



ANNUAL BUDGET OF

West Coast District Municipality

2016/17 TO 2018/19
MEDIUM TERM REVENUE AND
EXPENDITURE FORECASTS

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ANNEXURE – D – SCOA IMPLEMENTATION PLAN.

ANNEXURE – E – LG MTEC ASSESSMENT REPORT (BUDGET & IDP ANALYSIS).

ABBREVIATIONS AND ACRONYMS

AMR	Automated Meter Reading	ℓ	litre
ASGISA	Accelerated and Shared Growth Initiative	LED	Local Economic Development
BPC	Budget Planning Committee	MEC	Member of the Executive Committee
CBD	Central Business District	MFMA	Municipal Financial Management Act Programme
CFO	Chief Financial Officer	MIG	Municipal Infrastructure Grant
CM	City Manager	MMC	Member of Mayoral Committee
CPI	Consumer Price Index	MPRA	Municipal Properties Rates Act
CRRF	Capital Replacement Reserve Fund	MSA	Municipal Systems Act
DBSA	Development Bank of South Africa	MTEF	Medium-term Expenditure Framework
DORA	Division of Revenue Act	MTREF	Medium-term Revenue and Expenditure Framework
DWA	Department of Water Affairs	NERSA	National Electricity Regulator South Africa
EE	Employment Equity	NGO	Non-Governmental organisations
EEDSM	Energy Efficiency Demand Side Management	NKPIs	National Key Performance Indicators
EM	Executive Mayor	OHS	Occupational Health and Safety
FBS	Free basic services	OP	Operational Plan
GAMAP	Generally Accepted Municipal Accounting Practice	PBO	Public Benefit Organisations
GDP	Gross domestic product	PHC	Provincial Health Care
GDS	Gauteng Growth and Development Strategy	PMS	Performance Management System
GFS	Government Financial Statistics	PPE	Property Plant and Equipment
GRAP	General Recognised Accounting Practice	PPP	Public Private Partnership
HR	Human Resources	PTIS	Public Transport Infrastructure System
HSRC	Human Science Research Council	RG	Restructuring Grant
IDP	Integrated Development Strategy	RSC	Regional Services Council
IT	Information Technology	SALGA	South African Local Government Association
kℓ	kilolitre	SAPS	South African Police Service
km	kilometre	SDBIP	Service Delivery Budget Implementation Plan
KPA	Key Performance Area	SMME	Small Micro and Medium Enterprises
KPI	Key Performance Indicator		
kWh	kilowatt		

Part 1 – Annual Budget

1.1 Mayor’s Report / Speech

Will be included after the Council meeting.

1.2 Council Resolutions

On 25 May 2016 the Council of West Coast District Municipality met in the Council Chambers to consider the draft annual budget of the municipality for the financial year 2016/17. The Council approved and adopted the following resolutions:

1. The Council of the West Coast District Municipality, acting in terms of section 24 of the Municipal Finance Management Act, (Act 56 of 2003) approves and adopts:
 - 1.1. The annual budget of the municipality for the financial year 2016/17 and the multi-year and single-year capital appropriations as set out in the following tables:
 - 1.1.1. Budgeted Financial Performance (revenue and expenditure by standard classification) as contained in Table 10 on page 28;
 - 1.1.2. Budgeted Financial Performance (revenue and expenditure by municipal vote) as contained in Table 11 on page 29;
 - 1.1.3. Budgeted Financial Performance (revenue and expenditure) as contained in Table 13 on page 31; and
 - 1.1.4. Multi-year and single-year capital appropriations by municipal vote and standard classification and associated funding by source as contained in Table 14 on page 33.
 - 1.2. The financial position, cash flow budget, cash-backed reserve/accumulated surplus, asset management and basic service delivery targets are approved as set out in the following tables:
 - 1.2.1. Budgeted Financial Position as contained in Table 15 on page 35;
 - 1.2.2. Budgeted Cash Flows as contained in Table 16 on page 37;
 - 1.2.3. Cash backed reserves and accumulated surplus reconciliation as contained in Table 17 on page 37;
 - 1.2.4. Asset management as contained in Table 18 on page 39; and
 - 1.2.5. Basic service delivery measurement as contained in Table 19 on page 40.
2. The Council of the West Coast District Municipality, acting in terms of section 75A of the Local Government: Municipal Systems Act (Act 32 of 2000) approves and adopts with effect the policies.
 - 2.1. All related policies – as set out in Annexure A
3. The Council of the West Coast District Municipality, acting in terms of 75A of the Local Government: Municipal Systems Act (Act 32 of 2000) approves and adopts with effect from 1 July 2016 the tariffs for other services.

4. To give proper effect to the municipality's annual budget, the Council of the West Coast District Municipality approves:
 - 4.1. That cash backing is implemented through the utilisation of a portion of the revenue from the RSC Levy Replacement Grant and water services to ensure that all capital reserves and provisions, unspent long-term loans and unspent conditional grants are cash backed as required in terms of the municipality's funding and reserves policy as prescribed by section 8 of the Municipal Budget and Reporting Regulations.

1.3 Executive Summary / Financial Plan

1. Introduction

The implementation of the Integrated Development Plan is largely reliant on the efficiency of the financial management system, and a strategy to enhance this capacity is necessary.

The principles, Strategic Financial Framework, the Medium Term Expenditure and Revenue Framework (for the next three years) and Capital Investment Programme, are outlined in this section. The emphasis for the initial year, i.e. 2016/2017, is on projects receiving committed funding, and priority projects. It is important for the Municipality to ensure that they source funding for projects in an aggressive way in order to ensure that the implementation process is sustainable.

The emphasis will fall on basic service delivery (bulk water supply), which will be funded, by three local municipalities. Local economic development shall be encouraged as it could have a spillover effect, which will be beneficial to the municipality as a whole, triggering more investment.

2. Arrangements

The following arrangements regarding Resources and Guidelines will receive attention:

2.1 Inventory of Resources

2.1.1 Staff

- a) An organizational structure for the finance department will be regularly reviewed.
- b) Job Descriptions will be kept updated for all Finance staff.
- c) Training of staff will be performed in terms of a Skills Development Plan.

2.1.2 Supervisory Authority

The Finance Committee deals with all financial issues. The Municipal Manager is the Accounting Officer, and is therefore responsible for financial management. The Chief Financial Officer will however be tasked with the day-to-day management of the Finance directorate in terms of his/her Performance agreement. The Audit Committee will perform a Monitoring and Evaluation function of External, Internal and Performance audit procedures and control systems.

2.1.3 Systems

- a) Debtors Billing, Receipting, Creditors and Main Ledger transactions is performed on the SAMRAS (DB4) Data Processing System. The compatibility of the system with Council's specifications will be regularly reviewed, inclusive of support services (hardware and software), and training for staff on the applications utilized.
- b) Payroll function is managed on the SAMRAS (DB4), and will suffice for the next three years.
- c) BAUD is used as an Assets management system and upgrading thereof is receiving Council's attention. Reconciliations are performed on a monthly basis between the financial management system and the asset management system. In the medium term the councils Asset Management system will be transferred to SAMRAS (DB4)
- d) Grant management, Investments, Cash at Bank (reconciliation), and External Loans will be managed with SAMRAS (DB4) and control spread sheets. Incorporation into the Financial Management System will be updated monthly.

2.1.4 Accommodation

- a) *Offices*: This space is restricted.
- b) *Registry*: Is shared with the other Departments in close proximity to Finance.
- c) *Archives*: An archiving system in place and conforms to legislation.

2.2 Management Guidelines

The formulation and adoption by Council of Policies and Bylaws to guide management towards the attainment of the vision and mission of the Municipality is a crucial aspect.

The following policies will be reviewed on a regular basis:

- a) *Supply Chain Management Policy* - conforming to National legislation (including the Preferential Procurement Policy Framework Act, Broad Based Black Economic Empowerment Act, and Municipal Finance Management Act) and Council's own vision;
- b) *Investment Policy* - conforming to the guidelines supplied by the Institute of Municipal Finance Officers and the Municipal Finance Management Act;
- c) *Tariff Policy* - conforming to the principles contained in the Municipal Systems Act;
- d) *Rates Policy* - conforming to the principles outlined in the Property Rates Act, regulations;
- e) *Credit Control and Debt Collection Policy* - in accordance with the Municipal Systems Act and Case studies in this respect;
- f) *Indigent Policy* - from the National guidelines on this aspect;
- g) *Asset Management Policy* - to promote the efficient use and effective control over Municipal assets, in terms of the Guidelines supplied by the Institute of Municipal Finance Officers, Local Government Capital Asset Management Guidelines and the Accounting Standards Board.

Legislation requires that certain policies e.g. Credit control and Debt collection be supported by Bylaws, to assist enforcement.

3. Strategy

Strategies to be employed to improve the financial management efficiency and the financial position are as follows:

3.1 Financial Guidelines and Procedures

The Accounting policies will be reviewed to conform to the provisions contained in the Municipal Finance Management Act, and the Guidelines supplied by the Department of Finance and Accounting Standards Board. Procedures to give effect to these policies will be compiled. The Procedures will be aligned with Council's policies regarding the various aspects, with reference to the applicable Job descriptions, and Terms of Reference of the various Standing Committees, to affix responsibility. Alignment with the Performance Management System will ensure the necessary control to Council.

3.2 Financing

3.2.1 Operating:

Revenue to finance the operating account is mainly attributed to bulk water supply, interest on investments, RSC Levy Replacement Grant and Equitable Share and agency services in respect of road maintenance.

3.2.2 Capital:

Capital expenditure is funded through revenue contributions.

3.3 Revenue raising

3.4.1 Tariffs:

Tariffs for all services will be reviewed to conform to the principles contained in the Tariff policy, the Indigent policy and National guidelines in respect of the provisions of Free Basic Services.

3.4.2 Other Services:

The possibility to raise revenue from services not previously provided by the Council, in accordance with the Schedules to the Constitution, and the Division of Powers and Functions (Section 84(1) of the Municipal Structures Act), will be investigated.

3.4 Asset Management:

All assets will be managed in terms of the applicable policy from Council. Maintenance plans will be drawn up and implemented for all major assets with an extended lifespan.

This municipality has a GRAP compliant Asset Register and utilizes an external service provider to perform yearly asset counts, revision of useful lives, condition assessments of assets. The Asset Register is updated on a monthly basis by the Asset Manager. The above procedures is done to mitigate risks and to segregate duties. The obsolescence and redundancy of assets are regularly monitored, with adequate replacement cycles being instituted, where applicable and affordable.

3.5 Cost-effectiveness

The Expenditure / Income and Supply Chain Management divisions will be tasked to perform costing exercises on major expenditure, goods and services, in respect of projects and continuous contracts, to ensure Council obtains maximum benefit. The applicable policies will provide the guidelines in this respect.

4. Revenue and Expenditure Forecast

4.1 Financial Position

4.1.1 Cash Position:

Council has sufficient cash resources available to meet its medium to long term needs. Certain resources are representative of unspent funds held by Council in respect of Government Grants. The utilization of these monies to finance operating expenses, and projects other than their directed use is not permissible.

4.1.2 Funds and Reserves:

The Accumulated surplus has been utilized to finance Capital expenditure by the Fire Protection and Finance and Administration directorates and partially the Water Provision directorate. Council's Retained Surplus / Working Capital, as well as the Provisions set aside for specific purposes e.g. Bad debts, Post – employment Health Care Benefits and Employee Benefits Accrual (Performance bonuses and Bonuses), represented by either Cash or Investments.

4.1.3 Debtors:

The implementation of the procedures in terms of the Credit control and Debt collection Policy has facilitated the management of cash flow, and place Council in a position to finance operation expenses.

4.1.4 Rates and Tariffs

The structure of Tariffs will be implemented in accordance with the applicable Council Policy documents.

4.1.5 Equitable Share Allocation

One of Council's sources of revenue to finance its Operating expenses is the RSC Levy Replacement Grant. Increased allocations in terms of the Division of Revenue Act were published for the next three years.

4.1.6 Depreciation

The Depreciation cost in the Expenditure forecast was equated.

4.2 Operating Expenses

The following table details the operating expenditure for the medium term revenue and expenditure framework:

Medium Term Revenue and Expenditure Framework			
OPERATING EXPENDITURE	Budget Year 2016 / 2017	Budget Year 2017 / 2018	Budget Year 2018 / 2019
	Budget R	Budget R	Budget R
Operating Expenditure by Type			
Employee costs	159,017	165,111	173,674
Remuneration of councillors	6,947	6,381	6,701
Debt impairment	788	827	868
Depreciation & asset impairment	14,616	7,010	7,360
Finance charges	9,299	-	-
Bulk purchases	10,300	10,815	11,356
Other materials	60,877	47,199	49,379
Other expenditure	82,207	78,869	84,917
Total Operating Expenditure	344,050	316,213	334,255

4.3 Operating Revenue

The following table details the operating revenue for the medium term revenue and expenditure framework:

Medium Term Revenue and Expenditure Framework			
OPERATING REVENUE	Budget Year 2016 / 2017	Budget Year 2017 / 2018	Budget Year 2018 / 2019
	Budget R	Budget R	Budget R
Operating Revenue by Type			
Property rates	-	-	-
Service charges	112,744	92,507	98,820
Rental of facilities	3,304	3,469	3,643
Investment revenue	8,663	9,096	9,550
Interest on debtors	28	30	31
Licences and permits	20	21	22
Transfers recognised – operational	87,024	88,939	95,070
Agency services	123,470	111,860	117,220
Other own revenue	11,480	12,105	12,763
Total Operating Revenue	346,734	318,026	337,119

4.4 Grant Receivable

The following table details the grants receivable for the medium term revenue and expenditure framework:

Medium Term Revenue and Expenditure Framework			
GRANT RECEIVABLE	Budget Year 2016 / 2017	Budget Year 2017 / 2018	Budget Year 2018 / 2019
	Budget R	Budget R	Budget R
Grant name			
Financial management grant	1,250	1,250	1,000
Municipal systems improvement grant	-	-	3,124
Equitable share grant	82,194	84,904	87,900
Rural Roads Asset Management System	2,424	2,545	2,686
EPWP	1,036	-	-
Provincial Financial management grant	120	240	360
Total Operating Revenue	87,024	88,939	95,070

5. Capital Investment Programme

Functional Sector	Programme & Project Description	Funding Source	Budget Year 2016/2017	Budget Year 2017/2018	Budget Year 2018/2019	Total
Water Provision	Vehicles	Surplus	775	750	1,000	2,525
Water Provision	Misverstand WTW	Surplus	250	-	-	250
Water Provision	Voelvllei Housing	Surplus	500	-	-	500
Water Provision	Flow meters	Surplus	350	350	250	950
Water Provision	Valves	Surplus	2,150	1,500	1,500	5,150
Water Provision	Tools	Surplus	120	300	150	570
Water Provision	Dos equipment	Surplus	95	50	85	230
Water Provision	Network & Communication (Dig-radio's)	Surplus	560	100	250	910
Water Provision	Air conditioning	Surplus	20	25	15	60
Water Provision	Pipe replacement	Surplus	2,650	1,200	1,200	5,050
Water Provision	Motor & Pump	Surplus	200	250	250	700

Water Provision	Furniture	Surplus	20	35	20	75
Health Inspectors	Furniture and equipment	Surplus	28	-	-	28
Firefighting Services	Fire Fighting Equipment	Surplus	2,303	-	-	2,303
Firefighting Services	Fire Fighting Stations	Surplus	592	-	-	592
Finance and Administration	Furniture and equipment	Surplus	566	-	-	566
Ganzekraal	Furniture and equipment	Surplus	116	-	-	116
Tourism	Other Assets	Surplus	10	-	-	10
Total			11,305	4,560	4,720	20,585

6. Long-term financial plan 2015/2024

INCA drafted a long-term financial plan for the municipality with funds provided by Provincial Treasury. Some of the following recommendations were taken into account when the budget was compiled.

RECOMMENDATIONS:

- **Role and Function of District Municipalities – WCDM’s Advocating Role**

Ambiguity regarding the functions of district municipalities that exist in legislation, allocation of an increased number of unfunded mandates and division of certain functions between local and district municipalities all contribute to an uncertainty about the future role and functions of district municipalities.

This uncertainty is made worse by the fact that district municipalities are to a large extent reliant on transfers from the National Treasury, and whereas funding should follow function there exists confusion about the appropriate functions to perform and the funding instruments which the district can expect in future.

The prominence of the WCDM among its peers should be brought to bear in advocating, together with organized local government (e.g. SALGA) in promoting greater clarity of the role and function of District Municipalities as well as funding of these functions at national government level.

- The municipality’s response - Noted

- **Facilitating Economic Development**

The WCDM’s efforts in facilitating economic development in the district should proceed with increased intensity to counter the low economic growth rate and high population growth rate of the district and thereby turn around the stagnant constant (2005) municipal revenue growth experienced in the recent past. However, the WCDM should avoid performing an implementing role and rather participate together with other role players in promoting economic development.

- The municipality's response - Noted

- **Liquidity Policy**

WCDM has a healthy and prudent approach to manage its liquidity, by making sufficient provision for the short as well as long term provisions, statutory requirements and three months' of operating expenditure. WCDM derives useful interest income from its substantial cash reserves. It would be prudent to formally adopt a Liquidity Policy of which a draft has been attached to this report for Council's consideration.

- The municipality's response – Liquidity Policy will be reviewed.

- **Maintain Healthy Credit Rating of Single A**

WCDM is to maintain its healthy Credit Rating of Single A, through prudent management of liquidity, the adoption of a Liquidity Policy and a related Borrowing, Funds and Reserves Policy (drafts attached for consideration). Further, the main risk of managing expenses against revenue needs to be mitigated by realistic future planning within the MTREF and the Long Term Financial Plan.

- The municipality's response - Noted

- **Management Accounts of Functions**

The WCDM has three main sources of revenue, viz. fiscal transfers for Core mandated functions and roles, management fees earned for managing the Water services and allocations received for providing the Roads Agency function.

Whereas the "Votes" system allows the accounting of the functions we recommend that formal management accounts for each of these functions are prepared and submitted to management on a quarterly basis in a digestible format to enable Management and Council to use the information to make the necessary strategic financial decision.

The management accounts, indicating the financial performance of each function separately and collectively, will aid management in optimally managing these functions, identifying loss making functions and allow trend analysis to anticipate future problems. The accounts will also improve the understanding of the financial implications of revised mandates in future, e.g. if only the Core functions were to proceed without significant adjustment to the cost structure of the municipality, the operations will rapidly progress into a deficit position, as illustrated in paragraph 9 of the report.

- The municipality's response – Monthly MFMA Section 71 reports are prepared and submitted to the finance portfolio committee.

- **Avoid Performing Non-Profitable Functions**

In the light of paragraph 5 and the limited future resources available, the WCDM should limit the number of non-profitable functions it performs and attempt to pass these on to the local municipalities or the provincial government (e.g. Integrated Transport Planning, Spatial Development Framework).

- The municipality's response – Noted.

- **Cost Recovery of Agency Services**

There is some doubt whether all costs, especially overhead expenses and management costs, are appropriately allocated to the different functions. To avoid a situation where the municipality in essence subsidizes its principals in the case of an agency function, we recommend that the municipality increase the pricing of the agency services it delivers, at the first possible contractual opportunity. All costs must be recovered and a management fee (reflective of all unaccounted overhead expenses and management costs), must be added to these costs, through well-designed fees/tariff structure and judicious application thereof. Services it currently renders at cost should include a margin (to the extent possible) or an enlarged management fee, e.g. Roads Agency.

- The municipality's response – All direct cost are recovered from the Department of Transport and allocations to salaries, wages and allowances are provided at a maximum of ten percent of the total budget.

- **Additional Revenue Sources**

Because additional or new revenue sources are difficult to identify, we recommend that the WCDM should encourage staff to identify other revenue sources. We believe that staff are well positioned in their daily tasks to identify such sources but should be incentivized to do so.

Areas that could be considered include, different sources of grants, shared services, sub-letting of council property, technical assistance fees to local municipalities, fees for fire inspections, training and monitoring, fees for environmental health checks, ensuring that connection fees for water users are reflective of full- end not just marginal costs, etc.

The full recovery of Agency Services as discussed under paragraph 7 can also be treated as identification of a revenue stream due to WCDM.

- The municipality's response - Noted

- **Partnership with the Short Term Insurance Sector**

The fire services that the municipality provides to its communities reduce the risks and concomitant underwriting expense of the short term insurers. Management has identified that insurers in Australia part fund the firefighting expenses.

We recommend that the WCDM initiate talks with SALGA for this association to negotiate collectively with the short term insurance sector in obtaining part funding for its fire services.

- The municipality's response - Noted

- **Attempt to save on Salaries and Wages**

Salaries and wages are prescribed and subject to collective bargaining, with little influence that the municipality can exert. The employee costs constitute WCDM's largest expense item and the escalating nature of this expense and requirement to make provision for employee benefits will challenge the WCDM to manage this expense effectively within the available revenue base which is expected to show limited growth.

In the absence of a clear understanding of the municipality's future role and function and the funding thereof, it will become increasingly more difficult to fund the municipality's existing organogram.

The structure needs to be reviewed regularly to ensure that the municipality remains sustainable. The implementation of a rationalization of the Core function staff must be considered as one of the alternatives.

- The municipality's response – The organogram are reviewed annually and all unfunded positions are filled as funds become available.

- **Sharing of Services**

Sharing of services provides an opportunity to share concomitant expenses amongst all institutions that share the service, especially in cases where the capacity is not fully utilized by any one institution.

In an attempt to minimize expenditure the WCDM is advised to assess the cost/benefit of sharing services with other municipalities. The municipality best equipped and/or resourced in a certain area could deliver these services to a number, if not all the others, e.g. legal, internal audit, risk management, fire services, etc.

- The municipality's response – Risk management (Swartland, Bergriver, Cederberg and Matzikama municipalities) and Town planning (Cederberg and Matzikama municipalities) are shared services.

- **Manage Expenses**

The municipality manages its expenses prudently and we recommend that it ensures that annual increases are reflected in tariffs and fees.

- The municipality's response - Noted

- **Avoid saving on Repairs and Maintenance**

Repairs and Maintenance costs have been cut back in the past two financial years and whilst this is understood given the flat revenue base it may result in infrastructure not being adequately maintained and requiring replacement at high and unaffordable capital expense in the near future. The municipality is advised to adjust its Repairs and Maintenance budget upwards, by at least 5 percentage points above CPI p.a. for the Water Function and 2 percentage points above CPI p.a. for the Core Function in an attempt to achieve the MFMA Circular 71 targets of 8% of the carrying value of Property, Plant and Equipment in the longer term.

- The municipality's response – Repairs and Maintenance is at 17.7% of budget.

- **Introduce Integrated Asset Management**

Integrated asset management aims to meet a required level of service, in the most cost effective manner, through the management of assets for present and future customers. This encompasses practices associated with considering management strategies as part of the asset lifecycle by minimizing long term costs. Practices such as management of asset information (such as location and condition) demand forecasts, risk assessment and mitigation, maintenance procedures, refurbishment and renewal procedures.

The municipality's comprehensive asset register is a first step in implementing comprehensive asset management. We recommend that it now migrates (over a number of years) to implementing integrated asset management where expenditure on new infrastructure, replacement infrastructure and repairs and maintenance expenditure are optimized.

- The municipality's response - Noted

- **Prioritization of Projects**

In addition to the recommendation made in paragraph 10 of the long term financial plan, in nominal terms the municipality can afford a 10-year capital investment programme of app. R420 million for the Water- and R243 million for the Core Function. The demand already exceeds this amount by R555 million for Water and R69 million for the Core Function.

Whereas the asset register provides guidance on the assets that need replacement, a clear prioritization of future new infrastructure projects must be undertaken. The municipality should not neglect the replacement of its existing assets and a prioritization should compare the need for new infrastructure with the need of replacing existing infrastructure.

- The municipality's response - Noted

- **Consider a Capital Replacement Reserve (“CRR”)**

The municipality's accumulated surplus and associated cash investments are sufficient to cater for liquidity and capital replacement. However, in an attempt to build up dedicated reserves for all expenses associated with capital assets, especially emergency replacement, it would be prudent to dedicate a portion of the surpluses as a ring fenced CRR and preferably invest the cash in a separate investment account.

The municipality could furthermore consider the proposals made in the draft Borrowing, Funds and Reserves Policy attached, in which the objective is adopted to transfer depreciation charges and capital contributions to the cash backed Capital Replacement Reserve.

- The municipality's response - Noted

- **External Gearing to be Managed Prudently**

External gearing has in the short term reached its maximum levels. The WCDM should avoid increasing its long term liabilities (“LTL”) in the next 3 years or at least until the acceptable benchmarks of 30% for LTL/Income and 7.5% for Interest/Expenditure for each of its Functions is reached.

Once gearing is below these benchmarks and sufficient liquidity and capital replacement reserves are held, the municipality should consider using this source of capital funding also for the WCDM’s other funding needs and not only for Water Infrastructure.

- The municipality’s response – No external financing will be sourced over the medium term.

- **Maximize Fiscal Transfers**

WCDM has mainly used own funds and external gearing to fund capital infrastructure. As these resources have declined, capital investment has reduced from R60 million per annum to R30 million per annum. WCDM has maximized gearing in the short term. It would therefore be prudent to seek opportunities to obtain fiscal funding to add to the funding mix. Explore all grant programmes accessible to the municipality.

- The municipality’s response – Noted.

- **Explore the Feasibility of Providing All Fire Services**

It is generally accepted that fire services delivered by local municipalities are limited to local structural fires, whereas the services delivered by the district municipalities encompass regional bush and veld fires as well as fires of hazardous materials. However, the WCDM provides the only professional fire service in all 5 local municipalities. In the event of a disaster it is invariably expected of the WCDM to provide assistance.

Explore the feasibility of providing all fire services in the district including those services normally expected of a local municipality. This requires a presence in a number of towns and appropriate equipping of staff. Before such an arrangement can however be negotiated a source of funding for this service has to be identified, including a dedicated levy linked to the property rates that local municipalities charge as well as increased transfers from national government.

- The municipality’s response – This service are provided to Saldanhabay municipality with a service level agreement in place.

- **Obtain Responsibility as Water Authority**

The WCDM should attempt to become the Water Authority for the entire district. By utilizing economies of scale, all municipalities will benefit. Also the provision of this commercial function will improve the revenue generating ability of the municipality. If this strategy fails the WCDM should at least attempt to extend its current Water Supply Contract at more beneficial terms.

- The municipality’s response – Noted.

- **Dispose of Ganzekraal Resort**

It is our understanding that the Ganzekraal Resort is operating at a loss. The land on which the resort is located is subject to a land claim which prevents it from being alienated at this time, although Cape Nature has indicated an interest to obtain the land.

The WCDM is encouraged to dispose of the Ganzekraal Resort as soon as possible alternatively explore the cost-benefit of outsourcing the management of the resort. In the event that the land claim remains unresolved introduce incentives to the resort management in an attempt to increase the number of bed-nights sold.

Should this strategy not be considered feasible, it is proposed that Management and Council agree on the approach to be taken to address this matter.

- The municipality's response – Negotiations are underway.

- **Implementation of Recommendations**

We also propose that each of the recommendations that the WCDM agrees with are allocated to staff to implement as part of their key performance measures and that the Municipal Manager oversees this cross cutting "Project".

- The municipality's response – Noted.

7. Standard Chart of Accounts (SCOA)

The municipality needs to comply with SCOA from 1 July 2017, and already acquired computer hardware to implement the Standard chart of accounts. The municipality is awaiting correspondence from National Treasury regarding the acquisition of software and the way forward. The municipality will test SCOA from 1 July 2016 to ensure a smooth transition to the live system.

8. Conclusion

The Financial planning imperatives contribute to ensuring that the Municipality remains financially viable and that municipal services are provided economically to all communities and stakeholders. The Multi-year Financial Plan contains realistic and credible revenue and expenditure forecasts which should provide a sound basis for improved financial management and institutional development as well as service delivery improvements and implementation. The strategy towards cash backing will certainly ensure the sustainability of the Municipality over the medium-to long-term.

Table 1 Consolidated Overview of the 2016/17 MTREF

R thousand	Adjustment Budget 2015/16	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Total Operating Revenue	384,840,760	346,733,610	318,026,310	337,119,220
Total Operating Expenditure	399,899,660	344,050,310	316,212,760	334,254,650
<i>(Surplus) / Deficit for the year</i>	15,058,900	(2,683,300)	(1,813,550)	(2,864,570)
Total Capital Expenditure	8,315,000	11,304,780	4,560,000	4,720,000

Total operating revenue has declined by R38 million for the 2016/17 financial year when compared to the 2015/16 Adjustments Budget. For the two outer years, operational revenue will decline by R47 million over the MTREF when compared to the 2015/16 financial year.

Total operating expenditure for the 2016/17 financial year has been appropriated at R344 million and translates into a budgeted surplus of R2.6 million. When compared to the 2015/16 Adjustments Budget, operational expenditure has declined by R55 million in the 2016/17 budget and declined by R28 million in 2017/18 and increased by R18 million for 2018/19 of the MTREF. The operating surpluses for the two outer years are R1.8 million and R2.8 million. These surpluses will be used to fund capital expenditure and to further ensure cash backing of reserves and funds.

The capital budget was R8.3 million for 2015/16. The capital programme increases to R11.3 million in 2016/17. Capital expenditure in each of the MTREF years will mainly be funded from internally generated funds.

1.4 Operating Revenue Framework

For West Coast to continue improving the quality of services provided to its customers it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The expenditure required to address challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the municipal area and continued economic development;
- Efficient revenue management, which aims to ensure a 100 per cent annual collection rate for property rates and other key service charges;
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- Increase ability to extend new services and recover costs;
- Tariff policies of the Municipality.

The following table is a summary of the 2016/17 MTREF (classified by main revenue source):

Table 2 Summary of revenue classified by main revenue source

Description	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Financial Performance										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	88 353	92 630	107 439	110 708	110 708	110 708	110 708	112 744	92 507	98 820
Investment revenue	8 899	10 025	13 526	8 250	8 250	8 250	8 250	8 663	9 096	9 550
Transfers recognised - operational	75 641	77 567	81 347	86 057	86 332	86 332	86 332	87 024	88 939	95 070
Other own revenue	77 573	110 648	122 948	133 684	162 505	162 505	162 505	138 303	127 485	133 679
Total Revenue (excluding capital transfers and contributions)	250 466	290 870	325 259	338 699	367 795	367 795	367 795	346 734	318 026	337 119

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

Grants and service charge revenues comprise more than two thirds of the total revenue mix. In the 2016/17 financial year, revenue from grants and services charges totaled R199.7 million. This decreases to R181.4 million in 2017/18 and increases to R193.8 million in 2018/19. The third largest sources is 'other revenue' which consists of various items such as income received from permits and licenses, building plan fees, connection fees and agency services (roads).

Operating grants and transfers totals R87 million in the 2016/17 financial year and steadily increases to R95 million by 2018/19.

The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term:

Table 3 Operating and Capital Transfers and Grant Receipts

Medium Term Revenue and Expenditure Framework			
GRANT RECEIVABLE	Budget Year 2016 / 2017	Budget Year 2017 / 2018	Budget Year 2018 / 2019
	Budget R	Budget R	Budget R
Grant name			
Financial management grant	1,250	1,250	1,000
Municipal systems improvement grant	-	-	3,124
Equitable share grant	82,194	84,904	87,900
Rural Roads Asset Management System	2,424	2,545	2,686
EPWP	1,036	-	-
Provincial Financial management grant	120	240	360
Total Operating Revenue	87,024	88,939	95,070

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were taken into account to ensure the financial sustainability of the municipality.

Municipalities must justify in their budget documentation all increases in excess of the 6 per cent upper boundary of the South African Reserve Bank's inflation target. Excessive increases are likely to be counterproductive, resulting in higher levels of non-payment.

The percentage increases of Water bulk tariffs are beyond the mentioned inflation target. Given that these tariff increases are determined by external agencies, the impacts they have on the municipality's bulk water supply are largely outside the control of the municipality.

It must also be appreciated that the consumer price index, as measured by CPI, is not a good measure of the cost increases of goods and services relevant to municipalities. The basket of goods and services utilized for the calculation of the CPI consist of items such as food, petrol and medical services, whereas the cost drivers of a municipality are informed by items such as the cost of remuneration, bulk purchases of water, petrol, diesel, chemicals, cement etc. The current challenge facing the municipality is managing the gap between cost drivers and tariffs levied, as any shortfall must be made up by either operational efficiency gains or service level reductions.

1.4.1 Sale of Water and Impact of Tariff Increases

South Africa faces similar challenges with regard to water supply as it did with electricity, since demand growth outstrips supply. Consequently, National Treasury is encouraging all municipalities to carefully review the level and structure of their water tariffs to ensure:

- Water tariffs are fully cost-reflective – including the cost of maintenance and renewal of purification plants, water networks and the cost associated with reticulation expansion;
- Water tariffs are structured to protect basic levels of service and ensure the provision water; and
- Water tariffs are designed to encourage efficient and sustainable consumption.

Better maintenance of infrastructure, new pipeline construction, desalination plant and cost-reflective tariffs will ensure that the supply challenges are managed in future to ensure sustainability. Bulk water tariffs will increase on average with 7.50 per cent from 1 July 2016.

Table 4 Proposed Water Tariffs

CATEGORY	CURRENT TARIFFS 2015/16	PROPOSED TARIFFS 2016/17
	Rand per kℓ	Rand per kℓ
Bulk Sales		
Water Sales - All Municipalities (Water Restrictions 0%)	4.65	5.00
Water Sales - All Municipalities (Water Restrictions 5%)	4.82	5.18
Water Sales - All Municipalities (Water Restrictions 10%)	5.02	5.40
Water Sales - All Municipalities (Water Restrictions 15%)	5.22	5.61
Water Sales - All Municipalities (Water Restrictions 20%)	5.47	5.88
Water Sales - All Municipalities (Water Restrictions 25%)	5.74	6.17
Water Sales - All Municipalities (Water Restrictions 30%)	6.05	6.50
Water Sales - All Municipalities (Water Restrictions 35%)	6.40	6.88
Private users		
Water Sales - All Municipalities (Water Restrictions 0%)	5.81	6.25
Water Sales - All Municipalities (Water Restrictions 5%)	6.03	6.48
Water Sales - All Municipalities (Water Restrictions 10%)	6.27	6.74
Water Sales - All Municipalities (Water Restrictions 15%)	6.53	7.02
Water Sales - All Municipalities (Water Restrictions 20%)	6.85	7.36
Water Sales - All Municipalities (Water Restrictions 25%)	7.17	7.71
Water Sales - All Municipalities (Water Restrictions 30%)	7.56	8.13
Water Sales - All Municipalities (Water Restrictions 35%)	8.00	8.60

1.5 Operating Expenditure Framework

The municipality's expenditure framework for the 2016/17 budget and MTREF is informed by the following:

- The asset renewal strategy and the repairs and maintenance plan;
- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
- The capital programme is aligned to the asset renewal strategy;
- Operational gains and efficiencies will be directed to funding the capital budget and other core services; and
- Strict adherence to the principle of no project plan *no budget*. If there is no business plan no funding allocation can be made.
- Long-term financial plan.

The following table is a high level summary of the 2016/17 budget and MTREF (classified per main type of operating expenditure):

Table 5 Summary of operating expenditure by standard classification item

Description	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Employee costs	110 881	117 936	128 955	154 256	154 436	146 714	146 714	159 017	165 111	173 674
Remuneration of councillors	4 691	5 045	5 260	5 931	5 931	5 634	5 634	6 947	6 381	6 701
Depreciation & asset impairment	12 485	10 548	12 695	14 134	14 134	13 428	13 428	14 616	7 010	7 360
Finance charges	10 793	11 818	10 454	10 664	10 664	10 131	10 131	9 299	-	-
Materials and bulk purchases	34 601	42 411	66 709	51 417	80 238	76 226	76 226	71 177	58 014	60 735
Transfers and grants	-	-	-	-	-	-	-	-	-	-
Other expenditure	77 578	67 786	65 971	96 180	96 275	91 408	91 408	82 994	79 696	85 785
Total Expenditure	251 029	255 544	290 044	332 582	361 678	343 541	343 541	344 050	316 213	334 255

The budgeted allocation for employee related costs for the 2016/17 financial year totals R159.0 million, which equals 46.2 per cent of the total operating expenditure. This budget adds a salary increase of 8 per cent for the 2016/17 financial year. An annual increase of 8 per cent has been included in the two outer years of the MTREF. As part of the municipality's cost reprioritization and cash management strategy vacancies have been significantly rationalized downwards. In addition expenditure against overtime was significantly reduced, with provisions against this budget item only being provided for emergency services and other critical functions.

The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the municipality's budget.

The provision of debt impairment was determined based on an annual collection rate of 100 per cent and the Credit Control and Debt Management Policy of the Municipality. For the 2016/17 financial year this amount equates to R0.07 million and stays flat at R0.08 million by 2018/19. While this expenditure is considered to be a non-cash flow item, it informed the total cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Budget appropriations in this regard total R14.6 million for the 2016/17 financial year and equates to 4.2 per cent of the total operating expenditure.

Finance charges consist primarily of the repayment of interest on long-term borrowing (cost of capital). Finance charges make up 2.7 per cent (R9.2 million) of operating expenditure excluding annual redemption for 2016/17 and decreases to zero by 2018/19.

Bulk purchases are directly informed by the purchase of water from The Department of Water Affairs and Forestry. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The expenditures include distribution losses.

Other material comprises of amongst others the purchase of fuel, diesel, materials for maintenance, cleaning materials and chemicals. For 2016/17 the appropriation against this group of expenditure has grown to R60.8 million and declines to R49 million by 2017/18.

Other expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved. For 2016/17 the appropriation against this group of expenditure has grown to R82 million and continues to grow of which budget allocation is in excess of R84 million by 2018/19. Further details relating to contracted services can be seen in Table 54 MBRR SA1 (see page 90).

The following table gives a percentage breakdown of the main expenditure categories for the 2016/17 financial year.

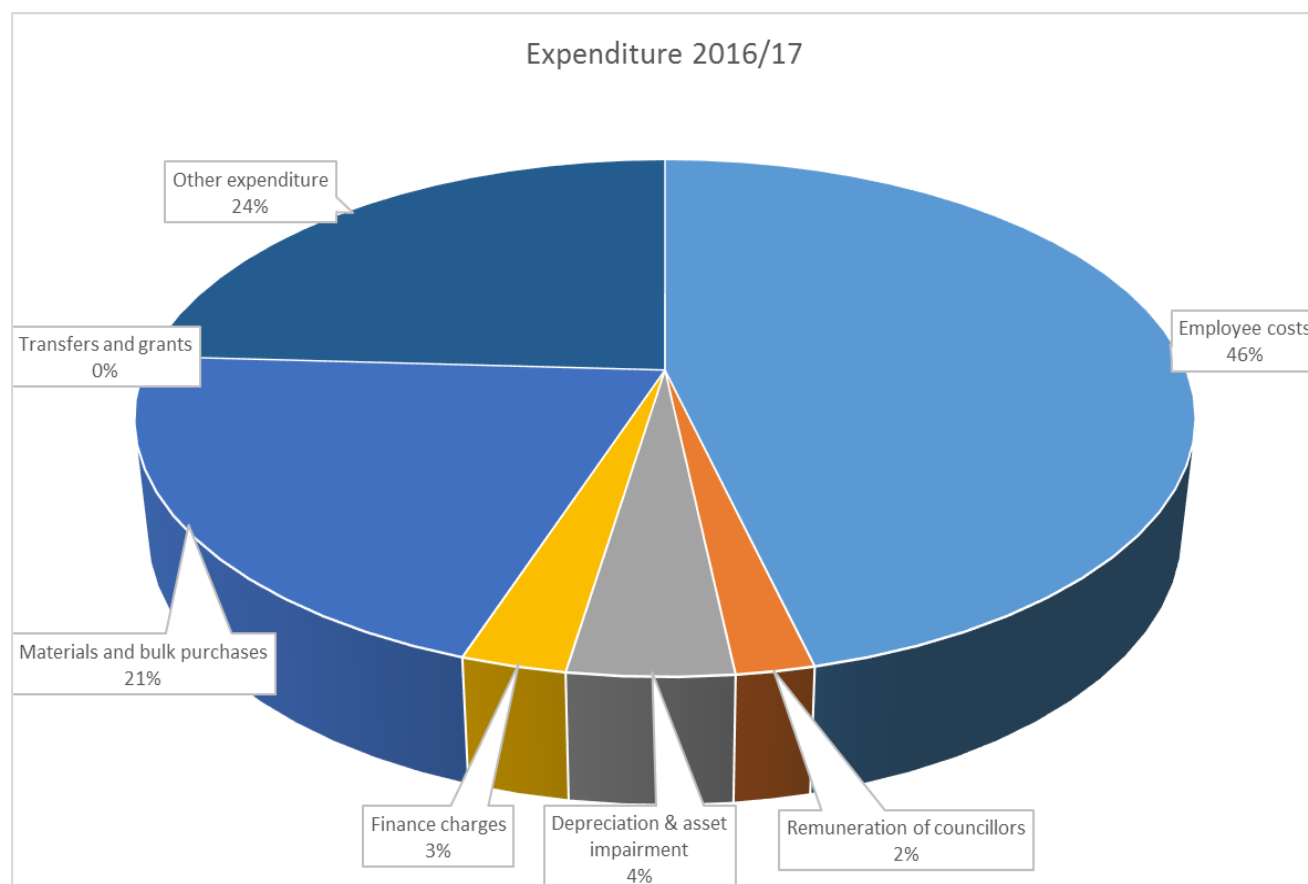


Figure 1 Main operational expenditure categories for the 2016/17 financial year

1.5.1 Priority given to repairs and maintenance

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2016/17 budget and MTREF provide for extensive growth in the area of asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the municipality. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. Considering these cost drivers, the following table is a consolidation of all the expenditures associated with repairs and maintenance:

Table 6 Operational repairs and maintenance

Description	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<u>Financial Performance</u>										
<u>Materials</u>	25,881	32,442	56,094	41,117	69,938	66,441	66,441	60,877	47,199	49,379

During the compilation of the 2016/17 MTREF operational repairs and maintenance decreased from R60.8 million to R49.3 million. This is due to the costing method within our agency services.

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

Table 7 Repairs and maintenance per asset class

DC1 West Coast - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		22 242	40 262	45 306	27 242	56 063	53 260	48 719	34 402	35 887
Infrastructure - Road transport		17 516	36 955	41 852	24 027	52 848	50 205	44 671	30 152	31 424
Roads, Pavements & Bridges		17 516	36 955	41 852	24 027	52 848	50 205	44 671	30 152	31 424
Storm water		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
Generation		-	-	-	-	-	-	-	-	-
Transmission & Reticulation		-	-	-	-	-	-	-	-	-
Street Lighting		-	-	-	-	-	-	-	-	-
Infrastructure - Water		4 726	3 307	3 453	3 215	3 215	3 054	4 048	4 250	4 463
Dams & Reservoirs		-	-	-	-	-	-	-	-	-
Water purification		-	-	-	-	-	-	-	-	-
Reticulation		4 726	3 307	3 453	3 215	3 215	3 054	4 048	4 250	4 463
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Reticulation		-	-	-	-	-	-	-	-	-
Sewerage purification		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Waste Management		-	-	-	-	-	-	-	-	-
Transportation		-	-	-	-	-	-	-	-	-
Gas		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Community		1 883	1 280	442	400	400	380	447	470	493
Parks & gardens		-	-	-	-	-	-	-	-	-
Sportsfields & stadia		-	-	-	-	-	-	-	-	-
Swimming pools		-	-	-	-	-	-	-	-	-
Community halls		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Recreational facilities		838	275	442	400	400	380	447	470	493
Fire, safety & emergency		1 045	1 005	-	-	-	-	-	-	-
Security and policing		-	-	-	-	-	-	-	-	-
Buses		-	-	-	-	-	-	-	-	-
Clinics		-	-	-	-	-	-	-	-	-
Museums & Art Galleries		-	-	-	-	-	-	-	-	-
Cemeteries		-	-	-	-	-	-	-	-	-
Social rental housing		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Buildings		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Housing development		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Other assets		1 757	1 144	10 347	13 475	13 475	12 801	11 711	12 327	12 998
General vehicles		-	647	7 438	10 174	10 174	9 665	8 652	9 149	9 645
Specialised vehicles		-	-	-	-	-	-	-	-	-
Plant & equipment		-	-	2 453	434	434	412	345	346	380
Computers - hardware/equipment		200	96	-	126	126	120	37	38	40
Furniture and other office equipment		10	-	-	143	143	136	221	232	243
Abattoirs		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Civic Land and Buildings		-	-	-	-	-	-	-	-	-
Other Buildings		805	112	456	2 373	2 373	2 255	2 457	2 561	2 689
Other Land		-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)		-	-	-	-	-	-	-	-	-
Other		742	290	-	225	225	214	-	-	-
Agricultural assets		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Computers - software & programming		-	-	-	-	-	-	-	-	-
Other (list sub-class)		-	-	-	-	-	-	-	-	-
Total Repairs and Maintenance Expenditure	1	25 882	42 687	56 094	41 117	69 938	66 441	60 877	47 199	49 379
Specialised vehicles		-	-	-	-	-	-	-	-	-
Refuse		-	-	-	-	-	-	-	-	-
Fire		-	-	-	-	-	-	-	-	-
Conservancy		-	-	-	-	-	-	-	-	-
Ambulances		-	-	-	-	-	-	-	-	-
R&M as a % of PPE		7.5%	12.2%	15.9%	11.9%	20.2%	19.2%	17.8%	13.9%	14.6%
R&M as % Operating Expenditure		10.3%	16.7%	19.3%	12.4%	19.3%	19.3%	17.7%	14.9%	14.8%

1.6 Capital expenditure

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

Table 8 2016/17 Medium-term capital budget per vote

DC1 West Coast - Supporting Table SA34a Capital expenditure on new assets by asset class

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Capital expenditure on new assets by Asset Class/Sub-class	1									
Infrastructure		42 626	15 671	8 978	-	-	-	750	-	-
Infrastructure - Road transport		-	-	-	-	-	-	-	-	-
<i>Roads, Pavements & Bridges</i>		-	-	-	-	-	-	-	-	-
<i>Storm water</i>		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
<i>Generation</i>		-	-	-	-	-	-	-	-	-
<i>Transmission & Reticulation</i>		-	-	-	-	-	-	-	-	-
<i>Street Lighting</i>		-	-	-	-	-	-	-	-	-
Infrastructure - Water		42 626	15 671	8 978	-	-	-	750	-	-
<i>Dams & Reservoirs</i>		-	-	401	-	-	-	-	-	-
<i>Water purification</i>		1 025	285	1 991	-	-	-	-	-	-
<i>Reticulation</i>		41 601	15 386	6 586	-	-	-	750	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
<i>Reticulation</i>		-	-	-	-	-	-	-	-	-
<i>Sewerage purification</i>		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
<i>Waste Management</i>		-	-	-	-	-	-	-	-	-
<i>Transportation</i>	2	-	-	-	-	-	-	-	-	-
<i>Gas</i>		-	-	-	-	-	-	-	-	-
<i>Other</i>	3	-	-	-	-	-	-	-	-	-
Community		-	-	-	80	80	80	-	-	-
Parks & gardens		-	-	-	-	-	-	-	-	-
Sportsfields & stadia		-	-	-	-	-	-	-	-	-
Swimming pools		-	-	-	-	-	-	-	-	-
Community halls		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Recreational facilities		-	-	-	80	80	80	-	-	-
Fire, safety & emergency		-	-	-	-	-	-	-	-	-
Security and policing		-	-	-	-	-	-	-	-	-
Buses	7	-	-	-	-	-	-	-	-	-
Clinics		-	-	-	-	-	-	-	-	-
Museums & Art Galleries		-	-	-	-	-	-	-	-	-
Cemeteries		-	-	-	-	-	-	-	-	-
Social rental housing	8	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Buildings		-	-	-	-	-	-	-	-	-
Other	9	-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Housing development		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Other assets		3 102	1 972	7 177	8 235	8 235	8 235	10 555	4 560	4 720
General vehicles		925	214	4 869	1 100	1 100	1 100	1 205	750	1 000
Specialised vehicles		-	-	-	-	-	-	-	-	-
Plant & equipment		725	67	833	6 445	6 445	6 445	6 125	3 750	3 685
Computers - hardware/equipment		308	1 240	410	599	599	599	655	-	-
Furniture and other office equipment		140	84	41	31	31	31	28	35	20
Abattoirs		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Civic Land and Buildings		-	-	-	-	-	-	592	-	-
Other Buildings		-	-	1	-	-	-	71	-	-
Other Land		-	-	0	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)		-	-	-	-	-	-	-	-	-
Other		1 003	368	1 023	60	60	60	1 878	25	15
Agricultural assets		-	-	-	-	-	-	-	-	-
<i>List sub-class</i>		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
<i>List sub-class</i>		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Computers - software & programming		-	-	-	-	-	-	-	-	-
Other (<i>list sub-class</i>)		-	-	-	-	-	-	-	-	-
Total Capital Expenditure on new assets	1	45 728	17 643	16 155	8 315	8 315	8 315	11 305	4 560	4 720
Specialised vehicles		-	-	-	-	-	-	-	-	-
Refuse		-	-	-	-	-	-	-	-	-
Fire		-	-	-	-	-	-	-	-	-
Conservancy		-	-	-	-	-	-	-	-	-
Ambulances		-	-	-	-	-	-	-	-	-

For 2016/17 an amount of R11.3 million has been appropriated. In the outer years this amount totals R4.5 and R4.7 million, respectively for each of the financial years.

Further detail relating to asset classes and proposed capital expenditure is contained in Table 18 MBRR A9 (Asset Management) on page 39. In addition to the MBRR Table A9, MBRR Tables SA34a, c and d provides a detailed breakdown of the capital programme relating to new asset construction, as well as operational repairs and maintenance by asset class (refer to pages 83 and 84). Some of the capital projects to be undertaken over the medium-term includes, amongst others:

Functional Sector	Programme & Project Description	Funding Source	Budget Year 2016/2017	Budget Year 2017/2018	Budget Year 2018/2019	Total
Water Provision	Vehicles	Surplus	775	750	1,000	2,525
Water Provision	Misverstand WTW	Surplus	250	-	-	250
Water Provision	Voelvlei Housing	Surplus	500	-	-	500
Water Provision	Flow meters	Surplus	350	350	250	950
Water Provision	Valves	Surplus	2,150	1,500	1,500	5,150
Water Provision	Tools	Surplus	120	300	150	570
Water Provision	Dos equipment	Surplus	95	50	85	230
Water Provision	Network & Communication (Dig-radio's)	Surplus	560	100	250	910
Water Provision	Air conditioning	Surplus	20	25	15	60
Water Provision	Pipe replacement	Surplus	2,650	1,200	1,200	5,050
Water Provision	Motor & Pump	Surplus	200	250	250	700
Water Provision	Furniture	Surplus	20	35	20	75
Health Inspectors	Furniture and equipment	Surplus	28	-	-	28
Firefighting Services	Fire Fighting Equipment	Surplus	2,303	-	-	2,303
Firefighting Services	Fire Fighting Stations	Surplus	592	-	-	592
Finance and Administration	Furniture and equipment	Surplus	566	-	-	566
Ganzekraal	Furniture and equipment	Surplus	116	-	-	116
Tourism	Other Assets	Surplus	10	-	-	10
Total			11,305	4,560	4,720	20,585

The following graph provides a breakdown of the capital budget to be spent per service related projects over the MTREF. 2016/17 Budget year capital expenditure program per vote below:

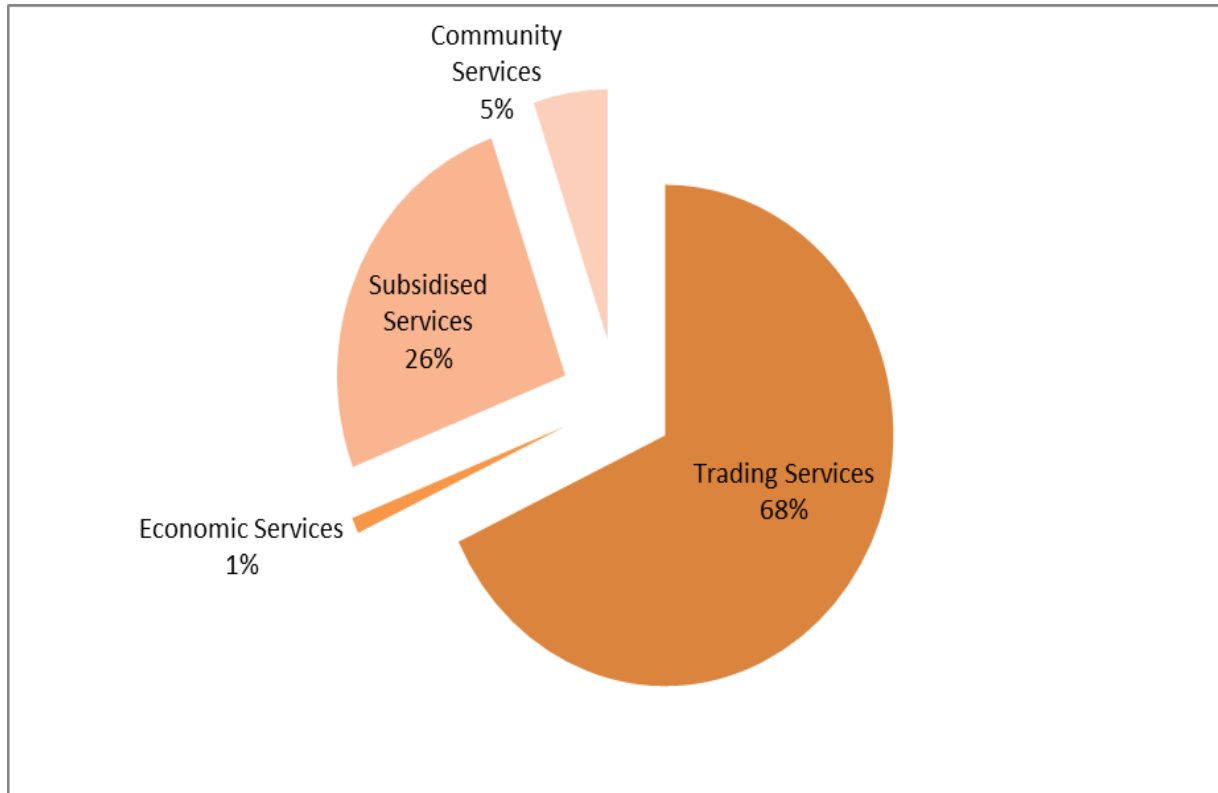


Figure 2 Capital Infrastructure Programme per service

1.6.1 Future operational cost of new infrastructure

The future operational costs and revenues associated with the capital programme have been included in Table 51 MBRR SA35 on page 86. This table shows that future operational costs associated with the capital programme for services totals R11.3 million in 2016/17 and R4.7 million by 2018/19.

1.7 Annual Budget Tables - Parent Municipality

The following pages present the ten main budget tables as required in terms of section 8 of the Municipal Budget and Reporting Regulations. These tables set out the municipality's 2016/17 budget and MTREF as approved by the Council. Each table is accompanied by *explanatory notes* on the facing page.

Table 9 MBRR Table A1 - Budget Summary

DC1 West Coast - Table A1 Budget Summary

Description	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
R thousands										
Financial Performance										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	88 353	92 630	107 439	110 708	110 708	110 708	110 708	112 744	92 507	98 820
Investment revenue	8 899	10 025	13 526	8 250	8 250	8 250	8 250	8 663	9 096	9 550
Transfers recognised - operational	75 641	77 567	81 347	86 057	86 332	86 332	86 332	87 024	88 939	95 070
Other own revenue	77 573	110 648	122 948	133 684	162 505	162 505	162 505	138 303	127 485	133 679
Total Revenue (excluding capital transfers and contributions)	250 466	290 870	325 259	338 699	367 795	367 795	367 795	346 734	318 026	337 119
Employee costs	110 881	117 936	128 955	154 256	154 436	146 714	146 714	159 017	165 111	173 674
Remuneration of councillors	4 691	5 045	5 260	5 931	5 931	5 634	5 634	6 947	6 381	6 701
Depreciation & asset impairment	12 485	10 548	12 695	14 134	14 134	13 428	13 428	14 616	7 010	7 360
Finance charges	10 793	11 818	10 454	10 664	10 664	10 131	10 131	9 299	-	-
Materials and bulk purchases	34 601	42 411	66 709	51 417	80 238	76 226	76 226	71 177	58 014	60 735
Transfers and grants	-	-	-	-	-	-	-	-	-	-
Other expenditure	77 578	67 786	65 971	96 180	96 275	91 408	91 408	82 994	79 696	85 785
Total Expenditure	251 029	255 544	290 044	332 582	361 678	343 541	343 541	344 050	316 213	334 255
Surplus/(Deficit)	(562)	35 327	35 215	6 117	6 117	24 255	24 255	2 683	1 814	2 865
Transfers recognised - capital	6 421	10 305	3 072	-	-	-	-	-	-	2 865
Contributions recognised - capital & contributed	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	5 858	45 631	38 287	6 117	6 117	24 255	24 255	2 683	1 814	5 729
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	5 858	45 631	38 287	6 117	6 117	24 255	24 255	2 683	1 814	5 729
Capital expenditure & funds sources										
Capital expenditure	45 728	17 643	16 155	8 315	8 315	8 315	8 315	11 305	4 560	4 720
Transfers recognised - capital	6 421	10 305	3 072	-	-	-	-	-	-	-
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	25 679	-	-	-	-	-	-	-	-	-
Internally generated funds	13 628	7 339	13 083	8 315	8 315	8 315	8 315	11 305	4 560	4 720
Total sources of capital funds	45 728	17 643	16 155	8 315	8 315	8 315	8 315	11 305	4 560	4 720
Financial position										
Total current assets	178 590	191 906	217 718	178 022	178 022	193 907	193 907	203 999	192 770	187 062
Total non current assets	351 132	366 962	374 353	350 082	350 082	350 082	350 082	364 090	361 640	358 999
Total current liabilities	42 313	45 790	52 769	35 635	35 635	51 520	51 520	78 216	70 232	61 821
Total non current liabilities	175 413	149 548	137 483	143 354	143 354	143 354	143 354	138 195	130 146	128 207
Community wealth/Equity	311 996	363 531	401 818	349 115	349 115	349 115	349 115	351 678	354 032	356 035
Cash flows										
Net cash from (used) operating	49 897	40 027	59 223	21 002	21 002	36 887	36 887	18 087	9 650	11 093
Net cash from (used) investing	(45 482)	(17 643)	(15 779)	(8 315)	(8 315)	(8 315)	(8 315)	(11 305)	(4 560)	(4 720)
Net cash from (used) financing	20 581	(12 583)	(13 516)	(14 127)	(14 127)	(14 127)	(14 127)	(15 493)	(17 004)	(12 853)
Cash/cash equivalents at the year end	159 237	169 038	198 967	167 598	167 598	183 483	183 483	190 257	178 344	171 864
Cash backing/surplus reconciliation										
Cash and investments available	159 237	169 038	198 967	167 598	167 598	183 483	183 483	190 257	178 344	171 864
Application of cash and investments	79 534	63 893	61 545	83 391	84 315	100 200	100 200	109 709	108 286	113 967
Balance - surplus (shortfall)	79 703	105 146	137 422	84 207	83 283	83 283	83 283	80 547	70 058	57 897
Asset management										
Asset register summary (WDV)	351 132	355 743	358 712	350 082	350 082	350 082	348 449	348 449	345 999	343 358
Depreciation & asset impairment	12 485	10 548	12 695	14 134	14 134	13 428	14 616	14 616	7 010	7 360
Renewal of Existing Assets	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	25 882	42 687	56 094	41 117	69 938	66 441	60 877	60 877	47 199	49 379
Free services										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

Explanatory notes to MBRR Table A1 - Budget Summary

1. Table A1 is a budget summary and provides a concise overview of the municipality's budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).
2. The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminating basic service delivery backlogs.
3. A financial management reform emphasizes the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
 - a. The operating surplus/deficit (after Total Expenditure) is positive over the MTREF
 - b. Capital expenditure is balanced by capital funding sources, of which
 - i. Transfers recognized is reflected on the Financial Performance Budget;
 - ii. Internally generated funds are financed from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years. The amount is incorporated in the Net cash from investing on the Cash Flow Budget. The fact that the municipality's cash flow remains positive, and is improving indicates that the necessary cash resources are available to fund the Capital Budget.
4. The Cash backing/surplus reconciliation shows Council as well as managements continued efforts to make this municipality financially viable and sustainable in the medium to long-term.

Table 10 MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

DC1 West Coast - Table A2 Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Revenue - Standard	1									
<i>Governance and administration</i>		82 511	92 168	82 881	101 615	101 710	101 710	82 872	85 445	91 283
Executive and council		752	2 779	2 714	3 029	3 124	3 124	2 237	2 463	5 818
Budget and treasury office		69 890	87 949	80 154	98 581	98 581	98 581	80 630	82 977	85 460
Corporate services		11 869	1 440	13	5	5	5	5	6	6
<i>Community and public safety</i>		15 089	15 460	21 122	24 096	24 276	24 276	26 378	26 883	28 398
Community and social services		2 821	2 558	3 003	3 147	3 147	3 147	3 304	3 469	3 643
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		5 557	6 084	9 466	11 140	11 140	11 140	12 164	12 934	13 693
Housing		1 602	1 761	2 059	1 946	1 946	1 946	2 043	2 145	2 252
Health		5 109	5 057	6 595	7 864	8 044	8 044	8 867	8 334	8 810
<i>Economic and environmental services</i>		70 116	88 311	111 770	101 072	129 893	129 893	123 470	111 860	117 220
Planning and development		26	27	-	-	-	-	-	-	-
Road transport		70 090	88 284	111 770	101 072	129 893	129 893	123 470	111 860	117 220
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		89 171	105 236	112 557	111 916	111 916	111 916	114 013	93 838	100 218
Electricity		-	-	-	-	-	-	-	-	-
Water		89 171	105 236	112 557	111 916	111 916	111 916	114 013	93 838	100 218
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-
<i>Other</i>	4	-	-	-	-	-	-	-	-	-
Total Revenue - Standard	2	256 887	301 175	328 331	338 699	367 795	367 795	346 734	318 026	337 119
Expenditure - Standard										
<i>Governance and administration</i>		56 995	38 606	41 693	55 310	55 405	52 582	57 579	58 692	61 780
Executive and council		12 840	15 525	17 381	19 975	20 070	19 067	22 209	22 330	23 457
Budget and treasury office		31 062	14 593	14 803	22 791	22 791	21 598	24 032	24 741	26 121
Corporate services		13 093	8 489	9 508	12 544	12 544	11 917	11 338	11 621	12 202
<i>Community and public safety</i>		44 991	47 385	53 456	60 202	60 382	57 363	64 497	66 159	69 575
Community and social services		3 501	3 779	4 197	4 392	4 392	4 172	4 787	5 026	5 277
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		26 761	27 124	30 786	35 097	35 097	33 342	37 741	39 679	41 716
Housing		983	528	1 090	1 549	1 549	1 472	1 297	1 362	1 430
Health		13 747	15 954	17 384	19 164	19 344	18 377	20 672	20 092	21 151
<i>Economic and environmental services</i>		73 809	85 987	107 071	104 522	133 343	126 676	114 590	103 531	108 501
Planning and development		4 129	2 632	3 083	3 450	3 450	3 277	3 106	3 254	3 424
Road transport		69 680	83 354	103 988	101 072	129 893	123 398	111 485	100 277	105 077
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		75 233	83 566	87 824	112 548	112 548	106 920	107 384	87 831	94 399
Electricity		-	-	-	-	-	-	-	-	-
Water		75 233	83 566	87 824	112 548	112 548	106 920	107 384	87 831	94 399
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-
<i>Other</i>	4	-	-	-	-	-	-	-	-	-
Total Expenditure - Standard	3	251 029	255 544	290 044	332 582	361 678	343 541	344 050	316 213	334 255
Surplus/(Deficit) for the year		5 858	45 631	38 287	6 117	6 117	24 255	2 683	1 814	2 865

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

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

4. Other functions that show a deficit between revenue and expenditure are being financed from grants and other revenue sources reflected under the Budget and Treasury office.

Table 11 MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

DC1 West Coast - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Revenue by Vote										
Vote 1 - COMMUNITY SERVICES	1	86 234	97 252	87 753	107 380	107 560	107 560	89 623	91 557	97 760
Vote 2 - SUBSIDISED SERVICES		6 969	6 084	12 703	14 620	14 715	14 715	15 731	16 679	17 625
Vote 3 - ECONOMIC SERVICES		2 821	2 558	3 003	3 147	3 147	3 147	3 304	3 469	3 643
Vote 4 - HOUSING SERVICES		1 602	1 761	2 059	1 946	1 946	1 946	2 043	2 145	2 252
Vote 5 - TRADING SERVICES		89 171	105 236	111 043	110 535	110 535	110 535	112 563	92 316	98 619
Vote 6 - AGENCIES		70 090	88 284	111 770	101 072	129 893	129 893	123 470	111 860	117 220
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 Revenue by Vote	2	256 887	301 175	328 331	338 699	367 795	367 795	346 734	318 026	337 119
Expenditure by Vote to be appropriated										
Vote 1 - COMMUNITY SERVICES	1	71 875	57 192	51 263	66 152	66 332	62 962	68 008	68 159	71 782
Vote 2 - SUBSIDISED SERVICES		29 757	27 124	46 095	52 338	52 433	49 812	56 611	59 421	62 446
Vote 3 - ECONOMIC SERVICES		3 501	3 779	4 197	4 392	4 392	4 172	4 787	5 026	5 277
Vote 4 - HOUSING SERVICES		983	528	1 090	1 549	1 549	1 472	1 297	1 362	1 430
Vote 5 - TRADING SERVICES		75 233	83 565	83 411	107 079	107 079	101 725	101 863	81 968	88 242
Vote 6 - AGENCIES		69 680	83 354	103 988	101 072	129 893	123 398	111 485	100 277	105 077
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 Expenditure by Vote	2	251 029	255 544	290 044	332 582	361 678	343 541	344 050	316 213	334 255
Surplus/(Deficit) for the year	2	5 858	45 631	38 287	6 117	6 117	24 255	2 683	1 814	2 865

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

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

Table 12 Surplus/ (Deficit) calculations for the trading services

Vote Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Revenue by Vote	1									
Vote 5 - TRADING SERVICES		89,171	105,236	111,043	110,535	110,535	110,535	112,563	92,316	98,619
Expenditure by Vote to be appropriated	1									
Vote 5 - TRADING SERVICES		75,233	83,565	83,411	107,079	107,079	101,725	101,863	81,968	88,242
Surplus/(Deficit) for the year	2	13,938	21,671	27,632	3,456	3,456	8,810	10,700	10,348	10,377

- The surplus on the water account increases over the MTREF translating into a surplus of R10.7 million, R10.3 million and R10.3 million for each of the respective financial years.
- Note that the surpluses on these trading accounts are utilized as an internal funding source for the capital program for asset renewal, refurbishment and the development of new asset infrastructure, *and are not used to cross-subsidized other municipal services.*

Table 13 MBRR Table A4 - Budgeted Financial Performance (revenue and expenditure)

DC1 West Coast - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Revenue By Source											
Property rates	2	-	-	-	-	-	-	-	-	-	-
Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	88 353	92 630	107 439	110 708	110 708	110 708	110 708	112 744	92 507	98 820
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - other		-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		-	2 558	3 001	3 147	3 147	3 147	3 147	3 304	3 469	3 643
Interest earned - external investments		8 899	10 025	13 526	8 250	8 250	8 250	8 250	8 663	9 096	9 550
Interest earned - outstanding debtors		-	-	42	27	27	27	27	28	30	31
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines		-	-	-	-	-	-	-	-	-	-
Licences and permits		-	-	-	20	20	20	20	20	21	22
Agency services		70 095	83 875	110 516	101 072	129 893	129 893	129 893	123 470	111 860	117 220
Transfers recognised - operational		75 641	77 567	81 347	86 057	86 332	86 332	86 332	87 024	88 939	95 070
Other revenue	2	7 479	24 215	9 388	29 419	29 419	29 419	29 419	11 480	12 105	12 763
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		250 466	290 870	325 259	338 699	367 795	367 795	367 795	346 734	318 026	337 119
Expenditure By Type											
Employee related costs	2	110 881	117 936	128 955	154 256	154 436	146 714	146 714	159 017	165 111	173 674
Remuneration of councillors		4 691	5 045	5 260	5 931	5 931	5 634	5 634	6 947	6 381	6 701
Debt impairment	3	-	-	361	750	750	713	713	788	827	868
Depreciation & asset impairment	2	12 485	10 548	12 695	14 134	14 134	13 428	13 428	14 616	7 010	7 360
Finance charges		10 793	11 818	10 454	10 664	10 664	10 131	10 131	9 299	-	-
Bulk purchases	2	8 720	9 969	10 615	10 300	10 300	9 785	9 785	10 300	10 815	11 356
Other materials	8	25 881	32 442	56 094	41 117	69 938	66 441	66 441	60 877	47 199	49 379
Contracted services		-	-	-	-	-	-	-	-	-	-
Transfers and grants		-	-	-	-	-	-	-	-	-	-
Other expenditure	4, 5	77 566	67 456	65 122	95 430	95 525	90 695	90 695	82 207	78 869	84 917
Loss on disposal of PPE		11	330	488	-	-	-	-	-	-	-
Total Expenditure		251 029	255 544	290 044	332 582	361 678	343 541	343 541	344 050	316 213	334 255
Surplus/(Deficit)		(562)	35 327	35 215	6 117	6 117	24 255	24 255	2 683	1 814	2 865
Transfers recognised - capital		6 421	10 305	3 072	-	-	-	-	-	-	-
Contributions recognised - capital		-	-	-	-	-	-	-	-	-	-
Contributed assets		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		5 858	45 631	38 287	6 117	6 117	24 255	24 255	2 683	1 814	2 865
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		5 858	45 631	38 287	6 117	6 117	24 255	24 255	2 683	1 814	2 865
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		5 858	45 631	38 287	6 117	6 117	24 255	24 255	2 683	1 814	2 865
Share of surplus/ (deficit) of associate	7	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		5 858	45 631	38 287	6 117	6 117	24 255	24 255	2 683	1 814	2 865

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

- Total revenue is R348 million in 2016/17 and declines to R345 by 2017/18.
- Services charges relating to water constitutes the biggest component of the revenue basket of the municipality totaling R112 million for the 2016/17 financial year and decreases to R98 million by 2018/19.
- Transfers recognized – operating includes the local government equitable share and other operating grants from national and provincial government. It needs to be noted that in real terms the grants receipts from national government are growing slowly over the MTREF.

4. The following graph illustrates the major expenditure items per type.

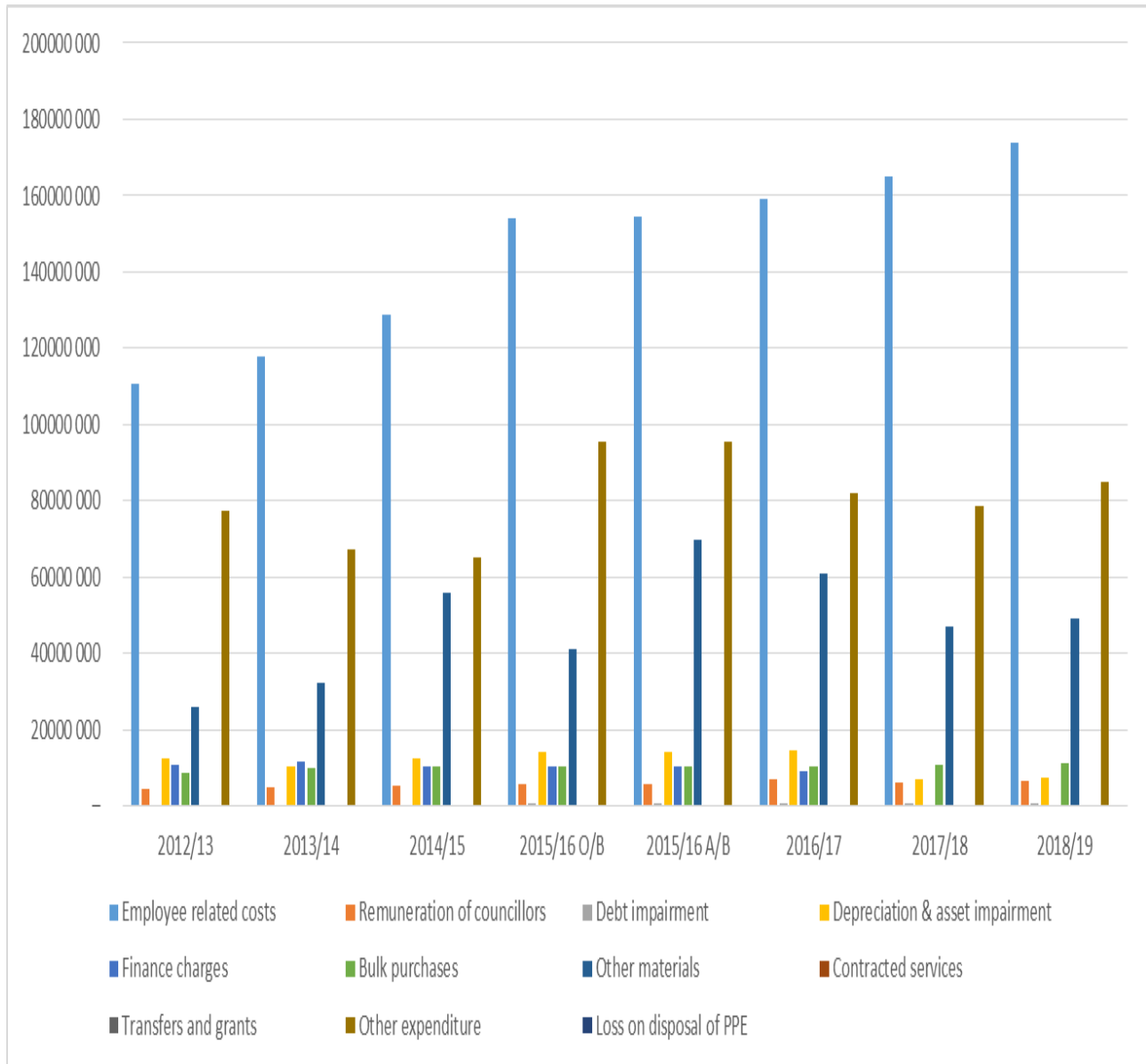


Figure 3 Expenditure by major type

5. Bulk purchases increased over the 2012/13 to 2018/19 period escalating from R10.3 million to R11.3 million. These increases can be attributed to the substantial increase in the cost water.
6. Employee related costs and other expenditure are the main cost drivers within the municipality.

Table 14 MBRR Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

DC1 West Coast - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - COMMUNITY SERVICES		979	1 318	-	-	-	-	-	-	-	-
Vote 2 - SUBSIDISED SERVICES		1 622	326	-	-	-	-	-	-	-	-
Vote 3 - ECONOMIC SERVICES		-	30	-	-	-	-	-	-	-	-
Vote 4 - HOUSING SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 5 - TRADING SERVICES		43 126	15 969	-	-	-	-	-	-	-	-
Vote 6 - AGENCIES		-	-	-	-	-	-	-	-	-	-
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]		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	45 728	17 643	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2										
Vote 1 - COMMUNITY SERVICES		-	-	1 613	610	610	610	610	594	-	-
Vote 2 - SUBSIDISED SERVICES		-	-	2 879	2 261	2 261	2 261	2 261	2 905	-	-
Vote 3 - ECONOMIC SERVICES		-	-	97	130	130	130	130	116	-	-
Vote 4 - HOUSING SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 5 - TRADING SERVICES		-	-	11 566	5 315	5 315	5 315	5 315	7 690	4 560	4 720
Vote 6 - AGENCIES		-	-	-	-	-	-	-	-	-	-
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]		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		-	-	16 155	8 315	8 315	8 315	8 315	11 305	4 560	4 720
Total Capital Expenditure - Vote		45 728	17 643	16 155	8 315	8 315	8 315	8 315	11 305	4 560	4 720
Capital Expenditure - Standard											
Governance and administration		979	1 317	1 599	590	590	590	590	576	-	-
Executive and council		979	237	-	-	-	-	-	10	-	-
Budget and treasury office		-	1 080	76	-	-	-	-	566	-	-
Corporate services		-	-	1 524	590	590	590	590	-	-	-
Community and public safety		1 622	356	3 017	2 411	2 411	2 411	2 411	3 039	-	-
Community and social services		-	30	97	130	130	130	130	116	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-	-
Public safety		1 622	326	2 872	2 261	2 261	2 261	2 261	2 895	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	-	49	20	20	20	20	28	-	-
Economic and environmental services		-	1	-	-	-	-	-	-	-	-
Planning and development		-	-	-	-	-	-	-	-	-	-
Road transport		-	-	-	-	-	-	-	-	-	-
Environmental protection		-	1	-	-	-	-	-	-	-	-
Trading services		43 126	15 969	11 539	5 315	5 315	5 315	5 315	7 690	4 560	4 720
Electricity		-	-	-	-	-	-	-	-	-	-
Water		43 126	15 969	11 539	5 315	5 315	5 315	5 315	7 690	4 560	4 720
Waste water management		-	-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Standard	3	45 728	17 643	16 155	8 315	8 315	8 315	8 315	11 305	4 560	4 720
Funded by:											
National Government		-	10 305	3 072	-	-	-	-	-	-	-
Provincial Government		-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Other transfers and grants		6 421	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	6 421	10 305	3 072	-	-	-	-	-	-	-
Public contributions & donations	5	-	-	-	-	-	-	-	-	-	-
Borrowing	6	25 679	-	-	-	-	-	-	-	-	-
Internally generated funds		13 628	7 339	13 083	8 315	8 315	8 315	8 315	11 305	4 560	4 720
Total Capital Funding	7	45 728	17 643	16 155	8 315	8 315	8 315	8 315	11 305	4 560	4 720

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

1. Table A5 is a breakdown of the capital program in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.
2. Single-year capital expenditure has been appropriated at R11.3 million for the 2016/17 financial year.
3. Unlike multi-year capital appropriations, single-year appropriations relate to expenditure that will be incurred in the specific budget year such as the procurement of vehicles and specialized tools and equipment. The budget appropriations for the two outer years are indicative allocations based on the departmental business plans as informed by the IDP and will be reviewed on an annual basis to assess the relevance of the expenditure in relation to the strategic objectives and service delivery imperatives. For the purpose of funding assessment of the MTREF, these appropriations have been included but no commitments will be incurred against single-year appropriations for the two outer-years.
4. The capital program is funded from internally generated funds from current year surpluses. These funding sources are further discussed in detail in 2.6 (Overview of Budget Funding).

Table 15 MBRR Table A6 - Budgeted Financial Position

DC1 West Coast - Table A6 Budgeted Financial Position

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
ASSETS											
Current assets											
Cash		159 237	169 038	198 967	167 598	167 598	183 483	183 483	190 257	178 344	171 864
Call investment deposits	1	-	-	-	-	-	-	-	-	-	-
Consumer debtors	1	7 688	7 638	9 654	6 945	6 945	6 945	6 945	10 816	11 699	12 672
Other debtors		9 992	12 625	5 969	1 812	1 812	1 812	1 812	-	-	-
Current portion of long-term receivables		-	637	674	-	-	-	-	674	674	674
Inventory	2	1 672	1 968	2 453	1 666	1 666	1 666	1 666	2 253	2 053	1 853
Total current assets		178 590	191 906	217 718	178 022	178 022	193 907	193 907	203 999	192 770	187 062
Non current assets											
Long-term receivables		-	11 219	15 641	-	-	-	-	15 641	15 641	15 641
Investments		-	-	-	-	-	-	-	-	-	-
Investment property		4 812	4 673	4 639	4 534	4 534	4 534	4 534	4 499	4 359	4 219
Investment in Associate		-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	3	346 000	349 041	352 592	345 485	345 485	345 485	345 485	342 634	340 489	338 154
Agricultural		-	-	-	-	-	-	-	-	-	-
Biological		-	-	-	-	-	-	-	-	-	-
Intangible		320	2 029	1 481	63	63	63	63	1 316	1 151	986
Other non-current assets		-	-	-	-	-	-	-	-	-	-
Total non current assets		351 132	366 962	374 353	350 082	350 082	350 082	350 082	364 090	361 640	358 999
TOTAL ASSETS		529 722	558 869	592 070	528 104	528 104	543 989	543 989	568 089	554 410	546 062
LIABILITIES											
Current liabilities											
Bank overdraft	1	-	-	-	-	-	-	-	-	-	-
Borrowing	4	10 916	12 944	14 127	14 127	14 127	14 127	14 127	15 493	17 004	12 853
Consumer deposits		-	-	-	-	-	-	-	-	-	-
Trade and other payables	4	25 572	25 823	31 108	14 485	14 485	30 370	30 370	55 190	45 694	41 434
Provisions		5 826	7 023	7 534	7 023	7 023	7 023	7 023	7 534	7 534	7 534
Total current liabilities		42 313	45 790	52 769	35 635	35 635	51 520	51 520	78 216	70 232	61 821
Non current liabilities											
Borrowing		100 756	87 616	72 738	72 714	72 714	72 714	72 714	57 221	40 217	27 364
Provisions		74 657	61 932	64 745	70 640	70 640	70 640	70 640	80 974	89 928	100 842
Total non current liabilities		175 413	149 548	137 483	143 354	143 354	143 354	143 354	138 195	130 146	128 207
TOTAL LIABILITIES		217 726	195 338	190 253	178 989	178 989	194 874	194 874	216 411	200 378	190 027
NET ASSETS	5	311 996	363 531	401 818	349 115	349 115	349 115	349 115	351 678	354 032	356 035
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		311 996	363 531	401 818	349 115	349 115	349 115	349 115	351 678	354 032	356 035
Reserves	4	-	-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	5	311 996	363 531	401 818	349 115	349 115	349 115	349 115	351 678	354 032	356 035

Explanatory notes to Table A6 - Budgeted Financial Position

1. Table A6 is consistent with international standards of good financial management practice, and improves understandability for councilors and management of the impact of the budget on the statement of financial position (balance sheet).
2. This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as “accounting” Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
3. Table 15 is supported by an extensive table of notes (SA3 which can be found on page 93) providing a detailed analysis of the major components of a number of items, including:
 - Call investments deposits;
 - Consumer debtors;
 - Property, plant and equipment;
 - Trade and other payables;
 - Provisions non-current;
 - Changes in net assets; and
 - Reserves
4. The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community.
5. Any movement on the Budgeted Financial Performance or the Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the collection rate assumption will impact on the cash position of the municipality and subsequently inform the level of cash and cash equivalents at year end. Similarly, the collection rate assumption should inform the budget appropriation for debt impairment which in turn would impact on the provision for bad debt. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition the funding compliance assessment is informed directly by forecasting the statement of financial position.

Table 16 MBRR Table A7 - Budgeted Cash Flow Statement

DC1 West Coast - Table A7 Budgeted Cash Flows

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates, penalties & collection charges		-	-	-	-	-	-	-	-	-	-
Service charges		88 353	92 630	107 439	110 708	110 708	110 708	110 708	112 744	92 507	98 820
Other revenue		73 271	106 794	129 492	133 657	133 657	133 657	133 657	138 275	127 456	133 648
Government - operating	1	82 062	87 872	84 418	86 057	86 057	86 057	86 057	87 024	88 939	95 070
Government - capital	1	6 421	-	-	-	-	-	-	-	-	-
Interest		8 899	10 025	13 526	8 277	8 277	8 277	8 277	8 691	9 125	9 581
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		(198 315)	(245 476)	(265 199)	(307 033)	(307 033)	(291 681)	(291 681)	(319 348)	(308 376)	(326 026)
Finance charges		(10 793)	(11 818)	(10 454)	(10 664)	(10 664)	(10 131)	(10 131)	(9 299)	-	-
Transfers and Grants	1	-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		49 897	40 027	59 223	21 002	21 002	36 887	36 887	18 087	9 650	11 093
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		246	-	-	-	-	-	-	-	-	-
Decrease (Increase) in non-current debtors		-	-	-	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		(45 728)	(17 643)	(15 779)	(8 315)	(8 315)	(8 315)	(8 315)	(11 305)	(4 560)	(4 720)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(45 482)	(17 643)	(15 779)	(8 315)	(8 315)	(8 315)	(8 315)	(11 305)	(4 560)	(4 720)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		20 581	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		-	(12 583)	(13 516)	(14 127)	(14 127)	(14 127)	(14 127)	(15 493)	(17 004)	(12 853)
NET CASH FROM/(USED) FINANCING ACTIVITIES		20 581	(12 583)	(13 516)	(14 127)	(14 127)	(14 127)	(14 127)	(15 493)	(17 004)	(12 853)
NET INCREASE/ (DECREASE) IN CASH HELD		24 996	9 802	29 929	(1 441)	(1 441)	14 444	14 444	(8 710)	(11 913)	(6 480)
Cash/cash equivalents at the year begin:	2	134 240	159 237	169 038	169 038	169 038	169 038	169 038	198 967	190 257	178 344
Cash/cash equivalents at the year end:	2	159 237	169 038	198 967	167 598	167 598	183 483	183 483	190 257	178 344	171 864

Table 17 MBRR Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

DC1 West Coast - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Cash and investments available											
Cash/cash equivalents at the year end	1	159 237	169 038	198 967	167 598	167 598	183 483	183 483	190 257	178 344	171 864
Other current investments > 90 days		-	(0)	-	-	-	-	-	-	-	-
Non current assets - Investments	1	-	-	-	-	-	-	-	-	-	-
Cash and investments available:		159 237	169 038	198 967	167 598	167 598	183 483	183 483	190 257	178 344	171 864
Application of cash and investments											
Unspent conditional transfers		1 725	472	366	-	-	-	-	-	-	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2	-	-	-	-	-	-	-	-	-	-
Other working capital requirements	3	6 487	(5 534)	(3 566)	5 728	6 652	22 537	22 537	28 736	18 357	13 125
Other provisions		71 322	68 955	64 745	77 663	77 663	77 663	77 663	80 974	89 928	100 842
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5	-	-	-	-	-	-	-	-	-	-
Total Application of cash and investments:		79 534	63 893	61 545	83 391	84 315	100 200	100 200	109 709	108 286	113 967
Surplus(shortfall)		79 703	105 146	137 422	84 207	83 283	83 283	83 283	80 547	70 058	57 897

Explanatory notes to Table A7 - Budgeted Cash Flow Statement

1. The budgeted cash flow statement is the first measurement in determining if the budget is funded.
2. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.
3. It can be seen that the cash levels are stable over the 2012/13 to 2018/19 financial years.
4. The 2016/17 MTREF has been informed by the planning principle of ensuring adequate cash reserves over the medium-term.
5. Cash and cash equivalents totals R190 million as at the end of the 2016/17 financial year and decreases to R171 million by 2018/19.

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

1. The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 64 – Funding a Municipal Budget.
2. In essence the table evaluates the funding levels of the budget by firstly forecasting the cash and investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist.
3. The outcome of this exercise would either be a surplus or deficit. A deficit would indicate that the applications exceed the cash and investments available and would be indicative of non-compliance with the MFMA requirements that the municipality's budget must be "funded".
4. Non-compliance with section 18 of the MFMA is assumed because a shortfall would indirectly indicate that the annual budget is not appropriately funded.
5. From the table it can be seen that for the period 2012/13 to 2018/19 the surplus decreases from R79 million to R57 million.

Table 18 MBRR Table A9 - Asset Management

DC1 West Coast - Table A9 Asset Management

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
R thousand										
CAPITAL EXPENDITURE										
Total New Assets	1	45 728	17 643	16 155	8 315	8 315	8 315	11 305	4 560	4 720
Infrastructure - Road transport		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
Infrastructure - Water		42 626	15 671	8 978	-	-	-	750	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Infrastructure		42 626	15 671	8 978	-	-	-	750	-	-
Community		-	-	-	80	80	80	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	3 102	1 972	7 177	8 235	8 235	8 235	10 555	4 560	4 720
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Total Renewal of Existing Assets	2	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
Infrastructure - Water		-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	-	-	-	-	-	-	-	-	-
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Total Capital Expenditure	4	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
Infrastructure - Water		42 626	15 671	8 978	-	-	-	750	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Infrastructure		42 626	15 671	8 978	-	-	-	750	-	-
Community		-	-	-	80	80	80	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	3 102	1 972	7 177	8 235	8 235	8 235	10 555	4 560	4 720
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class	2	45 728	17 643	16 155	8 315	8 315	8 315	11 305	4 560	4 720
ASSET REGISTER SUMMARY - PPE (WDV)										
Infrastructure - Road transport	5	146	140	135	134	134	134	135	135	135
Infrastructure - Electricity		488	474	435	460	460	460	435	435	435
Infrastructure - Water		266 189	263 849	267 107	255 488	255 488	255 488	248 834	246 689	244 354
Infrastructure - Sanitation		4 491	5 558	4 196	5 451	5 451	5 451	4 196	4 196	4 196
Infrastructure - Other		-	24 576	-	24 576	24 576	24 576	-	-	-
Infrastructure		271 315	294 597	271 873	286 110	286 110	286 110	253 600	251 455	249 120
Community		41 307	39 811	61 309	38 242	38 242	38 242	61 309	61 309	61 309
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		4 812	4 673	4 639	4 534	4 534	4 534	4 499	4 359	4 219
Other assets		33 378	14 633	19 410	21 134	21 134	21 134	27 725	27 725	27 725
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		320	2 029	1 481	63	63	63	1 316	1 151	986
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	351 132	355 743	358 712	350 082	350 082	350 082	348 449	345 999	343 358
EXPENDITURE OTHER ITEMS										
Depreciation & asset impairment		12 485	10 548	12 695	14 134	14 134	13 428	14 616	7 010	7 360
Repairs and Maintenance by Asset Class	3	25 882	42 687	56 094	41 117	69 938	66 441	60 877	47 199	49 379
Infrastructure - Road transport		17 516	36 955	41 852	24 027	52 848	50 205	44 671	30 152	31 424
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
Infrastructure - Water		4 726	3 307	3 453	3 215	3 215	3 054	4 048	4 250	4 463
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Infrastructure		22 242	40 262	45 306	27 242	56 063	53 260	48 719	34 402	35 887
Community		1 883	1 280	442	400	400	380	447	470	493
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6, 7	1 757	1 144	10 347	13 475	13 475	12 801	11 711	12 327	12 998
TOTAL EXPENDITURE OTHER ITEMS		38 367	53 235	68 790	55 251	84 072	79 869	75 493	54 209	56 739
<i>Renewal of Existing Assets as % of total capex</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Renewal of Existing Assets as % of deprecn"</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>R&M as a % of PPE</i>		7.5%	12.2%	15.9%	11.9%	20.2%	19.2%	17.8%	13.9%	14.6%
<i>Renewal and R&M as a % of PPE</i>		7.0%	12.0%	16.0%	12.0%	20.0%	19.0%	17.0%	14.0%	14.0%

Explanatory notes to Table A9 - Asset Management

1. Table A9 provides an overview of municipal capital allocations to building new assets and the renewal of existing assets, as well as spending on repairs and maintenance by asset class.

Table 19 MBRR Table A10 - Basic Service Delivery Measurement

DC1 West Coast - Table A10 Basic service delivery measurement

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Household service targets	1									
Water:										
Piped water inside dwelling		--	--	--	--	--	--	--	--	--
Piped water inside yard (but not in dwelling)		--	--	--	--	--	--	--	--	--
Using public tap (at least min.service level)	2	--	--	--	--	--	--	--	--	--
Other water supply (at least min.service level)	4	--	--	--	--	--	--	--	--	--
<i>Minimum Service Level and Above sub-total</i>		--	--	--	--	--	--	--	--	--
Using public tap (< min.service level)	3	--	--	--	--	--	--	--	--	--
Other water supply (< min.service level)	4	--	--	--	--	--	--	--	--	--
No water supply		--	--	--	--	--	--	--	--	--
<i>Below Minimum Service Level sub-total</i>		--	--	--	--	--	--	--	--	--
Total number of households	5	--	--	--	--	--	--	--	--	--
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		--	--	--	--	--	--	--	--	--
Flush toilet (with septic tank)		--	--	--	--	--	--	--	--	--
Chemical toilet		--	--	--	--	--	--	--	--	--
Pit toilet (ventilated)		--	--	--	--	--	--	--	--	--
Other toilet provisions (> min.service level)		--	--	--	--	--	--	--	--	--
<i>Minimum Service Level and Above sub-total</i>		--	--	--	--	--	--	--	--	--
Bucket toilet		--	--	--	--	--	--	--	--	--
Other toilet provisions (< min.service level)		--	--	--	--	--	--	--	--	--
No toilet provisions		--	--	--	--	--	--	--	--	--
<i>Below Minimum Service Level sub-total</i>		--	--	--	--	--	--	--	--	--
Total number of households	5	--	--	--	--	--	--	--	--	--
Energy:										
Electricity (at least min.service level)		--	--	--	--	--	--	--	--	--
Electricity - prepaid (min.service level)		--	--	--	--	--	--	--	--	--
<i>Minimum Service Level and Above sub-total</i>		--	--	--	--	--	--	--	--	--
Electricity (< min.service level)		--	--	--	--	--	--	--	--	--
Electricity - prepaid (< min. service level)		--	--	--	--	--	--	--	--	--
Other energy sources		--	--	--	--	--	--	--	--	--
<i>Below Minimum Service Level sub-total</i>		--	--	--	--	--	--	--	--	--
Total number of households	5	--	--	--	--	--	--	--	--	--
Refuse:										
Removed at least once a week		--	--	--	--	--	--	--	--	--
<i>Minimum Service Level and Above sub-total</i>		--	--	--	--	--	--	--	--	--
Removed less frequently than once a week		--	--	--	--	--	--	--	--	--
Using communal refuse dump		--	--	--	--	--	--	--	--	--
Using own refuse dump		--	--	--	--	--	--	--	--	--
Other rubbish disposal		--	--	--	--	--	--	--	--	--
No rubbish disposal		--	--	--	--	--	--	--	--	--
<i>Below Minimum Service Level sub-total</i>		--	--	--	--	--	--	--	--	--
Total number of households	5	--	--	--	--	--	--	--	--	--
Households receiving Free Basic Service	7									
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)		--	--	--	--	--	--	--	--	--
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per indigent household per month)		--	--	--	--	--	--	--	--	--
Sanitation (free sanitation service to indigent households)		--	--	--	--	--	--	--	--	--
Electricity/other energy (50kwh per indigent household per month)		--	--	--	--	--	--	--	--	--
Refuse (removed once a week for indigent households)		--	--	--	--	--	--	--	--	--
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)										
Total cost of FBS provided										
Highest level of free service provided per household										
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)										
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)										
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA		--	--	--	--	--	--	--	--	--
Water (in excess of 6 kilolitres per indigent household per month)		--	--	--	--	--	--	--	--	--
Sanitation (in excess of free sanitation service to indigent households)		--	--	--	--	--	--	--	--	--
Electricity/other energy (in excess of 50 kwh per indigent household per month)		--	--	--	--	--	--	--	--	--
Refuse (in excess of one removal a week for indigent households)		--	--	--	--	--	--	--	--	--
Municipal Housing - rental rebates										
Housing - top structure subsidies	6									
Other										
Total revenue cost of subsidised services provided		--	--	--	--	--	--	--	--	--

Explanatory notes to Table A10 - Basic Service Delivery Measurement

1. Table A10 provides an overview of service delivery levels, including backlogs (below minimum service level), for each of the main services.

Part 2 – Supporting Documentation

1.8 Overview of the annual budget process

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

1.8.1 Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year a time schedule that sets out the process to revise the IDP and prepare the budget. The process plan will be added to this document as an appendix. There were no deviations from the key dates set out in the Budget Time Schedule tabled in Council. This plan is attached as Annexure B.

1.8.2 Integrated Development Plan and Service Delivery and Budget Implementation Plan

The municipality's IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan. The Process Plan applicable to the second revision cycle included the following key IDP processes and deliverables:

- Registration of municipal priorities and community needs;
- Compilation of departmental business plans including key performance indicators and targets;
- Financial planning and budgeting process;
- Public stakeholder engagement process;
- Compilation of the SDBIP, and
- The review of the performance management and monitoring processes.

The IDP has been taken into a business and financial planning process leading up to the 2016/17 MTREF, based on the approved 2015/16 MTREF, Mid-year Review and adjustments

budget. The business planning process has subsequently been refined in the light of current economic circumstances and the resulting revenue projections.

With the compilation of the 2016/17 MTREF, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the mid-year and third quarter performance against the 2015/16 Departmental Service Delivery and Budget Implementation Plan. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

1.8.3 Financial Modelling and Key Planning Drivers

As part of the compilation of the 2016/17 MTREF extensive financial modelling and the long-term financial plan were taken into account to ensure affordability and sustainability. The following key factors and planning strategies have informed the compilation of the 2016/17 MTREF:

- Policy and expenditure priorities and strategic objectives
- Asset maintenance
- Economic climate and trends (i.e. inflation)
- Performance trends
- Cash Flow Management
- Debtor payment levels
- The need for tariff increases versus the ability of the community to pay for services;
- Improved and sustainable service delivery

In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 78 has been taken into consideration in the planning and prioritisation process.

1.9 Overview of alignment of annual budget with IDP

The Constitution mandates local government with the responsibility to exercise local developmental and co-operative governance. Addressing the inequalities of South African society can only be realized through a credible integrated developmental planning process.

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

Integrated developmental planning in the South African context is amongst others, an approach to planning aimed at involving the municipality and the community to jointly find the best solutions towards sustainable development. Furthermore, integrated development planning

provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

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

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

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

- Green Paper on National Strategic Planning of 2009;
- Government Programme of Action;
- Development Facilitation Act of 1995;
- Provincial Growth and Development Strategy (GGDS);
- National and Provincial spatial development perspectives;
- Relevant sector plans such as transportation, legislation and policy;
- National Key Performance Indicators (NKPIs);
- Accelerated and Shared Growth Initiative (ASGISA);
- National 2014 Vision;
- National Spatial Development Perspective (NSDP) and
- The National Priority Outcomes.

The Constitution requires local government to relate its management, budgeting and planning functions to its objectives. This gives a clear indication of the intended purposes of municipal integrated development planning. Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP. The following table highlights the IDP's five strategic objectives for the 2017/16 MTREF and further planning refinements that have directly informed the compilation of the budget:

Table 20 IDP Strategic Objectives

2016/17 MTREF	
1.	Ensuring Environmental Integrity for the West Coast
2.	Pursuing economic growth and the facilitation of job opportunities
3.	Promoting the social wellbeing of the community
4.	Providing essential bulk services to the district
5.	Ensuring good governance and financial viability

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

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

1. Ensuring Environmental Integrity for the West Coast:
 - Implement an integrated environmental programme;
 - Implement the air quality management plan;
 - Carrying forward the disaster management plan; and
 - Climate change strategy to be developed.
2. Pursuing economic growth and the facilitation of job opportunities:
 - Review of spatial development framework providing a framework;
 - Implementation of the regional economic development strategy;
 - Technical and capacity support to B-Municipalities;
 - Revision and updating in collaboration with economic development partners; and
 - Support regional investment promotion.
3. Promoting the social wellbeing of the community:
4. Providing essential bulk services to the district:
 - Use and update the master plan for bulk water system.
5. Ensuring good governance and financial viability:
 - Strategic human resource and building of human capital (internally);
 - Corporate training and development in the district;
 - Employee wellness and assistance programme; and
 - Each post is linked to a full job description.

In line with the MSA, the IDP constitutes a single, inclusive strategic plan for the municipality. The five-year programme responds to the development challenges and opportunities faced by the municipality by identifying the key performance areas to achieve the five the strategic objectives mentioned above.

Lessons learned with previous IDP revision and planning cycles as well as changing environments were taken into consideration in the compilation of the IDP, including:

- Strengthening the analysis and strategic planning processes of the municipality;
- Ensuring better coordination through a programmatic approach and attempting to focus the budgeting process through planning interventions; and
- Strengthening performance management and monitoring systems in ensuring the objectives and deliverables are achieved.

The 2016/17 MTREF has therefore been directly informed by the IDP revision process and the following tables provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

1.10 Measurable performance objectives and indicators

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

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

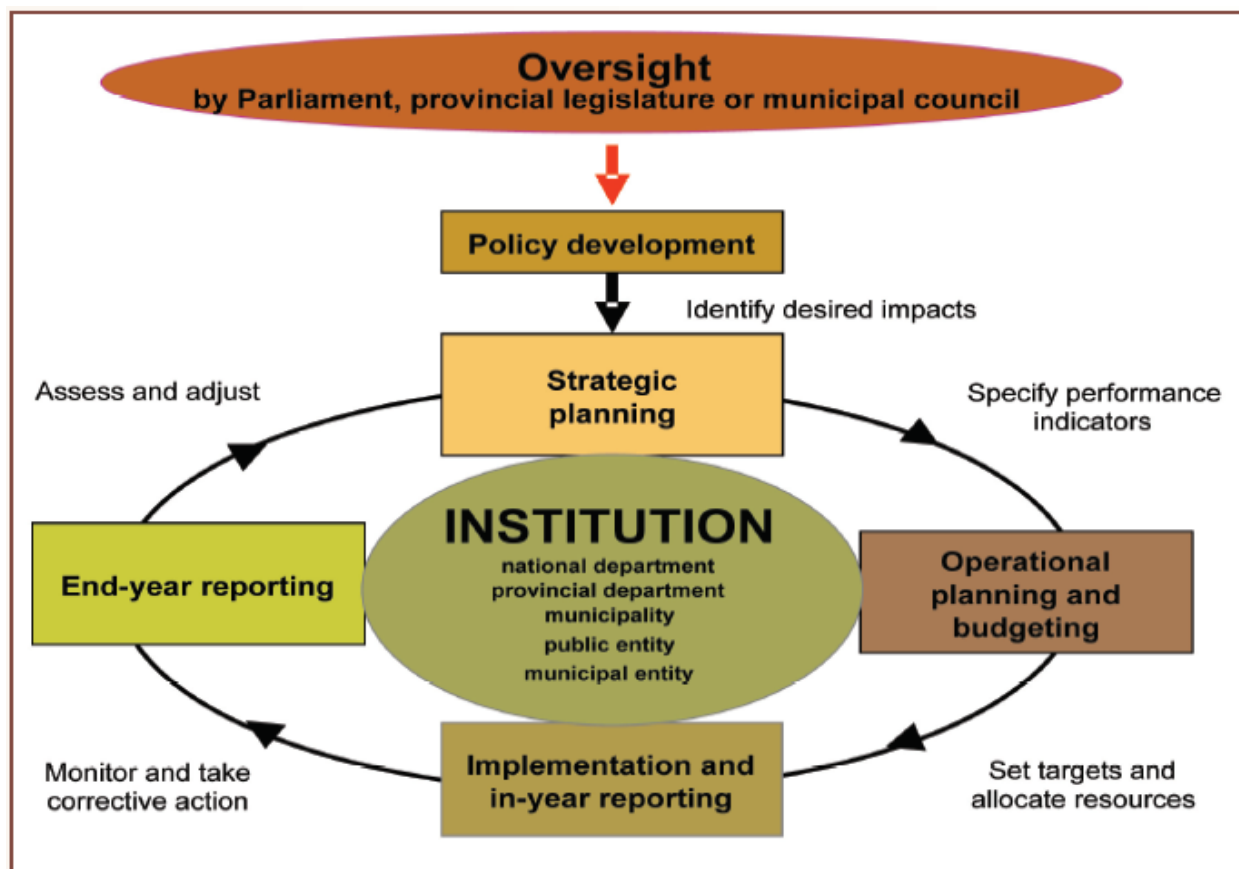


Figure 4 Planning, budgeting and reporting cycle

The performance of the municipality relates directly to the extent to which it has achieved success in realising its goals and objectives, complied with legislative requirements and meeting

stakeholder expectations. The municipality therefore has adopted one integrated performance management system which encompasses:

- Planning (setting goals, objectives, targets and benchmarks);
- Monitoring (regular monitoring and checking on the progress against plan);
- Measurement (indicators of success);
- Review (identifying areas requiring change and improvement);
- Reporting (what information, to whom, from whom, how often and for what purpose); and
- Improvement (making changes where necessary).

The performance information concepts used by the municipality in its integrated performance management system are aligned to the **Framework of Managing Programme Performance Information** issued by the National Treasury:

The following table provides the main measurable performance objectives the municipality undertakes to achieve this financial year.

Table 24 MBRR Table SA7 – Measureable performance objectives

DC1 West Coast - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Vote 1 - Community Services										
Function 1 - Environmental Protection										
Take quarterly samples of bacterial levels of potable water in towns, farms and communities within in the district during the 2016/17 financial	Number of samples taken and monitored	969	1049	1027	800	800	800	800	800	800
Take quarterly samples in terms of Foodstuffs, Cosmetics and Disinfectants Act during the 2016/17 financial year	Number of samples taken and monitored	1345	1285	1119	1080	1080	1080	1080	1080	1080
Take quarterly samples regarding bacterial levels in final sewerage effluent during the 2016/17 financial year	Number of samples taken and monitored	262	278	275	210	210	210	210	210	210
Function 2 - Public Safety										
Review and submit the Fire Master Plan to Council by the end of May 2017	Fire Master Plan reviewed and submitted	1	1	1	1	1	1	1	1	1
Review and submit the Disaster Management Framework to Council by the end of May 2017	Disaster Management Framework reviewed and submitted	1	1	1	1	1	1	1	1	1
Function 3 - Planning and Development										
Create full time equivalent (FTE's) through expenditure with the EPWP job creation by 30 June 2017	Number of full time equivalent (FTE's) created by 30 June 2017	New performance indicator from 2013/14	53	30	30	30	30	30	30	30

Table 24 MBRR Table SA7 - Measurable performance objectives (Continued)

DC1 West Coast - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Vote 2 - Subsidised Services										
Function 1 - Finance and Administration										
The percentage of the municipal capital budget actually spent on capital projects by 30 June 2017 ((Actual amount spent on projects /Total amount budgeted for capital projects)X100)	% of capital budget spent	New performance indicator from 2014/15		101%	95%	95%	95%	95%	95%	95%
Number of people from employment equity target groups to be appointed by 30 June 2017 in the three highest levels of management in compliance with the municipality's approved employment equity plan	Number of people appointed in the three highest levels of management	New performance indicator from 2014/15		0	1	1	1	1	1	1
The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2017 ((Actual amount spent on training/total personnel budget)X100)	% of the municipality's personnel budget actually spent on implementing its workplace skills plan	New performance indicator from 2014/15		1%	1%	1%	1%	1%	1%	1%
Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2017 ((Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Debts) X100)	% of debt coverage	98.75%	100%	37.15%	95%	95%	95%	45%	45%	45%
Financial viability measured in terms of the outstanding service debtors as at 30 June 2017 ((Total outstanding service debtors/ revenue received for services)X100)	% of outstanding service debtors	12.57%	2%	3.98%	5%	5%	5%	5%	5%	5%
Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2017 (Available cash+ investments)/ Monthly fixed operating expenditure)	Number of months it takes to cover fix operating expenditure with available cash	70%	100%	844%	3	3	3	3	3	3
Limit the vacancy rate to less than 15% of budgeted posts by 30 June 2017 ((Number of budgeted posts filled/Number of budgeted posts on the organogram)x100)	% Vacancy rate	6.75%	15.52%	14%	15%	15%	15%	15%	15%	15%
Function 2 -Executive and Council										
Review the risk management policy strategy with the implementation plan and submit to the risk committee by 31 March 2017	Reviewed risk management policy strategy with implementation plan	1	1	1	1	1	1	1	1	1
Compile the risk based audit plan and submit to the Audit Committee for consideration by 30 June 2017	RBAP submitted to Audit Committee	1	1	1	1	1	1	1	1	1
Submit progress reports on the implementation of the RBAP to the Audit Committee during the 2016/17 financial year	Number of progress reports submitted	New performance indicator from 2014/15		32	5	5	5	5	5	5
Co-ordinate the functioning of the audit committee during the 2016/17 financial year	Number of meetings held	7	4	6	4	4	4	4	4	4
Perform quarterly risk assessments per the Risk Implementation Plan and submit report with amendments to the risk committee during the 2016/17 financial year	Number of risk assessments performed	4	1	4	4	4	4	4	4	4
Initiate the meeting of the District coordinating forum (Technical) during the 2016/17 financial year	Number of meetings initiated	4	4	4	4	4	4	4	4	4
Function 3 -Community and Social Services										
Draft the annual consolidated operational plan for social development interventions in the district and submit to MAYCO for approval by 30 September 2016	Consolidated operational plan for social development interventions in the district drafted and	1	1	1	1	1	1	1	1	1
Function 4 -Planning and Development										
Host 8 workshops to promote skills development and support the Tourism SMME business sector by 30 June 2017	Number of workshops hosted	13	12	8	8	8	8	8	8	8
Carry out 24 tourism promotional activities in the print and other media by 30 June 2017	Number of activities	17	46	71	24	24	24	24	24	24
Assist 12 Tourism BEE entrepreneurs with starting and growing businesses e.g. research, business plans and skills development by 30	Number of tourism BEE entrepreneurs assisted	18	24	24	12	12	12	12	12	12

Table 24 MBRR Table SA7 - Measurable performance objectives will be attached as an appendix. (Continued)

DC1 West Coast - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Vote 5 - Trading Services										
Function 1 - Water Management										
Comply 100% with water quality parameters as per SANS 241 physical and micro parameters for West Coast Bulk Water Supply during the 2016/17 financial year	% compliance with the water quality parameters	100%	100%	100%	100%	100%	100%	100%	100%	100%
Limit average % water loss for last 12 months to less than 10% ((Number of Kiloliters Water Purchased or Purified - Number of Kiloliters Water Sold) / Number of Kiloliters Water Purchased or Purified × 100)	% average water loss for last 12 months ((Number of Kiloliters Water Purchased or Purified - Number of Kiloliters Water Sold) / Number of Kiloliters Water Purchased or Purified × 100)	New performance indicator from 2013/14	5.5%	5.12%	7.5%	7.5%	7.5%	10%	10%	
95% of the water capital budget spent by 30 June 2017 ((Actual expenditure divided by the total approved budget) × 100)	% of budget spent	99.50%	104%	98.40%	95%	95%	95%	95%	95%	
Vote 6 - Agencies										
Function 1 - Road Transport										
Create temporary job opportunities with man days paid through capital projects by 30 June 2017	Number of man days paid	New performance indicator from 2012/14	992	7763	1100	1100	1100	1000	1000	1000
95% of the provincial roads conditional grant budget allocation spent by 30 June 2017 ((Total expenditure divided by the total approved budget) × 100)	% of the budget spent	New performance indicator from 2012/14	109%	99.57%	100.0%	100.0%	100.0%	95%	95%	95%
Kilometers of road graded as per planned schedule of 16000 kilometers per year by 30 June 2017	Number of kilometers graded	18090	18222	17623	16000	16000	16000	16000	16000	16000
Re-gravel 57.11 kilometers of roads by 30 June 2017	Number of kilometers of road re-graveled	New performance indicator from 2015/16			32.78	32.78	32.78	57.11	57.11	57.11
Upgrade 10.89 kilometers of roads from gravel to bitumen surface by 30 June 2017	Number of kilometers of road upgraded from gravel to bitumen	New performance indicator from 2015/16			2.95	2.95	2.95	10.26	10.26	10.26
Reseal 26.8 kilometers of surfaced roads by 30 June 2017	Number of kilometers of road resealed	New performance indicator from 2015/16			13.94	13.94	13.94	31.4	31.4	31.4
Rehabilitate 2 kilometers of existing roads by 30 June 2017	Number of kilometers rehabilitated	New performance indicator for 2016/17						2	2	2
Complete 3 road concrete structures by 30 June 2017	Number of concrete structures completed	New performance indicator for 2016/17						3	3	3

The following table sets out the municipalities main performance objectives and benchmarks for the 2016/17 MTREF.

Table 25 MBRR Table SA8 - Performance indicators and benchmarks

DC1 West Coast - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<u>Borrowing Management</u>											
Credit Rating		A-	A-	A-	A-	A-	A-	A-			
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	4.3%	9.5%	8.3%	7.5%	6.9%	7.1%	7.1%	7.2%	5.4%	3.8%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	6.2%	11.4%	9.8%	9.8%	8.8%	8.6%	8.6%	9.5%	7.4%	5.3%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	52.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<u>Safety of Capital</u>											
Gearing	Long Term Borrowing/ Funds & Reserves	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<u>Liquidity</u>											
Current Ratio	Current assets/current liabilities	4.2	4.2	4.1	5.0	5.0	3.8	3.8	2.6	2.7	3.0
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	4.2	4.2	4.1	5.0	5.0	3.8	3.8	2.6	2.7	3.0
Liquidity Ratio	Monetary Assets/Current Liabilities	3.8	3.7	3.8	4.7	4.7	3.6	3.6	2.4	2.5	2.8
<u>Revenue Management</u>											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	7.1%	11.0%	9.8%	2.6%	2.4%	2.4%	2.4%	7.8%	8.8%	8.6%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<u>Creditors Management</u>											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA' s 65(e))	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Creditors to Cash and Investments		14.9%	15.0%	14.4%	8.6%	8.6%	16.6%	16.6%	29.0%	25.6%	24.1%
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<u>Other Indicators</u>											
Electricity Distribution Losses (2)	Total Volume Losses (kW)	0	0	0	0	0	0	0	0	0	0
	Total Cost of Losses (Rand '000)	-	-	-	-	-	-	-	-	-	-
	% Volume (units purchased and generated less units sold)/units purchased and generated	-	-	-	-	-	-	-	-	-	-
Water Distribution Losses (2)	Total Volume Losses (kℓ)	1 098	1 235	1 835	1 235	1 235	1 235	1 235	1 235	1 235	1 235
	Total Cost of Losses (Rand '000)	3721841	4691951	3201126	3201126	3201126	3201126	3201126	3201126	3201126	3201126
	% Volume (units purchased and generated less units sold)/units purchased and generated	0	0	0	0	0	0	0	0	0	0
Employee costs	Employee costs/(Total Revenue - capital revenue)	44.3%	40.5%	39.6%	45.5%	42.0%	39.9%	39.9%	45.9%	51.9%	51.5%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	46.1%	42.3%	41.3%	47.3%	43.6%	41.4%	41.4%	47.9%	53.9%	53.5%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	10.3%	14.7%	17.2%	12.1%	19.0%	18.1%	18.1%	17.6%	14.8%	14.6%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	9.3%	7.7%	7.1%	7.3%	6.7%	6.4%	6.4%	6.9%	2.2%	2.2%
<u>IDP regulation financial viability indicators</u>											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	7.7	7.9	10.9	11.3	11.3	11.3	11.6	9.9	10.2	10.8
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	20.0%	22.0%	14.8%	7.7%	7.7%	7.7%	7.7%	9.9%	12.9%	13.0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	8.2	8.9	9.3	6.8	6.2	7.1	7.1	7.4	7.5	6.7

1.10.1 Performance indicators and benchmarks

1.10.1.1 Borrowing Management

Capital expenditure in local government can be funded by capital grants, own-source revenue and long term borrowing. The ability of a municipality to raise long term borrowing is largely dependent on its creditworthiness and financial position.

1.10.1.2 Liquidity

- For the 2016/17 MTREF the current ratio is 2.6
- *The liquidity ratio* is a measure of the ability of the municipality to utilize cash and cash equivalents to extinguish or retire its current liabilities immediately. Ideally the municipality should have the equivalent cash and cash equivalents on hand to meet at least the current liabilities, which should translate into a liquidity ratio of 1. Anything below 1 indicates a shortage in cash to meet creditor obligations.

1.10.1.3 Revenue Management

- As part of the financial sustainability strategy, an aggressive revenue management framework has been implemented to increase cash inflow. The intention of the strategy is to streamline the revenue value chain by ensuring accurate billing, customer service, and credit control and debt collection.

1.10.1.4 Creditors Management

- The municipality has managed to ensure that creditors are settled within the legislated 30 days of invoice. This has had a favorable impact on suppliers' perceptions of risk of doing business with the municipality.

1.10.1.5 Other Indicators

- The water distribution losses have been 7.04 per cent in 2014/15. It is planned to further reduce distribution losses in 2016/17.
- Employee costs as a percentage of operating revenue continues to be stable over the MTREF.
- Repairs and maintenance as percentage of operating revenue is also decreasing owing directly to the costing method adopted for agency services.

1.10.2 Providing clean water

The municipality provides bulk water services provider to Local Municipalities as well as 876 farmers. The Municipality's bulk water needs are provided by the Department of Water Affairs and Forestry in the form of raw water.

The Department of Water Affairs conducts a bi-annual performance rating of water treatment works within this district, presenting a Blue Drop award for water treatment works that meet certain criteria of excellence.

1.11 Overview of budget related-policies

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

1.11.1 Review of credit control and debt collection procedures/policies

The credit and debt collection Policy was reviewed in 2015. While the adopted policy is credible, sustainable, manageable and informed by affordability and value for money there has been a need to review certain components to achieve a higher collection rate.

The 2016/17 MTREF has been prepared on the basis of achieving an average debtors' collection rate of 98 per cent on current billings.

1.11.2 Asset Management Policy

A proxy for asset consumption can be considered the level of depreciation each asset incurs on an annual basis. Preserving the investment in new infrastructure needs to be considered a significant strategy in ensuring the future sustainability of infrastructure and the municipality's revenue base. Within the framework, the need for new assets was considered a priority and hence the capital programme was determined based on new asset construction.

The Asset Management Policy is therefore considered a strategic guide in ensuring a sustainable approach to new assets as well as asset renewal, repairs and maintenance. In addition the policy prescribes the accounting and administrative policies and procedures relating to property, plant and equipment (fixed assets).

1.11.3 Supply Chain Management Policy

The Supply Chain Management Policy was adopted by Council in September 2005. An amended policy was considered by Council in August 2014.

1.11.4 Cash Management and Investment Policy

The aim of the policy is to ensure that the municipality's surplus cash and investments are adequately managed, especially the funds set aside for the cash backing of certain reserves. The policy details the minimum cash and cash equivalents required at any point in time and introduce time frames to achieve certain benchmarks.

1.11.5 Tariff Policies

The municipality's tariff policies provide a broad framework within which the Council can determine fair, transparent and affordable charges that also promote sustainable service delivery.

All the above policies are available on the municipality's website, as well as other budget related policies:

1.12 Overview of budget assumptions

1.12.1 External factors

Due to the below inflation increase in the equitable share allocation the municipality has declining cash inflows, which has necessitated restrained expenditure to ensure that cash outflows remain within the affordability parameters of the municipality's finances.

1.12.2 General inflation outlook and its impact on the municipal activities

There are five key factors that have been taken into consideration in the compilation of the 2016/17 MTREF:

- National Government macro-economic targets;
- The general inflationary outlook;
- The impact of municipal cost drivers;
- The increase in prices for bulk water; and
- The increase in the cost of remuneration. Employee related costs comprise 45.68 per cent of total operating expenditure in the 2016/17 MTREF.

1.12.3 Credit rating outlook

Table 26 Credit rating outlook

Security class	Currency	Rating	Annual rating 2015/16	Previous Rating
Short term	Rand	A1	Des 2015	A1
Long-term	Rand	A	Des 2015	A
Outlook	Rand	Stable	Des 2015	Stable

1.12.4 Interest rates for borrowing and investment of funds

The MFMA specifies that borrowing can only be utilised to fund capital or refinancing of borrowing in certain conditions. The municipality's borrowing will decrease over the MTREF.

1.12.5 Collection rate for revenue services

The base assumption is that tariff and rating increases will increase at a rate slightly higher than CPI over the long term. It is also assumed that current economic conditions, and relatively controlled inflationary conditions, will continue for the forecasted term.

The rate of revenue collection is currently expressed as a percentage (98 per cent) of annual billings. Cash flow is assumed to be 100 per cent of billing.

1.12.6 Salary increases

The assumption is that for the three years an across the board increase of 8 per cent is allowed.

1.12.7 Impact of national, provincial and local policies

Integration of service delivery between national, provincial and local government is critical to ensure focussed service delivery and in this regard various measures were implemented to align IDPs, provincial and national strategies around priority spatial interventions. In this regard, the following national priorities form the basis of all integration initiatives:

- Creating jobs;
- Enhancing education and skill development;
- Improving Health services;
- Firefighting services; and
- Fighting corruption.

To achieve these priorities integration mechanisms are in place to ensure integrated planning and execution of various development programs. The focus will be to strengthen the link between policy priorities and expenditure thereby ensuring the achievement of the national, provincial and local objectives.

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

It is estimated that a spending rate of at least 95 per cent is achieved on operating expenditure and 100 per cent on the capital programme for the 2016/17 MTREF of which performance has been factored into the cash flow budget.

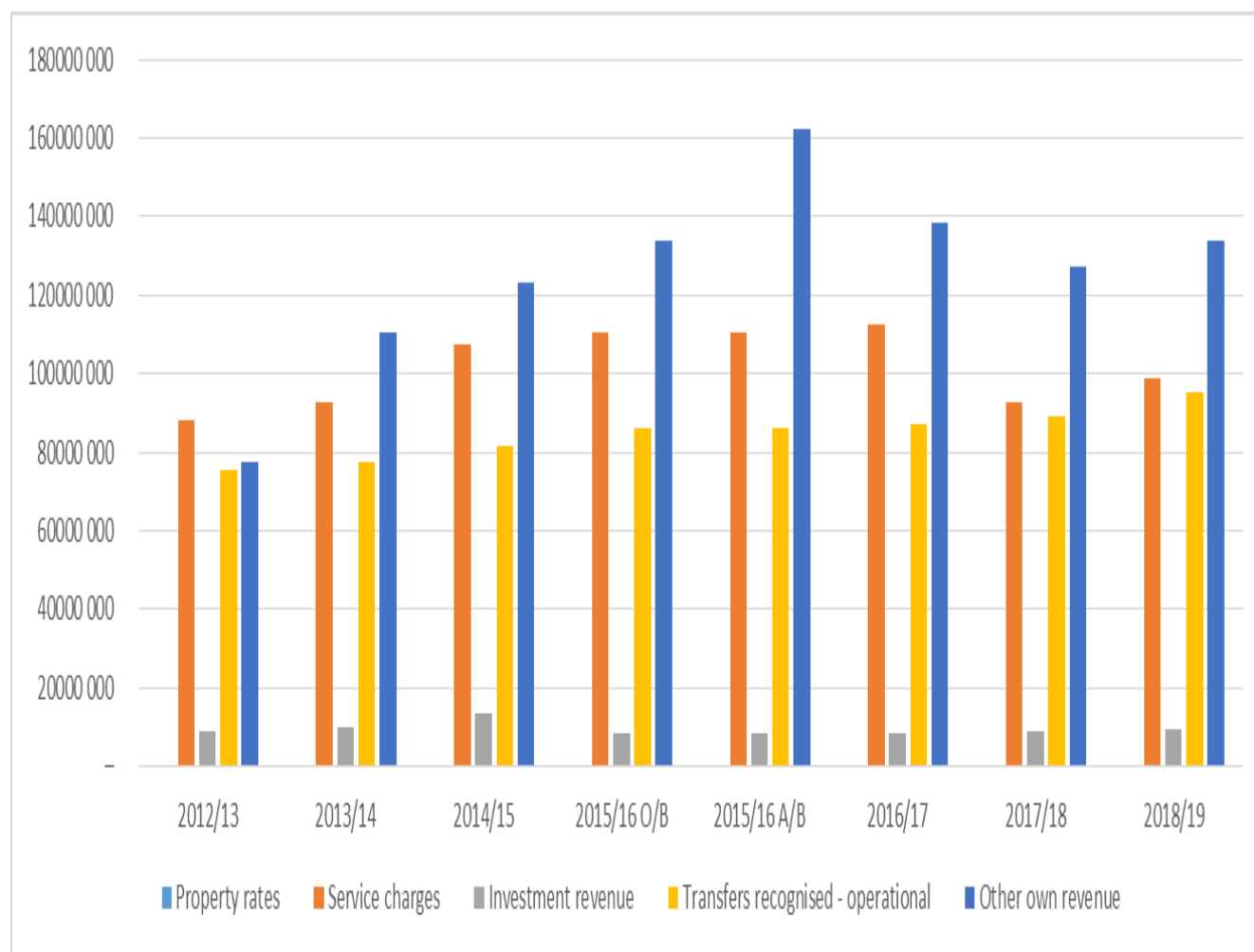
1.13 Overview of budget funding

1.13.1 Medium-term outlook: operating revenue

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

Table 27 Breakdown of the operating revenue over the medium-term

Description	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Financial Performance										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	88 353	92 630	107 439	110 708	110 708	110 708	110 708	112 744	92 507	98 820
Investment revenue	8 899	10 025	13 526	8 250	8 250	8 250	8 250	8 663	9 096	9 550
Transfers recognised - operational	75 641	77 567	81 347	86 057	86 332	86 332	86 332	87 024	88 939	95 070
Other own revenue	77 573	110 648	122 948	133 684	162 505	162 505	162 505	138 303	127 485	133 679
Total Revenue (excluding capital transfers and contributions)	250 466	290 870	325 259	338 699	367 795	367 795	367 795	346 734	318 026	337 119

Figure 5 Breakdown of operating revenue over the 2015/16 MTREF

Tariff setting plays a major role in ensuring desired levels of revenue. Getting tariffs right assists in the compilation of a credible and funded budget. The municipality derives most of its operational revenue from bulk water services; agency services (Roads), operating grants from organs of state and other minor charges (such as building plan fees, licenses and permits etc.)

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

- Growth in the municipality and economic development;
- Revenue management and enhancement;
- Achievement of a 100 per cent annual collection rate for consumer revenue;
- National Treasury guidelines;
- Achievement of full cost recovery of specific user charges;
- Determining tariff escalation rate by establishing/calculating revenue requirements.

The above principles guide the annual increase in the tariffs charged to the consumers and aligned to the economic forecasts.

The proposed tariff increases for the 2016/17 MTREF on the different revenue categories are:

Table 28 Proposed tariff increases over the medium-term

Revenue category	2016/17 proposed tariff increase	2017/18 proposed tariff increase	2018/19 proposed tariff increase	2016/17 additional revenue for each 1% tariff increase	2016/17 additional revenue owing to 2% tariff increases	2016/17 Total Budgeted revenue
	%	%	%	R'000	R'000	R'000
Water	7	(16)	7	1,128	2,255	112,744
Total				1,128	2,255	112 744

Services charges relating to bulk water constitutes the biggest component of the revenue basket of the municipality totaling R112.7 million for the 2016/17 financial year and decreases to R98 million by 2018/19. For the 2015/16 financial year services charges amounts to 32 per cent of the total revenue base. This growth can mainly be attributed to the increase in the bulk prices water.

Operational grants and subsidies amount to R87 million, R88 million and R95 million for each of the respective financial years of the MTREF, or 25, 27 and 28 per cent of operating revenue.

Investment revenue contributes marginally to the revenue base with a budget allocation of R8.6 million, R9 million and R9.5 million for the respective three financial years of the 2016/17 MTREF. It should be noted that all cash are classified under cash and cash equivalents as per GRAP 24.

Table 29 Sources of capital revenue over the MTREF

DC1 West Coast - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Funded by:											
National Government		-	10,305	3,072	-	-	-	-	-	-	-
Provincial Government		-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Other transfers and grants		6,421	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	6,421	10,305	3,072	-	-	-	-	-	-	-
Public contributions & donations	5	-	-	-	-	-	-	-	-	-	-
Borrowing	6	25,679	-	-	-	-	-	-	-	-	-
Internally generated funds		13,628	7,339	13,083	8,315	8,315	8,315	8,315	11,305	4,560	4,720
Total Capital Funding	7	45,728	17,643	16,155	8,315	8,315	8,315	8,315	11,305	4,560	4,720

The above table is graphically represented as follows for the 2016/17 financial year.

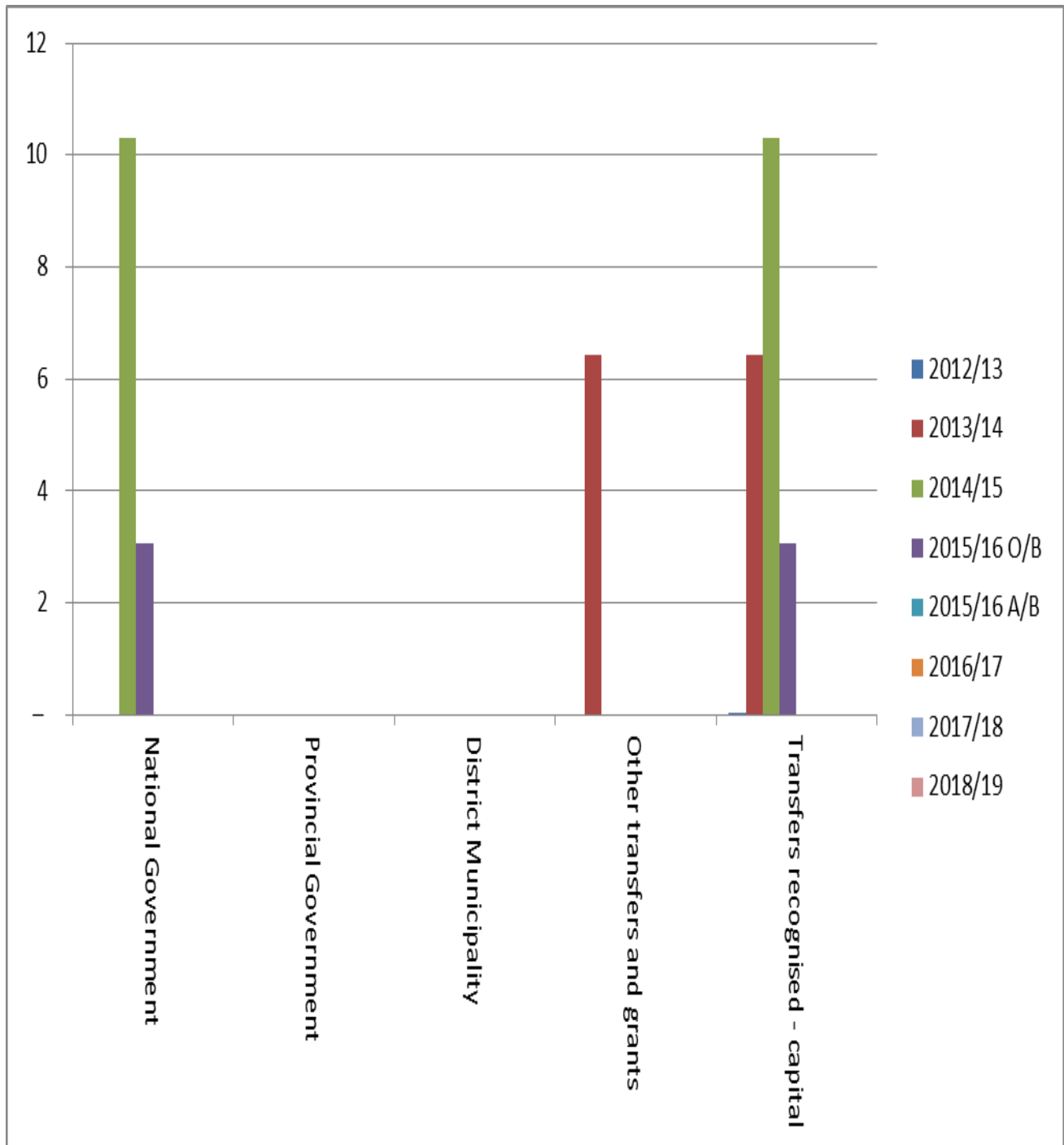


Figure 6 Sources of capital revenue for the 2016/17 financial year

Capital will be financed from internally generated funds.

The following table is a detailed analysis of the municipality's borrowing liability.

Table 30 MBRR Table SA 17 - Detail of borrowings

DC1 West Coast - Supporting Table SA17 Borrowing

Borrowing - Categorized by type R thousand	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Parent municipality										
Long-Term Loans (annuity/reducing balance)		100 756	87 616	72 738	72 714	72 714	72 714	57 221	40 217	27 364
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		-	-	-	-	-	-	-	-	-
Municipality sub-total	1	100 756	87 616	72 738	72 714	72 714	72 714	57 221	40 217	27 364
Entities										
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		-	-	-	-	-	-	-	-	-
Entities sub-total	1	-	-	-	-	-	-	-	-	-
Total Borrowing	1	100 756	87 616	72 738	72 714	72 714	72 714	57 221	40 217	27 364
Unspent Borrowing - Categorized by type										
Parent municipality										
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		-	-	-	-	-	-	-	-	-
Municipality sub-total	1	-	-	-	-	-	-	-	-	-
Entities										
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		-	-	-	-	-	-	-	-	-
Entities sub-total	1	-	-	-	-	-	-	-	-	-
Total Unspent Borrowing	1	-	-	-	-	-	-	-	-	-

The following graph illustrates the decrease in outstanding borrowing for the 2012/13 to 2018/19 period.

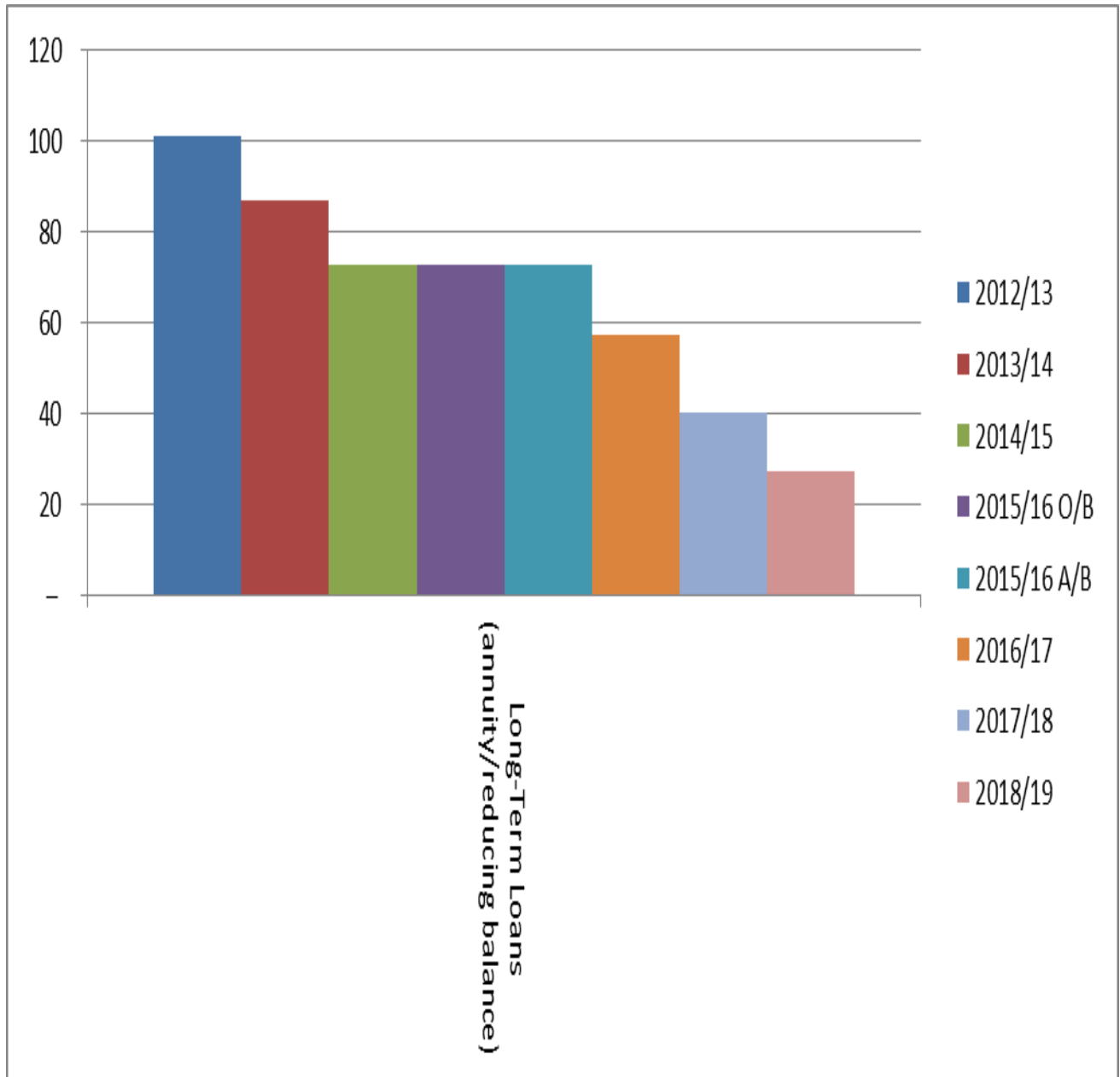


Figure 7 Growth in outstanding borrowing (long-term liabilities)

The municipality does not plan to borrow over the MTREF.

Table 31 MBRR Table SA 18 - Capital transfers and grants receipts

DC1 West Coast - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
RECEIPTS:	1, 2									
<u>Operating Transfers and Grants</u>										
National Government:		75 641	77 093	80 010	86 057	86 057	86 057	86 904	88 699	94 710
Local Government Equitable Share		70 000	72 626	75 984	80 458	80 458	80 458	82 194	84 904	87 900
Finance Management		1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 000
Municipal Systems Improvement		1 000	890	934	930	930	930	-	-	3 124
EPWP Incentive		1 063	1 000	1 000	1 000	1 000	1 000	1 036	-	-
Rural asset management system		-	-	-	2 419	2 419	2 419	2 424	2 545	2 686
Other		2 328	1 327	842	-	-	-	-	-	-
Provincial Government:		-	475	837	-	275	275	120	240	360
Finance Management		-	-	-	-	180	180	-	-	-
Finance Management		-	-	-	-	95	95	-	-	-
Finance Management Capacity Building		-	475	837	-	-	-	120	240	360
District Municipality:		-	-	-	-	-	-	-	-	-
<i>[insert description]</i>		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
<i>[insert description]</i>		-	-	-	-	-	-	-	-	-
Total Operating Transfers and Grants	5	75 641	77 567	80 847	86 057	86 332	86 332	87 024	88 939	95 070
<u>Capital Transfers and Grants</u>										
National Government:		6 421	10 305	3 571	-	-	-	-	-	-
Regional Bulk Infrastructure		6 421	10 305	3 571	-	-	-	-	-	-
Other capital transfers/grants <i>[insert desc]</i>		-	-	-	-	-	-	-	-	-
Provincial Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants <i>[insert description]</i>		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
<i>[insert description]</i>		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
<i>[insert description]</i>		-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	5	6 421	10 305	3 571	-	-	-	-	-	-
TOTAL RECEIPTS OF TRANSFERS & GRANTS		82 062	87 872	84 418	86 057	86 332	86 332	87 024	88 939	95 070

1.13.2 Cash Flow Management

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

- Clear separation of receipts and payments within each cash flow category;
- Clear separation of capital and operating receipts from government, which also enables cash from 'Ratepayers and other' to be provide for as cash inflow based on actual performance. In other words the *actual collection rate* of billed revenue., and
- Separation of borrowing and loan repayments (no set-off), to assist with MFMA compliance assessment regarding the use of long term borrowing (debt).

Table 32 MBRR Table A7 - Budget cash flow statement

DC1 West Coast - Table A7 Budgeted Cash Flows

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates, penalties & collection charges		-	-	-	-	-	-	-	-	-	-
Service charges		88 353	92 630	107 439	110 708	110 708	110 708	110 708	112 744	92 507	98 820
Other revenue		73 271	106 794	129 492	133 657	133 657	133 657	133 657	138 275	127 456	133 648
Government - operating	1	82 062	87 872	84 418	86 057	86 057	86 057	86 057	87 024	88 939	95 070
Government - capital	1	6 421	-	-	-	-	-	-	-	-	-
Interest		8 899	10 025	13 526	8 277	8 277	8 277	8 277	8 691	9 125	9 581
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		(198 315)	(245 476)	(265 199)	(307 033)	(307 033)	(291 681)	(291 681)	(319 348)	(308 376)	(326 026)
Finance charges		(10 793)	(11 818)	(10 454)	(10 664)	(10 664)	(10 131)	(10 131)	(9 299)	-	-
Transfers and Grants	1	-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		49 897	40 027	59 223	21 002	21 002	36 887	36 887	18 087	9 650	11 093
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		246	-	-	-	-	-	-	-	-	-
Decrease (Increase) in non-current debtors		-	-	-	-	-	-	-	-	-	-
Decrease (Increase) other non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		(45 728)	(17 643)	(15 779)	(8 315)	(8 315)	(8 315)	(8 315)	(11 305)	(4 560)	(4 720)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(45 482)	(17 643)	(15 779)	(8 315)	(8 315)	(8 315)	(8 315)	(11 305)	(4 560)	(4 720)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		20 581	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		-	(12 583)	(13 516)	(14 127)	(14 127)	(14 127)	(14 127)	(15 493)	(17 004)	(12 853)
NET CASH FROM/(USED) FINANCING ACTIVITIES		20 581	(12 583)	(13 516)	(14 127)	(14 127)	(14 127)	(14 127)	(15 493)	(17 004)	(12 853)
NET INCREASE/ (DECREASE) IN CASH HELD		24 996	9 802	29 929	(1 441)	(1 441)	14 444	14 444	(8 710)	(11 913)	(6 480)
Cash/cash equivalents at the year begin:	2	134 240	159 237	169 038	169 038	169 038	169 038	169 038	198 967	190 257	178 344
Cash/cash equivalents at the year end:	2	159 237	169 038	198 967	167 598	167 598	183 483	183 483	190 257	178 344	171 864

The above table shows that cash and cash equivalents of the municipality equals a positive cash balance of R159.2 million in 2012/13 to R171.8 million in 2018/19. With the 2015/16 adjustments budget various cost efficiencies and savings had to be realised to ensure the municipality could meet its operational expenditure commitments.

1.13.3 Cash Backed Reserves/Accumulated Surplus Reconciliation

This following table meets the requirements of MFMA Circular 64 which deals with the funding of a municipal budget in accordance with sections 18 and 19 of the MFMA. The table seeks to answer three key questions regarding the use and availability of cash:

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

A surplus would indicate the cash-backed accumulated surplus that was/is available. A shortfall (applications > cash and investments) is indicative of non-compliance with section 18 of the MFMA requirement that the municipality's budget must be 'funded'. Non-compliance with section 18 is assumed because a shortfall would indirectly indicate that the annual budget is not appropriately funded (budgeted spending is greater than funds available or to be collected).

Table 33 MBRR Table A8 - Cash backed reserves/accumulated surplus reconciliation

DC1 West Coast - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Cash and investments available											
Cash/cash equivalents at the year end	1	159 237	169 038	198 967	167 598	167 598	183 483	183 483	190 257	178 344	171 864
Other current investments > 90 days		-	(0)	-	-	-	-	-	-	-	-
Non current assets - Investments	1	-	-	-	-	-	-	-	-	-	-
Cash and investments available:		159 237	169 038	198 967	167 598	167 598	183 483	183 483	190 257	178 344	171 864
Application of cash and investments											
Unspent conditional transfers		1 725	472	366	-	-	-	-	-	-	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2	-	-	-	-	-	-	-	-	-	-
Other working capital requirements	3	6 487	(5 534)	(3 566)	5 728	6 652	22 537	22 537	28 736	18 357	13 125
Other provisions		71 322	68 955	64 745	77 663	77 663	77 663	77 663	80 974	89 928	100 842
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5	-	-	-	-	-	-	-	-	-	-
Total Application of cash and investments:		79 534	63 893	61 545	83 391	84 315	100 200	100 200	109 709	108 286	113 967
Surplus(shortfall)		79 703	105 146	137 422	84 207	83 283	83 283	83 283	80 547	70 058	57 897

From the above table it can be seen that the cash available total R80 million in the 2016/17 financial year and progressively decreases to R57 million by 2017/18. The following is a breakdown of the application of this funding:

- Unspent conditional transfers (grants) are automatically assumed to be an obligation as the municipality has received government transfers in advance of meeting the

conditions. Ordinarily, unless there are special circumstances, the municipality is obligated to return unspent conditional grant funds to the national revenue fund at the end of the financial year. In the past these have been allowed to 'roll-over' and be spent in the ordinary course of business, but this practice has been discontinued.

- There is no unspent borrowing from the previous financial years. In terms of the municipality's Borrowing and Investments Policy, borrowings are only drawn down once the expenditure has been incurred against the particular project. Unspent borrowing is ring-fenced and reconciled on a monthly basis to ensure no unnecessary liabilities are incurred.
- Against other provisions an amount R80 million has been provided for the 2016/17 financial year and these increases to R100 million by 2018/19. This liability is informed by, amongst others, the supplementary pension liability.

It can be concluded that the municipality has a surplus against the cash backed and accumulated surpluses reconciliation. The 2016/17 MTREF has been informed by ensuring the financial plan meets the minimum requirements of the MFMA.

The following graph supplies an analysis of the activities relating cash and cash equivalent over a seven year perspective.

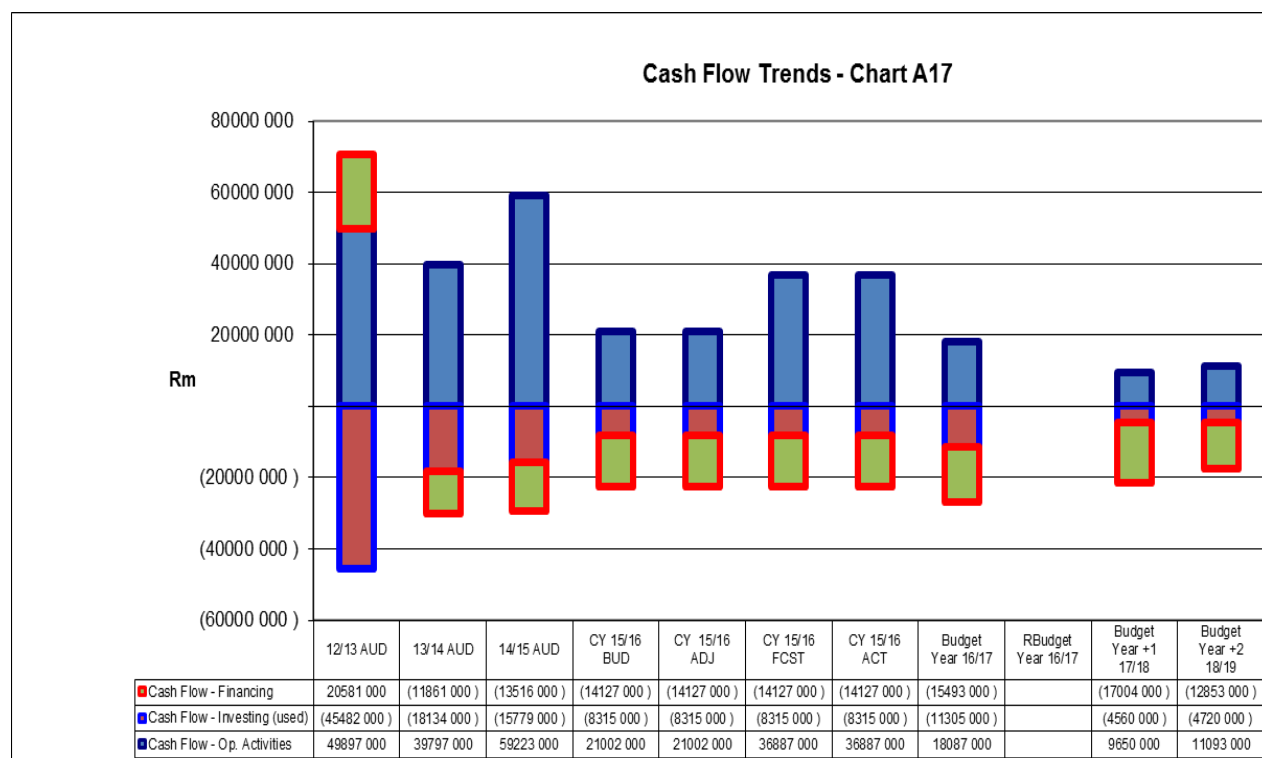


Figure 8 Cash and cash equivalents activities

1.13.4 Funding compliance measurement

National Treasury requires that the municipality assess its financial sustainability against fourteen different measures that look at various aspects of the financial health of the municipality. These measures are contained in the following table. All the information comes

directly from the annual budgeted statements of financial performance, financial position and cash flows. The funding compliance measurement table essentially measures the degree to which the proposed budget complies with the funding requirements of the MFMA. Each of the measures is discussed below.

Table 34 MBRR SA10 – Funding compliance measurement

DC1 West Coast Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Funding measures												
Cash/cash equivalents at the year end - R'000	18(1)b	1	159 237	169 038	198 967	167 598	167 598	183 483	183 483	190 257	178 344	171 864
Cash + investments at the yr end less applications - R'000	18(1)b	2	79 703	105 146	137 422	84 207	83 283	83 283	83 283	80 547	70 058	57 897
Cash year end/monthly employee/supplier payments	18(1)b	3	8.2	8.9	9.3	6.8	6.2	7.1	7.1	7.4	7.5	6.7
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	5 858	45 631	38 287	6 117	6 117	24 255	24 255	2 683	1 814	2 865
Service charge rev. % change - macro CPIX target exclusive	18(1)a,(2)	5	N.A.	(1.2%)	10.0%	(3.0%)	(6.0%)	(6.0%)	(6.0%)	(4.2%)	(24.0%)	0.8%
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	97.4%	98.1%	102.8%	100.0%	89.4%	89.4%	89.4%	100.0%	100.0%	100.0%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	0.0%	0.0%	0.3%	0.7%	0.7%	0.6%	0.6%	0.7%	0.9%	0.9%
Capital payments % of capital expenditure	18(1)c:19	8	100.0%	100.0%	97.7%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	52.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10								100.1%	100.3%	100.4%
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	18.2%	(22.0%)	(46.3%)	0.0%	0.0%	0.0%	31.2%	7.7%	7.9%
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	0.0%	39.4%	(100.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
R&M % of Property Plant & Equipment	20(1)(vi)	13	7.5%	12.2%	15.9%	11.9%	20.2%	19.2%	17.6%	17.8%	13.9%	14.6%
Asset renewal % of capital budget	20(1)(vi)	14	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

1.13.4.1 Cash/cash equivalent position

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

The forecasted cash and cash equivalents for the 2016/17 MTREF shows R190 million, R177 million and R171 million for each respective financial year.

1.13.4.2 Cash less application of funds

The purpose of this measure is to understand how the municipality has applied the available cash as identified in the budgeted cash flow statement. The detail reconciliation of the cash backed reserves/surpluses is contained in Table 17, on page 36. The reconciliation is intended to be a relatively simple methodology for understanding the budgeted amount of cash and investments available with any planned or required applications to be made. This has been extensively discussed above.

1.13.4.3 Monthly average payments covered by cash or cash equivalents

The purpose of this measure is to understand the level of financial risk should the municipality be under stress from a collection and cash in-flow perspective. Regardless of the annual cash position an evaluation should be made of the ability of the municipality to meet monthly payments as and when they fall due. Notably, the ratio is steady.

1.13.4.4 Surplus/deficit

The main purpose of this measure is to understand if the revenue levels are sufficient to conclude that the community is making a sufficient contribution for the municipal resources consumed each year. For the 2016/17 MTREF the indicative outcome is a surplus of R2.6 million.

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

1.13.4.5 Cash receipts as a percentage of ratepayer and other revenue

This factor is a macro measure of the rate at which funds are 'collected'. This measure is intended to analyze the underlying assumed collection rate for the MTREF to determine the relevance and credibility of the budget assumptions contained in the budget. It can be seen that the outcome is at 100 per cent for each of the respective financial years. Given that the assumed collection rate was based on a 98 per cent performance target, the cash flow statement has been conservatively determined. Should performance with the mid-year review and adjustments, be positive in relation to actual collections of billed revenue, the adjustments budget will be amended accordingly.

1.13.4.6 Debt impairment expense as a percentage of billable revenue

This factor measures whether the provision for debt impairment is being adequately funded and is based on the underlying assumption that the provision for debt impairment has to be increased to offset under-collection of billed revenues. Considering the municipality is a bulk water supplier to local municipalities this ratio is less than 0%.

1.13.4.7 Capital payments percentage of capital expenditure

The purpose of this measure is to determine whether the timing of payments has been taken into consideration when forecasting the cash position. The municipality aims to keep this as low as possible through strict compliance with the legislative requirement that debtors be paid within 30 days.

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

The purpose of this measurement is to determine the proportion of a municipality's 'own-funded' capital expenditure budget that is being funded from borrowed funds to confirm MFMA compliance. Externally funded expenditure (by transfers/grants and contributions) has been excluded. It can be seen that borrowing equates to 0 per cent of own funded capital.

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

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

1.13.4.10 Consumer debtors change (Current and Non-current)

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

1.13.4.11 Repairs and maintenance expenditure level

This measure must be considered important within the context of the funding measures criteria because a trend that indicates insufficient funds are being committed to asset repair could also indicate that the overall budget is not credible and/or sustainable in the medium to long term because the revenue budget is not being protected. Details of the municipality's strategy pertaining to asset management and repairs and maintenance are contained in Table 49 MBRR SA34c on page 84.

1.14 Expenditure on grants and reconciliations of unspent funds

Table 35 MBRR SA19 - Expenditure on transfers and grant programs

DC1 West Coast - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
EXPENDITURE:										
<u>Operating expenditure of Transfers and Grants</u>										
National Government:		75 641	77 093	80 010	86 057	86 057	86 057	86 904	88 699	94 710
Local Government Equitable Share		70 000	72 626	75 984	80 458	80 458	80 458	82 194	84 904	87 900
Finance Management		1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 000
Municipal Systems Improvement		1 000	890	934	930	930	930	-	-	3 124
EPWP Incentive		1 063	1 000	1 000	1 000	1 000	1 000	1 036	-	-
Rural asset management system		-	-	-	2 419	2 419	2 419	2 424	2 545	2 686
		-	-	-	-	-	-	-	-	-
Other		2 328	1 327	842	-	-	-	-	-	-
Provincial Government:		-	475	837	-	275	275	120	240	360
Finance Management		-	-	-	-	180	180	-	-	-
Finance Management		-	-	-	-	95	95	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Finance Management Capacity Building		-	475	837	-	-	-	120	240	360
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Total operating expenditure of Transfers and Grants		75 641	77 567	80 847	86 057	86 332	86 332	87 024	88 939	95 070
<u>Capital expenditure of Transfers and Grants</u>										
National Government:		6 421	10 305	3 571	-	-	-	-	-	-
Regional Bulk Infrastructure		6 421	10 305	3 571	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]		-	-	-	-	-	-	-	-	-
Provincial Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Total capital expenditure of Transfers and Grants		6 421	10 305	3 571	-	-	-	-	-	-
TOTAL EXPENDITURE OF TRANSFERS AND GRAN		82 062	87 872	84 418	86 057	86 332	86 332	87 024	88 939	95 070

Table 36 MBRR SA 20 - Reconciliation between of transfers, grant receipts and unspent funds

DC1 West Coast - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
R thousand										
Operating transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		75 641	77 093	80 509	81 374	81 374	81 374	86 904	88 699	94 710
Conditions met - transferred to revenue		75 641	77 093	80 509	81 374	81 374	81 374	86 904	88 699	94 710
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
Provincial Government:										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		-	475	837	615	890	890	120	240	360
Conditions met - transferred to revenue		-	475	837	615	890	890	120	240	360
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
District Municipality:										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		-	-	-	-	-	-	-	-	-
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
Other grant providers:										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		-	-	-	4 069	4 069	4 069	-	-	-
Conditions met - transferred to revenue		-	-	-	4 069	4 069	4 069	-	-	-
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
Total operating transfers and grants revenue		75 641	77 567	81 347	86 057	86 332	86 332	87 024	88 939	95 070
Total operating transfers and grants - CTBM	2	-	-	-	-	-	-	-	-	-
Capital transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		6 421	10 305	3 072	-	-	-	-	-	-
Conditions met - transferred to revenue		6 421	10 305	3 072	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
Provincial Government:										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		-	-	-	-	-	-	-	-	-
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
District Municipality:										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		-	-	-	-	-	-	-	-	-
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
Other grant providers:										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		-	-	-	-	-	-	-	-	-
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
Total capital transfers and grants revenue		6 421	10 305	3 072	-	-	-	-	-	-
Total capital transfers and grants - CTBM	2	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS REVENUE		82 062	87 872	84 418	86 057	86 332	86 332	87 024	88 939	95 070
TOTAL TRANSFERS AND GRANTS - CTBM		-	-	-	-	-	-	-	-	-

1.15 Councillor and employee benefits

Table 37 MBRR SA22 - Summary of councillor and staff benefits

DC1 West Coast - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration R thousand	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
		A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)	1									
Basic Salaries and Wages		3 158	4 280	3 529	4 095	4 095	3 890	4 889	4 462	4 685
Pension and UIF Contributions		438	157	245	286	286	272	374	322	338
Medical Aid Contributions		-	-	114	83	83	79	118	124	130
Motor Vehicle Allowance		878	410	482	560	560	532	547	457	479
Cellphone Allowance		183	180	222	263	263	249	360	324	340
Housing Allowances		-	-	-	-	-	-	-	-	-
Other benefits and allowances		34	18	668	644	644	612	660	693	728
Sub Total - Councillors		4 691	5 045	5 260	5 931	5 931	5 635	6 947	6 381	6 701
% increase	4		7.6%	4.3%	12.8%		(5.0%)	23.3%	(8.1%)	5.0%
Senior Managers of the Municipality	2									
Basic Salaries and Wages		3 913	4 068	4 332	4 596	4 596	4 366	5 260	5 680	6 135
Pension and UIF Contributions		198	325	340	370	370	351	102	111	119
Medical Aid Contributions		62	110	117	115	115	109	133	144	155
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		192	170	246	326	326	310	263	284	307
Motor Vehicle Allowance	3	382	414	462	338	338	321	463	500	540
Cellphone Allowance	3	78	64	81	61	61	58	81	87	94
Housing Allowances	3	-	-	-	-	-	-	-	-	-
Other benefits and allowances	3	-	17	0	36	36	34	-	-	-
Payments in lieu of leave	3	83	-	-	-	-	-	-	-	-
Long service awards	3	-	-	72	-	-	-	110	-	-
Post-retirement benefit obligations	6	-	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Municipality		4 906	5 168	5 650	5 841	5 841	5 549	6 412	6 806	7 351
% increase	4		5.4%	9.3%	3.4%		(5.0%)	15.6%	6.1%	8.0%
Other Municipal Staff	4									
Basic Salaries and Wages		60 652	66 569	74 050	84 128	84 308	80 093	88 583	92 120	96 733
Pension and UIF Contributions		10 420	15 841	13 094	14 899	14 899	14 154	15 701	16 290	17 102
Medical Aid Contributions		4 396	3 565	6 011	5 119	5 119	4 863	5 985	6 204	6 510
Overtime		2 143	1 898	2 407	3 659	3 659	3 476	3 143	3 248	3 410
Performance Bonus		5 384	5 610	6 306	5 989	5 989	6 445	4 591	4 823	5 055
Motor Vehicle Allowance	3	770	825	634	769	769	730	649	690	722
Cellphone Allowance	3	510	312	480	516	516	491	1 334	1 401	1 471
Housing Allowances	3	6 313	4 643	7 886	11 360	11 360	10 792	3 152	10 020	10 346
Other benefits and allowances	3	-	-	-	-	-	-	-	-	-
Payments in lieu of leave	3	-	-	-	-	-	-	-	-	-
Long service awards	3	423	368	-	-	-	-	-	-	-
Post-retirement benefit obligations	6	14 963	13 137	7 723	15 190	15 190	14 431	22 346	16 082	17 191
Sub Total - Other Municipal Staff		105 975	112 768	123 305	148 414	148 594	141 164	152 604	158 305	166 324
% increase	4		6.4%	9.3%	20.4%		(5.0%)	8.1%	3.7%	5.1%
Total Parent Municipality		115 571	122 982	134 215	160 187	160 367	152 348	165 964	171 492	180 375
			6.4%	9.1%	19.4%		(5.0%)	8.9%	3.3%	5.2%
Board Members of Entities										
Basic Salaries and Wages		-	-	-	-	-	-	-	-	-
Pension and UIF Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		-	-	-	-	-	-	-	-	-
Motor Vehicle Allowance	3	-	-	-	-	-	-	-	-	-
Cellphone Allowance	3	-	-	-	-	-	-	-	-	-
Housing Allowances	3	-	-	-	-	-	-	-	-	-
Other benefits and allowances	3	-	-	-	-	-	-	-	-	-
Board Fees	3	-	-	-	-	-	-	-	-	-
Payments in lieu of leave	3	-	-	-	-	-	-	-	-	-
Long service awards	3	-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	6	-	-	-	-	-	-	-	-	-
Sub Total - Board Members of Entities		-	-	-	-	-	-	-	-	-
% increase	4									
Senior Managers of Entities										
Basic Salaries and Wages		-	-	-	-	-	-	-	-	-
Pension and UIF Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		-	-	-	-	-	-	-	-	-
Motor Vehicle Allowance	3	-	-	-	-	-	-	-	-	-
Cellphone Allowance	3	-	-	-	-	-	-	-	-	-
Housing Allowances	3	-	-	-	-	-	-	-	-	-
Other benefits and allowances	3	-	-	-	-	-	-	-	-	-
Payments in lieu of leave	3	-	-	-	-	-	-	-	-	-
Long service awards	3	-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	6	-	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Entities		-	-	-	-	-	-	-	-	-
% increase	4									
Other Staff of Entities										
Basic Salaries and Wages		-	-	-	-	-	-	-	-	-
Pension and UIF Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		-	-	-	-	-	-	-	-	-
Motor Vehicle Allowance	3	-	-	-	-	-	-	-	-	-
Cellphone Allowance	3	-	-	-	-	-	-	-	-	-
Housing Allowances	3	-	-	-	-	-	-	-	-	-
Other benefits and allowances	3	-	-	-	-	-	-	-	-	-
Payments in lieu of leave	3	-	-	-	-	-	-	-	-	-
Long service awards	3	-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	6	-	-	-	-	-	-	-	-	-
Sub Total - Other Staff of Entities		-	-	-	-	-	-	-	-	-
% increase	4									
Total Municipal Entities		-	-	-	-	-	-	-	-	-
TOTAL SALARY, ALLOWANCES & BENEFITS		115 571	122 982	134 215	160 187	160 367	152 348	165 964	171 492	180 375
% increase	4		6.4%	9.1%	19.4%		(5.0%)	8.9%	3.3%	5.2%
TOTAL MANAGERS AND STAFF	5,7	110 881	117 936	128 955	154 256	154 436	146 714	159 017	165 111	173 674

Table 39 MBRR SA24 – Summary of personnel numbers

DC1 West Coast - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers	Ref	2014/15			Current Year 2015/16			Budget Year 2016/17		
		Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities										
Councillors (Political Office Bearers plus Other Councillors)		26	7	19	26	7	19	22	10	12
Board Members of municipal entities	4	-	-	-	-	-	-	-	-	-
Municipal employees	5	-	-	-	-	-	-	-	-	-
Municipal Manager and Senior Managers	3	4	4	-	4	4	-	4	4	-
Other Managers	7	18	18	1	18	18	1	18	18	-
Professionals		186	177	176	188	177	176	187	173	175
<i>Finance</i>		24	24	5	26	24	5	24	20	4
<i>Spatial/town planning</i>		1	1	-	1	1	-	1	1	-
<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>		159	150	171	159	150	171	160	150	171
Technicians		313	303	79	313	303	79	331	331	87
<i>Finance</i>		-	-	-	-	-	-	-	-	-
<i>Spatial/town planning</i>		-	-	-	-	-	-	-	-	-
<i>Information Technology</i>		-	-	-	-	-	-	-	-	-
<i>Roads</i>		202	202	71	202	202	71	212	212	71
<i>Electricity</i>		-	-	-	-	-	-	-	-	-
<i>Water</i>		111	101	8	111	101	8	119	119	16
<i>Sanitation</i>		-	-	-	-	-	-	-	-	-
<i>Refuse</i>		-	-	-	-	-	-	-	-	-
<i>Other</i>		-	-	-	-	-	-	-	-	-
Clerks (Clerical and administrative)		-	-	-	-	-	-	-	-	-
Service and sales workers		-	-	-	-	-	-	-	-	-
Skilled agricultural and fishery workers		-	-	-	-	-	-	-	-	-
Craft and related trades		-	-	-	-	-	-	-	-	-
Plant and Machine Operators		29	24	1	29	24	1	24	24	-
Elementary Occupations		-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL NUMBERS	9	576	533	276	578	533	276	586	560	274
% increase					0.3%	-	-	1.4%	5.1%	(0.7%)
Total municipal employees headcount	6, 10	-	-	-	-	-	-	-	-	-
Finance personnel headcount	8, 10	23	23	5	24	24	5	26	24	5
Human Resources personnel headcount	8, 10	4	4	4	4	4	4	4	4	4

1.16 Monthly targets for revenue, expenditure and cash flow

Table 40 MBRR SA25 - Budgeted monthly revenue and expenditure

DC1 West Coast - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19	
Revenue By Source																	
Property rates		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue		15 784	5 637	6 765	6 765	5 637	16 912	10 147	10 147	15 784	2 255	7 892	9 020	112 744	92 507	98 820	
Service charges - sanitation revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		463	165	198	198	165	496	297	297	463	66	231	264	3 304	3 469	3 643	
Interest earned - external investments		1 213	433	520	520	433	1 299	780	780	1 213	173	606	693	8 663	9 096	9 550	
Interest earned - outstanding debtors		4	1	2	2	1	4	3	3	4	1	2	2	28	30	31	
Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences and permits		3	1	1	1	1	3	2	2	3	0	1	2	20	21	22	
Agency services		17 607	6 288	7 546	7 546	6 288	18 865	11 319	11 319	17 607	2 515	8 803	7 767	123 470	111 860	117 220	
Transfers recognised - operational		12 167	4 345	5 214	5 214	4 345	13 036	7 821	7 821	12 167	1 738	6 083	7 072	87 024	88 939	95 070	
Other revenue		1 554	555	666	666	555	1 665	999	999	1 554	222	777	1 269	11 480	12 105	12 763	
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		48 794	17 426	20 912	20 912	17 426	52 279	31 367	31 367	48 794	6 971	24 397	26 089	346 734	318 026	337 119	
Expenditure By Type																	
Employee related costs		11 064	9 483	11 064	15 806	14 225	17 386	7 903	3 161	17 386	25 289	15 806	10 443	159 017	165 111	173 674	
Remuneration of councillors		486	417	486	695	625	764	347	139	764	1 112	695	417	6 947	6 381	6 701	
Debt impairment		31	26	31	44	40	49	22	9	49	71	44	373	788	827	868	
Depreciation & asset impairment		1 012	868	1 012	1 446	1 301	1 591	723	289	1 591	2 314	1 446	1 023	14 616	7 010	7 360	
Finance charges		651	558	651	930	837	1 023	465	186	1 023	1 488	930	558	9 299	-	-	
Bulk purchases		721	618	721	1 030	927	1 133	515	206	1 133	1 648	1 030	618	10 300	10 815	11 356	
Other materials		3 858	3 307	3 858	5 511	4 960	6 062	2 756	1 102	6 062	8 818	5 511	9 072	60 877	47 199	49 379	
Contracted services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and grants		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure		6 394	5 481	6 394	9 135	8 221	10 048	4 567	1 827	10 048	14 615	9 135	(3 659)	82 207	78 869	84 917	
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure		24 217	20 758	24 217	34 596	31 137	38 056	17 298	6 919	38 056	55 354	34 596	18 845	344 050	316 213	334 255	
Surplus/(Deficit)		24 576	(3 331)	(3 306)	(13 685)	(13 710)	14 223	14 069	24 448	10 738	(48 384)	(10 199)	7 244	2 683	1 814	2 865	
Transfers recognised - capital		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributions recognised - capital		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributed assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		24 576	(3 331)	(3 306)	(13 685)	(13 710)	14 223	14 069	24 448	10 738	(48 384)	(10 199)	7 244	2 683	1 814	2 865	
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	24 576	(3 331)	(3 306)	(13 685)	(13 710)	14 223	14 069	24 448	10 738	(48 384)	(10 199)	7 244	2 683	1 814	2 865	

Table 41 MBRR SA26 - Budgeted monthly revenue and expenditure (municipal vote)

DC1 West Coast - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Revenue by Vote																
Vote 1 - COMMUNITY SERVICES		12 530	4 475	5 370	5 370	4 475	13 425	8 055	8 055	12 530	1 790	6 265	7 280	89 623	91 557	97 760
Vote 2 - SUBSIDISED SERVICES		2 149	767	921	921	767	2 302	1 381	1 381	2 149	307	1 074	1 609	15 731	16 679	17 625
Vote 3 - ECONOMIC SERVICES		463	165	198	198	165	496	279	297	463	66	231	282	3 304	3 469	3 643
Vote 4 - HOUSING SERVICES		286	102	123	123	102	306	184	184	286	41	143	163	2 043	2 145	2 252
Vote 5 - TRADING SERVICES		15 759	5 628	6 754	6 754	5 628	16 884	10 131	10 131	15 759	2 251	7 879	9 005	112 563	92 316	98 619
Vote 6 - AGENCIES		17 607	6 288	7 546	7 546	6 288	18 865	11 319	11 319	17 607	2 515	8 803	7 767	123 470	111 860	117 220
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 Revenue by Vote		48 794	17 426	20 912	20 912	17 426	52 279	31 349	31 367	48 794	6 971	24 397	26 107	346 734	318 026	337 119
Expenditure by Vote to be appropriated																
Vote 1 - COMMUNITY SERVICES		4 761	4 080	4 761	6 801	6 121	7 481	3 400	1 360	7 481	10 881	6 801	4 080	68 008	68 159	71 782
Vote 2 - SUBSIDISED SERVICES		3 936	3 374	3 936	5 623	5 061	6 185	2 811	1 125	6 185	8 997	5 623	3 755	56 611	59 421	62 446
Vote 3 - ECONOMIC SERVICES		335	287	335	479	431	527	239	96	527	766	479	287	4 787	5 026	5 277
Vote 4 - HOUSING SERVICES		91	78	91	130	117	143	65	26	143	208	130	78	1 297	1 362	1 430
Vote 5 - TRADING SERVICES		7 130	6 112	7 130	10 186	9 168	11 205	5 093	2 037	11 205	16 298	10 186	6 112	101 863	81 968	88 242
Vote 6 - AGENCIES		7 965	6 827	7 965	11 378	10 240	12 516	5 689	2 276	12 516	18 205	11 378	4 533	111 485	100 277	105 077
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 Expenditure by Vote		24 217	20 758	24 217	34 596	31 137	38 056	17 298	6 919	38 056	55 354	34 596	18 845	344 050	316 213	334 255
Surplus/(Deficit) before assoc.		24 576	(3 331)	(3 306)	(13 685)	(13 710)	14 223	14 051	24 448	10 738	(48 384)	(10 199)	7 262	2 683	1 814	2 865
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	24 576	(3 331)	(3 306)	(13 685)	(13 710)	14 223	14 051	24 448	10 738	(48 384)	(10 199)	7 262	2 683	1 814	2 865

Table 42 MBRR SA27 - Budgeted monthly revenue and expenditure (standard classification)

DC1 West Coast - Supporting Table SA27 Budgeted monthly revenue and expenditure (standard classification)

Description	Ref	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19	
Revenue - Standard																	
<i>Governance and administration</i>		11 585	4 138	4 965	4 965	4 138	12 413	7 448	7 448	11 585	1 655	5 793	6 740	82 872	85 445	91 283	
Executive and council		296	106	127	127	106	318	191	191	296	42	148	289	2 237	2 463	5 818	
Budget and treasury office		11 288	4 032	4 838	4 838	4 032	12 095	7 257	7 257	11 288	1 613	5 644	6 450	80 630	82 977	85 460	
Corporate services		1	0	0	0	0	1	0	0	1	0	0	0	5	6	6	
<i>Community and public safety</i>		3 640	1 300	1 560	1 560	1 300	3 900	2 340	2 340	3 640	520	1 820	2 461	26 378	26 883	28 398	
Community and social services		463	165	198	198	165	496	297	297	463	66	231	264	3 304	3 469	3 643	
Sport and recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Public safety		1 650	589	707	707	589	1 767	1 060	1 060	1 650	236	825	1 324	12 164	12 934	13 693	
Housing		286	102	123	123	102	306	184	184	286	41	143	163	2 043	2 145	2 252	
Health		1 241	443	532	532	443	1 330	798	798	1 241	177	621	709	8 867	8 334	8 810	
<i>Economic and environmental services</i>		17 607	6 288	7 546	7 546	6 288	18 865	11 319	11 319	17 607	2 515	8 803	7 767	123 470	111 860	117 220	
Planning and development		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Road transport		17 607	6 288	7 546	7 546	6 288	18 865	11 319	11 319	17 607	2 515	8 803	7 767	123 470	111 860	117 220	
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<i>Trading services</i>		15 962	5 701	6 841	6 841	5 701	17 102	10 261	10 261	15 962	2 280	7 981	9 121	114 013	93 838	100 218	
Electricity		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Water		15 962	5 701	6 841	6 841	5 701	17 102	10 261	10 261	15 962	2 280	7 981	9 121	114 013	93 838	100 218	
Waste water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Waste management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<i>Other</i>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue - Standard		48 794	17 426	20 912	20 912	17 426	52 279	31 367	31 367	48 794	6 971	24 397	26 089	346 734	318 026	337 119	
Expenditure - Standard																	
<i>Governance and administration</i>		4 031	3 455	4 031	5 758	5 182	6 334	2 879	1 152	6 334	9 213	5 758	3 455	57 579	58 692	61 780	
Executive and council		1 555	1 333	1 555	2 221	1 999	2 443	1 110	444	2 443	3 553	2 221	1 333	22 209	22 330	23 457	
Budget and treasury office		1 682	1 442	1 682	2 403	2 163	2 643	1 202	481	2 643	3 845	2 403	1 442	24 032	24 741	26 121	
Corporate services		794	680	794	1 134	1 020	1 247	567	227	1 247	1 814	1 134	680	11 338	11 621	12 202	
<i>Community and public safety</i>		4 488	3 847	4 488	6 412	5 770	7 053	3 206	1 282	7 053	10 258	6 412	4 228	64 497	66 159	69 575	
Community and social services		335	287	335	479	431	527	239	96	527	766	479	287	4 787	5 026	5 277	
Sport and recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Public safety		2 615	2 242	2 615	3 736	3 362	4 110	1 868	747	4 110	5 978	3 736	2 623	37 741	39 679	41 716	
Housing		91	78	91	130	117	143	65	26	143	208	130	78	1 297	1 362	1 430	
Health		1 447	1 240	1 447	2 067	1 860	2 274	1 034	413	2 274	3 307	2 067	1 240	20 672	20 092	21 151	
<i>Economic and environmental services</i>		8 182	7 013	8 182	11 688	10 520	12 857	5 844	2 338	12 857	18 702	11 688	4 719	114 590	103 531	108 501	
Planning and development		217	186	217	311	280	342	155	62	342	497	311	186	3 106	3 254	3 424	
Road transport		7 965	6 827	7 965	11 378	10 240	12 516	5 689	2 276	12 516	18 205	11 378	4 533	111 485	100 277	105 077	
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<i>Trading services</i>		7 517	6 443	7 517	10 738	9 665	11 812	5 369	2 148	11 812	17 181	10 738	6 443	107 384	87 831	94 399	
Electricity		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Water		7 517	6 443	7 517	10 738	9 665	11 812	5 369	2 148	11 812	17 181	10 738	6 443	107 384	87 831	94 399	
Waste water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Waste management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<i>Other</i>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Expenditure - Standard		24 217	20 758	24 217	34 596	31 137	38 056	17 298	6 919	38 056	55 354	34 596	18 845	344 050	316 213	334 255	
Surplus/(Deficit) before assoc.		24 576	(3 331)	(3 306)	(13 685)	(13 710)	14 223	14 069	24 448	10 738	(48 384)	(10 199)	7 244	2 683	1 814	2 865	
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Surplus/(Deficit)	1	24 576	(3 331)	(3 306)	(13 685)	(13 710)	14 223	14 069	24 448	10 738	(48 384)	(10 199)	7 244	2 683	1 814	2 865	

Table 43 MBRR SA28 - Budgeted monthly capital expenditure (municipal vote)

DC1 West Coast - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19	
Multi-year expenditure to be appropriated	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 1 - COMMUNITY SERVICES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - SUBSIDISED SERVICES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - ECONOMIC SERVICES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - HOUSING SERVICES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - TRADING SERVICES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - AGENCIES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated																	
Vote 1 - COMMUNITY SERVICES		30	30	36	36	42	59	59	48	65	95	59	36	594	-	-	-
Vote 2 - SUBSIDISED SERVICES		145	145	174	174	203	290	290	232	320	465	290	174	2 905	-	-	-
Vote 3 - ECONOMIC SERVICES		6	6	7	7	8	12	12	9	13	19	12	7	116	-	-	-
Vote 4 - HOUSING SERVICES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - TRADING SERVICES		385	385	461	461	538	769	769	615	846	1 230	769	461	7 690	4 560	4 720	-
Vote 6 - AGENCIES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	2	565	565	678	678	791	1 130	1 130	904	1 244	1 809	1 130	678	11 305	4 560	4 720	-
Total Capital Expenditure	2	565	565	678	678	791	1 130	1 130	904	1 244	1 809	1 130	678	11 305	4 560	4 720	-

Table 44 MBRR SA29 - Budgeted monthly capital expenditure (standard classification)

DC1 West Coast - Supporting Table SA29 Budgeted monthly capital expenditure (standard classification)

Description	Ref	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Capital Expenditure - Standard	1															
<i>Governance and administration</i>		29	29	35	35	40	58	58	46	63	92	58	35	576	-	-
Executive and council		1	1	1	1	1	1	1	1	1	2	1	1	10	-	-
Budget and treasury office		28	28	34	34	40	57	57	45	62	91	57	34	566	-	-
Corporate services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		152	152	182	182	213	304	304	243	334	486	304	182	3 039	-	-
Community and social services		6	6	7	7	8	12	12	9	13	19	12	7	116	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety		145	145	174	174	203	289	289	232	318	463	289	174	2 895	-	-
Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health		1	1	2	2	2	3	3	2	3	4	3	2	28	-	-
<i>Economic and environmental services</i>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Planning and development		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Road transport		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Trading services</i>		385	385	461	461	538	769	769	615	846	1 230	769	461	7 690	4 560	4 720
Electricity		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water		385	385	461	461	538	769	769	615	846	1 230	769	461	7 690	4 560	4 720
Waste water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Other</i>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Standard	2	565	565	678	678	791	1 130	1 130	904	1 244	1 809	1 130	678	11 305	4 560	4 720
Funded by:																
National Government		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Provincial Government		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other transfers and grants		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public contributions & donations		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internally generated funds		565	565	678	678	791	1 130	1 130	904	1 244	1 809	1 130	678	11 305	4 560	4 720
Total Capital Funding		565	565	678	678	791	1 130	1 130	904	1 244	1 809	1 130	678	11 305	4 560	4 720

Table 45 MBRR SA30 - Budgeted monthly cash flow

DC1 West Coast - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework			
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Cash Receipts By Source														1		
Property rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	15 784	5 637	6 765	6 765	5 637	16 912	10 147	10 147	15 784	2 255	7 892	9 020	112 744	92 507	98 820	
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	463	165	198	198	165	496	297	297	463	66	231	264	3 304	3 469	3 643	
Interest earned - external investments	1 213	433	520	520	433	1 299	780	780	1 213	173	606	693	8 663	9 096	9 550	
Interest earned - outstanding debtors	4	1	2	2	1	4	3	3	4	1	2	2	28	30	31	
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences and permits	3	1	1	1	1	3	2	2	3	0	1	2	20	21	22	
Agency services	17 607	6 288	7 546	7 546	6 288	18 865	11 319	11 319	17 607	2 515	8 803	7 767	123 470	111 860	117 220	
Transfer receipts - operational	12 167	4 345	5 214	5 214	4 345	13 036	7 821	7 821	12 167	1 738	6 083	7 072	87 024	88 939	95 070	
Other revenue	1 554	555	666	666	555	1 665	999	999	1 554	222	777	1 269	11 480	12 105	12 763	
Cash Receipts by Source	48 794	17 426	20 912	20 912	17 426	52 279	31 367	31 367	48 794	6 971	24 397	26 089	346 734	318 026	337 119	
Other Cash Flows by Source																
Transfer receipts - capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & Contributed	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Short term loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (Increase) in non-current debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (Increase) other non-current receivable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (Increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Receipts by Source	48 794	17 426	20 912	20 912	17 426	52 279	31 367	31 367	48 794	6 971	24 397	26 089	346 734	318 026	337 119	
Cash Payments by Type																
Employee related costs	11 064	9 483	11 064	15 806	14 225	17 386	7 903	3 161	17 386	25 289	15 806	10 443	159 017	165 111	173 674	
Remuneration of councillors	486	417	486	695	625	764	347	139	764	1 112	695	417	6 947	6 381	6 701	
Finance charges	651	558	651	930	837	1 023	465	186	1 023	1 488	930	558	9 299	-	-	
Bulk purchases - Electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Bulk purchases - Water & Sewer	721	618	721	1 030	927	1 133	515	206	1 133	1 648	1 030	618	10 300	10 815	11 356	
Other materials	3 858	3 307	3 858	5 511	4 960	6 062	2 756	1 102	6 062	8 818	5 511	9 072	60 877	47 199	49 379	
Contracted services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers and grants - other municipalities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers and grants - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other expenditure	6 394	5 481	6 394	9 135	8 221	10 048	4 567	1 827	10 048	14 615	9 135	(3 659)	82 207	78 869	84 917	
Cash Payments by Type	23 174	19 864	23 174	33 106	29 796	36 417	16 553	6 621	36 417	52 970	33 106	17 449	328 647	308 376	326 026	
Other Cash Flows/Payments by Type																
Capital assets	565	565	678	678	791	1 130	1 130	904	1 244	1 809	1 130	678	11 305	4 560	4 720	
Repayment of borrowing	5 164	-	-	-	-	5 164	-	-	-	-	-	5 164	15 493	17 004	12 853	
Other Cash Flows/Payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Cash Payments by Type	28 904	20 429	23 853	33 784	30 587	42 711	17 684	7 526	37 660	54 779	34 237	23 291	355 444	329 940	343 599	
NET INCREASE/(DECREASE) IN CASH HELD	19 890	(3 003)	(2 941)	(12 873)	(13 161)	9 568	13 684	23 842	11 133	(47 808)	(9 840)	2 798	(8 710)	(11 913)	(6 480)	
Cash/cash equivalents at the month/year begin:	198 967	218 857	215 855	212 914	200 041	186 880	196 448	210 132	233 973	245 107	197 299	187 459	198 967	190 257	178 344	
Cash/cash equivalents at the month/year end:	218 857	215 855	212 914	200 041	186 880	196 448	210 132	233 973	245 107	197 299	187 459	190 257	190 257	178 344	171 864	

1.16 Annual budgets and SDBIPs – internal departments

1.16.1 Water Services Department – Vote 5

The department is primarily responsible for the distribution of bulk water, which includes the purification of raw water, maintenance of the reticulation network and implementation of the departmental capital programme.

Table 46 Water Services Department – total operating revenue, total expenditure by type and total capital expenditure

Vote Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Revenue by Vote	1									
Vote 5 - TRADING SERVICES		89,171	105,236	111,043	110,535	110,535	110,535	112,563	92,316	98,619
Expenditure by Vote to be appropriated	1									
Vote 5 - TRADING SERVICES		75,233	83,565	83,411	107,079	107,079	101,725	101,863	81,968	88,242
Surplus/(Deficit) for the year	2	13,938	21,671	27,632	3,456	3,456	8,810	10,700	10,348	10,377

Table 47 Water Services Department – Performance objectives and indicators.

DC1 West Coast - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19

Vote 5 - Trading Services										
Function 1 - Water Management										
Comply 100% with water quality parameters as per SANS 241 physical and micro parameters for West Coast Bulk Water Supply during the 2016/17 financial year	% compliance with the water quality parameters	100%	100%	100%	100%	100%	100%	100%	100%	100%
Limit average % water loss for last 12 months to less than 10% ((Number of Kiloliters Water Purchased or Purified - Number of Kiloliters Water Sold) / Number of Kiloliters Water Purchased or Purified x 100)	% average water loss for last 12 months ((Number of Kiloliters Water Purchased or Purified - Number of Kiloliters Water Sold) / Number of Kiloliters Water	New performance indicator from 2013/14	5.5%	5.12%	7.5%	7.5%	7.5%	10%	10%	
95% of the water capital budget spent by 30 June 2017 ((Actual expenditure divided by the total approved budget)x100)	% of budget spent	99.50%	104%	98.40%	95%	95%	95%	95%	95%	

There are currently no unfilled positions in the top management structure of the Water Services Department. The top management structure consists of the Director, senior manager and 1 professional engineer.

The departmental strategy is ensuring the economic value and useful life of the water reticulation network and infrastructure is maintained. To this end, the medium-term expenditure framework provides for operational repairs and maintenance of R4.5 million, R4.7 million and R5 million in each of the respective financial years of the MTREF.

The departmental revenue base is primarily informed by the sale of water of which budget appropriation for the 2016/17 financial year is R112.5 million and decreases to R98 million by

2018/19 and has been informed by a collection rate of 98 per cent and distribution losses of 5 per cent.

The reduction of distribution losses is considered a priority and hence the departmental objectives and targets. Past performance has been steady with a total distribution loss of 7 per cent in 2014/15.

1.17 Contracts having future budgetary implications

In terms of the municipality's Supply Chain Management Policy, no contracts are awarded beyond the medium-term revenue and expenditure framework (three years). In ensuring adherence to this contractual time frame limitation, all reports submitted to either the Bid Evaluation and Adjudication Committees must obtain formal financial comments from the Financial Management Division of the Treasury Department.

1.18 Capital expenditure details

The following two tables' present details of the municipality's capital expenditure program, firstly on new assets, then on the repair and maintenance of assets.

Table 48 MBRR SA 34a - Capital expenditure on new assets by asset class

DC1 West Coast - Supporting Table SA34a Capital expenditure on new assets by asset class

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Capital expenditure on new assets by Asset Class/Sub-class										
Infrastructure		42 626	15 671	8 978	-	-	-	750	-	-
Infrastructure - Road transport		-	-	-	-	-	-	-	-	-
<i>Roads, Pavements & Bridges</i>		-	-	-	-	-	-	-	-	-
<i>Storm water</i>		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
<i>Generation</i>		-	-	-	-	-	-	-	-	-
<i>Transmission & Reticulation</i>		-	-	-	-	-	-	-	-	-
<i>Street Lighting</i>		-	-	-	-	-	-	-	-	-
Infrastructure - Water		42 626	15 671	8 978	-	-	-	750	-	-
<i>Dams & Reservoirs</i>		-	-	401	-	-	-	-	-	-
<i>Water purification</i>		1 025	285	1 991	-	-	-	-	-	-
<i>Reticulation</i>		41 601	15 386	6 586	-	-	-	750	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
<i>Reticulation</i>		-	-	-	-	-	-	-	-	-
<i>Sewerage purification</i>		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
<i>Waste Management</i>		-	-	-	-	-	-	-	-	-
<i>Transportation</i>	2	-	-	-	-	-	-	-	-	-
<i>Gas</i>		-	-	-	-	-	-	-	-	-
<i>Other</i>	3	-	-	-	-	-	-	-	-	-
Community		-	-	-	80	80	80	-	-	-
Parks & gardens		-	-	-	-	-	-	-	-	-
Sportsfields & stadia		-	-	-	-	-	-	-	-	-
Swimming pools		-	-	-	-	-	-	-	-	-
Community halls		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Recreational facilities		-	-	-	80	80	80	-	-	-
Fire, safety & emergency		-	-	-	-	-	-	-	-	-
Security and policing		-	-	-	-	-	-	-	-	-
Buses	7	-	-	-	-	-	-	-	-	-
Clinics		-	-	-	-	-	-	-	-	-
Museums & Art Galleries		-	-	-	-	-	-	-	-	-
Cemeteries		-	-	-	-	-	-	-	-	-
Social rental housing	8	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Buildings		-	-	-	-	-	-	-	-	-
Other	9	-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Housing development		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Other assets		3 102	1 972	7 177	8 235	8 235	8 235	10 555	4 560	4 720
General vehicles		925	214	4 869	1 100	1 100	1 100	1 205	750	1 000
Specialised vehicles		-	-	-	-	-	-	-	-	-
Plant & equipment		725	67	833	6 445	6 445	6 445	6 125	3 750	3 685
Computers - hardware/equipment		308	1 240	410	599	599	599	655	-	-
Furniture and other office equipment		140	84	41	31	31	31	28	35	20
Abattoirs		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Civic Land and Buildings		-	-	-	-	-	-	592	-	-
Other Buildings		-	-	1	-	-	-	71	-	-
Other Land		-	-	0	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)		-	-	-	-	-	-	-	-	-
Other		1 003	368	1 023	60	60	60	1 878	25	15
Agricultural assets		-	-	-	-	-	-	-	-	-
<i>List sub-class</i>		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
<i>List sub-class</i>		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Computers - software & programming		-	-	-	-	-	-	-	-	-
Other (<i>list sub-class</i>)		-	-	-	-	-	-	-	-	-
Total Capital Expenditure on new assets	1	45 728	17 643	16 155	8 315	8 315	8 315	11 305	4 560	4 720
Specialised vehicles		-	-	-	-	-	-	-	-	-
Refuse		-	-	-	-	-	-	-	-	-
Fire		-	-	-	-	-	-	-	-	-
Conservancy		-	-	-	-	-	-	-	-	-
Ambulances		-	-	-	-	-	-	-	-	-

Table 49 MBRR SA34c - Repairs and maintenance expenditure by asset class

DC1 West Coast - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		22 242	40 262	45 306	27 242	56 063	53 260	48 719	34 402	35 887
Infrastructure - Road transport		17 516	36 955	41 852	24 027	52 848	50 205	44 671	30 152	31 424
Roads, Pavements & Bridges		17 516	36 955	41 852	24 027	52 848	50 205	44 671	30 152	31 424
Storm water		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
Generation		-	-	-	-	-	-	-	-	-
Transmission & Reticulation		-	-	-	-	-	-	-	-	-
Street Lighting		-	-	-	-	-	-	-	-	-
Infrastructure - Water		4 726	3 307	3 453	3 215	3 215	3 054	4 048	4 250	4 463
Dams & Reservoirs		-	-	-	-	-	-	-	-	-
Water purification		-	-	-	-	-	-	-	-	-
Reticulation		4 726	3 307	3 453	3 215	3 215	3 054	4 048	4 250	4 463
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Reticulation		-	-	-	-	-	-	-	-	-
Sewerage purification		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Waste Management		-	-	-	-	-	-	-	-	-
Transportation	2	-	-	-	-	-	-	-	-	-
Gas	3	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Community		1 883	1 280	442	400	400	380	447	470	493
Parks & gardens		-	-	-	-	-	-	-	-	-
Sportsfields & stadia		-	-	-	-	-	-	-	-	-
Swimming pools		-	-	-	-	-	-	-	-	-
Community halls		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Recreational facilities		838	275	442	400	400	380	447	470	493
Fire, safety & emergency		1 045	1 005	-	-	-	-	-	-	-
Security and policing		-	-	-	-	-	-	-	-	-
Buses		-	-	-	-	-	-	-	-	-
Clinics	7	-	-	-	-	-	-	-	-	-
Museums & Art Galleries		-	-	-	-	-	-	-	-	-
Cemeteries		-	-	-	-	-	-	-	-	-
Social rental housing	8	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Buildings		-	-	-	-	-	-	-	-	-
Other	9	-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Housing development		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Other assets		1 757	1 144	10 347	13 475	13 475	12 801	11 711	12 327	12 998
General vehicles		-	647	7 438	10 174	10 174	9 665	8 652	9 149	9 645
Specialised vehicles		-	-	-	-	-	-	-	-	-
Plant & equipment		-	-	2 453	434	434	412	345	346	380
Computers - hardware/equipment		200	96	-	126	126	120	37	38	40
Furniture and other office equipment		10	-	-	143	143	136	221	232	243
Abattoirs		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Civic Land and Buildings		-	-	-	-	-	-	-	-	-
Other Buildings		805	112	456	2 373	2 373	2 255	2 457	2 561	2 689
Other Land		-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)		-	-	-	-	-	-	-	-	-
Other		742	290	-	225	225	214	-	-	-
Agricultural assets		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Computers - software & programming		-	-	-	-	-	-	-	-	-
Other (list sub-class)		-	-	-	-	-	-	-	-	-
Total Repairs and Maintenance Expenditure	1	25 882	42 687	56 094	41 117	69 938	66 441	60 877	47 199	49 379
Specialised vehicles		-	-	-	-	-	-	-	-	-
Refuse		-	-	-	-	-	-	-	-	-
Fire		-	-	-	-	-	-	-	-	-
Conservancy		-	-	-	-	-	-	-	-	-
Ambulances		-	-	-	-	-	-	-	-	-
R&M as a % of PPE		7.5%	12.2%	15.9%	11.9%	20.2%	19.2%	17.8%	13.9%	14.6%
R&M as % Operating Expenditure		10.3%	16.7%	19.3%	12.4%	19.3%	19.3%	17.7%	14.9%	14.8%

Table 50 MBRR SA34d – Depreciation by asset class

DC1 West Coast - Supporting Table SA34d Depreciation by asset class

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
R thousand	1									
Depreciation by Asset Class/Sub-class										
Infrastructure		4 922	3 699	6 235	6 304	6 304	5 989	6 194	4	4
Infrastructure - Road transport		8	6	6	4	4	4	4	4	4
Roads, Pavements & Bridges		8	6	6	4	4	4	4	4	4
Storm water		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		17	-	-	-	-	-	-	-	-
Generation		-	-	-	-	-	-	-	-	-
Transmission & Reticulation		17	-	-	-	-	-	-	-	-
Street Lighting		-	-	-	-	-	-	-	-	-
Infrastructure - Water		4 789	3 593	6 124	6 190	6 190	5 881	6 190	-	-
Dams & Reservoirs		1 461	2	2	2 250	2 250	2 138	2 250	-	-
Water purification		661	643	527	520	520	494	520	-	-
Reticulation		2 667	2 948	5 595	3 420	3 420	3 249	3 420	-	-
Infrastructure - Sanitation		109	100	106	110	110	105	-	-	-
Reticulation		-	-	-	-	-	-	-	-	-
Sewerage purification		109	100	106	110	110	105	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Waste Management		-	-	-	-	-	-	-	-	-
Transportation		-	-	-	-	-	-	-	-	-
Gas		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Community		-	-	-	-	-	-	-	-	-
Parks & gardens		-	-	-	-	-	-	-	-	-
Sportsfields & stadia		-	-	-	-	-	-	-	-	-
Swimming pools		-	-	-	-	-	-	-	-	-
Community halls		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Recreational facilities		-	-	-	-	-	-	-	-	-
Fire, safety & emergency		-	-	-	-	-	-	-	-	-
Security and policing		-	-	-	-	-	-	-	-	-
Buses		-	-	-	-	-	-	-	-	-
Clinics		-	-	-	-	-	-	-	-	-
Museums & Art Galleries		-	-	-	-	-	-	-	-	-
Cemeteries		-	-	-	-	-	-	-	-	-
Social rental housing		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Buildings		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Investment properties		139	139	35	140	140	133	140	140	140
Housing development		-	-	-	-	-	-	-	-	-
Other		139	139	35	140	140	133	140	140	140
Other assets		7 278	6 550	5 891	7 525	7 525	7 149	8 117	6 701	7 051
General vehicles		3 276	2 908	2 312	3 000	3 000	2 850	3 436	2 175	2 526
Specialised vehicles		-	-	-	-	-	-	-	-	-
Plant & equipment		435	241	-	-	-	-	-	-	-
Computers - hardware/equipment		339	315	522	423	423	402	423	423	423
Furniture and other office equipment		304	378	241	300	300	285	300	300	300
Abattoirs		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Civic Land and Buildings		-	-	-	-	-	-	-	-	-
Other Buildings		1 811	1 627	1 624	1 600	1 600	1 520	1 600	1 600	1 600
Other Land		-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)		-	-	-	-	-	-	-	-	-
Other		1 114	1 082	1 193	2 202	2 202	2 092	2 358	2 202	2 202
Agricultural assets		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
Intangibles		147	160	534	165	165	157	165	165	165
Computers - software & programming		147	160	534	165	165	157	165	165	165
Other (list sub-class)		-	-	-	-	-	-	-	-	-
Total Depreciation	1	12 485	10 548	12 695	14 134	14 134	13 428	14 616	7 010	7 360
Specialised vehicles		-	-	-	-	-	-	-	-	-
Refuse		-	-	-	-	-	-	-	-	-
Fire		-	-	-	-	-	-	-	-	-
Conservancy		-	-	-	-	-	-	-	-	-
Ambulances		-	-	-	-	-	-	-	-	-

Table 51 MBRR SA35 - Future financial implications of the capital budget

DC1 West Coast - Supporting Table SA35 Future financial implications of the capital budget

Vote Description	Ref	2016/17 Medium Term Revenue & Expenditure Framework			Forecasts			
		Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Present value
R thousand								
Capital expenditure	1							
Vote 1 - COMMUNITY SERVICES		594	-	-	-	-	-	-
Vote 2 - SUBSIDISED SERVICES		2 905	-	-	-	-	-	-
Vote 3 - ECONOMIC SERVICES		116	-	-	-	-	-	-
Vote 4 - HOUSING SERVICES		-	-	-	-	-	-	-
Vote 5 - TRADING SERVICES		7 690	4 560	4 720	-	-	-	-
Vote 6 - AGENCIES		-	-	-	-	-	-	-
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>		-	-	-	-	-	-	-
Total Capital Expenditure		11 305	4 560	4 720	-	-	-	-
Future operational costs by vote	2							
Vote 1 - COMMUNITY SERVICES		-	-	-	-	-	-	-
Vote 2 - SUBSIDISED SERVICES		-	-	-	-	-	-	-
Vote 3 - ECONOMIC SERVICES		-	-	-	-	-	-	-
Vote 4 - HOUSING SERVICES		-	-	-	-	-	-	-
Vote 5 - TRADING SERVICES		-	-	-	-	-	-	-
Vote 6 - AGENCIES		-	-	-	-	-	-	-
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>		-	-	-	-	-	-	-
Total future operational costs		-	-	-	-	-	-	-
Future revenue by source	3							
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>		-	-	-	-	-	-	-
Total future revenue		-	-	-	-	-	-	-
Net Financial Implications		11 305	4 560	4 720	-	-	-	-

Table 52 MBRR SA36 - Detailed capital budget per municipal vote

DC1 West Coast - Supporting Table SA36 Detailed capital budget

Municipal Vote/Capital project	Ref	Program/Project description	Project number	IDP Goal code	Individually Approved (Yes/No)	Asset Class	Asset Sub-Class	GPS co-ordinates	Total Project Estimate	Prior year outcomes		2016/17 Medium Term Revenue & Expenditure Framework			Project information	
										Audited Outcome 2014/15	Current Year 2015/16 Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19	Ward location	New or renewal
Parent municipality:																
<i>List all capital projects grouped by Municipal Vote</i>																
Water Supply / Reticulation		F Pipeline		2	No	Infrastructure - Water	Reticulation	Not applicable	-	1 200	-	-	-	-	Swartland	new
Water Supply / Reticulation		PVR System		2	No	Infrastructure - Water	Reticulation	Not applicable	-	1 432	-	-	-	-	Swartland	new
Water Supply / Reticulation		Voelvlei WTW		2	No	Infrastructure - Water	Reticulation	Not applicable	-	517	-	-	-	-	Swartland	new
Water Supply / Reticulation		Darling Pipeline		2	No	Infrastructure - Water	Reticulation	Not applicable	-	1 695	-	-	-	-	Swartland	new
Water Supply / Reticulation		Desalination Plant		2	No	Infrastructure - Water	Reticulation	Not applicable	-	3 072	-	-	-	-	Saldanha	new
Water Supply / Reticulation		Voelvlei Housing		2	No	Infrastructure - Water	Reticulation	Not applicable	-	-	-	500	-	-	Swartland	new
Water Supply / Reticulation		Misverstand WTW		2	No	Infrastructure - Water	Reticulation	Not applicable	-	-	-	250	-	-	Bergrivier	new
Water Supply / Reticulation		Other Assets		3,4,5	No	Other	Other	Not applicable	-	3 622	5 315	6 940	4 560	4 750	West Coast DM	new
Executive and council		Other Assets		3,4,5	No	Other	Other	Not applicable	-	-	-	10	-	-		
Budget and treasury office		Other Assets		3,4,5	No	Other	Other	Not applicable	-	76	-	566	-	-		
Corporate services		Other Assets		3,4,5	No	Other	Other	Not applicable	-	1 524	590	-	-	-		
Community and social services		Other Assets		3,4,5	No	Other	Other	Not applicable	-	97	130	116	-	-		
Public Safety		Other Assets		3,4,5	No	Other	Other	Not applicable	-	2 872	2 261	2 895	-	-		
Health		Other Assets		3,4,5	No	Other	Other	Not applicable	-	49	20	28	-	-		
									-	-	-	-	-	-		
									-	-	-	-	-	-		
Parent Capital expenditure	1											11 305	4 560	4 750		
Entities:																
<i>List all capital projects grouped by Entity</i>																
Entity A									-	-	-	-	-	-	0	0
Water project A									-	-	-	-	-	-	0	0
Entity B									-	-	-	-	-	-	0	0
Electricity project B									-	-	-	-	-	-	0	0
									-	-	-	-	-	-	0	0
									-	-	-	-	-	-	0	0
Entity Capital expenditure												-	-	-		
Total Capital expenditure												16 155	8 315	11 305	4 560	4 750

Table 53 MBRR SA37 - Projects delayed from previous financial year

DC1 West Coast - Supporting Table SA37 Projects delayed from previous financial year/s

Municipal Vote/Capital project	Ref. 1,2	Project name	Project number	Asset Class 3	Asset Sub-Class 3	GPS co-ordinates 4	Previous target year to complete	Current Year 2015/16		2016/17 Medium Term Revenue & Expenditure Framework		
								Original Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
								Year				
R thousand												
Parent municipality: <i>List all capital projects grouped by Municipal Vote</i>												
				<i>Examples</i>		<i>Examples</i>						
Water Supply / Reticulation	2	Desalination Plant		Infrastructure - Water	Reticulation	Not applicable	2015	-	-	-	-	-
							0	-	-	-	-	-
							0	-	-	-	-	-
							0	-	-	-	-	-
							0	-	-	-	-	-
							0	-	-	-	-	-
							0	-	-	-	-	-
Entities: <i>List all capital projects grouped by Municipal Entity</i>												
Entity Name							0	-	-	-	-	-
Project name							0	-	-	-	-	-
							0	-	-	-	-	-
							0	-	-	-	-	-
							0	-	-	-	-	-
							0	-	-	-	-	-

1.19 Legislation compliance status

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

1. In year reporting

Reporting to National Treasury in electronic format was fully complied with on a monthly basis. Section 71 reporting to the Executive Mayor (within 10 working days) includes monthly published financial performance.

2. Internship programme

The municipality is participating in the Municipal Financial Management Internship programme and has employed five interns undergoing training in various divisions of the Financial Services Department, Supply Chain Management, Internal Audit and Risk Management.

3. Budget and Treasury Office

The Budget and Treasury Office has been established in accordance with the MFMA.

4. Audit Committee

An Audit Committee has been established and is fully functional.

5. Service Delivery and Implementation Plan

The detail SDBIP document is directly aligned and informed by the 2016/17 MTREF.

6. Annual Report

Annual report is compiled in terms of the MFMA and National Treasury requirements.

7. MFMP Training

The MFMP training is in line with the minimum competency levels prescribed in legislation.

Table 55 MBRR Table SA2 – Matrix financial performance budget (revenue source/expenditure type and department)

DC1 West Coast - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.)

Description	Ref	Vote 1 -	Vote 2 -	Vote 3 -	Vote 4 -	Vote 5 -	Vote 6 -	Vote 7 -	Vote 8 -	Vote 9 -	Vote 10 -	Vote 11 -	Vote 12 -	Vote 13 -	Vote 14 -	Vote 15 -	Total
		COMMUNITY SERVICES	SUBSIDISED SERVICES	ECONOMIC SERVICES	HOUSING SERVICES	TRADING SERVICES	AGENCIES	[NAME OF VOTE 7]	[NAME OF VOTE 8]	[NAME OF VOTE 9]	[NAME OF VOTE 10]	[NAME OF VOTE 11]	[NAME OF VOTE 12]	[NAME OF VOTE 13]	[NAME OF VOTE 14]	[NAME OF VOTE 15]	
R thousand	1																
Revenue By Source																	
Property rates		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue		-	-	-	-	112 534	-	-	-	-	-	-	-	-	-	-	112 534
Service charges - refuse revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - other		-	210	-	-	-	-	-	-	-	-	-	-	-	-	-	210
Rental of facilities and equipment		-	-	3 304	-	-	-	-	-	-	-	-	-	-	-	-	3 304
Interest earned - external investments		8 663	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8 663
Interest earned - outstanding debtors		-	-	-	-	28	-	-	-	-	-	-	-	-	-	-	28
Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences and permits		20	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20
Agency services		-	-	-	-	-	123 470	-	-	-	-	-	-	-	-	-	123 470
Other revenue		1 088	8 349	-	2 043	-	-	-	-	-	-	-	-	-	-	-	11 480
Transfers recognised - operational		79 852	7 172	-	-	-	-	-	-	-	-	-	-	-	-	-	87 024
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		89 623	15 731	3 304	2 043	112 563	123 470	-	-	-	-	-	-	-	-	-	346 734
Expenditure By Type																	
Employee related costs		47 286	37 054	3 118	821	27 432	43 306	-	-	-	-	-	-	-	-	-	159 017
Remuneration of councillors		6 947	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6 947
Debt impairment		347	-	-	-	441	-	-	-	-	-	-	-	-	-	-	788
Depreciation & asset impairment		1 814	4 202	69	-	8 531	-	-	-	-	-	-	-	-	-	-	14 616
Finance charges		-	-	-	-	9 299	-	-	-	-	-	-	-	-	-	-	9 299
Bulk purchases		-	-	-	-	10 300	-	-	-	-	-	-	-	-	-	-	10 300
Other materials		362	2 970	447	476	4 538	52 085	-	-	-	-	-	-	-	-	-	60 877
Contracted services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and grants		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure		11 253	12 384	1 152	1	41 323	16 094	-	-	-	-	-	-	-	-	-	82 207
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure		68 008	56 611	4 787	1 297	101 863	111 485	-	-	-	-	-	-	-	-	-	344 050
Surplus/(Deficit)																	
Transfers recognised - capital		21 615	(40 880)	(1 482)	746	10 700	11 985	-	-	-	-	-	-	-	-	-	2 683
Contributions recognised - capital		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributed assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		21 615	(40 880)	(1 482)	746	10 700	11 985	-	-	-	-	-	-	-	-	-	2 683

Table 56 MBRR Table SA3 – Supporting detail to Statement of Financial Position

DC1 West Coast - Supporting Table SA3 Supporting detail to 'Budgeted Financial Position'

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
R thousand											
ASSETS											
Call investment deposits											
Call deposits < 90 days		-	-	-	-	-	-	-	-	-	-
Other current investments > 90 days		-	-	-	-	-	-	-	-	-	-
Total Call investment deposits	2	-	-	-	-	-	-	-	-	-	-
Consumer debtors											
Consumer debtors		7 939	7 798	9 710	7 635	7 635	7 635	7 635	11 717	13 363	15 122
Less: Provision for debt impairment		(251)	(160)	(56)	(690)	(690)	(690)	(690)	(901)	(1 664)	(2 450)
Total Consumer debtors	2	7 688	7 638	9 654	6 945	6 945	6 945	6 945	10 816	11 699	12 672
Debt impairment provision											
Balance at the beginning of the year		150	428	160	160	160	160	160	160	901	1 664
Contributions to the provision		960	551	-	330	330	330	330	441	463	486
Bad debts written off		(858)	(820)	(104)	200	200	200	200	300	300	300
Balance at end of year		251	160	56	690	690	690	690	901	1 664	2 450
Property, plant and equipment (PPE)											
PPE at cost/valuation (excl. finance leases)		451 819	462 394	476 462	475 720	475 720	475 720	475 720	487 025	491 585	496 305
Leases recognised as PPE		-	-	-	-	-	-	-	-	-	-
Less: Accumulated depreciation		105 818	113 353	123 870	130 235	130 235	130 235	130 235	144 391	151 096	158 151
Total Property, plant and equipment (PPE)	2	346 000	349 041	352 592	345 485	345 485	345 485	345 485	342 634	340 489	338 154
LIABILITIES											
Current liabilities - Borrowing											
Short term loans (other than bank overdraft)		-	-	-	-	-	-	-	-	-	-
Current portion of long-term liabilities		10 916	12 944	14 127	14 127	14 127	14 127	14 127	15 493	17 004	12 853
Total Current liabilities - Borrowing		10 916	12 944	14 127	14 127	14 127	14 127	14 127	15 493	17 004	12 853
Trade and other payables											
Trade and other creditors		23 709	25 351	28 587	14 485	14 485	30 370	30 370	55 190	45 694	41 434
Unspent conditional transfers		1 725	472	366	-	-	-	-	-	-	-
VAT		138	-	2 155	-	-	-	-	-	-	-
Total Trade and other payables	2	25 572	25 823	31 108	14 485	14 485	30 370	30 370	55 190	45 694	41 434
Non current liabilities - Borrowing											
Borrowing		100 756	86 866	72 738	72 714	72 714	72 714	72 714	57 221	40 217	27 364
Finance leases (including PPP asset element)		-	750	-	-	-	-	-	-	-	-
Total Non current liabilities - Borrowing	4	100 756	87 616	72 738	72 714	72 714	72 714	72 714	57 221	40 217	27 364
Provisions - non-current											
Retirement benefits		69 042	55 450	57 826	70 640	70 640	70 640	70 640	74 055	83 009	93 923
List other major provision items		-	-	-	-	-	-	-	-	-	-
Refuse landfill site rehabilitation		-	-	-	-	-	-	-	-	-	-
Other		5 615	6 482	6 919	-	-	-	-	6 919	6 919	6 919
Total Provisions - non-current		74 657	61 932	64 745	70 640	70 640	70 640	70 640	80 974	89 928	100 842
CHANGES IN NET ASSETS											
Accumulated Surplus/(Deficit)											
Accumulated Surplus/(Deficit) - opening balance		290 770	313 010	363 531	342 997	342 997	324 860	324 860	348 995	352 218	353 170
GRAP adjustments		15 367	4 889	-	-	-	-	-	-	-	-
Restated balance		306 137	317 899	363 531	342 997	342 997	324 860	324 860	348 995	352 218	353 170
Surplus/(Deficit)		5 858	45 631	38 287	6 117	6 117	24 255	24 255	2 683	1 814	2 865
Appropriations to Reserves		-	-	-	-	-	-	-	-	-	-
Transfers from Reserves		-	-	-	-	-	-	-	-	-	-
Depreciation offsets		-	-	-	-	-	-	-	-	-	-
Other adjustments		-	-	-	-	-	-	-	-	-	-
Accumulated Surplus/(Deficit)	1	311 996	363 531	401 818	349 115	349 115	349 115	349 115	351 678	354 032	356 035
Reserves											
Housing Development Fund		-	-	-	-	-	-	-	-	-	-
Capital replacement		-	-	-	-	-	-	-	-	-	-
Self-insurance		-	-	-	-	-	-	-	-	-	-
Other reserves		-	-	-	-	-	-	-	-	-	-
Revaluation		-	-	-	-	-	-	-	-	-	-
Total Reserves	2	-	-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	2	311 996	363 531	401 818	349 115	349 115	349 115	349 115	351 678	354 032	356 035
Total capital expenditure includes expenditure on nationally significant priorities:											
Provision of basic services		-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-

Table 57 MBRR Table SA9 – Social, economic and demographic statistics and assumptions

DC1 West Coast - Supporting Table SA9 Social, economic and demographic statistics and assumptions

Description of economic indicator	Ref	Basis of calculation	2001 Census	2007 Survey	2011 Census	2012/13	2013/14	2014/15	Current Year 2015/16	2016/17 Medium Term Revenue & Expenditure Framework		
						Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcome
Demographics												
Population	0		-	-	-	-	-	-	-	-	-	-
Females aged 5 - 14	0		-	-	-	-	-	-	-	-	-	-
Males aged 5 - 14	0		-	-	-	-	-	-	-	-	-	-
Females aged 15 - 34	0		-	-	-	-	-	-	-	-	-	-
Males aged 15 - 34	0		-	-	-	-	-	-	-	-	-	-
Unemployment	0		-	-	-	-	-	-	-	-	-	-
Monthly household income (no. of households)												
No income	0		-	-	-	-	-	-	-	-	-	-
R1 - R1 600	0		-	-	-	-	-	-	-	-	-	-
R1 601 - R3 200	0		-	-	-	-	-	-	-	-	-	-
R3 201 - R6 400	0		-	-	-	-	-	-	-	-	-	-
R6 401 - R12 800	0		-	-	-	-	-	-	-	-	-	-
R12 801 - R25 600	0		-	-	-	-	-	-	-	-	-	-
R25 601 - R51 200	0		-	-	-	-	-	-	-	-	-	-
R52 201 - R102 400	0		-	-	-	-	-	-	-	-	-	-
R102 401 - R204 800	0		-	-	-	-	-	-	-	-	-	-
R204 801 - R409 600	0		-	-	-	-	-	-	-	-	-	-
R409 601 - R819 200	0		-	-	-	-	-	-	-	-	-	-
> R819 200	0		-	-	-	-	-	-	-	-	-	-
Poverty profiles (no. of households)												
< R2 060 per household per month	13	0	-	-	-	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Insert description	2	0	-	-	-	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Household/demographics (000)												
Number of people in municipal area	0		-	-	-	-	-	-	-	-	-	-
Number of poor people in municipal area	0		-	-	-	-	-	-	-	-	-	-
Number of households in municipal area	0		-	-	-	-	-	-	-	-	-	-
Number of poor households in municipal area	0		-	-	-	-	-	-	-	-	-	-
Definition of poor household (R per month)	0		-	-	-	-	-	-	-	-	-	-
Housing statistics												
Formal	3	0	-	-	-	-	-	-	-	-	-	-
Informal	0		-	-	-	-	-	-	-	-	-	-
Total number of households												
Dwellings provided by municipality	4	0	-	-	-	-	-	-	-	-	-	-
Dwellings provided by province/s	0		-	-	-	-	-	-	-	-	-	-
Dwellings provided by private sector	5	0	-	-	-	-	-	-	-	-	-	-
Total new housing dwellings												
Economic												
Inflation/inflation outlook (CPIX)	6					6.0%	6.0%	6.0%	6.0%	4.4%	4.4%	4.4%
Interest rate - borrowing						0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Interest rate - investment						8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%
Remuneration increases						10.0%	10.0%	10.0%	10.0%	8.5%	8.5%	8.5%
Consumption growth (electricity)						0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Consumption growth (water)						10.4%	10.4%	10.4%	10.4%	8.1%	8.1%	8.1%
Collection rates												
Property tax/service charges	7					0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Rental of facilities & equipment						100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Interest - external investments						100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Interest - debtors						0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Revenue from agency services						100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 57 MBRR Table SA9 – Social, economic and demographic statistics and assumptions (Continued)

Municipal entity services	Ref.	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Name of municipal entity		Household service targets (000)								
		Water:								
		Piped water inside dwelling								
	8	-	-	-	-	-	-	-	-	-
		Piped water inside yard (but not in dwelling)								
	10	-	-	-	-	-	-	-	-	-
		Using public tap (at least min.service level)								
	10	-	-	-	-	-	-	-	-	-
		Other water supply (at least min.service level)								
	9	-	-	-	-	-	-	-	-	-
		<i>Minimum Service Level and Above sub-total</i>								
	9	-	-	-	-	-	-	-	-	-
		Using public tap (< min.service level)								
	10	-	-	-	-	-	-	-	-	-
		Other water supply (< min.service level)								
	10	-	-	-	-	-	-	-	-	-
		No water supply								
		<i>Below Minimum Service Level sub-total</i>								
		-	-	-	-	-	-	-	-	-
		Total number of households								
		-	-	-	-	-	-	-	-	-
Name of municipal entity		Sanitation/sewerage:								
		Flush toilet (connected to sewerage)								
		-	-	-	-	-	-	-	-	-
		Flush toilet (with septic tank)								
		-	-	-	-	-	-	-	-	-
		Chemical toilet								
		-	-	-	-	-	-	-	-	-
		Pit toilet (ventilated)								
		-	-	-	-	-	-	-	-	-
		Other toilet provisions (> min.service level)								
		-	-	-	-	-	-	-	-	-
		<i>Minimum Service Level and Above sub-total</i>								
		-	-	-	-	-	-	-	-	-
		Bucket toilet								
		-	-	-	-	-	-	-	-	-
		Other toilet provisions (< min.service level)								
		-	-	-	-	-	-	-	-	-
		No toilet provisions								
		-	-	-	-	-	-	-	-	-
		<i>Below Minimum Service Level sub-total</i>								
		-	-	-	-	-	-	-	-	-
		Total number of households								
		-	-	-	-	-	-	-	-	-
Name of municipal entity		Energy:								
		Electricity (at least min.service level)								
		-	-	-	-	-	-	-	-	-
		Electricity - prepaid (min.service level)								
		-	-	-	-	-	-	-	-	-
		<i>Minimum Service Level and Above sub-total</i>								
		-	-	-	-	-	-	-	-	-
		Electricity (< min.service level)								
		-	-	-	-	-	-	-	-	-
		Electricity - prepaid (< min. service level)								
		-	-	-	-	-	-	-	-	-
		Other energy sources								
		-	-	-	-	-	-	-	-	-
		<i>Below Minimum Service Level sub-total</i>								
		-	-	-	-	-	-	-	-	-
		Total number of households								
		-	-	-	-	-	-	-	-	-
Name of municipal entity		Refuse:								
		Removed at least once a week								
		-	-	-	-	-	-	-	-	-
		<i>Minimum Service Level and Above sub-total</i>								
		-	-	-	-	-	-	-	-	-
		Removed less frequently than once a week								
		-	-	-	-	-	-	-	-	-
		Using communal refuse dump								
		-	-	-	-	-	-	-	-	-
		Using own refuse dump								
		-	-	-	-	-	-	-	-	-
		Other rubbish disposal								
		-	-	-	-	-	-	-	-	-
		No rubbish disposal								
		-	-	-	-	-	-	-	-	-
		<i>Below Minimum Service Level sub-total</i>								
		-	-	-	-	-	-	-	-	-
		Total number of households								
		-	-	-	-	-	-	-	-	-
Services provided by 'external mechanisms'		2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Names of service providers		Household service targets (000)								
		Water:								
		Piped water inside dwelling								
	8	-	-	-	-	-	-	-	-	-
		Piped water inside yard (but not in dwelling)								
	10	-	-	-	-	-	-	-	-	-
		Using public tap (at least min.service level)								
	10	-	-	-	-	-	-	-	-	-
		Other water supply (at least min.service level)								
	9	-	-	-	-	-	-	-	-	-
		<i>Minimum Service Level and Above sub-total</i>								
	9	-	-	-	-	-	-	-	-	-
		Using public tap (< min.service level)								
	10	-	-	-	-	-	-	-	-	-
		Other water supply (< min.service level)								
	10	-	-	-	-	-	-	-	-	-
		No water supply								
		<i>Below Minimum Service Level sub-total</i>								
		-	-	-	-	-	-	-	-	-
		Total number of households								
		-	-	-	-	-	-	-	-	-
Names of service providers		Sanitation/sewerage:								
		Flush toilet (connected to sewerage)								
		-	-	-	-	-	-	-	-	-
		Flush toilet (with septic tank)								
		-	-	-	-	-	-	-	-	-
		Chemical toilet								
		-	-	-	-	-	-	-	-	-
		Pit toilet (ventilated)								
		-	-	-	-	-	-	-	-	-
		Other toilet provisions (> min.service level)								
		-	-	-	-	-	-	-	-	-
		<i>Minimum Service Level and Above sub-total</i>								
		-	-	-	-	-	-	-	-	-
		Bucket toilet								
		-	-	-	-	-	-	-	-	-
		Other toilet provisions (< min.service level)								
		-	-	-	-	-	-	-	-	-
		No toilet provisions								
		-	-	-	-	-	-	-	-	-
		<i>Below Minimum Service Level sub-total</i>								
		-	-	-	-	-	-	-	-	-
		Total number of households								
		-	-	-	-	-	-	-	-	-
Names of service providers		Energy:								
		Electricity (at least min.service level)								
		-	-	-	-	-	-	-	-	-
		Electricity - prepaid (min.service level)								
		-	-	-	-	-	-	-	-	-
		<i>Minimum Service Level and Above sub-total</i>								
		-	-	-	-	-	-	-	-	-
		Electricity (< min.service level)								
		-	-	-	-	-	-	-	-	-
		Electricity - prepaid (< min. service level)								
		-	-	-	-	-	-	-	-	-
		Other energy sources								
		-	-	-	-	-	-	-	-	-
		<i>Below Minimum Service Level sub-total</i>								
		-	-	-	-	-	-	-	-	-
		Total number of households								
		-	-	-	-	-	-	-	-	-
Names of service providers		Refuse:								
		Removed at least once a week								
		-	-	-	-	-	-	-	-	-
		<i>Minimum Service Level and Above sub-total</i>								
		-	-	-	-	-	-	-	-	-
		Removed less frequently than once a week								
		-	-	-	-	-	-	-	-	-
		Using communal refuse dump								
		-	-	-	-	-	-	-	-	-
		Using own refuse dump								
		-	-	-	-	-	-	-	-	-
		Other rubbish disposal								
		-	-	-	-	-	-	-	-	-
		No rubbish disposal								
		-	-	-	-	-	-	-	-	-
		<i>Below Minimum Service Level sub-total</i>								
		-	-	-	-	-	-	-	-	-
		Total number of households								
		-	-	-	-	-	-	-	-	-

Table 57 MBRR Table SA9 – Social, economic and demographic statistics and assumptions (Continued)

Detail of Free Basic Services (FBS) provided	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework			
					Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17
Electricity	Ref										
List type of FBS service	<u>Location of households for each type of FBS</u> Formal settlements - (50 kwh per indigent household per month R'000) Number of HH receiving this type of FBS Informal settlements (R'000) Number of HH receiving this type of FBS Informal settlements targeted for upgrading (R'000) Number of HH receiving this type of FBS Living in informal backyard rental agreement (R'000) Number of HH receiving this type of FBS Other (R'000) Number of HH receiving this type of FBS Total cost of FBS - Electricity for informal settlements										
Water	Ref										
List type of FBS service	<u>Location of households for each type of FBS</u> Formal settlements - (6 kilolitre per indigent household per month R'000) Number of HH receiving this type of FBS Informal settlements (R'000) Number of HH receiving this type of FBS Informal settlements targeted for upgrading (R'000) Number of HH receiving this type of FBS Living in informal backyard rental agreement (R'000) Number of HH receiving this type of FBS Other (R'000) Number of HH receiving this type of FBS Total cost of FBS - Water for informal settlements										
Sanitation	Ref										
List type of FBS service	<u>Location of households for each type of FBS</u> Formal settlements - (free sanitation service to indigent households) Number of HH receiving this type of FBS Informal settlements (R'000) Number of HH receiving this type of FBS Informal settlements targeted for upgrading (R'000) Number of HH receiving this type of FBS Living in informal backyard rental agreement (R'000) Number of HH receiving this type of FBS Other (R'000) Number of HH receiving this type of FBS Total cost of FBS - Sanitation for informal settlements										
Refuse Removal	Ref										
List type of FBS service	<u>Location of households for each type of FBS</u> Formal settlements - (removed once a week to indigent households) Number of HH receiving this type of FBS Informal settlements (R'000) Number of HH receiving this type of FBS Informal settlements targeted for upgrading (R'000) Number of HH receiving this type of FBS Living in informal backyard rental agreement (R'000) Number of HH receiving this type of FBS Other (R'000) Number of HH receiving this type of FBS Total cost of FBS - Refuse Removal for informal settlements										

Table 59 Schedule of Service Delivery Standards

Western Cape : West Coast District Municipality(DC1) - Schedule of Service Delivery Standards Table 59

Standard	Description	Service Level
Water Service		
	Water Quality rating (Blue/Green/Brown/NO drop)	Blue
	Is free water available to all? (All/only to the indigent consumers)	All
	Frequency of meter reading? (per month, per year)	Per Month
Duration (hours) before availability of water is restored in cases of service interruption (complete the sub questions)		
	One service connection affected (number of hours)	48 hours
	Up to 5 service connection affected (number of hours)	48 hours
	Up to 20 service connection affected (number of hours)	48 hours
	Feeder pipe larger than 800mm (number of hours)	48 hours
	What is the average minimum water flow in your municipality?	1 meter per second
	Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)	Yes
	How long does it take to replace faulty water meters? (days)	3 Days
	Do you have a cathodic protection system in place that is operational at this stage? (Yes/No)	Yes
	To what extent do you subsidize your indigent consumers?	6kl water
Financial Management		
	Is there any change in the situation of unauthorised and wasteful expenditure over time? (Decrease/Increase)	Not Applicable
	Are the financial statements outsourced? (Yes/No)	No
	Are there Council adopted business process structuring the flow and management of documentation feeding to Trial Balance?	Yes
	How long does it take for a Tax/Invoice to be paid from the date it has been received?	within 30 Days
	Is there advance planning from SCM unit linking all departmental plans quarterly and annually including for the next two to three years procurement plans?	Yes
Administration		
	Reaction time on enquiries and requests?	Immediately
	Time to respond to a verbal customer enquiry or request? (working days)	1-5 Days
	Time to respond to a written customer enquiry or request? (working days)	1-5 Days
	Time to resolve a customer enquiry or request? (working days)	1-5 Days
	Does the municipality have control over locked enquiries? (Yes/No)	Yes
	Is there a reduction in the number of complaints or not? (Yes/No)	Yes
	How long does it take to open an account to a new customer? (1 day/ 2 days/ a week or longer)	30 min
	How many times does SCM Unit, CFO's Unit and Technical unit sit to review and resolve SCM process delays other than normal monthly management meetings?	Weekly
Economic development		
	How many economic development projects does the municipality drive?	EPWP Project
	What percentage of the projects have created sustainable job security?	None
	Does the municipality have any incentive plans in place to create a conducive environment for economic development? (Yes/No)	Yes
Other Service delivery and communication		
	Is an information package handed to the new customer? (Yes/No)	Yes a Contract
	Does the municipality have training or information sessions to inform the community? (Yes/No)	No
	Are customers treated in a professional and humanly manner? (Yes/No)	Yes

1.21 Municipal manager’s quality certificate

I H F Prins, municipal manager of West Coast District Municipality, hereby certify that the annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the annual budget and supporting documents are consistent with the Integrated Development Plan of the municipality.

Print Name _____

Municipal manager of West Coast District Municipality (DC1)

Signature _____

Date _____