
Human Resource Management	324	0	0	370	0	0	317	0	0	356	36	0	380	0	0	389	0	0	4 457	36	0
Office support Services	519	0	0	602	0	0	523	0	0	567	119	0	705	0	0	631	0	0	7 056	119	0
Environmental Health	204	0	0	223	0	0	214	0	0	215	20	0	237	0	0	258	0	0	2 667	20	0
Vote: Firefighting & Disaster Management	450	0	0	644	0	0	611	0	630	545	4 387	0	649	1 043	0	644	1 500	0	6 833	9 630	630

**SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2015-2016**

VOTE	January			February			March			April			May			June			Total		
	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000
<u><i>Vote4: Planning &amp; Development</i></u>																					
Directorate: Planning	144	0	0	277	0	0	364	0	0	205	0	0	264	0	0	231	0	0	2 675	0	940
IDP / PMS	90	0	0	90	0	0	89	0	0	90	0	0	90	0	0	120	0	0	1 112	0	0
GIS	97	0	0	203	0	0	198	0	0	146	0	0	222	0	0	171	0	0	1 872	0	0
Spatial Planning	203	0	0	538	0	0	546	0	0	357	0	0	514	0	0	427	20	0	4 664	20	0
LED	285	0	0	716	0	0	733	0	0	482	0	0	690	0	0	588	0	0	6 275	12	0
Tourism	135	0	0	642	0	0	671	0	0	365	0	0	599	0	0	445	0	0	4 893	0	0
IDP Management	60	0	0	69	0	0	66	0	0	65	0	0	71	0	0	76	0	0	804	0	0
<u><i>Vote5: Project Management &amp; Advisory Services</i></u>																					
Directorate: Infrastructure Development	251	0	2 242	268	0	3 173	302	0	89	268	0	89	281	0	89	289	27	-233	3 409	27	13 155
Project Management Services	663	0	0	6 506	0	0	6 909	0	0	3 298	0	0	5 932	0	0	4 043	1 000	0	45 120	1 000	0
Maintenance of Roads	77	0	0	99	0	250	83	0	0	89	0	0	122	0	0	90	0	250	1 089	0	1 000
Housing	506	0	0	536	0	0	509	0	1 400	525	0	0	571	0	0	634	0	0	6 518	0	1 400
<b>Total by Vote</b>	<b>7 880</b>	<b>0</b>	<b>3 200</b>	<b>16 361</b>	<b>730</b>	<b>33 526</b>	<b>16 615</b>	<b>700</b>	<b>2 877</b>	<b>11 719</b>	<b>5 337</b>	<b>547</b>	<b>16 123</b>	<b>1 043</b>	<b>747</b>	<b>17 265</b>	<b>2 868</b>	<b>2 008</b>	<b>155 104</b>	<b>13 390</b>	<b>117 137</b>

**5. CONCLUSION**

The SDBIP is a significant intervention tool in the strengthening of democratic governance in the local sphere of government. The SDBIP prescribes that the FBDM's annual targets be provided in order to assist with implementation and monitoring. Regular reviews would compare targets with actual outcomes and revise future targets as necessary.

The SDBIP monitoring of actual revenue targets and spending against the budget will be reported monthly in terms of section 71 of the MFMA. In terms of section 71 of the MFMA, the accounting officer must not later than ten days after the last working day of each month, submit to the Executive Mayor and the relevant provincial treasury a statement on the state of the municipalities' budget, reflecting the following;

- Actual revenue, per revenue source;
- Actual borrowings;
- Actual expenditure, per vote;
- Actual capital expenditure, per vote;
- The amount of any allocations received;

And explanation of:

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2015-2016

- Any material variances from what the municipality have projected on revenue by source, and from the municipality's expenditure projections per vote;
- Any material variances from the service delivery and budget implementation plan and;
- Any remedial or corrective steps taken or to be taken to ensure that projected revenue and expenditure remain within the municipality's approved budget.

The SDBIP therefore provides an excellent basis for the councilors of the FBDM to monitor the implementation of service delivery programmes and initiatives across the district. The score card in the SDBIP presents a clear mandate to councilors in terms of playing their oversight function. Regular reports are presented to the section 79 committees in terms of the commitments made in the departmental/unit operational plans.

Administratively, the SDBIP facilitates proper monitoring of performance by senior management and the municipal manager against set targets. The municipal manager's commitments as indicated in the score card will enable the Executive Mayor and the Mayoral Committee to monitor the progress of FBDM in terms of implementing programmes and initiatives in the district. Similarly, the municipal manager is being provided with a tool to ensure accountability for all the key performance indicators in the score card of the municipality.

**SUBMITTED BY:**

**DATE:** \_\_\_\_\_

\_\_\_\_\_  
***Municipal Manager***

**APPROVED BY:**

**DATE:** \_\_\_\_\_

\_\_\_\_\_  
***Executive Mayor***